DESTIN CITY COUNCIL MEETING
JUNE 2, 2025
ANNEX COUNCIL CHAMBERS
6:00 PM

*****Core Value of the Month - Integrity*****

CALL TO ORDER

*** INVOCATION**

PLEDGE OF ALLEGIANCE

AGENDA APPROVAL *(Matters not specifically listed on the agenda may be added and acted upon with a super-majority vote of the Council members present and eligible to vote on the matter)*

1. **PROCLAMATIONS / RECOGNITIONS / SPECIAL / **PUBLIC PRESENTATIONS / ANNOUNCEMENTS**
   A. Rotary Club of Destin - Citizen Above Self Award 2025
2. **PUBLIC COMMENTS (Section 5 - Public Hearings has separate public comments time for these items)** (Note: Individual speakers will be limited to 3 minutes. At the discretion of the mayor, this 3 minute allowance may be adjusted depending on the level of business coming before the City Council)
3. ***** CONSENT AGENDA**
   A. Boathouse & Oyster Bar Forrest Day 5k
   B. 4144 Belcourt Dr, Residential Marine Construction, HWB-001565-2025
   C. 724 Harbor Blvd, Commercial Marine Construction, HWB-001582-2025
4. **CITY MANAGER REPORTS** Announcements
   A. RFP 25-05-PW, Disaster Debris Management Services, authorization to execute contracts
   B. Bonfires on the Beach Discussion
   C. 4481 B Luke Avenue - Proposed Scaglione Agreement
   D. Engagement Letter with Warner Law Firm for Requested City Litigation re: Beach Vending
   E. Draft Minutes of Standing Committees and Boards - **Informational Only**
   F. Announcements
5. **PUBLIC HEARINGS**
   A. First reading of Ordinance 25-10-LC - High Density Residential Townhomes Setbacks
   B. Resolution 25-14 Harbor CRA Master Plan
   C. Resolution 25-13 Town Center CRA Master Plan
   D. Second Reading Ordinance 25-11-CC - Relating to noise regulations; amending Chapter 14 "*Offenses and Miscellaneous Provisions";* Article II "*Noise"* of the City Code of Ordinances; amending definitions; amending provisions relating to the measurement or assessment of noise; and providing for permissible noise levels.

6. **COMMENTS / PRESENTATIONS FROM MAYOR, COUNCIL, AND CITY ATTORNEY**
   A. Councilmember Braden
   B. Councilmember Trammell
   C. Councilmember Destin
   D. Councilmember Bagby
   E. Councilmember Hebert
   F. Councilmember Geile
      1) Projects Status/Updates
   G. Councilmember Schmidt
      1) Council's List of Priorities
      2) Interlocal Agreement - City of Destin and Okaloosa County School Board
   H. Mayor Wagner
   I. City Attorney
7. **PUBLIC COMMENTS** (Comments from the public on any matters considered at the meeting, or on any matters not on the agenda)

8. **ADJOURN**

****** Any invocation that is offered before the official start of the City Council meeting shall be the voluntary offering of a private person, to and for the benefit of the City Council. The views or beliefs expressed by the invocation speaker have not been previously reviewed or approved by the City Council, or the City staff, and the City is not allowed by law to endorse the religious beliefs or views of this, or any other speaker. Persons in attendance at the City Council meeting are invited to stand during the opening invocation and Pledge of Allegiance. However, such invitation shall not be construed as a demand, order, or any other type of command. No person in attendance at the meeting shall be required to participate in any opening invocation that is offered. A person may exit the City Council Chambers and return upon completion of the opening invocation if a person does not wish to participate in or witness the opening invocation.***

Persons with disabilities who require assistance to participate in City meetings are requested to notify the City Clerk's Office at (850) 837-4242 in advance. Hearing Impaired: TTY: 711. Assistance also available through Human Resources, Title VI Coordinator, at (850) 837-4242.
Personas con discapacidades que necesitan asistencia o personas que necesiten ayuda con un idioma para participar en las reuniones de la ciudad, deberán notificar la oficina de la Secretaria Municipal al (850) 837-4242 antes de la reunión. Discapacidad auditiva: TTY: 711 (Solicitar Espanol CA). La ayuda tambien está disponible por Recursos Humanos, Coordinador del Título VI, al (850) 837-4242.

ITEM # 2025-665

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Presentation
AGENDA OUTLINE NUMBER: 1.A.

TO: City Council

THRU: Larry Jones , City Manager

FROM: Michael Burgess, Public Works Director

DATE: 05/15/2025

SUBJECT: Rotary Club of Destin - Citizen Above Self Award 2025

I. BACKGROUND: Each year, the Rotary Club of Destin honors a member of the Destin community who is not a Rotarian but has demonstrated exceptional dedication to making Destin a better place to live, work, and raise a family. This annual recognition highlights individuals who exemplify community spirit, leadership, and service. For the current year, the Rotary Club has selected Jessica Holzapple as the recipient of this prestigious award.

Since moving to the Destin area in 2011, Ms. Holzapple has been a catalyst for positive change both locally and internationally. Through her role at Shoreline Church, she has led various humanitarian and community outreach efforts. Her contributions include organizing disaster relief initiatives, establishing city-wide service days that support local organizations, and engaging in global missions—most notably through the construction of a school in Uganda, Africa.

II. DISCUSSION: Ms. Holzapple's recognition by the Rotary Club of Destin is a reflection of her sustained commitment to service, inclusion, and community empowerment. Known for her "all-in" dedication, she brings people and resources together to effect meaningful and lasting change. Her efforts reach far beyond logistics; she builds bridges of connection and compassion across diverse populations.

Among her most impactful local contributions is her leadership in "Night to Shine", a prom event celebrating individuals with special needs. As a mother of four—including a child with special needs—Jessica's work is deeply rooted in her personal mission to foster connection, dignity, and joy for all. Her work exemplifies the values of inclusivity and service that are central to Destin's community identity.

Her selection by the Rotary Club of Destin not only acknowledges her individual efforts but

also inspires broader civic engagement and volunteerism in our city. She is a shining example of how one individual's dedication can enrich the lives of many.

A. Link to Strategic Goals / Objectives: II. Enhanced Quality of Life and Safety for Families

B. Effect on Budget (EOB): N/A

C. Level of Service (LOS): N/A

D. Legislative Sponsor: N/A

E. Business Impact Statement: N/A

III. CONCLUSION: In light of her extraordinary contributions, the City Council formally recognizes Jessica Holzapple as the Rotary Club of Destin's 2025 Community Award Recipient. Her leadership, compassion, and community service have significantly enhanced the quality of life in Destin and serve as a model of civic excellence. The Council extends its heartfelt congratulations and appreciation to Ms. Holzapple and encourages continued celebration of such outstanding community champions.

IV. RECOMMENDED MOTION: None required

Attachments:

None

ITEM # 2025-686

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Consent Agenda
AGENDA OUTLINE NUMBER: 3.A.

TO: City Council

THRU: Kimberly Kopp, City Attorney
Larry Jones , City Manager

FROM: Kimberly Montgomery, Deputy City Clerk
David Prichard, Community Development Director

DATE: May 28, 2025

SUBJECT: Boathouse & Oyster Bar Forrest Day 5k

I. BACKGROUND: The Boathouse Oyster Bar is requesting the use of the city streets to hold their 3rd Annual 5K road race on June 14, 2025. They have provided the required documentation and have notified the Okaloosa County Sheriff's Office, the Destin Fire Control District, and the Okaloosa County Emergency Medical Services of the upcoming request. A map indicates the path of the race with detailed sections along the route in subsequent pages. The Okaloosa County Sheriff's Posse will control the traffic where necessary and the race sponsors will maintain the traffic elsewhere and remove any debris left after the request.

II. DISCUSSION: The Destin Boathouse & Oyster Bar is respectively requesting the parking fees be waived for the event participants and the registration tent from 7 a.m. to 11 a.m.

A. Link to Strategic Goals / Objectives: Enhance Quality of Life. Enhance the City's Recreational Services.

B. Effect on Budget (EOB): The City of Destin shall not incur any expense or revenue as a result of this request.

C. Level of Service (LOS): There is no staff required for this event.

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: All related and required documentation has been submitted and approved for legal sufficiency by both the City Attorney and the Risk Manager. Staff recommends approval of this request.

IV. RECOMMENDED MOTION: I move to approve the Boathouse Oyster Bar's Forrest Day 5k run/walk request for use of City streets on June 14, 2025.

Attachments:

1. Boathouse Oyster Bar Forrest 5k '25

CHECKLIST FOR USE OF PUBLIC FACILITIES OR PROPERTY:

Name of Organization: Boathouse Oyster Bar

Type of Event: 5K

Date(s) of Event: June 14, 2025

Location of Event: Marler Public Parking Start

1.* Certificate of Insurance **(Endorsement to the Policy & Acord is required.)** provided: Yes: ✓ ***This is required.*** Date on which provided: _____

2.* Hold Harmless **(Signed Original)** provided: Yes: ✓ ***This is required.*** Date on which provided: _____

3.** Permission granted from FDOT for use of State roadway (applicable only if using and closing any portion of State Highway 98) Yes _____ No ____ Date written permission granted: N/A

4.** Local law enforcement services requested: Yes ✓ ***This is required.*** Law enforcement officer contacted: Joseph Fulghum & Tami Cokonaugher

5.** Destin Fire Control District contacted: Yes ✓ ***This is required.*** Person contacted: Matt Taylor

6.** Okaloosa County Emergency Medical Services contacted: Person contacted: Patrick Maddox Yes ✓ ***This is required***

7. Please provide map of race route(s). attached

8. Describe steps being taken to ensure removal of all directional arrows, signage, as well as trash left on City streets upon conclusion of the event: upon finale of race a crew will be removing all event material & trash

9. Please provide location & pertinent information regarding sufficient and approved event participant parking for the event: City of Destin Marler parking lot

Any unauthorized event participant parking is subject to being towed from private property at vehicle owner's expense

10. City Park Permit needed: Yes___ No ✓ If yes, please contact Lisa Firth at Destin Community Center @ 850-654-5184 to make arrangements to reserve the park.

11. Will the event be in a residential neighborhood and will there be excessive noise or light glare from the event? n/a

X _____

(Requester's or Acting Agent's Signature)

* **Original Certificate of Insurance and signed Hold Harmless must be provided to the City of Destin to be presented to City Council prior to their approval of the event, as well as a map of the race route.**

** **Provide the City a written acknowledgement/concurrence from the agency.**

HOLD HARMLESS AGREEMENT

Boathouse Oyster Bar agrees to indemnify and hold harmless the City of Destin from any and all liability, defense costs, including attorney fees and all other fees incidental to defense, loss or damage the City of Destin may suffer as a result of claims, demands, costs or judgments against it arising from the Forrest 5K to be held on June 14, 2025.

In addition, the Boathouse Oyster Bar agrees to provide the City of Destin a Certificate of Insurance naming the City as an Additional Insured reflecting general liability coverage of not less than $2,000,000.00.

Boathouse Oyster Bar, Inc.
(Corporate Name)

Signature of President

Melissa Schofield
Print name and print President next to name

STATE OF Florida

COUNTY OF Okaloosa

The foregoing instrument was acknowledged before me by means of ☑ physical presence or ☐ online notarization, on this 15 day of May 2025 by Melissa Schofield who is personally known by me X or has produced identification _____ Type of Identification: _____.

Signature of Notary Taking Acknowledgement

Lanier L Orr
Printed name of Notary Taking Acknowledgement

Notary Public State of Florida
Lanier L Orr
My Commission HH 116378
Expires 07/18/2026

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 5/8/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER

M.E. Wilson Company, LLC
dba Waldorff Insurance & Bonding; dba Underwood Anderson Insurance
300 West Platt Street
Tampa, FL 33606

CONTACT NAME: Waldorff Insurance
PHONE (A/C, No, Ext): 850-581-4925 FAX (A/C, No): 850-581-4930
E-MAIL ADDRESS: certificates@waldorffinsurance.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : United States Liability Company	25895
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED

Boathouse Oyster Bar, Inc. DBA: The Boat...
PO Box 62
Destin, FL 32540

COVERAGES **CERTIFICATE NUMBER:** 203809 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC OTHER:	X		SE 1151690	06-14-2025	06-15-2025	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 1,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$
								$
	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	[ ] UMBRELLA LIAB [ ] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N [ ] N / A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Named Insured: Boathouse Oyster Bar, Inc. DBA: The Boathouse Oyster Bar
The certificate holder is included as additional insured with regards to the General Liability coverage.
RE: 6/14/25 5K - 288 Harbor Blvd, Destin, FL 32541

CERTIFICATE HOLDER

CITY OF DESTIN
4100 Indian Bayou Trail
Destin, FL 32541

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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OCSO

RE: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025

From: Joseph J. Fulghum (jfulghum@sheriff-okaloosa.org)

To: preston@crackingsfl.com; destinaccounting@yahoo.com; mtaylor@destinfire.com; pmaddox@myokaloosa.com; tcokonaugher@sheriff-okaloosa.org

Cc: bparkton@sheriff-okaloosa.org

Date: Thursday, May 22, 2025 at 07:03 AM CDT

You event is approved by OCSO.

Joseph Jason Fulghum
Captain, East District
Okaloosa County Sheriff's Office
4300 E. Legendary Dr. Suite 250
Destin, Fl 32541
(850)613-2208

We are committed to upholding the Constitution of the United States and the laws of Florida with excellence and integrity. We strive to reduce crime while providing fair and equal treatment for all. We are honored to serve and protect.

From: Preston Green <preston@crackingsfl.com>
Sent: Wednesday, May 21, 2025 7:41 PM
To: destinaccounting@yahoo.com; Joseph J. Fulghum <jfulghum@sheriff-okaloosa.org>; mtaylor@destinfire.com; pmaddox@myokaloosa.com; tcokonaugher@sheriff-okaloosa.org
Cc: Brian M. Parkton <bparkton@sheriff-okaloosa.org>
Subject: Re: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025

Some people who received this message don't often get email from preston@crackingsfl.com. Learn why this is important

WARNING: This E-Mail Originated Outside of the Sheriff's Office.

DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Attached is the interpretation of the Traffic Safety Plan that has been request for the Forrest 5K Run on June 14, 2025. If there are any comments, concerns, or changes required, please contact me as soon as possible. Thank you so much for your time!

Regards,

Sent: Thursday, May 15, 2025 at 03:09:27 PM CDT

Subject: RE: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025

Ms. Schofield,

The Okaloosa County has a new requirement for races, which will take place in the roadway. If you plan on having runner, who will be running in the traffic lane, you will have to provide us with a traffic safety plan to prevent a running being struck by a vehicle. If you plan on the runners being complaint with pedestrian traffic laws, the plan will not be required, but you must submit an email stating that all runners will comply with pedestrian traffic law, as well as a statement of how you intend to ensure the runners comply.

If you have any questions or need assistance, please contact Lt. Parkton, who is included on this email.

Joseph Jason Fulghum

Captain, East District

Okaloosa County Sheriff's Office

4300 E. Legendary Dr. Suite 250

Destin, Fl 32541

(850)613-2208

From: destinaccounting@yahoo.com <destinaccounting@yahoo.com>
Sent: Thursday, May 15, 2025 1:44 PM
To: Matt Taylor <mtaylor@destinfire.com>; Joseph J. Fulghum <jfulghum@sheriff-okaloosa.org>; Patrick Maddox <pmaddox@myokaloosa.com>; tcokonaugher@sheriff-okaloosa.org
Subject: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025

WARNING: This E-Mail Originated Outside of the Sheriff's Office.

OC EMS

100 this year.

Thank you,

Missy Schofield

Destin Accounting Group, Inc.

PO Box 62 Destin, FL. 32540

(850) 533-1004

destinaccounting@yahoo.com

On Thursday, May 15, 2025 at 01:48:31 PM CDT, Patrick Maddox <pmaddox@myokaloosa.com> wrote:

Good Afternoon,

Pending S/O approval of traffic safety plan and estimate of number of participants, no objection from Public Safety. EMS copied for visibility.

Stay safe,

Patrick Maddox, LE CDR(R)

Director of Public Safety

Okaloosa County Board of County Commissioners

DFCD

From: Matt Taylor
To: destinaccounting@yahoo.com; Kim Montgomery
Subject: RE: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025
Date: Wednesday, May 28, 2025 7:39:50 AM
Attachments: image002.png
image003.png
image004.png
image007.png

Preston,

Thank you for notifying the Destin Fire Control District of the Forrest 5K Run on June 14, 2025. *The appropriate shift has been copied on this e-mail.*

Please advise all participants to maintain an awareness for any responding emergency vehicle during all stages of the event and to immediately cede the right-of-way.

Have a great run and if you need any other assistance, please contact me.

This e-mail will serve as the Destin Fire Control District's acknowledgement of this event. Please forward it to the appropriate agencies.

This email was sent on the 22nd to Preston Green.

Matt Taylor, Fire Marshal
Destin Fire Control District
Cell 850-685-3367
Office 850-837-8413

From: destinaccounting@yahoo.com <destinaccounting@yahoo.com>
Sent: Tuesday, May 27, 2025 4:23 PM
To: Matt Taylor <MTaylor@destinfire.com>; Kim Montgomery <kmontgomery@cityofdestin.com>
Subject: Fw: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025

Please see below. The city is awaiting your response to approve the June 14th 5K run. Please advise.

Thank you,

Missy Schofield
Destin Accounting Group, Inc.
PO Box 62 Destin, FL. 32540

City Attorney | HR

From: Kimberly Kopp
To: Jamie Haynes
Cc: destinaccounting@yahoo.com; Kim Montgomery; mtaylor@destinfire.com; jfulghum@sheriff-oklaoosa.org; Rey Bailey; Sharon Gardner; Tamara Young; Sheri Bethea; Larry Jones; Lisa Firth
Subject: Re: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025
Date: Tuesday, May 27, 2025 12:37:11 PM
Attachments: image001.png
image002.png
image003.png
image006.png

Approved from legal
Sent from my iPhone

On May 27, 2025, at 1:30 PM, Jamie Haynes <jhaynes@cityofdestin.com> wrote:

Thank you.

Approved from Risk.

Thanks!

Jamie
<image001.png>

From: destinaccounting@yahoo.com <destinaccounting@yahoo.com>
Sent: Tuesday, May 27, 2025 11:32 AM
To: Kim Montgomery <kmontgomery@cityofdestin.com>; mtaylor@destinfire.com; jfulghum@sheriff-oklaoosa.org; Jamie Haynes <jhaynes@cityofdestin.com>
Cc: Rey Bailey <rbailey@cityofdestin.com>; Sharon Gardner <sgardner@cityofdestin.com>; Tamara Young <tyoung@cityofdestin.com>; Sheri Bethea <sbethea@cityofdestin.com>; Larry Jones <ljones@cityofdestin.com>; Lisa Firth <lfirth@cityofdestin.com>; Kimberly Kopp <kkopp@romanokopplaw.com>
Subject: Re: Boathouse Oyster Bar is hosting the Forrest 5K - June 14, 2025

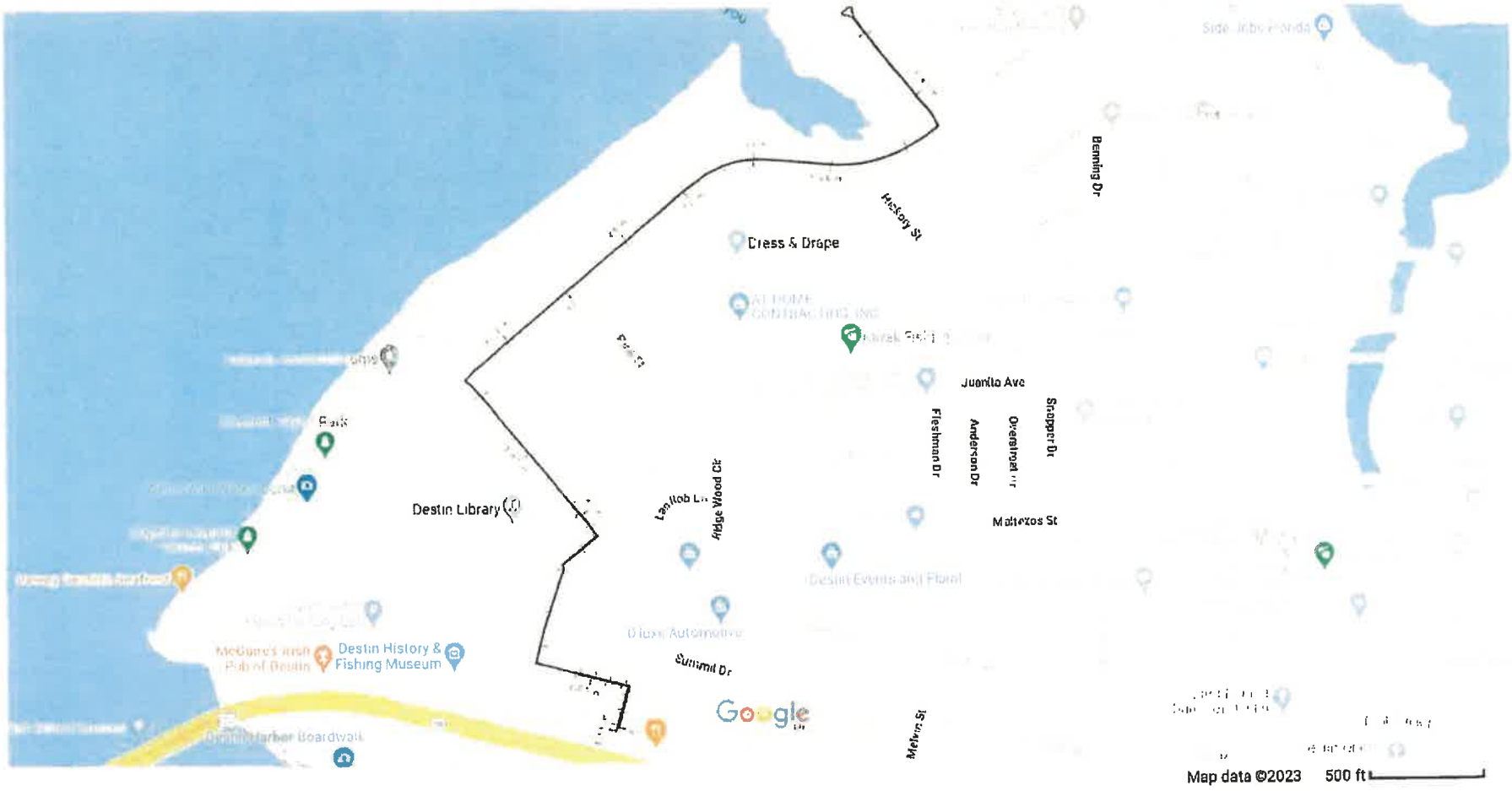
You don't often get email from destinaccounting@yahoo.com. Learn why this is important

I had it completed. I forgot to scan double sided. It is attached.

Thank you,

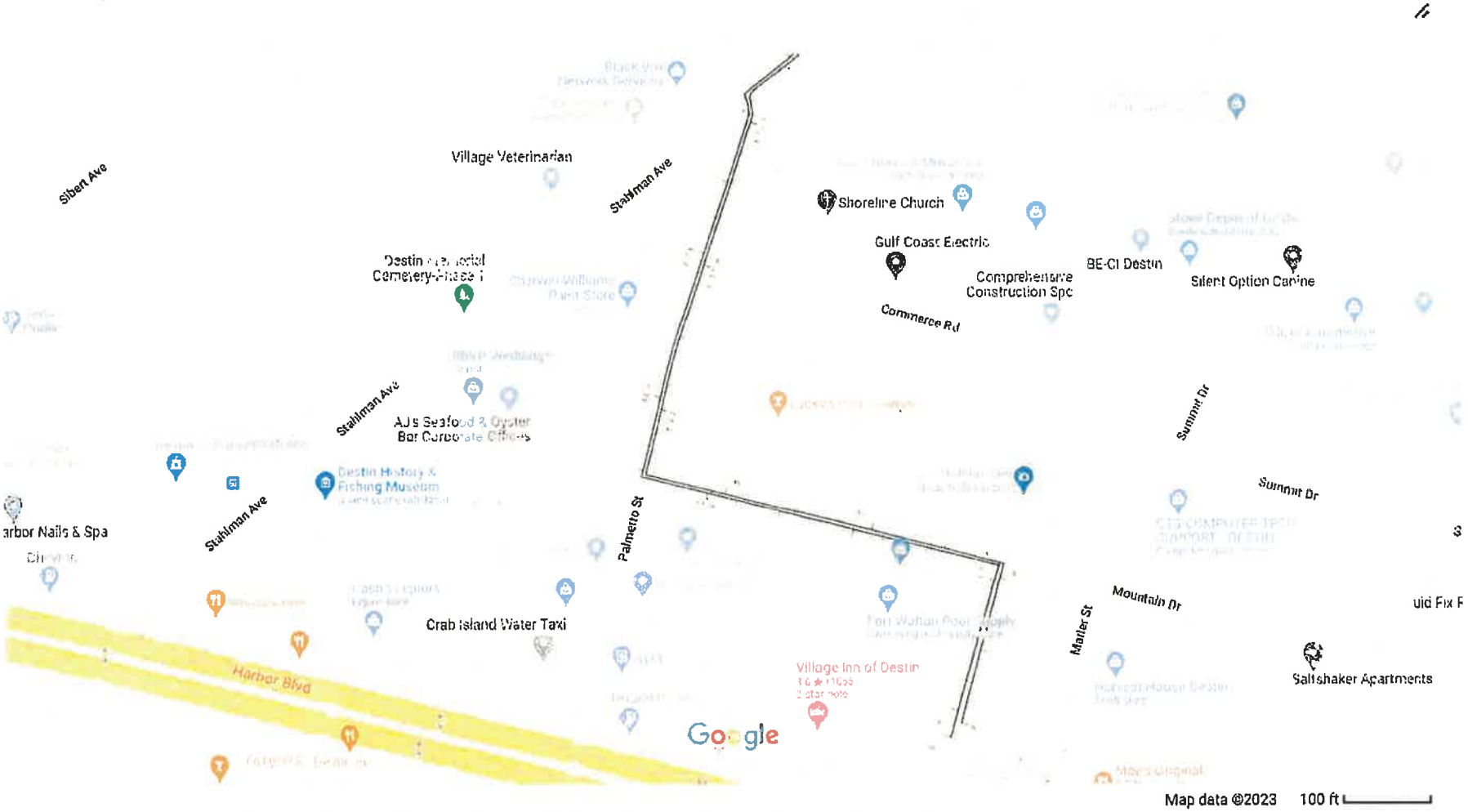
Missy Schofield

Google Maps 5 K route



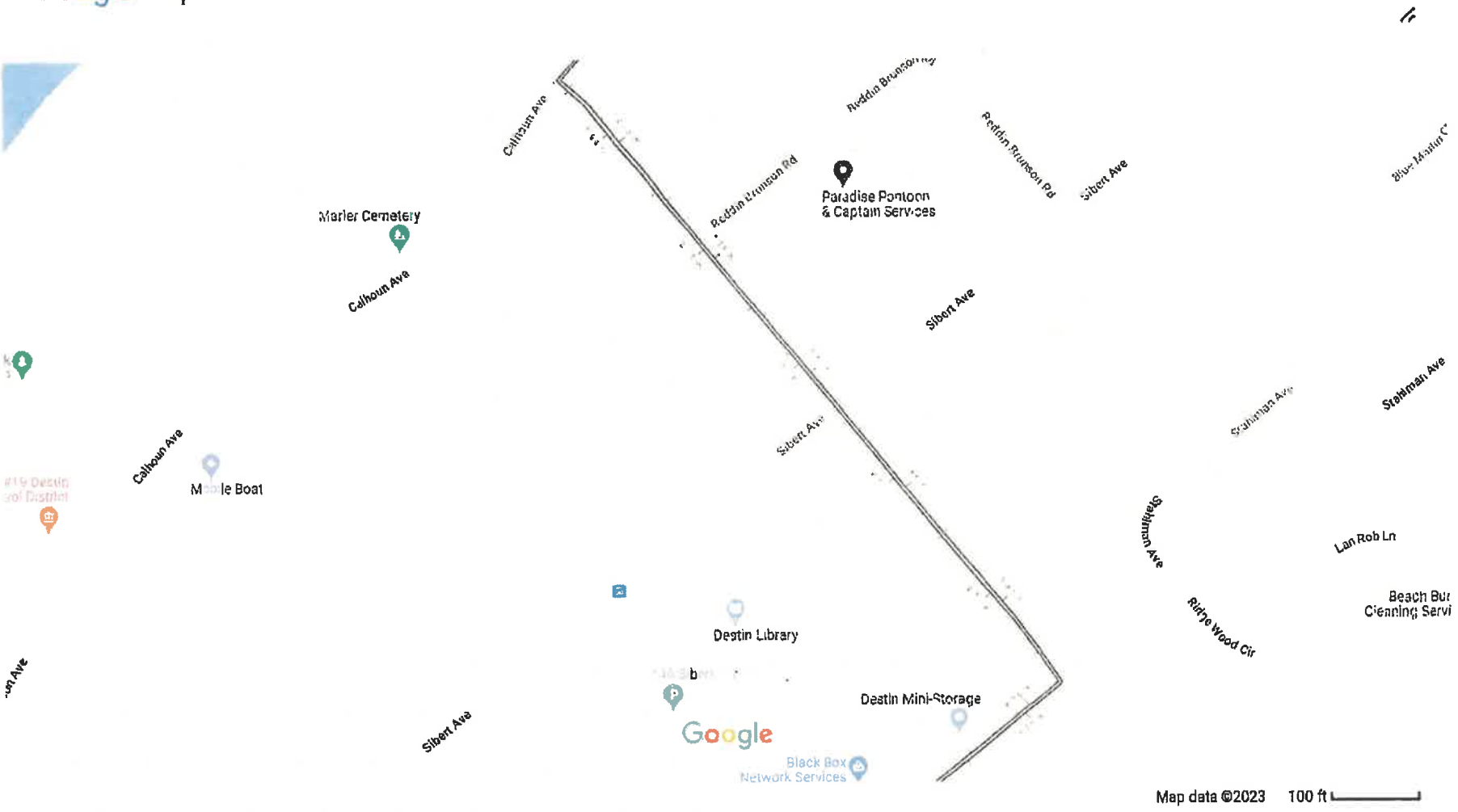
Measure distance
Total area: 54,005.72 ft² (5,017.30 m²)
Total distance: 3.11 mi (5.00 km)

Google Maps 5K route section 1



Measure distance
Total area: 54,005.72 ft² (5,017.30 m²)
Total distance: 3.11 mi (5.00 km)

Google Maps 5Ksection 2



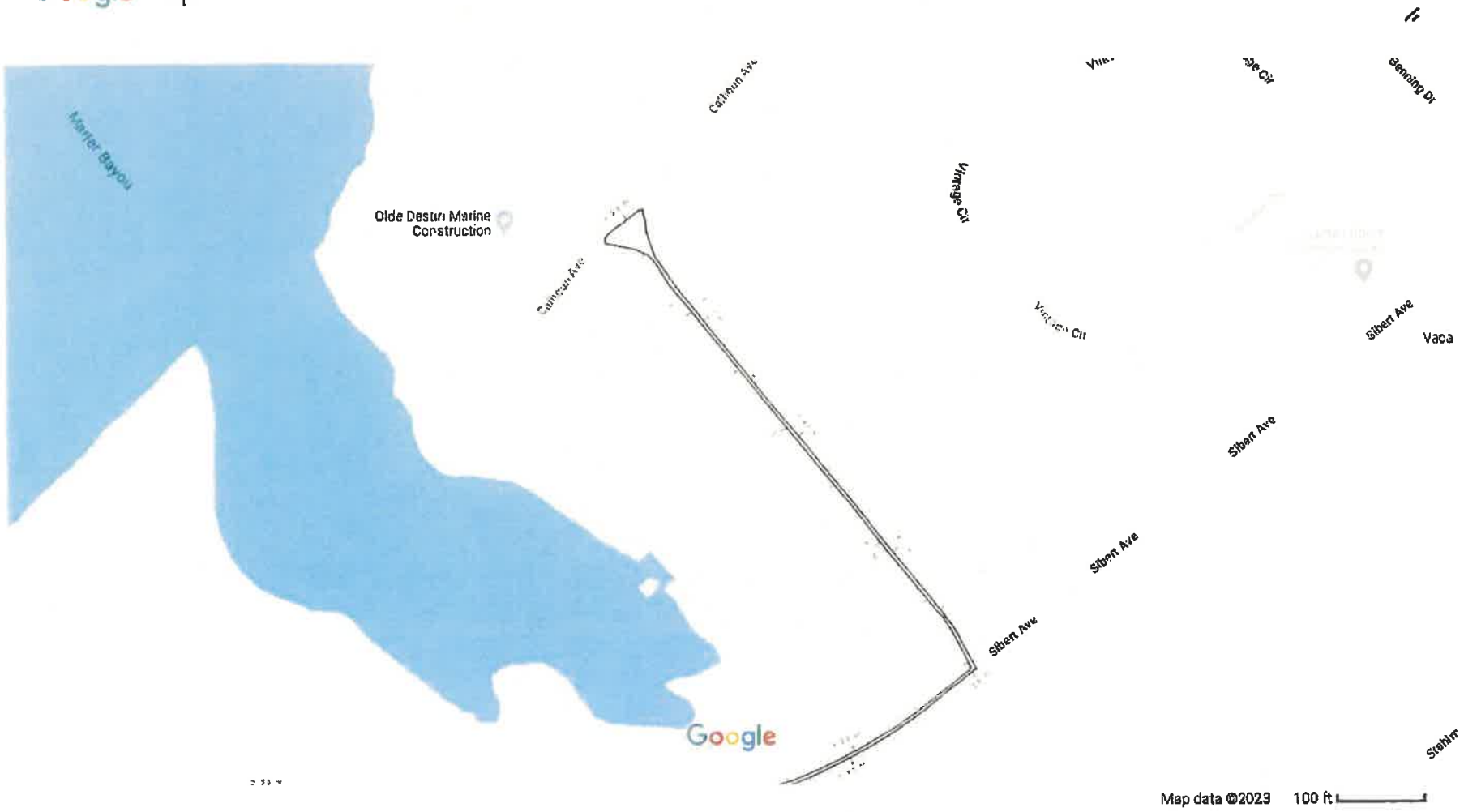
Measure distance
Total area: 54,005.72 ft² (5,017.30 m²)
Total distance: 3.11 mi (5.00 km)

Google Maps 5K section 3



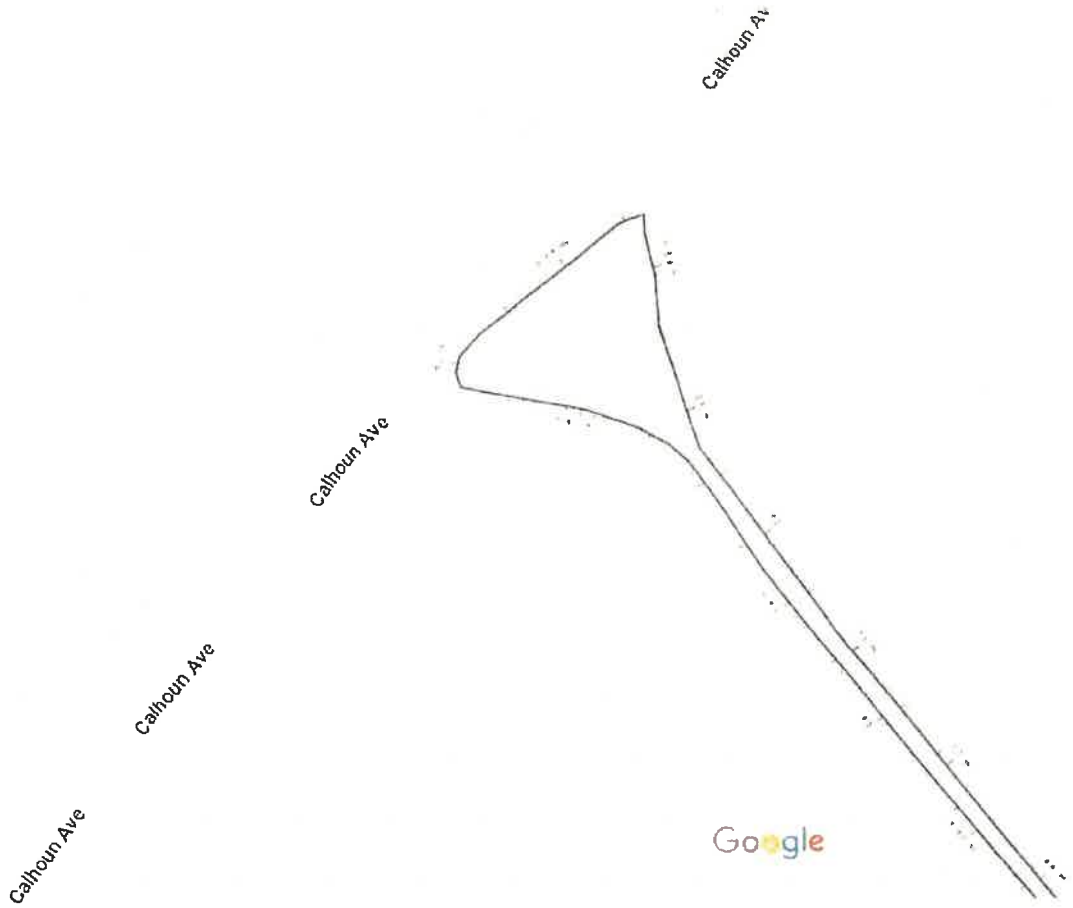
Measure distance
Total area: 54,005.72 ft² (5,017.30 m²)
Total distance: 3.11 mi (5.00 km)

Google Maps 5K section 4



Measure distance
Total area: 54,005.72 ft² (5,017.30 m²)
Total distance: 3.11 mi (5.00 km)

Google Maps 5K route section 5 Turn around point



Map data ©2023 20 ft

Measure distance
Total area: 54,005.72 ft² (5,017.30 m²)
Total distance: 3.11 mi (5.00 km)

ITEM # 2025-689

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Action Item
AGENDA OUTLINE NUMBER: 3.B.

TO: City Council

THRU: David Prichard, Community Development Director
Kimberly Kopp, City Attorney
Larry Jones , City Manager

FROM: Ashley Dominguez, Planner

DATE: 5/28/2025

SUBJECT: 4144 Belcourt Dr, Residential Marine Construction, HWB-001565-2025

I. BACKGROUND: Micah Site with Straight Line Marine Construction LLC has applied for Harbor and Waterways Board review for the construction of a new single-family dock, a covered boat slip, two catwalks, and two platforms.

The applicant seeks a recommendation of approval from the City Council for a Residential Marine Construction project proposing a dock and covered boat slip with:

Total Square Feet:	912
Total Number of Piers or Docks:	1 Dock
Total Length:	64 ft
Total Slip Density:	2
Located in the Destin Harbor:	No

II. DISCUSSION:
The applicant requests City Council review and approval for residential marine construction located at 4144 Belcourt Dr within Choctawhatchee Bay.

The City Council is being asked to review the proposed marine project per Land Development Code ***Section 11.05.01 - General regulations; prohibitions*** and ***Section 11.05.02 – Permitting procedures.*** Below are Staff's findings with respect to ***Section 11.05.01*** and ***Section 11.05.02;*** items not applicable to this project are marked "Not Applicable."

11.05.01. General regulations; prohibitions*. This article establishes and regulates procedures and standards by which the City controls and regulates development, construction and activities*

within and contiguous to the Harbor and waterways of Destin. The following regulations and prohibitions shall apply to the Harbor and waterways of Destin:

A. No person shall construct or add to an existing dock, seawall, bulkhead, mooring or piling, modify an existing submerged land lease, or conditions thereto, or conduct dredge or fill operations in, or contiguous to, the Harbor or waterways of Destin without first obtaining the proper authorization from the appropriate federal, state and City agencies.

Staff response: *The applicant has submitted for authorization from all appropriate agencies.*

B. The addition or modification of a boat lift or pilings within an existing legal and conforming boat slip shall not require the review of the Harbor and Waterways Board or the City Council. Rather, a copy of the U.S. Army Corps of Engineers permit, DEP permit, and a homeowner's association approval (if applicable) shall accompany a completed application for a building permit, provided no additional slips are created.

Staff response: *Not applicable.*

C. No fish carcasses and debris shall be discharged into the Harbor or waterways of Destin.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

D. No person who maintains or operates a dock shall allow or permit the disposal of fish carcasses, litter, waste petroleum products or other pollutants into the Harbor or waterways of Destin. Trash disposal receptacles shall be anchored to each dock to ensure compliance with the provisions of this article.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

E. No fuel or oil shall be willfully or knowingly discharged in the Harbor or waterways of Destin. No dock which sells fuel or oil shall be constructed, operated or maintained in the Harbor or waterways of Destin unless an oil abatement plan, in accordance with Coast Guard guidelines, is available at each dock. The Destin Harbor and Waterways Board shall review and recommend approval or disapproval of each oil abatement plan to the City Council, which shall have approval authority. Each existing dock which sells fuel or oil shall develop and have approved an oil abatement plan acceptable to the City. All new docks which sell fuel or oil shall develop and have an approved oil abatement plan, which is acceptable to the City, prior to receiving a building permit from the City.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to. This is a residential dock; therefore, no fuel or oil will be sold, and an oil abatement plan is not required.*

F. No new or existing dock shall be constructed or modified such that the length of

any pier as completed is greater than 20 percent of the width of the Harbor or waterway at the place where the pier is located, or out 200 feet, whichever is less, except in Choctawhatchee Bay.

Staff response: *Proposed construction complies with this regulation. Proposed construction is located within Choctawhatchee Bay.*

G. No piling(s) shall be added to the waterward end of any pier which piling(s) would make the total length of the dock more than 200 feet, or 20 percent of the waterway, whichever is less, except in Choctawhatchee Bay.

Staff response: *Proposed construction complies with this regulation. Proposed construction is located within Choctawhatchee Bay.*

H. No vessel shall be moored or docked on the waterward end of any pier of the maximum legal length, as determined pursuant to subsection F above, for more than 72 hours.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

I. No dock shall be constructed which permits the commercial docking of boats with on-board toilets unless such the dock is equipped with a sewage pump-out.

Staff response: *Not applicable.*

J. No dock shall be constructed which permits the docking of a live-aboard unless such vessel has an operable holding tank.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

K. No boat shall be moored in the Harbor or waterways of Destin such that it constitutes a hazard to navigation.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

L. No dock shall be constructed such that it constitutes a hazard to navigation.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

M. Excepting docks connected to uplands zoned SHMU, or those located on Choctawhatchee Bay, no dock shall be longer than the width, at the mean high-water line, of the lot to which the dock is attached.

Staff response: *Proposed construction complies with this regulation. Proposed construction is located within Choctawhatchee Bay.*

i. For those docks connected to uplands zoned SHMU, or those located on

Choctawhatchee Bay, a dock may be constructed to a length of 1.5 times the width of the property at the mean high-water line, provided the length of the dock does not exceed the maximum length established by paragraphs F and G above.

Staff response: *Proposed construction complies with this regulation. Proposed dock length is 64 LF. 1.5 x the width of the property is approximately 184 LF.*

ii. For the purpose of this subsection, lots may be combined with neighboring lots. However, no dock may exceed the limitations specified in subsection F above.

Staff response: *Not applicable.*

N. No dock shall be constructed or modified such that slip density exceeds one slip per eight linear feet of waterfront footage except that, on canals, no lot may have more than one slip per 45 linear feet of waterfront. However, all lots riparian to a canal shall be entitled to at least two slips on the canal.

Staff response:*. The proposed construction complies with this regulation. Only 2 slips are proposed, so they will not exceed the required slip density.*

O. No boat or vessel, entering into, exiting or operating within the Destin Harbor shall operate at such speed that would create a wake that endangers other boats or vessels, swimmers or other persons within the Destin Harbor, or would contribute to any adjacent land erosion.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

P. No heated or cooled water may be emitted into the Harbor, waterways, or the Harbor canals other than from a boat.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

Q. No pier shall extend more than six feet into a canal right-of-way.

Staff response: *Not applicable.*

R. No discharge of water shall contain phosphorous or any other substance likely to cause a violation of the water quality standards specified in Chapter 17-302, Florida Administrative Code.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

S. No dock or vessel shall be placed within the 25-foot setback of a property line without providing prior written notification to the adjoining landowners and requesting their response. Any objections received from the adjoining property owners will be considered by the Harbor and Waterways Board in their recommendations to the City

Council.

Staff response: *Staff sent the provided Adjacent Property Notification to the neighboring properties on May 2, 2025.*

T. No dock shall unreasonably interfere with the riparian rights of others.

Staff response: *Staff sent the provided Adjacent Property Notification to the neighboring properties on May 2, 2025. As proposed, the riparian rights of others are not interfered with.*

U. No dock of 100 feet or longer shall be constructed unless a white navigation/security night-light is installed at the furthest point seaward on said dock and such light is to be illuminated continuously from dusk to dawn every night of the year. All existing docks 100 feet or longer shall install and operate a navigation/security light pursuant to this subsection. Each light shall be installed within 90 days after adoption of this Code.

Staff response: *Not applicable.*

V. No commercially operated boat docking facilities shall be permitted or operated unless equipped with firefighting facilities as specified by the City.

Staff response: *Not applicable.*

W. No construction shall be allowed which violates any provision of the Standard Building Code, as adopted by the City.

Staff response: *Applicant must obtain an approved Marine Construction Permit prior to any construction.*

X. No electrical or water service upon any dock shall be installed unless a permit is obtained from the Planning Department and Building Department for that service.

Staff response: *Applicant must obtain an approved Marine Construction Permit prior to any construction.*

Y. No person, while operating a boat within the or waterways of Destin shall allow or permit the disposal of fish carcasses, litter, waste, petroleum products or other pollutants into the Harbor or waterways of Destin from such boats.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

Z. No lot, or multi-contiguous lots, with less than 50 feet of waterfront footage shall be allowed individual docks, unless they are parallel to the shoreline. However, docks may be allowed under the provisions of subsection ***11.05.01.M.2***.

Staff response: *Not applicable.*

Pursuant to ***Section 11.05.03, Land Development Code (LDC)***, all construction shall be

inspected by the City Building Inspector for compliance with applicable building codes. The applicant shall be responsible for the condition and repair of permitted docks and failure to maintain said docks in a safe condition shall constitute grounds for revocation of the permit.

A. Link to Strategic Goals / Objectives: IV. Enhanced quality of life and safety for families.

B. Effect on Budget (EOB): N/A

C. Level of Service (LOS): N/A

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION:

The applicant requests the City Council recommendation for approval for a Residential Marine Construction Project located at 4144 Belcourt Dr. Additionally, the applicant provided the self-certification from the Florida Department of Environmental Protection (FDEP), File No.: 0458585001EE

At the regularly scheduled Harbor and Waterways Board meeting on May 22, 2025, the Board made a motion to recommend City Council approve the request as presented. The motion passed unanimously.

City Staff reviewed the application and determined that the plans comply with ***LDC Section 11.05.00, Marina Siting***, and the Coastal Management Element of the City's Comprehensive Plan ***(Coastal Management Element Policy 6-1.1.6)***.

IV. RECOMMENDED MOTION:

I move that the City Council approve the Proposed Residential Marine Construction Project at 4144 Belcourt Dr, for the construction of a new single-family residential dock and a covered boat slip, with the following conditions:

1. **All applicable Federal or State approvals shall be submitted with the Marine Construction Permit application; and**

2. **All regulations of the City's Marina Siting *LDC Section 11.05.00* shall be adhered to and followed at all times.**

ALTERNATIVE MOTION:

I move that the City Council deny the Proposed Residential Marine Construction Project at 4144 Belcourt Dr.

Attachments:

1. 1. Adjacent Property Notification

2. 2. Agent Affidavit
3. 3. Existing Conditions-Images
4. 4. FDEP approval
5. 5. Proof of Ownership
6. 6. Scaled and Dimensioned Site Plan
7. 7. Dock Details & Elevations

Community Development
Planning Division

4100 Indian Bayou Trail | Destin, FL 32541 | Phone: 850-654-1119 | Email: planning@cityofdestin.com

May 1, 2025

SUBJECT: Notification of Harbor & Waterways Board Application (HWB- 001565-2025) – Residential Marine Construction – 4144 Belcourt Dr

Dear Property Owner:

This letter is to notify you of a Proposed Marine Construction Project at **4144 Belcourt Dr.** The Marine Construction application requires Harbor & Waterways Board review and recommendation. **The application will be heard by the Harbor & Waterways Board at 5:30 p.m. at the Destin City Hall Annex, 4100 Indian Bayou Trail on May 22, 2025 (tentative).**

As an owner of property located near this project, ***Destin Land Development Code (LDC) Sections 2.17.00 & 11.05.01.S*** require a written notice providing you with the following information. This project proposes new marine construction in proximity to your property line; therefore, the City is requesting your input on the matter. If you would like to provide any comments you may respond by sending an email to the email address listed below, or by appearing before the Harbor & Waterways Board at the meeting.

This notice is for informational purposes only and no action is required of you. However, citizens are encouraged to provide a response to the email address provided below.

1. Name of Owner: Jim Valveri
2. Name of Agent: Straight Line Marine Construction LLC
3. Address of Project: 4144 Belcourt Dr
4. Parcel ID Number: 00-2S-22-4600-0000-0040
5. Project Description: Construction of new residential dock and boathouse
6. Location of Application Package: To request that a digital copy of the application package be sent to you, please call the City Clerk at (850) 837-4242 or fill out a Public Records Request (PRR) online: http://www.cityofdestin.com/forms.aspx?fid=121

If you have any questions or concerns regarding this letter, please do not hesitate to contact me at (850) 842-4669 or via email at planning@cityofdestin.com.

Sincerely,

Ashley Dominguez
Planner

CC: David Prichard, Community Development Director
Planning Project File

AGENT AFFIDAVIT
SPECIAL POWER OF ATTORNEY

KNOWN ALL MEN BY THESE PRESENTS, THAT I, James Valveri am presently the owner and/or leaseholder at 4744 Belcourt Dr Destin, FL 32309, and desiring to execute a Special Power of Attorney, have made, constituted and appointed, and by these presents do make, constitute and appoint Straightline Marine Construction Co. whose address is 217 Government Ave Niceville, FL, County of Okaloosa, State of FL, my Attorney-in-Fact to act as follows, GIVING AND GRANTING unto said attorney full power to act as my agent in any and all matters pertaining to: dock located at 4744 Belcourt Dr Destin, FL.

FURTHER, I do authorize the aforesaid Attorney-in-Fact to perform all necessary acts in the execution of the aforesaid authorization with the same validity as I could effect if personally present. Any act or thing lawfully done hereunder by the said attorney shall be binding on myself and my heirs, legal and personal representative, and assigns.

PROVIDED; however, that any and all transactions conducted hereunder for me or for my account shall be transacted in my name, and that all endorsements and instruments executed by the said attorney for the purpose of caring out the foregoing powers shall contain my name, followed by that of my said attorney and the designation "Attorney-in-Fact."

OWNER

James Valveri
Signature

James Valveri
Printed Name

STATE OF Florida

COUNTY OF Leon

The foregoing instrument was acknowledged before me by means of physical presence ✓ or online notarization ___, this 31st day of March, 2025, by (name of person acknowledging) James Valveri.

NNENNAYA U. UKPABI
Notary Public, State of Florida
Commission# HH 398864
My comm. expires May 16, 2027

Signature of Notary

Nnennaya U. Ukpabi
Printed Name of Notary or Seal

Personally known ___ OR Produced Identification ✓

Type of Identification Produced FL DL

South West Elevation

24°NE (T) 30°24'23"N, 86°27'12"W ±9ft 19ft



South West Elevation

38°NE (T) 30°24'23"N, 86°27'11"W ±13ft ▲ 5ft



FLORIDA DEPARTMENT OF
Environmental Protection

Bob Martinez Center
2600 Blair Stone Road
Tallahassee, Florida 32399-2400

Ron DeSantis
Governor

Alexis A. Lambert
Secretary

Receipt for Submission

SELF-CERTIFICATION FOR A PROJECT AT A PRIVATE, RESIDENTIAL SINGLE-FAMILY DOCK

03/11/2025

Self-Certification File No.: **0458585001EE**

File Name: **4144 Belcourt Dr Destin, FL 32541 - Self Cert Exempt Dock with Boat Lift(s) (General)**

Dear **Micah Sites**: On **03/11/2025** you used the Florida Department of Environmental Protection's electronic Self Certification Process to certify compliance with the terms and conditions of the Single-Family Dock ERP Exemption Self Certification Process for a project at private, single-family residence located at:

LAT - Degrees: **30** Minutes: **24** Seconds: **24.0745**
LONG - Degrees: **-86** Minutes: **27** Seconds: **11.8753**
SITE ADDRESS: **4144 Belcourt Dr Destin, FL 32541**
COUNTY: **Okaloosa**

For:
Jim Valveri
4144 Belcourt Drive Destin, FL 32541

You have certified that the project you propose to construct at the above location meets all the conditions of the Self-Certification Process. A project that is built in conformance to those conditions (attached for reference) will:

1. Qualify for a regulatory exemption under Section 403.813(1)(b) of the Florida Statutes (F.S.) and Chapter 62-330, Florida Administrative Code (F.A.C.). As such, it is exempt from the need to obtain a DEP Environmental Resource Permit.;
2. Qualify for Consent by Rule or Letter of Consent (as applicable) under Chapter 253, F.S. and Chapter 18-21, F.A.C. (and Chapter 258, F.S. and Chapter 18-20, F.A.C., if applicable), when the project is located on submerged lands owned by the State of Florida.

Your Self-Certification is based solely on the information you provided under this process and applies only to the statutes and rules in effect when your certification was completed. The certification is effective only for the specific project proposed, and only if the project is constructed, operated, and maintained in

conformance with all the terms, conditions, and limitations stated in the Self-Certification Process. In addition, any substantial modifications in your plans should be submitted to the Department for review, as changes may result in a permit being required.

You have acknowledged that this Self Certification will automatically expire if:

1. Construction of the project is not completed within one year from the self-certification date;
2. site conditions materially change;
3. the terms, conditions, and limitations of the Self Certification are not followed; or
4. the governing statutes or rules are amended before construction of the project.

Completion of the Self Certification constitutes your authorization for Department or Corps personnel to enter the property for purposes of inspecting for compliance.

Receipt of this Self-Certification constitutes authorization to use sovereignty/state-owned submerged lands, as required by rule 18-21.005, F.A.C.

The authorization must be visibly posted during all construction activities.

In waters that are accessible to manatees, obtain information on your mandatory Manatee Protection sign by clicking here.

FEDERAL STATE PROGRAMMATIC GENERAL PERMIT (SPGP)

You have certified that the project you propose to construct at the above location meets all the conditions of the SPGP Self-Certification Process and will be built in conformance to those conditions (attached for reference). Your proposed activity as certified is in compliance with the SPGP program. U.S. Army Corps of Engineers (Corps) Specific conditions apply to your project, attached. **No further permitting for this activity is required by the Corps. Although the construction period for works authorized by Department of the Army permits is finite, the permit itself, with its limitations, does not expire.**

Notifications to the Corps. For all authorizations under this SPGP VI-R1, including Self-Certifications, the Permittee shall provide the following notifications to the Corps:

1. Commencement Notification. Within 10 days before the date of initiating the work authorized by this permit or for each phase of the authorized project, the Permittee shall provide a written notification of the date of commencement of authorized work to the Corps
2. Corps Self-Certification Statement of Compliance form. Within 60 days of completion of the work authorized by this permit, the Permittee shall complete the "Self-Certification Statement of Compliance" form (attached) and submit it to the Corps. In the event that the completed work deviates in any manner from the authorized work, the Permittee shall describe the deviations between the work authorized by this permit and the work as constructed on the "Self-Certification Statement of Compliance" form. The description of any deviations on the "Self-Certification Statement of Compliance" form does not constitute approval of any deviations by the Corps.
3. Permit Transfer. When the structures or work authorized by this permit are still in existence at the time the property is transferred, the terms and conditions of this permit will continue to be binding on the new owner(s) of the property. To validate the transfer of this permit and the associated liabilities associated with compliance with its terms and conditions, have the transferee sign and date the enclosed form.
4. Reporting Address. The Permittee shall submit all reports, notifications, documentation, and

correspondence required by the general and special conditions of this permit to the following address.

1. For standard mail: U.S. Army Corps of Engineers, Regulatory Division, Enforcement Section, P.O. Box 4970, Jacksonville, FL, 32232-0019.
2. For electronic mail: SAJ-RD-Enforcement@usace.army.mil (not to exceed 10 MB). The Permittee shall reference this permit number, SAJ-2015-2575 on all submittals.

This SPGP Self-Certification is based solely on the information you provided under this process and applies only to the statutes and rules in effect when your certification was completed. You have recognized that your certification is effective only for the specific project proposed, and provided the project is constructed, operated, and maintained in conformance with all the terms, conditions, and limitations stated in the SPGP Self-Certification Process. This Self-Certification will not apply if any substantial modifications are made to the project. You agree to contact the Department for review of any plans to construct additional structures or to modify the project, as changes may result in a permit being required.

You have acknowledged that this Self-Certification will automatically expire if:

1. construction of the project is not completed by midnight, July 27, 2026, unless construction commenced or a contract to construct was executed before July 27, 2026, in which case the time limit for completing the work authorized by the SPGP ends at midnight, July 27, 2027. However, in no case can construction continue for more than one year beyond the Self-Certification date;
2. site conditions materially change;
3. the terms, conditions, and limitations of the Self-Certification are not followed; or
4. the governing statutes or rules are amended before construction of the project.

Completion of the Self-Certification constitutes your authorization for Department or Corps personnel to enter the property for purposes of inspecting for compliance.

If you have any questions, please contact your local Department District Office. Contact information can be found at:
https://floridadep.gov/sites/default/files/SLERC_contacts_web_map_01-2017_0.pdf.

For further information, contact the Corps directly at:
https://www.saj.usace.army.mil/Missions/Regulatory.aspx. When referring to your project, please use the SPGP Self-Certification file number listed above.

Authority for review - an agreement with the U.S. Army Corps of Engineers entitled Coordination Agreement between the U. S. Army Corps of Engineers (Jacksonville District) and the Florida Department of Environmental Protection State Programmatic General Permit, Section 10 of the Rivers and Harbor Act of 1899 and Section 404 of the Clean Water Act.

ADDITIONAL INFORMATION

This Self-Certification Process does not relieve you from the responsibility of obtaining other permits or authorizations from other agencies (federal, state, Water Management District, or local) that may be required for the project. Failure to obtain all applicable authorizations prior to construction of the project may result in enforcement.

If you have any questions or issues with the attached documents, please contact your local Department District Office:
Northwest District
NWD_ERP_Applications@FloridaDEP.gov

Sincerely,
Florida Department of Environmental Protection.

Attachments:
FDEP Terms and Conditions
SPGP Terms and Conditions
Project Design Criteria

FLORIDA DEPARTMENT OF
Environmental Protection

Bob Martinez Center
2600 Blair Stone Road
Tallahassee, Florida 32399-2400

Ron DeSantis
Governor

Alexis A. Lambert
Secretary

TERMS AND CONDITIONS

Self Certification File No.: **0458585001EE**

Construction Conditions:

Private residential single family docks are subject to the following criteria in accordance with Section 403.813(1)(b), F.S. The dock to be constructed:

1. Has 1,000 square feet or less over water surface (includes adjacent wetlands) in accordance with Chapter 62-340, F.A.C.;
2. Is constructed on or held in place by pilings and is constructed so as not to involve filling or dredging other than that necessary to install the pilings;
3. Will not substantially impede the flow of water, cause water pollution, or create a navigational hazard;.
4. Is used ONLY for recreational, noncommercial activities associated with the mooring or storage of boats and boat paraphernalia;
5. Is the sole dock on the parcel; and
6. Must not be subject to any conservation easement or restrictive covenant of record prohibiting the activity.

Boat lifts are subject to the following additional conditions:

1. Is to be installed in a proposed slip or, at or adjacent to the waterward end of the dock;
2. With other mooring will not result in the mooring of more than two vessels (including jet skis);
3. Will not substantially impede the flow of water, cause water pollution, or create a navigational hazard;
4. Will not be located in areas prohibited for mooring by a previously issued permit or other form of authorization issued by a local government;

General Conditions for Sovereignty/State-Owned Submerged Lands Authorizations:

Any use of sovereignty/state-owned submerged lands is subject to the following general conditions that are binding upon the applicant and are enforceable under Chapters 253, F.S. or 258, F.S.

1. Sovereignty/state-owned submerged lands may be used only for the specified activity or use. Any unauthorized deviation from the specified activity or use and the conditions for undertaking that activity or use will constitute a violation. Violation of the authorization will result in suspension or revocation of the applicant's use of the sovereignty/state-owned submerged lands unless cured to the satisfaction of the Board of Trustees of the Internal Improvement Trust Fund (Board).
2. Authorization under Rule 18-21.005, F.A.C., conveys no title to sovereignty/state-owned submerged lands or water column, nor does it constitute recognition or acknowledgment of any other person's

title to such land or water.

3. Authorizations under Rule 18-21.005, F.A.C., may be modified, suspended or revoked in accordance with its terms or the remedies provided in Sections 253.04, F.S. or Chapter 18-14, F.A.C.
4. Structures or activities will be constructed and used to avoid or minimize adverse impacts to resources.
5. Construction, use, or operation of the structure or activity will not adversely affect any species which is endangered, threatened or of special concern, as listed in Rules 68A-27.003, 68A-27.004, and 68A-27.005, F.A.C.;
6. Structures or activities will not unreasonably interfere with riparian rights. When a court of competent jurisdiction determines that riparian rights have been unlawfully affected, the structure or activity will be modified in accordance with the court's decision.
7. Structures or activities will not create a navigational hazard.
8. Structures will be maintained in a functional condition and will be repaired or removed if they become dilapidated to such an extent that they are no longer functional.
9. Structures or activities will be constructed, operated, and maintained solely for water dependent purposes.
10. The applicant agrees to indemnify, defend and hold harmless the Board and the State of Florida from all claims, actions, lawsuits and demands in any form arising out of the authorization to use sovereignty/state-owned submerged lands or the applicant's use and construction of structures on sovereignty/state-owned submerged lands. This duty to indemnify and hold harmless will include any and all liabilities that are associated with the structure or activity including special assessments or taxes that are now or in the future assessed against the structure or activity during the period of the authorization.
11. Failure by the Board to enforce any violation of the authorization or waiver by the Board of any provision of the authorization will not invalidate the provision not enforced or waived, nor will the failure or waiver prevent the Board from enforcing the waived or unenforced provision in the event of a future violation of that provision.
12. Applicant binds itself and its successors and assigns to abide by the provisions and conditions set forth in the authorization. If the applicant or its successors or assigns fails or refuses to comply with the provisions and conditions of the authorization, the authorization may be terminated by the Board after written notice to the applicant or its successors or assigns. Upon receipt of such notice, the applicant or its successors or assigns will have thirty (30) days in which to correct the violations. Failure to correct the violations within this period will result in the automatic revocation of this authorization.
13. All costs incurred by the Board in enforcing the terms and conditions of the authorization will be paid by the applicant. Any notice required by law will be made by certified mail at the address shown on page one of the authorization. The applicant will notify the Board in writing of any change of address at least ten days before the change becomes effective.
14. This authorization does not allow any activity prohibited in a conservation easement or restrictive covenant of record that prohibits the activity.

Manatee Conditions:

The following conditions are intended to protect manatees from direct project effects; THESE CONDITIONS APPLY ONLY IN WATERS THAT ARE ACCESSIBLE TO MANATEES:

1. All personnel associated with the project will be instructed about the presence of manatees and manatee speed zones, and the need to avoid collisions with and injury to manatees. The permittee will advise all construction personnel that there are civil and criminal penalties for harming, harassing, or killing manatees which are protected under the Marine Mammal Protection Act, the Endangered Species Act, and the Florida Manatee Sanctuary Act.
2. All vessels associated with the construction project will operate at 'Idle Speed/No Wake' at all times while in the immediate area and while in water where the draft of the vessel provides less than a

four-foot clearance from the bottom. All vessels will follow routes of deep water whenever possible.

3. Siltation or turbidity barriers will be made of material in which manatees cannot become entangled, will be properly secured, and will be regularly monitored to avoid manatee entanglement or entrapment. Barriers must not impede manatee movement.
4. All on-site project personnel are responsible for observing water-related activities for the presence of manatee(s). All in-water operations, including vessels, must be shutdown if a manatee(s) comes within 50 feet of the operation. Activities will not resume until the manatee(s) has moved beyond the 50-foot radius of the project operation, or until 30 minutes elapses if the manatee(s) has not reappeared within 50 feet of the operation. Animals must not be herded away or harassed into leaving.
5. Any collision with or injury to a manatee will be reported immediately to the FWC Hotline at 1-888-404-FWCC. Collision and/or injury should also be reported to the U.S. Fish and Wildlife Service in Jacksonville (1-904-731-3336) for north Florida or Vero Beach (1-772-562-3909) for south Florida.
6. Temporary signs concerning manatees will be posted prior to and during all in-water project activities. All signs are to be removed by the permittee upon completion of the project. Awareness signs that have already been approved for this use by the Florida Fish and Wildlife Conservation Commission (FWC) must be used (see MyFWC.com). One sign which reads Caution: Boaters must be posted. A second sign measuring at least 8 1/2" by 11" explaining the requirements for 'Idle Speed/No Wake' and the shut down of in-water operations must be posted in a location prominently visible to all personnel engaged in water-related activities.

Self-Certification Requirements:

The user agrees to the following:

1. The information provided herein is true and accurate.
2. **Construction of the project must be completed within one year from the self-certification date.** If the project cannot be completed within that time frame, or the project is to be modified, the Department must be contacted for authorization requirements.
3. Any substantial modifications in the plans for this project must be submitted to the Department for review, as changes may result in a permit being required.
4. This self-certification will automatically expire if site conditions materially change; if the terms, conditions, and limitations of the self-certification are not followed; or if the governing statutes or rules are amended before the project is completed.
5. Department personnel will be allowed to enter the property for purposes of inspecting the project for compliance with the terms and conditions of this self-certification.

FLORIDA DEPARTMENT OF
Environmental Protection

Bob Martinez Center
2600 Blair Stone Road
Tallahassee, Florida 32399-2400

Ron DeSantis
Governor

Alexis A. Lambert
Secretary

CONDITIONS FOR DEPARTMENT OF THE ARMY SELF-CERTIFIED STATE PROGRAMMATIC GENERAL PERMIT FOR A PROJECT AT A PRIVATE, SINGLE-FAMILY RESIDENCE

Self Certification File No.: **0458585001EE**

Verification that the project meets the Project Design Criteria:
You have verified that the project meets the Project Design Criteria (attached in a separate document), and have authorized FDEP to send a copy of this verification to the Corps on your behalf.

General Conditions:

1. The time limit for completing the work authorized on July 27, 2026.
2. You must maintain the activity authorized by this permit in good condition and in conformance with the terms and conditions of this permit. You are not relieved of this requirement if you abandon the permitted activity, although you may make a good faith transfer to a third party in compliance with General Condition 4 below. Should you wish to cease to maintain the authorized activity or should you desire to abandon it without a good faith transfer, you must obtain a modification of this permit from this office, which may require restoration of the area.
3. If you discover any previously unknown historic or archeological remains while accomplishing the activity authorized by this permit, you must immediately notify this office of what you have found. We will initiate the Federal and State coordination required to determine if the remains warrant a recovery effort or if the site is eligible for listing in the National Register of Historic Places.
4. If you sell the property associated with this permit, you must obtain the signature of the new owner on the enclosed form and forward a copy of the permit to this office to validate the transfer of this authorization.
5. If a conditioned water quality certification has been issued for your project, you must comply with the conditions specified in the certification as special conditions to this permit.
6. You must allow representatives from this office to inspect the authorized activity at any time deemed necessary to ensure that it is being or has been accomplished in accordance with the terms and conditions of your permit.

Further Information:

1. Limits of this authorization:
   a. This permit does not obviate the need to obtain other Federal, State, or local authorizations required by law.
   b. This permit does not grant any property rights or exclusive privileges.
   c. This permit does not authorize any injury to the property or rights of others.
   d. This permit does not authorize interference with any existing or proposed Federal projects.
2. Limits of Federal Liability. In issuing this permit, the Federal Government does not assume any liability for the following:

a. Damages to the permitted project or uses thereof as a result of other permitted or unpermitted activities or from natural causes.
b. Damages to the permitted project or uses thereof as a result of current or future activities undertaken by or on behalf of the United States in the public interest.
c. Damages to persons, property, or to other permitted or unpermitted activities or structures caused by the activity authorized by this permit.
d. Design or Construction deficiencies associated with the permitted work.
e. Damage claims associated with any future modification, suspension, or revocation of this permit.

3. Reliance on Applicant's Data: The determination of this office that issuance of this permit is not contrary to the public interest was made in reliance on the information you provided.
4. Reevaluation of Permit Decision: This office may reevaluate its decision on this permit at any time the circumstances warrant. Circumstances that could require a reevaluation include, but are not limited to, the following:
   a. You fail to comply with the terms and conditions of this permit.
   b. The information provided by you in support of your permit application proves to have been false, incomplete, or inaccurate (see 3 above).
   c. Significant new information surfaces which this office did not consider in reaching the original public interest decision.
5. Such a reevaluation may result in a determination that it is appropriate to use the suspension, modification, and revocation procedures contained in 33 CFR 325.7 or enforcement procedures such as those contained in 33 CFR 326.4 and 326.5. The referenced enforcement procedures provide for the issuance of an administrative order requiring you comply with the terms and conditions of your permit and for the initiation of legal action where appropriate. You will be required to pay for any corrective measures ordered by this office, and if you fail to comply with such directive, this office may in certain situations (such as those specified in 33 CER 209.170) accomplish the corrective measures by contract or otherwise and bill you for the cost.
6. When the structures or work authorized by this permit are still in existence at the time the property is transferred, the terms and conditions of this permit will continue to be binding on the new owner(s) of the property. To validate the transfer of this permit and the associated liabilities associated with compliance with its terms and conditions, have the transferee sign and date the enclosed form.
7. The Permittee understands and agrees that, if future operations by the United States require the removal, relocation, or other alteration, of the structures or work herein authorized, or if, in the opinion of the Secretary of the Army or his authorized representative, said structure or work shall cause unreasonable obstruction to the free navigation of the navigable waters, the Permittee will be required, upon due notice from the U.S. Army Corps of Engineers, to remove, relocate, or alter the structural work or obstructions caused thereby, without expense to the United States. No claim shall be made against the United States on account of any such removal, relocation or alteration.

Manatee Conditions:

1. All personnel associated with the project will be instructed about the presence of manatees and manatee speed zones, and the need to avoid collisions with and injury to manatees. The permittee will advise all construction personnel that there are civil and criminal penalties for harming, harassing, or killing manatees which are protected under the Marine Mammal Protection Act, the Endangered Species Act, and the Florida Manatee Sanctuary Act.
2. All vessels associated with the construction project will operate at "Idle Speed/No Wake" at all times while in the immediate area and while in water where the draft of the vessel provides less than a four foot clearance from the bottom. All vessels will follow routes of deep water whenever possible.
3. Siltation or turbidity barriers will be made of material in which manatees cannot become entangled, will be properly secured, and will be regularly monitored to avoid manatee entanglement or entrapment. Barriers must not impede manatee movement.
4. All on-site project personnel are responsible for observing water-related activities for the presence of

manatee(s). All in-water operations, including vessels, must be shutdown if a manatee(s) comes within 50 feet of the operation. Activities will not resume until the manatee(s) has moved beyond the 50-foot radius of the project operation, or until 30 minutes elapses if the manatee(s) has not reappeared within 50 feet of the operation. Animals must not be herded away or harassed into leaving.

5. Any collision with or injury to a manatee shall be reported immediately to the Florida Fish and Wildlife Conservation Commission (FWC) Hotline at 1-888-404-3922. Collision and/or injury should also be reported to the U.S. Fish and Wildlife Service in Jacksonville (1-904-731-3336) for north Florida or Vero Beach (1-772-562-3909) for south Florida, and to FWC at **ImperiledSpecies@myFWC.com**.
6. Temporary signs concerning manatees shall be posted prior to and during all in-water project activities. All signs are to be removed by the permittee upon completion of the project. Temporary signs that have already been approved for this use by the FWC must be used. One sign which reads Caution: Boaters must be posted. A second sign measuring at least 8 ½" by 11" explaining the requirements for "Idle Speed/No Wake" and the shut down of in-water operations must be posted in a location prominently visible to all personnel engaged in water-related activities. These signs can be viewed at MyFWC.com/manatee. Questions concerning these signs can be sent to the email address listed above.

FILE #3454053 RCD: 5/11/2021 2:40 PM, BK: 3545 PG: 3620, RECORDING: $10.50 RECORDING ARTICLE V: $8.00
D Doc Stmp: $4,550.00 DEPUTY CLERK jkauffmann
JD PEACOCK II CLERK OF COURTS, OKALOOSA COUNTY, FLORIDA

Prepared by and return to:
Kimberly Kane
SETCO Services, LLC
2930 West County Highway 30A
101
Santa Rosa Beach, FL 32459
(850) 650-6161
File No BMB-21-1782

Parcel Identification No 00-2S-22-4600-0000-0040

Documentary Stamp Taxes were collected in the amount of 4,550.00 based on the purchase price of 650,000.00.

[Space Above This Line For Recording Data]

WARRANTY DEED

(STATUTORY FORM – SECTION 689.02, F.S.)

STATE OF FLORIDA
COUNTY OF OKALOOSA

This indenture made the **5th day of May, 2021** between **Jason B. Sprenkle and Marilyn T. Sprenkle, Individually and as Trustees of The Sprenkle Joint Revocable Trust dated February 24, 2011**, whose post office address is **437 Captains Circle, Destin, FL 32541**, Grantor, to **James Valveri and Heidi L. Valveri, husband and wife**, whose post office address is **5992 Hardy Croom Court, Tallahassee, FL 32309,** Grantees:

Witnesseth, that said Grantor, for and in consideration of the sum of TEN DOLLARS (U.S.$10.00) and other good and valuable considerations to said Grantor in hand paid by said Grantees, the receipt whereof is hereby acknowledged, has granted, bargained, and sold to the said Grantees, and Grantees' heirs and assigns forever, the following described land, situate, lying and being in Okaloosa, Florida, to-wit:

Lot 4, Estates of Indian Pointe, according to the map or plat thereof, as recorded in Plat Book 24, Page(s) 73, of the Public Records of Okaloosa County, Florida.

Said property is not the homestead property of the Grantor(s) under the laws and constitution of the State of Florida in that neither Grantor(s) nor any member of the household of Grantor(s) reside thereon.

Together with all the tenements, hereditaments and appurtenances thereto belonging or in anywise appertaining.

Subject to taxes for 2021 and subsequent years, not yet due and payable; covenants, restrictions, easements, reservations and limitations of record, if any.

TO HAVE AND TO HOLD the same in fee simple forever.

And Grantor hereby covenant with the Grantees that the Grantor is lawfully seized of said land in fee simple, that Grantor have good right and lawful authority to sell and convey said land and that the Grantor hereby fully warrant the title to said land and will defend the same against the lawful claims of all persons whomsoever.

In Witness Whereof, Grantor have hereunto set Grantor's hand and seal the day and year first above written.

Signed, sealed and delivered in our presence:

TWO SEPARATE WITNESSES

Witness #1

Signature: _____

Print name: Rachel Wright

Witness #2

Signature: _____

Print name: Sara Oswalt

The Sprenkle Joint Revocable Trust dated February 24, 2011

By: _____
Jason B. Sprenkle, Individually and as Trustee

By: _____
Marilyn T. Sprenkle, Individually and as Trustee

STATE OF Florida
COUNTY OF Okaloosa

The foregoing instrument was acknowledged before me by means of (✓) physical presence or ( ) online notarization this 3rd day of May, 2021, by Jason B. Sprenkle and Marilyn T. Sprenkle, Individually and as Trustees of The Sprenkle Joint Revocable Trust dated February 24, 2011, who is known to me or who has produced _____ as photo identification.

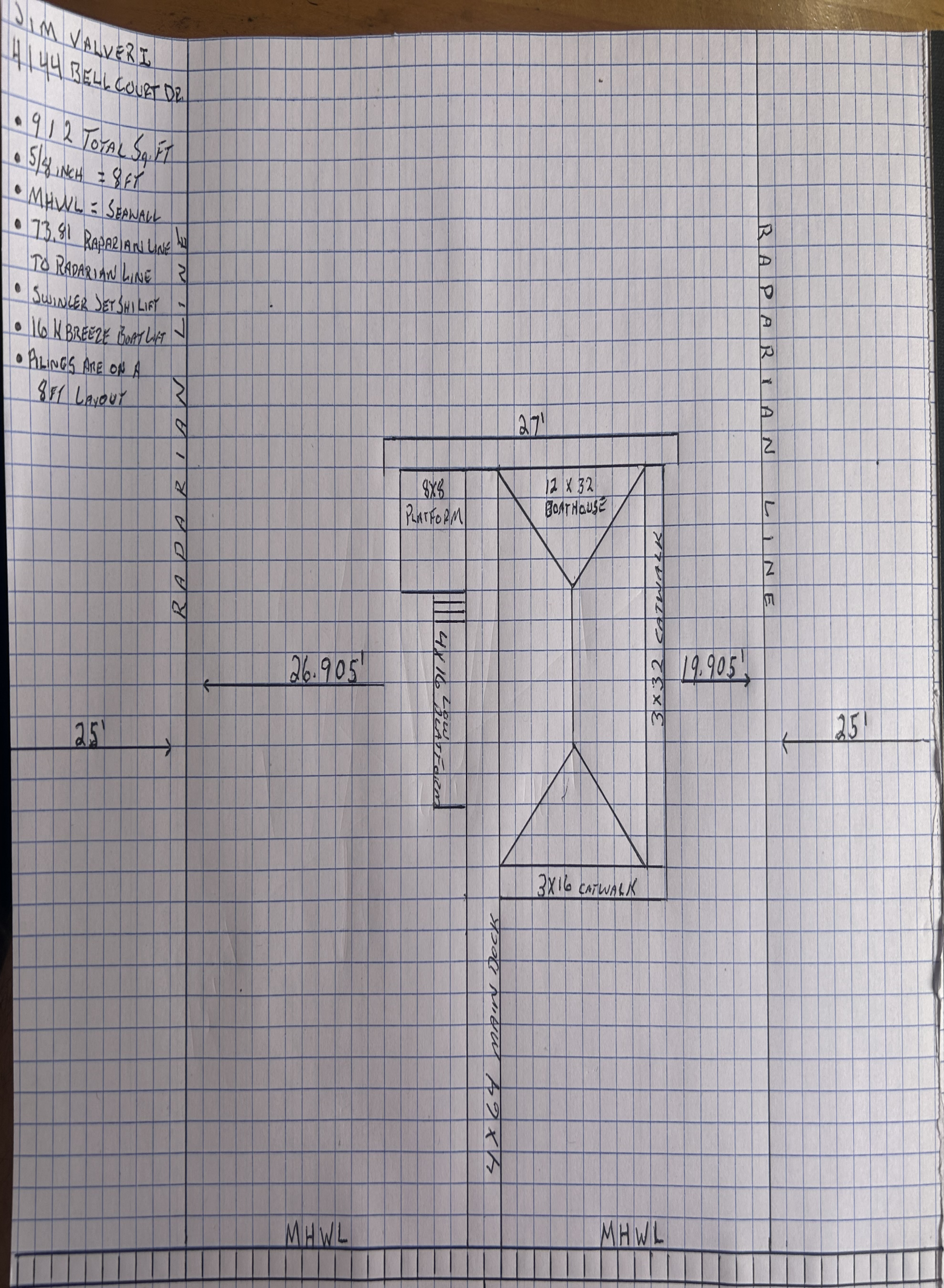
(AFFIX NOTARY SEAL HERE)

_____
Notary Public
Printed Name: Jennifer Pittman
My Commission Expires: December 15, 2024

JENNIFER PITTMAN
Notary Public - State of Florida
Commission # HH 072746
My Comm. Expires Dec 15, 2024
Bonded through National Notary Assn.

JIM VALVERI
4144 BELL COURT DR

- 912 TOTAL SQ. FT
- 5/8 INCH = 8 FT
- MHWL = SEAWALL
- 73.81 RAPARIAN LINE TO RADARIAN LINE
- SWINGER JET SKI LIFT
- 16 K BREEZE BOAT LIFT
- PILINGS ARE ON A 8FT LAYOUT



GENERAL NOTES & SPECIFICATIONS

1. DESIGN CRITERIA

A. CODES

FLORIDA BUILDING CODE 2023 RESIDENTIAL

FLORIDA FIRE CODE 2020 8th ADDITION

2020 NATIONAL ELECTRICAL CODE

AMERICAN INSTITUTE OF TIMBER CONSTRUCTION (TIMBER CONSTRUCTION MANUAL, LATEST EDITION)

BUILDING CODE REQUIREMENTS FOR REINFORCED CONCRETE (A.C.I. 318).

BUILDING CODE REQUIREMENTS FOR CONCRETE MASONRY STRUCTURES (A.C.I.531).

AMERICAN INSTITUTE OF STEEL CONSTRUCTION, LATEST EDITION.

B. DESIGN LIVE LOADS:

ROOF	20 PSF
FLOORS	40 PSF
LATERAL WIND FORCES	160 MPH ASCE 7-22 EXPOSURE "D"
1st STORY DESIGN WIND PRESSURE:	43 PSF, -47 PSF

DESIGNED FOR: OPEN BUILDING
STRUCTURAL CATEGORY: II
IMPORTANCE FACTOR: 1.0
INTERNAL PRESSURE COEFFICIENT +0.18 to -0.18

WIND DESIGN CRITERIA: METHOD 2-ANALYTICAL PROCEDURE FOR ASCE 7-22

WALL PRESSURE FOR COMPONENTS & CLADDING: (160 MPH) WORST CASE
INTERIOR ZONES (ZONE 4)

EFFECTIVE AREA (FT)	DESIGN PRESSURE (PSF)
10	+35.3, -38.2
20	+33.7, -36.7
50	+31.6, -34.6
100	+30.0, -33.0

END ZONES (ZONE 5): WITHIN 6 FT OF CORNERS

10	+35.3, -47.2
20	+33.7, -44.0
50	+31.6, -39.8
100	+30.0, -36.7

ROOF PRESSURE FOR COMPONENTS AND CLADDING:

ZONE	DESIGN PRESSURE (PSF)
1	+20.3, -32.3
2	+20.3, -68.1
3	+20.3, -68.1

N. SECURE EACH ROOF TRUSS/RAFTER TO TOP PLATE WITH SIMPSON HURRICANE CLIPS(OR EQUAL) AS INDICATED ON PLANS. CONTRACTOR TO SUBMIT SHOP DRAWINGS OF TRUSSES TO ENGINEER TO VERIFY/MODIFY UP-LIFT CONNECTORS.

O. ALL EXTERIOR WALL FRAMING SHALL BE 2"x4" OR 2"x6" AT 16" O.C., UNLESS NOTED OTHERWISE ON THE PLANS. 7/16" OSB SHEATHING OR 1/2" CDX PLYWOOD PANELS SHOULD EXTEND TO THE TOP PLATE AND TO THE BOTTOM OF EXTERIOR GIRDERS OR SILL PLATE. NAIL PLYWOOD AT 4" O.C. AT ALL EDGES AND 4" O.C. AT INTERMEDIATE SUPPORTS,OR AS INDICATED PER PLAN.

P. USE SIMPSON ST18 (OR EQUAL) RIDGE/RAFTER CONNECTORS OR SIMPSON RR STRAPS AT ALL RAFTERS/RIDGE BEAMS, OR AS INDICATED PER PLAN.

Q. USE SIMPSON SP1 AND SP2 (OR EQUAL) TO SECURE STUDS TO BOTTOM AND TOP PLATES, OR AS INDICATED PER PLAN.

R. USE TWO (2) SIMPSON LSTA21 (OR EQUAL) TO SECURE EACH BEAM HEADER BEARING END TO EACH SUPPORT, OR AS INDICATED PER PLAN.

S. USE SIMPSON LSTA21 STRAP TIES (OR EQUAL) OR SIMPSON SP4 (OR EQUAL) AT TOP OF EACH EXTERIOR WINDOW AND DOOR FRAME OPENING, OR AS IDICATED PER PLANS.

T. CUTTING, NOTCHING BORED HOLES IN STUD WALLS, RAFTERS, ETC. SHALL BE DONE IN ACCORDANCE WITH FLORIDA BUILDING CODE 2020 RESIDENTIAL

U. RIDGE BOARDS WHERE INDICATED ON FRAMING PLANS SHALL NOT BE LESS THAN 1" IN THICKNESS, AND NOT LESS IN DEPTH THAN CUT END OF RAFTERS. RAFTERS SHALL BE PLACED DIRECTLY OPPOSITE EACH OTHER AND NAILED TO RIDGE BOARD.

V. ALL WOOD BUILT-UP GIRDERS, BEAMS, STUDS TO SOLE PLATES, ETC. TO BE CONNECTED AS PER FLORIDA BUILDING CODE 2020 RESIDENTIAL ,

W. AT OPENING IN EXTERIOR WALLS, A WALL STUD SHALL BE AT EACH SIDE OF THE OPENING WITH THE ENDS OF THE HEADER SUPPORTED AS FOLLOWS (UNLESS OTHERWISE NOTED):

I. FOR OPENINGS LESS THAN 3 FEET IN WIDTH, EACH SIDE OF HEADER SHALL REST ON A SINGLE HEADER STUD OR MAY BE SUPPORTED BY FRAMING ANCHORS ATTACHED TO WALL STUD.

II. FOR OPENINGS OVER 3 FEET TO LESS THAN 6'-0", EACH END SHALL BEAR ON SINGLE HEADER STUD.

III. FOR OPENINGS MORE THAN 6'-0" AND LESS THAN 12' IN WIDTH, EACH END SHALL BEAR ON DOUBLE HEADER STUD.

IV. ANY HEADER SUPPORTING CONCENTRATED LOADS FROM BEAMS ABOVE, EACH END SHALL BEAR ON DOUBLE HEADER STUD.

X. WHERE WOOD BEAMS BEAR ON STUD WALLS, PROVIDE MINIMUM DOUBLE OR TRIPLE STUDS, DEPENDING ON BEAM WIDTH AND LOADS, UNDER FOUNDATION.

Y. AT AREAS WHERE TRUSSES REQUIRE HEADERS TO ADJACENT TRUSSES, PROVIDE HEADERS AS DETERMINED BY ACCEPTABLE ENGINEERING DESIGNS.

A. STRUCTURAL TIMBER SHALL BE #2 SOUTHERN YELLOW PINE (M.C. - 19%), LODGE POLE, OR APPROVED (BY STRUCTURAL ENGINEER) EQUAL UNLESS OTHERWISE NOTED ON DRAWINGS, WITH ALLOWABLE STRESSES AS FOLLOWS:

BENDING STRESS	1,200 PSI	1,050 PSI	LODGE POLE
SHEAR STRESS	90 PSI	70 PSI	
COMPRESSION STRESS PARALLEL TO GRAIN	1,000 PSI	700 PSI	
MODULUS OF ELASTICITY	1,600,000 PSI	1,200,000 PSI	

B. STRUCTURAL GLUE LAMINATED TIMBER SHALL BE VISUALLY GRADED SOUTHERN PINE WITH THE FOLLOWING MINIMUM ALLOWABLE STRESSES:

BENDING STRESS	2,400 PSI
SHEAR STRESS	200 PSI
MODULUS OF ELASTICITY	1,800,000 PSI

C. STRUCTURAL PARALLAM BEAMS ALL SHALL HAVE HAVE THE FOLLOWING MINIMUM ALLOWABLE STRESSES:

BENDING STRESS	2,900 PSI
SHEAR STRESS	290 PSI
MODULUS OF ELASTICITY	2,000,000 PSI

D. PLYWOOD SHEATHING:

I. EACH CONSTRUCTION AND INDUSTRIAL PANEL SHALL BE IDENTIFIED WITH THE APPROPRIATE TRADEMARK OF THE AMERICAN PLYWOOD ASSOCIATION, AND SHALL MEET THE REQUIREMENTS OF THE LARGEST EDITION OF U.S. PRODUCT STANDARDS PS 1 OR APA PRP-108 PERFORMANCE STANDARDS. ALL PANELS WHICH HAVE ANY EDGE OR SURFACE PERMANENTLY EXPOSED TO WEATHER SHALL BE CLASSIFIED EXTERIOR.

II. PANEL ROOF, SHEATHING SHALL BE 5/8" THICK APA STRUCTURAL 1 RATED SHEATHING EXP. 2 (UNLESS OTHERWISE NOTED ON PLANS). SHEATHING PERMANENTLY EXPOSED TO WEATHER SHALL BE CLASSIFIED EXTERIOR.

INTERMEDIATE SUPPORTS, OR AS INDICATED ON PLAN.

E. ALL BEARING STUD WALLS SHALL HAVE SOLID BLOCKING AT MID-HEIGHT OR AS OTHERWISE NOTED ON BUILDING SECTIONS.

F. PREFABRICATED WOOD STRUCTURAL MEMBERS, INCLUDING TRUSSES SHALL BE DESIGNED SPECIALLY FOR THIS PROJECT FOR A 160 MPH LATERAL LOAD IAW ASCE 7-22 LATERAL LOAD, AND SEALED BY A FLORIDA REGISTERED ENGINEER.

G. REVIEW ALL DRAWINGS INCLUDING MECHANICAL, ELECTRICAL, PLUMBING ETC. TO ASCERTAIN LOADS FROM EQUIPMENT, OPENINGS FOR DUCTS ETC. AND PROVIDE MODIFICATION TO TRUSSES IF REQUIRED TO SUPPORT SAME.

H. TRUSS LAYOUT AS SHOWN ON PLANS IS SCHEMATIC AND MAY BE MODIFIED WITH APPROVAL OF ENGINEER.

I. ALTHOUGH WEB LAYOUT MAY BE SHOWN ON PLANS, IT IS THE RESPONSIBILITY OF THE TRUSS DESIGNER TO ACCEPT, APPROVE OR MODIFY, AS REQUIRED FOR THE DESIGN PURPOSE.

J. WOOD-TO-WOOD FRAMED CONNECTIONS ARE TO BE MADE WITH BOLTS AND/OR JOIST HANGERS AS SHOWN. TOE-NAILING IS NOT PERMITTED.

K. MAXIMUM SPANS OF DIMENSIONAL LUMBER USED FOR JACK RAFTERS AT HIPPED ROOF SECTIONS SHALL BE IN ACCORDANCE WITH "SPAN TABLES FOR JOISTS AND RAFTERS" AS PUBLISHED BY THE NATIONAL WOOD PRODUCTS ASSOCIATION.

L. HIP RAFTERS SHALL BE 2 INCHES DEEPER THAN JACK RAFTERS.

M. ALL TRUSSES AND RAFTERS SHALL BE STRAPPED OR HURRICANE CLIPPED TO SUPPORTING MEMBERS

1. ROOF SHEATHING: 5/8 CDX - NAIL 10d RING SHANK FULL HEAD - 3" PERIMETER 4" FIELD.(SHINGLES) FOR METAL ROOFING: PT. 2X4 PURLINGS @ 24" O.C. . USE (2) 3" SS SCREWS PER CONNECTION
2. ROOF RAFTERS: 2X6 - 24" O.C. (MAX. UNBRACED HORIZONTAL SPAN - 11'-6") OR PRE-ENGINEERED ROOF TRUSSES.
3. WALL FRAMING: 2X4 OR 2x6 @ 16" O.C. - LODGE POLE MAY BE USED FOR INT. STUD FRAMING. GYP SHALL BE USED FOR TOP AND BOTTOM PLATES.
4. SECURE ROOF RAFTERS TO TOP PLATE WITH SIMPSON H2.5 CLIPS OF EQUAL OR GREATER UPLIFT CAPACITY MAY BE SUBSTITUTED. (8) 8D COMMON TO PLATE AND (8) 8D COMMON TO TRUSS. SECURE RIDGE BEAM TO EACH RAFTER WITH SIMPSON ST22 - 16 GA.
5. WALL SHEATHING: 1/2 CDX - NAIL 8D COMMON - 4" PERIMETER/4" FIELD.

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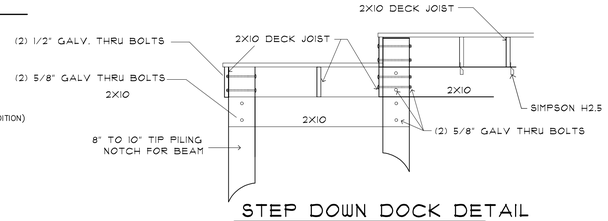
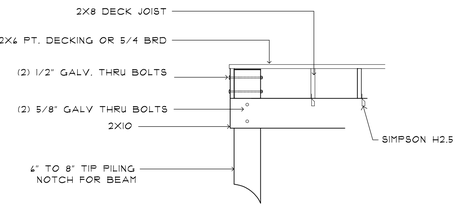
STRUCTURAL DETAIL SHEETS ARE COPYRIGHTED. ANY UNAUTHORIZED USE OR REPRODUCTION IS EXPRESSLY PROHIBITED, AND SHALL BE AN INFRINGEMENT OF THE FEDERAL COPYRIGHT ACT.

WHILE EVERY ATTEMPT HAS BEEN MADE IN THE PREPARATION OF THIS PLAN TO AVOID MISTAKES, THE AUTHOR CANNOT GAURANTEE AGAINST HUMAN ERROR. THE CONTRACTOR ON THE JOB SITE MUST CHECK ALL DIMENSIONS AND OTHER DETAILS FOR ACCURACY BEFORE AND DURING CONSTRUCTION AND BE RESPONSIBLE FOR SAME.



STEP DOWN DOCK DETAIL
NTS



DOCK DETAIL
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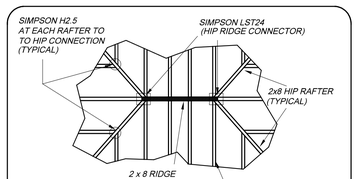
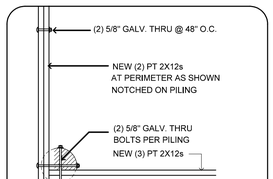
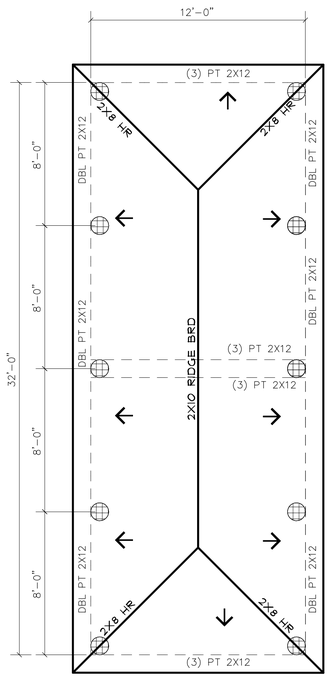


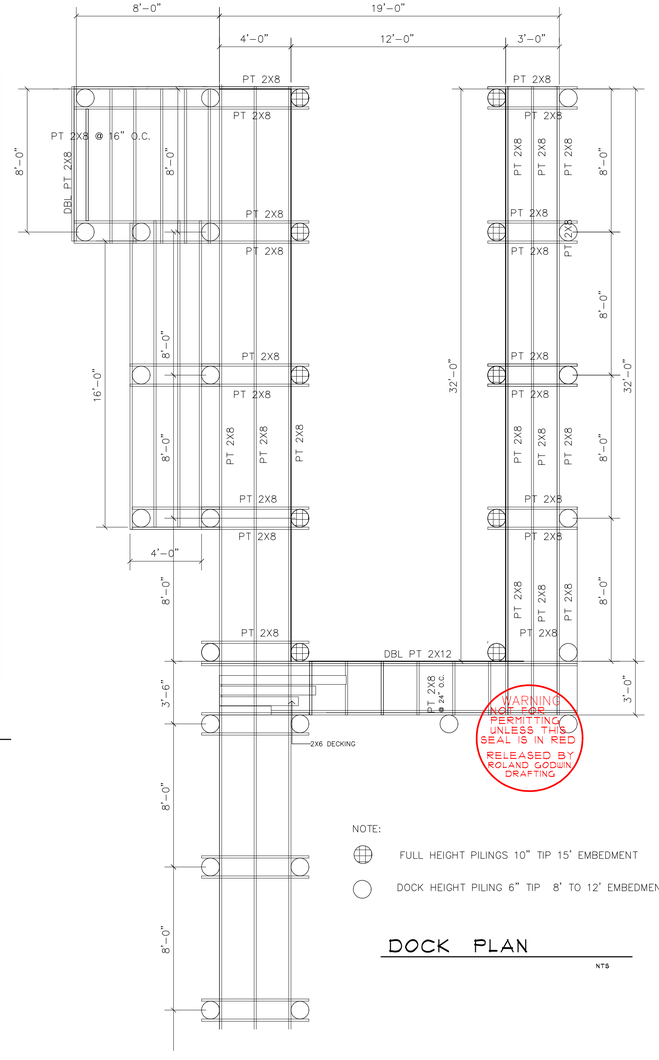
RIDGE DETAIL
SCALE: N.T.S.



PILING DETAIL



ROOF/BEAM LAYOUT
SCALE 1/4"=1'-0"

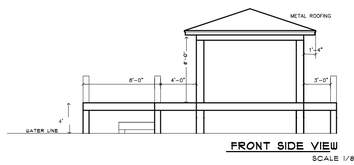


NOTE:

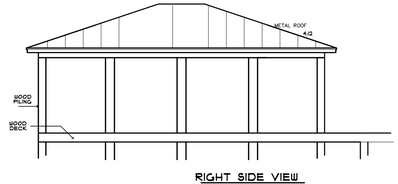
FULL HEIGHT PILINGS 10" TIP 15' EMBEDMENT

DOCK HEIGHT PILING 6" TIP 8' TO 12' EMBEDMENT

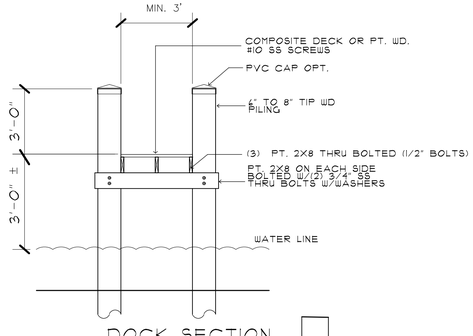
DOCK PLAN
NTS



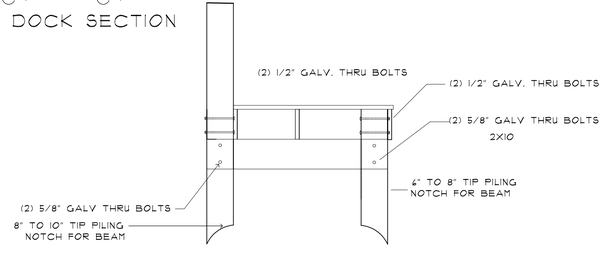
FRONT SIDE VIEW
SCALE 1/8"=1'-0"



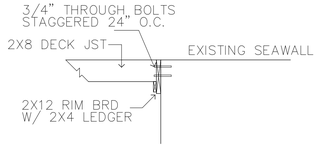
RIGHT SIDE VIEW
SCALE 1/8"=1'-0"



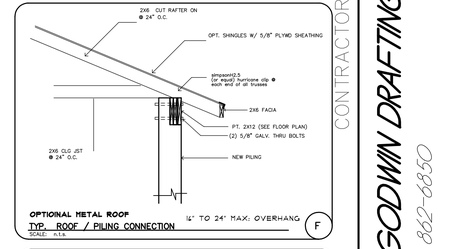
DOCK SECTION

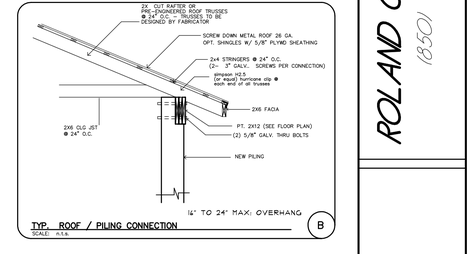


DOCK DETAIL
NTS



EXISTING SEAWALL ATTACHMENT





Gulf Coast Engineering
Commercial and Residential Design
P.O. Box 4915
Destin, Florida 32549
850-267-4988
CA 7066

MICHAEL NEWELL, PE or ELLIOTT ALLEN, PE
FL REG. NO. 4126 FL. REG. NO. 42137

PLAN NO.

RESIDENCE FOR:
VALVERI RESIDENCE
4144 BELCOURT DR. DESTIN,FL.

ROLAND GODWIN DRAFTING
(850) 862-6850

CONTRACTOR / OWNER TO VERIFY ALL CONTENTS OF THIS PLAN

ITEM # 2025-690

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Action Item
AGENDA OUTLINE NUMBER: 3.C.

TO: City Council

THRU: Kimberly Kopp, City Attorney
Larry Jones , City Manager

FROM: Ashley Dominguez, Planner
David Prichard, Community Development Director

DATE: 5/28/2025

SUBJECT: 724 Harbor Blvd, Commercial Marine Construction, HWB-001582-2025

I. BACKGROUND: Jim Simmons has applied for Harbor and Waterways Board & City Council review for the reconfiguration of an existing 6-slip multi-family (commercial) dock.

The applicant seeks a recommendation of approval from the City Council for a Commercial Marine Construction project proposing the reconfiguration of an existing dock with:

Total Square Feet:	4,151
Total Number of Piers or Docks:	1 Dock
Total Length:	71 ft
Total Slip Density:	6
Located in the Destin Harbor:	Yes

II. DISCUSSION: The applicant requests City Council review and approval for commercial marine construction located at 724 Harbor Blvd within Destin Harbor.

The City Council is being asked to review the proposed marine project per Land Development Code ***Section 11.05.01 - General regulations; prohibitions*** and ***Section 11.05.02 – Permitting procedures.*** Below are Staff's findings with respect to ***Section 11.05.01*** and ***Section 11.05.02;*** items not applicable to this project are marked "Not Applicable."

11.05.01. General regulations; prohibitions*.This article establishes and regulates procedures and standards by which the City controls and regulates development, construction and activities within and contiguous to the Harbor and waterways of Destin. The following regulations and prohibitions shall apply to the Harbor and Waterways of Destin:*

A. No person shall construct or add to an existing dock, seawall, bulkhead, mooring or piling, modify an existing submerged land lease, or conditions thereto, or conduct dredge or fill operations in, or contiguous to, the Harbor or waterways of Destin without first obtaining the proper authorization from the appropriate federal, state and City agencies.

Staff response: *The applicant has submitted for authorization from all appropriate agencies.*

B. The addition or modification of a boat lift or pilings within an existing legal and conforming boat slip shall not require the review of the Harbor and Waterways Board or the City Council. Rather, a copy of the U.S. Army Corps of Engineers permit, DEP permit, and a homeowner's association approval (if applicable) shall accompany a completed application for a building permit, provided no additional slips are created.

Staff response: *Not applicable.*

C. No fish carcasses and debris shall be discharged into the Harbor or waterways of Destin.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

D. No person who maintains or operates a dock shall allow or permit the disposal of fish carcasses, litter, waste petroleum products or other pollutants into the Harbor or waterways of Destin. Trash disposal receptacles shall be anchored to each dock to ensure compliance with the provisions of this article.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

E. No fuel or oil shall be willfully or knowingly discharged in the Harbor or waterways of Destin. No dock which sells fuel or oil shall be constructed, operated or maintained in the Harbor or waterways of Destin unless an oil abatement plan, in accordance with Coast Guard guidelines, is available at each dock. The Destin Harbor and Waterways Board shall review and recommend approval or disapproval of each oil abatement plan to the City Council, which shall have approval authority. Each existing dock which sells fuel or oil shall develop and have approved an oil abatement plan acceptable to the City. All new docks which sell fuel or oil shall develop and have an approved oil abatement plan, which is acceptable to the City, prior to receiving a building permit from the City.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to. As designed, the proposed dock reconfiguration does not include any provisions for selling fuel and/or oil.*

F. No new or existing dock shall be constructed or modified such that the length

of any pier as completed is greater than 20 percent of the width of the Harbor or waterway at the place where the pier is located, or out 200 feet, whichever is less, except in Choctawhatchee Bay.

Staff response: *Proposed construction complies with this regulation. Proposed construction is 71 LF; 20% of the Destin harbor water width measured from the MHWL is approx. 87 LF.*

G. No piling(s) shall be added to the waterward end of any pier which piling(s) would make the total length of the dock more than 200 feet, or 20 percent of the waterway, whichever is less, except in Choctawhatchee Bay.

Staff response: *Proposed construction complies with this regulation. Proposed dock length will not exceed more than 200 ft or 20% of the waterway width.*

H. No vessel shall be moored or docked on the waterward end of any pier of the maximum legal length, as determined pursuant to subsection F above, for more than 72 hours.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

I. No dock shall be constructed which permits the commercial docking of boats with on-board toilets unless such the dock is equipped with a sewage pump-out.

Staff response: *Not applicable.*

J. No dock shall be constructed which permits the docking of a live-aboard unless such vessel has an operable holding tank.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

K. No boat shall be moored in the Harbor or waterways of Destin such that it constitutes a hazard to navigation.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

L. No dock shall be constructed such that it constitutes a hazard to navigation.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

M. Excepting docks connected to uplands zoned SHMU, or those located on Choctawhatchee Bay, no dock shall be longer than the width, at the mean high-water line, of the lot to which the dock is attached.

Staff response: *Proposed construction complies with this regulation. Proposed*

construction is 71 LF; the total width of the lot at the MHWL is approx. 98 LF.

i. For those docks connected to uplands zoned SHMU, or those located on Choctawhatchee Bay, a dock may be constructed to a length of 1.5 times the width of the property at the mean high-water line, provided the length of the dock does not exceed the maximum length established by paragraphs F and G above.

Staff response: *Not applicable.*

ii. For the purpose of this subsection, lots may be combined with neighboring lots. However, no dock may exceed the limitations specified in subsection F above.

Staff response: *Not applicable.*

N. No dock shall be constructed or modified such that slip density exceeds one slip per eight linear feet of waterfront footage except that, on canals, no lot may have more than one slip per 45 linear feet of waterfront. However, all lots riparian to a canal shall be entitled to at least two slips on the canal.

Staff response:*. The proposed construction complies with this regulation. There are six (6) existing slips being reconfigured. No additional slips are being proposed.*

O. No boat or vessel, entering into, exiting or operating within the Destin Harbor shall operate at such speed that would create a wake that endangers other boats or vessels, swimmers or other persons within the Destin Harbor, or would contribute to any adjacent land erosion.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

P. No heated or cooled water may be emitted into the Harbor, waterways, or the Harbor canals other than from a boat.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

Q. No pier shall extend more than six feet into a canal right-of-way.

Staff response: *Not applicable.*

R. No discharge of water shall contain phosphorous or any other substance likely to cause a violation of the water quality standards specified in Chapter 17-302, Florida Administrative Code.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

S. No dock or vessel shall be placed within the 25-foot setback of a property line without providing prior written notification to the adjoining landowners and requesting

their response. Any objections received from the adjoining property owners will be considered by the Harbor and Waterways Board in their recommendations to the City Council.

Staff response: *Staff sent the provided Adjacent Property Notification to the neighboring properties on May 1, 2025.*

T. No dock shall unreasonably interfere with the riparian rights of others.

Staff response: *Staff sent the provided Adjacent Property Notification to the neighboring properties on May 1, 2025. As proposed, the riparian rights of others are not interfered with.*

U. No dock of 100 feet or longer shall be constructed unless a white navigation/security night-light is installed at the furthest point seaward on said dock and such light is to be illuminated continuously from dusk to dawn every night of the year. All existing docks 100 feet or longer shall install and operate a navigation/security light pursuant to this subsection. Each light shall be installed within 90 days after adoption of this Code.

Staff response: *Not applicable.*

V. No commercially operated boat docking facilities shall be permitted or operated unless equipped with firefighting facilities as specified by the City.

Staff response: *Applicant must obtain an approved Marine Construction Permit prior to any construction.*

W. No construction shall be allowed which violates any provision of the Standard Building Code, as adopted by the City.

Staff response: *Applicant must obtain an approved Marine Construction Permit prior to any construction.*

X. No electrical or water service upon any dock shall be installed unless a permit is obtained from the Planning Department and Building Department for that service.

Staff response: *Applicant must obtain an approved Marine Construction Permit prior to any construction.*

Y. No person, while operating a boat within the or waterways of Destin shall allow or permit the disposal of fish carcasses, litter, waste, petroleum products or other pollutants into the Harbor or waterways of Destin from such boats.

Staff response: *This regulation applies to all users of the harbor and waterways of Destin and shall be adhered to.*

Z. No lot, or multi-contiguous lots, with less than 50 feet of waterfront footage shall be allowed individual docks, unless they are parallel to the shoreline. However,

docks may be allowed under the provisions of subsection ***11.05.01.M.2***.

Staff response: *Not applicable.*

A. Link to Strategic Goals / Objectives: IV. Enhanced quality of life and safety for families.

B. Effect on Budget (EOB): N/A

C. Level of Service (LOS): N/A

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: The applicant requests City Council approval for a Commercial Marine Construction Project located at 724 Harbor Blvd. Additionally, the applicant provided proof of submittal from the Florida Department of Environmental Protection (FDEP) and Proof of Army Corps Submittal, Permit Application No. SAJ-2023-00893.

At the regularly scheduled Harbor and Waterways Board meeting on May 22, 2025, the Board made a motion to recommend City Council approve the request as presented. The motion passed unanimously.

City Staff reviewed the application and determined that the plans comply with ***LDC Section 11.05.00, Marina Siting***, and the Coastal Management Element of the City's Comprehensive Plan ***(Coastal Management Element Policy 6-1.1.6)***.

IV. RECOMMENDED MOTION: I move that City Council approve the Proposed Commercial Marine Construction Project at 724 Harbor Blvd, for the reconfiguration of an existing multi-family commercial dock, with the following conditions:

1. **All applicable Federal or State approvals shall be submitted with the Marine Construction Permit application; and**

2. **All regulations of the City's Marina Siting *LDC Section 11.05.00* shall be adhered to and followed at all times.**

ALTERNATIVE MOTION:
I move that the City Council deny the Proposed Commercial Marine Construction Project at 724 Harbor Blvd.

Attachments:

1. 1. Adjacent Property Notification
2. 2. Army Corps Submittal
3. 3. Boundary Survey
4. 4. Existing Conditions-

Image
5. 5. FDEP submittal
6. 6. Proof of Ownership
7. 7. Scaled and Dimensioned Site Plan

Community Development
Planning Division

4100 Indian Bayou Trail | Destin, FL 32541 | Phone: 850-654-1119 | Email: planning@cityofdestin.com

May 1, 2025

SUBJECT: Notification of Harbor & Waterways Board Application (HWB- 001582-2025) – Commercial Marine Construction – 724 Harbor Blvd

Dear Property Owner:

This letter is to notify you of a Proposed Marine Construction Project at **724 Harbor Blvd.** The Marine Construction application requires Harbor & Waterways Board review and recommendation. **The application will be heard by the Harbor & Waterways Board at 5:30 p.m. at the Destin City Hall Annex, 4100 Indian Bayou Trail on May 22, 2025 (tentative).**

As an owner of property located near this project, ***Destin Land Development Code (LDC) Sections 2.17.00 & 11.05.01.S*** require a written notice providing you with the following information. This project proposes new marine construction in proximity to your property line; therefore, the City is requesting your input on the matter. If you would like to provide any comments you may respond by sending an email to the email address listed below, or by appearing before the Harbor & Waterways Board at the meeting.

This notice is for informational purposes only and no action is required of you. However, citizens are encouraged to provide a response to the email address provided below.

1. Name of Owner: Harbor Plantation Condominium Owners Association, Inc.
2. Name of Agent: N/A
3. Address of Project: 724 Harbor Blvd
4. Parcel ID Number: 00-2S-22-1099-0000-0102
5. Project Description: reconfiguration of existing 6 slip dock
6. Location of Application Package: To request that a digital copy of the application package be sent to you, please call the City Clerk at (850) 837-4242 or fill out a Public Records Request (PRR) online: http://www.cityofdestin.com/forms.aspx?fid=121

If you have any questions or concerns regarding this letter, please do not hesitate to contact me at (850) 842-4669 or via email at planning@cityofdestin.com.

Sincerely,

Ashley Dominguez
Planner

CC: David Prichard, Community Development Director
Planning Project File

DEPARTMENT OF THE ARMY
CORPS OF ENGINEERS, JACKSONVILLE DISTRICT
701 SAN MARCO BOULEVARD
JACKONVILLE, FLORIDA 32207-8175

October 5, 2023

Regulatory Division

Permit Application No. SAJ-2023-00893 (LP-RDS)

TO WHOM IT MAY CONCERN: This district has received an application for a Department of the Army permit pursuant to Section 10 of the Rivers and Harbors Act of 1899 (33 U.S.C. §403) as described below:

APPLICANT: Harbor Plantation Condo Owners Association
POC: Jim Simmons
724 Harbor Blvd
Destin, Florida, 32541

WATERWAY & LOCATION: The project is located in Destin Harbor, at 724 Harbor Boulevard, Destin, Florida, 32541.

Directions to the site are as follows: In Pensacola. Beginning at the intersection of North Palafox Street and Garden Street, travel East on E Garden Street towards South Jefferson Street for 0.3 miles. Continue onto N Alcaniz Street for 331 feet and turn right onto East Chase Street for 0.7 miles. East Chase Street then turns left and becomes US-98 East for 46.5 miles. The destination will be on the right.

LATITUDE & LONGITUDE: Latitude 30.390011°
Longitude -86.488542°

EXISTING CONDITIONS: The project site is located between a residential home and a commercial development in Destin Harbor. There is no submerged vegetation present within the project area. Several docks have been constructed near the vicinity of the project site. Additionally, a seawall is present at the project site.

PROPOSED WORK: The applicant proposes a 799 square foot multi-family dock with six slips. The dock would consist of a 5-foot by 23-foot access pier, a 6-foot by 93-foot access pier, a 3-foot by 42-foot finger pier, and pilings for six boat lifts. The dock would include six slips consisting of a 42-foot by 18-foot slip, 42-foot by 18.5-foot slip, two 34-foot by 13-foot slips, 34-foot by 13.5-foot slip, and a 34-foot by 14-foot slip. All slips would have boat lifts. The dock would extend 71 feet into the waterbody. The area of the over-water structure would be 799 square feet.

Compensatory Mitigation: The applicant has offered the following compensatory mitigation plan to offset unavoidable functional loss to the aquatic environment:

Due to the minimal nature of the proposed work, compensatory mitigation has not been proposed.

ENDANGERED SPECIES: The U.S. Army Corps of Engineers (Corps) has determined the project may affect but is not likely to adversely affect the West Indian manatee, wood stork, Loggerhead sea turtle, Hawksbill sea turtle, Leatherback sea turtle, Green sea turtle, Kemp's Ridley sea turtle, and Gulf sturgeon. The Corps will request Fish and Wildlife Service's and National Marine Fisheries Service's concurrence with this determination pursuant to Section 7 of the Endangered Species Act by separate letter.

ESSENTIAL FISH HABITAT (EFH): This notice initiates consultation on EFH as required by the Magnuson-Stevens Fishery Conservation and Management Act of 1996. The proposal would impact approximately 799 square feet of unvegetated estuarine waters utilized by various life stages of coastal migratory pelagics, Red drum, 4 shrimp species, and 43 reef fish species. Our initial determination is that the proposed action would not have a substantial adverse impact on EFH or Federally managed fisheries within Destin Harbor. Our final determination relative to project impacts and the need for mitigation measures is subject to review by and coordination with the National Marine Fisheries Service.

CULTURAL RESOURCES:

The Corps has evaluated the undertaking for effects to historic properties as required under Section 106 of the National Historic Preservation Act and has followed the guidelines of 33 CFR Part 325, Appendix C. Due to the project being limited to the submerged bottomlands and in areas of previous impacts from dock construction, the Corps has determined the project has no potential to cause effects to historic properties.

NAVIGATION: The proposed structure is not located in the vicinity of a federal navigation channel.

SECTION 408: The applicant will not require permission under Section 14 of the Rivers and Harbors Act (33 USC 408) because the activity, in whole or in part, would not alter, occupy, or use a Corps Civil Works project.

This project is being evaluated for possible issuance pursuant to a letter of permission. Comments regarding the application should be submitted in writing to the District Engineer at the above address within 15 days from the date of this notice.

If you have any questions concerning this application, you may contact Rylee Simon at the letterhead address, by electronic mail at rylee.d.simon@usace.army.mil, or by telephone at 850-266-8167.

The decision whether to issue or deny this permit application will be based on the information received from this coordination and the evaluation of the probable impact to the associated wetlands. This is based on an analysis of the applicant's avoidance and minimization efforts for the project, as well as any compensatory mitigation proposed.

Sincerely,

Rylee Simon
Project Manager

Coordination Information
for
SAJ-2023-01892

Applicant
Harbor Plantation Condo Owners Association
POC: Jim Simmons
724 Harbor Blvd
Destin, Florida 32541
Simmons334@comcast.net

Agent
Jason Taylor
1225 Oakview Rd
Decatur, Georgia 30030
Jason@oakhurstconsult.com

Adjacent property owners
John Somers
722 Harbor Blvd
Destin, Florida 32541

Elite Enterprises LLC
730 Harbor Blvd
Destin, Florida 32541

NMFS-HCD, Mark Sramek, mark.sramek@noaa.gov

U.S. EPA, Cynthai VanDerWiele, vanderwiele.cynthia@epa.gov

USFWS, FW4FLESRegs@fws.gov

SHPO, compliancepermits@dos.myflorida.com

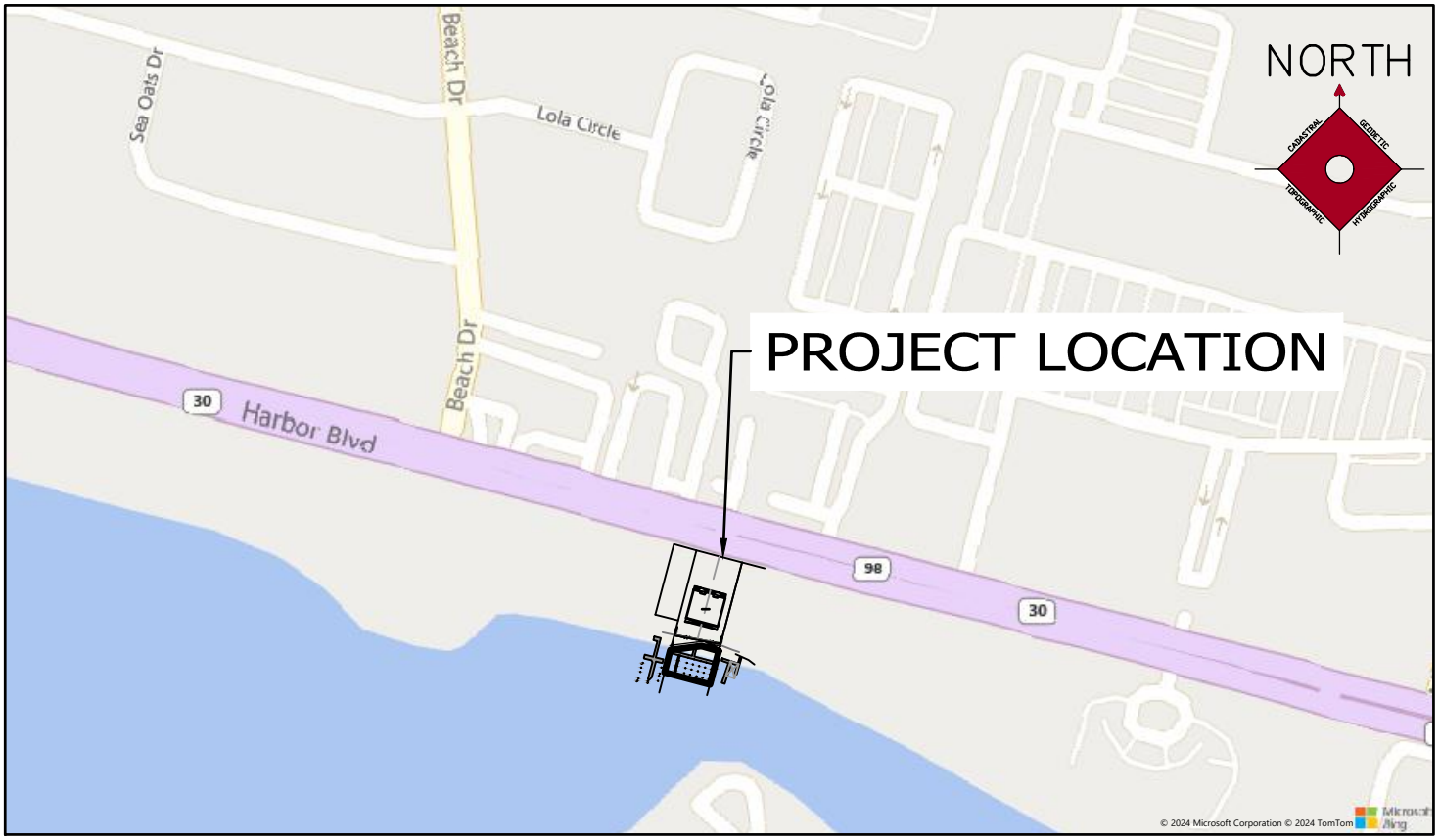
FWCC, fwcconservationplanningservices@myfwc.com

Mobile District USACE
Waylon Register, Waylon.t.register@usace.army.mil
Ashley Kleinschrodt, ashley.n.kleinschrodt@usace.army.mil

U.S. Coast Guard Eighth District
D8oanPATON@uscg.mil
SectorMobileWaterways@uscg.mil

SOVEREIGN SUBMERGED LAND LEASE
FIELD SURVEY

PARCEL OF SOVEREIGN SUBMERGED LAND LYING IN
UNSECTIONALIZED TOWNSHIP 2 SOUTH, RANGE 20 WEST
OKALOOSA COUNTY, FLORIDA



400 200 0 400 800

GRAPHIC SCALE
1" = 400

Corrections made to legal and drawing.

LOT 7 & 8, BLOCK L
REVISED SECOND EAST PASS ADDITION TO DESTIN
PLAT BOOK 1, PAGE 19A, UNSECTIONALIZED TOWNSHIP 2 SOUTH, RANGE 22 WEST
OKALOOSA COUNTY, FLORIDA

© FGS SURVEYORS 2025

HORACE WAYNE WALKER, JR. LICENSE NUMBER 5029 STATE OF FLORIDA Professional Surveyor and Mapper

TYPE SURVEY:	SPECIFIC PURPOSE SURVEY		
CLIENT:	KING CONSTRUCTION		
FIELD DATE:	10/14/2024 F.B. 24	HORACE WAYNE WALKER, JR. – FL PSM No.5029	
COORDINATE SYSTEM:	State Plane – Florida North	DOUGLAS W. COTHERN – FL PSM No.6508	
HORIZ. DATUM:	NAD83 VERT. DATUM: NAVD88	06-MAR-2025	LB #8227

FGS-SURVEYORS
(833) 787-8627 | WWW.FGS-SURVEYORS.COM
403 BOB SIKES BOULEVARD
FORT WALTON BEACH, FL 32547

Drawn By: BC
Checked By: HWW

MAP#
240373

11/9/2022 Robert Cook q:\state-proj\florida-proj\2024 projects\240373 harbor plantation condos-fdep permit\cadd files\dwg\240373 harbor plantation condos-fdep permit

SOVEREIGN SUBMERGED LAND LEASE
FIELD SURVEY

SURVEY REPORT:

1. NO SEARCH OF THE PUBLIC RECORDS WAS DONE BY FGS-SURVEYORS, LLC., VISIBLE EVIDENCE OF EASEMENTS WILL BE SHOWN HEREON, BUT NO CERTIFICATION IS GIVEN THAT EASEMENTS, DEED OVERLAPS, UNDERGROUND IMPROVEMENTS OR APPARENT USES DO NOT EXIST.
2. PREPARED AS A SPECIFIC PURPOSE SOVEREIGN SUBMERGED LAND EASEMENT SURVEY AND IS NOT INTENDED TO DELINEATE THE JURISDICTION OR JURISDICTIONAL AREAS OF ANY FEDERAL, STATE, REGIONAL OR LOCAL AGENCY, BOARD, COMMISSION, OR OTHER ENTITY.
3. THE MEAN HIGH WATER ELEVATION IS 0.73 FEET (NAVD88), BASED ON THE "REQUEST FOR TIDAL DATUM" FORM DATED 10 JULY, 2024 RECEIVED FROM THE DEPARTMENT OF ENVIRONMENTAL PROTECTION SIGNED BY M. KEVIN MEARS P.S.M. DATED 11 DECEMBER 2024.
4. ELEVATIONS BASED ON NORTH AMERICAN VERTICAL DATUM OF 1988 AND NGS BENCHMARK OKA 2, PID# BG3654, HAVING AN ELEVATION OF 23.02 FEET.
5. THIS SURVEY DEPICTED HEREON WAS PREPARED IN ACCORDANCE WITH THE STANDARDS OF PRACTICE FOR PROFESSIONAL SURVEYORS AND MAPPERS AS DEFINED IN CHAPTER 5J-17.051 OF THE FLORIDA ADMINISTRATIVE CODE AS SET FORTH BY THE FLORIDA BOARD OF PROFESSIONAL SURVEYORS AND MAPPERS PURSUANT TO SECTION 472.027 OF THE FLORIDA STATUTES.
6. UNDERGROUND IMPROVEMENTS, UTILITIES, AND/OR FOUNDATIONS WERE NOT LOCATED UNLESS OTHERWISE NOTED.
7. IMPROVEMENTS SHOWN HEREON ARE FOR VISUAL REPRESENTATION ONLY AND ARE NOT COMPLETE.
8. NO ENVIRONMENTAL JURISDICTIONAL LINES HAVE BEEN DETERMINED BY FGS-SURVEYORS, LLC.
9. APPARENT USES ARE AS SHOWN. NO APPARENT USES WERE DETERMINED.
10. THERE MAY BE ADDITIONAL RESTRICTIONS THAT ARE NOT SHOWN ON THIS SURVEY THAT MAY BE FOUND IN THE PUBLIC RECORDS OF OKALOOSA COUNTY, FLORIDA.
11. BEARINGS SHOWN HEREON ARE REFERENCED TO THE LINE AS SHOWN ABOVE. BEARINGS SHOWN HEREON ARE REFERENCED TO THE EAST PROPERTY LINE, SAID LINE BEARING S14°43'43"W AS ESTABLISHED BY STATE PLANE COORDINATES, FLORIDA NORTH ZONE, NORTH AMERICAN DATUM OF 1983,
12. THE DISTANCES SHOWN HEREON ARE IN U.S. SURVEY FEET.
13. TOP OF SEAWALL ELEVATION IS 3.20 FEET AND A MEAN HIGH WATERLINE ELEVATION OF 0.73 FEET NAVD88 DATUM.
14. THIS PARCEL LIES IN FLOOD ZONE X & ZONE AE (9) AS DETERMINED BY SCALE FROM FEMA PANEL #12091C0488J, DATED 03/09/2024, AND FURNISHED BY FEMA FLOOD MAP SERVICE CENTER.
15. THIS SURVEY IS CERTIFIED TO THE BOARD OF TRUSTEES OF THE INTERNAL IMPROVEMENT TRUST FUND OF THE STATE OF FLORIDA AND HARBOR PLANTATION CONDO, INC.
16. THIS SURVEY FALLS IN A UNSECTIONALIZED PORTION OF OKALOOSA COUNTY, FLORIDA. THERE ARE NO INDIVIDUAL SECTIONS IN THIS AREA.
17. THERE ARE TWO DIFFERENT TYPES WATER LINES, (W/E) WATERS EDGE AND (MHWL) MEAN HIGH WATER LINE.

FGS-SURVEYORS
(833) 787-8627 | WWW.FGS-SURVEYORS.COM
403 BOB SIKES BOULEVARD
FORT WALTON BEACH, FL 32547

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SOVEREIGN SUBMERGED LAND LEASE
FIELD SURVEY

DESCRIPTION (AS FURNISHED):

LOT 7 & 8, BLOCK L, REVISED SECOND EAST PASS ADDITION TO DESTIN (PLAT BOOK 1 PAGE 19A)
UNSECTIONALIZED TOWNSHIP 2 SOUTH, RANGE 22 WEST OKALOOSA COUNTY, FLORIDA.

DESCRIPTION SOVEREIGN SUBMERGED LAND LEASE (AS SURVEYED):

LEGAL DESCRIPTION:

A SUBMERGED LAND LEASE LYING IN UNSECTIONALIZED TOWNSHIP 2 SOUTH, RANGE 22 WEST, OKALOOSA COUNTY, FLORIDA, DESCRIBED AS FOLLOWS:

COMMENCE AT THE NORTHEAST CORNER OF LOT 8, BLOCK L, AS RECORDED IN PLAT BOOK 1, AT PAGE 19A, OF THE PUBLIC RECORDS OF SAID COUNTY; THENCE SOUTH 14°46'43"WEST ALONG THE EAST LINE OF SAID LOT 8 A DISTANCE OF 194.70 FEET TO THE POINT OF BEGINNING ALSO BEING A POINT OF THE MEAN HIGH WATER LINE; THENCE CONTINUE S14°46'33"W FOR A DISTANCE OF 73.84 FEET; THENCE N75°10'09"W FOR A DISTANCE OF 99.91 FEET; THENCE N14°43'43"E FOR A DISTANCE OF 49.45 FEET TO A POINT ON THE MEAN HIGH WATER LINE; THENCE N82°39'32"E ALONG THE MEAN HIGH WATER LINE FOR A DISTANCE OF 67.96 FEET; THENCE S64°10'45"E ALONG THE MEAN HIGH WATER LINE FOR A DISTANCE OF 4.18 FEET; THENCE S74°22'37"E ALONG THE MEAN HIGH WATER LINE FOR A DISTANCE OF 32.90 FEET; TO THE POINT OF BEGINNING. THIS SUBMERGED LAND LEASE CONTAINS ±6661.9816 SQUARE FEET.

ALSO:

A 10 FOOT PROPRIETARY CONSERVATION EASEMENT THAT RUNS NORTH OF THE MEAN HIGH WATER LINE.

LEGEND:

No. OR #	= NUMBER	±	= MORE OR LESS
—∿—	= DISTANCE NOT TO SCALE	R/W	= RIGHT OF WAY
L.B.	= LICENSED BUSINESS	SSLE	= SOVEREIGN SUBMERGED LAND LEASE
L.S.	= LICENSED SURVEYOR	RETW	= TOP OF RETENTION WALL
P.S.M.	= PROFESSIONAL SURVEYOR AND MAPPER	FCM	= FOUND CONCRETE MONUMENT
		FIR	= FOUND IRON ROD
AC.	= ACRES	ID	= IDENTIFICATION
O.R.	= OFFICIAL RECORDS BOOK / PAGE	NO ID	= NO IDENTIFICATION
P.B.	= PLAT BOOK / PAGE	NAD	= NORTH AMERICAN DATUM
D.B.	= DEED BOOK / PAGE	NAVD	= NORTH AMERICAN VERTICAL DATUM
RET GS	= RETENTION WALL GROUND SHOT	(F)	= FIELD MEASURED DATA

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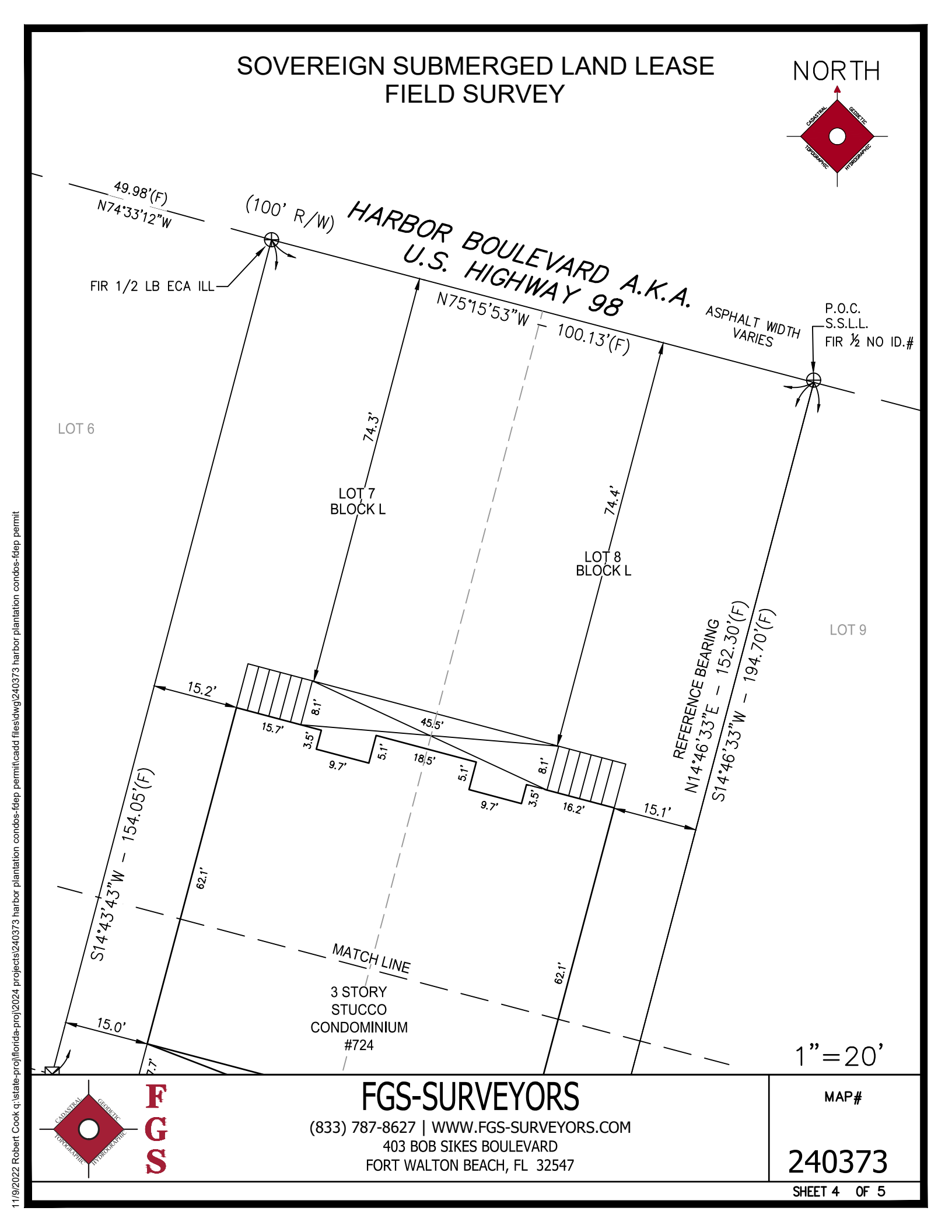
SOVEREIGN SUBMERGED LAND LEASE
FIELD SURVEY



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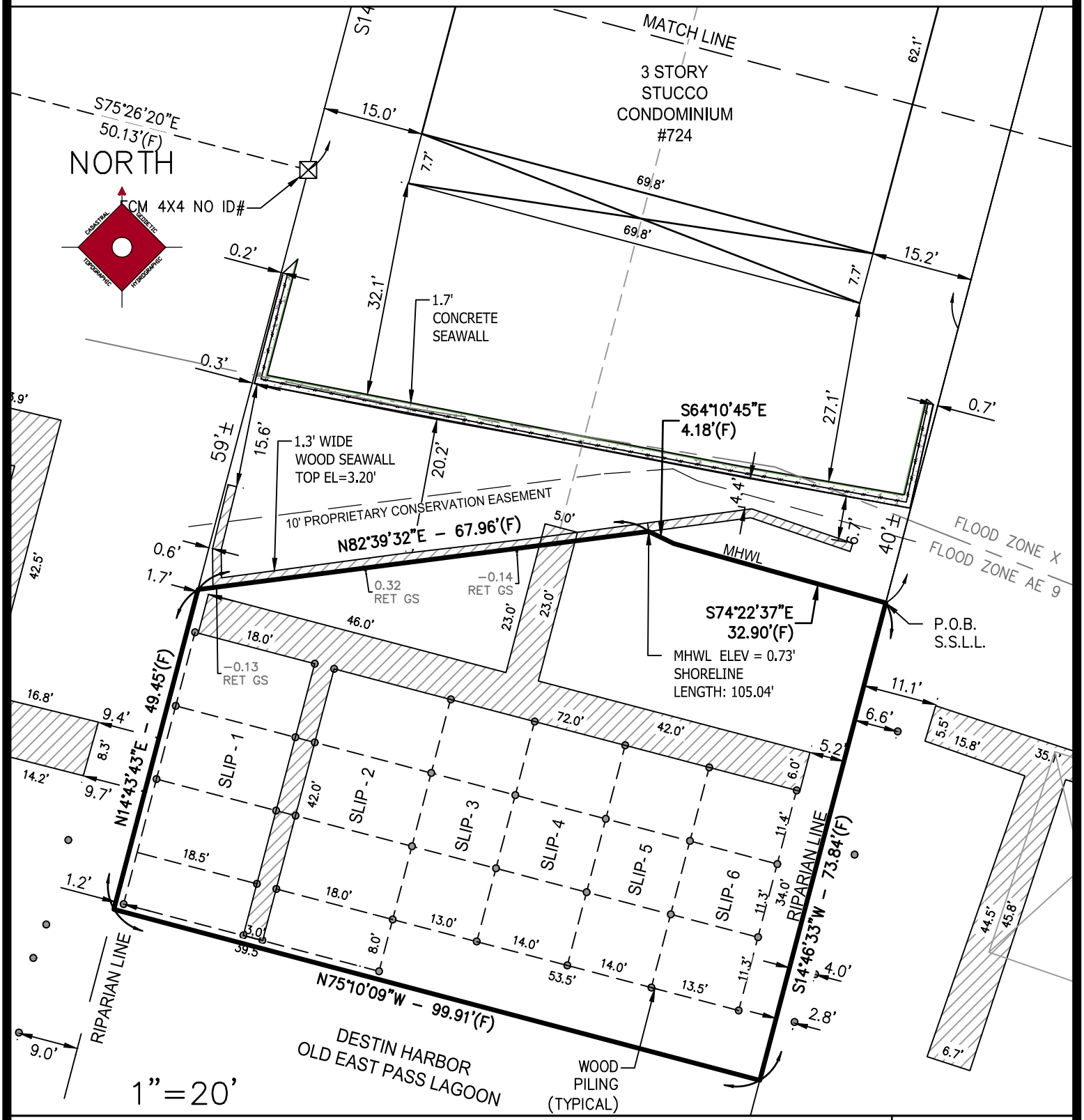
SOVEREIGN SUBMERGED LAND LEASE
FIELD SURVEY



FGS-SURVEYORS
(833) 787-8627 | WWW.FGS-SURVEYORS.COM
403 BOB SIKES BOULEVARD
FORT WALTON BEACH, FL 32547

MAP#

240373

11/9/2022 Robert Cook q:\state-proj\florida-proj\2024 projects\240373 harbor plantation condos-fdep permit\cadd files\dwg\240373 harbor plantation condos-fdep permit

SOVEREIGN SUBMERGED LAND EASEMENT FIELD SURVEY

NORTH

CADASTRAL GEODETIC TOPOGRAPHIC HYDROGRAPHIC

20 10 0 20 40

GRAPHIC SCALE

1" = 20

SURVEY REPORT:

1. NO SEARCH OF THE PUBLIC RECORDS WAS DONE BY FGS-SURVEYORS, LLC., VISIBLE EVIDENCE OF EASEMENTS WILL BE SHOWN HEREON, BUT NO CERTIFICATION IS GIVEN THAT EASEMENTS, DEED OVERLAPS, UNDERGROUND IMPROVEMENTS OR APPARENT USES DO NOT EXIST.
2. PREPARED AS A SPECIFIC PURPOSE SOVEREIGN SUBMERGED LAND EASEMENT SURVEY AND IS NOT INTENDED TO DELINEATE THE JURISDICTION OR JURISDICTIONAL AREAS OF ANY FEDERAL, STATE, REGIONAL OR LOCAL AGENCY, BOARD, COMMISSION, OR OTHER ENTITY.
3. THE MEAN HIGH WATER ELEVATION IS 0.73 FEET (NAVD88), BASED ON THE "REQUEST FOR TIDAL DATUM" FORM DATED 10 JULY, 2024 RECEIVED FROM THE DEPARTMENT OF ENVIRONMENTAL PROTECTION SIGNED BY M. KEVIN MEARS P.S.M. DATED 11 DECEMBER 2024.
4. ELEVATIONS BASED ON NORTH AMERICAN VERTICAL DATUM OF 1988 AND NGS BENCHMARK OKA 2, PID# BG3654, HAVING AN ELEVATION OF 23.02 FEET.
5. THIS SURVEY DEPICTED HEREON WAS PREPARED IN ACCORDANCE WITH THE STANDARDS OF PRACTICE FOR PROFESSIONAL SURVEYORS AND MAPPERS AS DEFINED IN CHAPTER 5J-17.051 OF THE FLORIDA ADMINISTRATIVE CODE AS SET FORTH BY THE FLORIDA BOARD OF PROFESSIONAL SURVEYORS AND MAPPERS PURSUANT TO SECTION 472.027 OF THE FLORIDA STATUTES.
6. UNDERGROUND IMPROVEMENTS, UTILITIES, AND/OR FOUNDATIONS WERE NOT LOCATED UNLESS OTHERWISE NOTED.
7. IMPROVEMENTS SHOWN HEREON ARE FOR VISUAL REPRESENTATION ONLY AND ARE NOT COMPLETE.
8. NO ENVIRONMENTAL JURISDICTIONAL LINES HAVE BEEN DETERMINED BY FGS-SURVEYORS, LLC.
9. APPARENT USES ARE AS SHOWN. NO APPARENT USES WERE DETERMINED.
10. THERE MAY BE ADDITIONAL RESTRICTIONS THAT ARE NOT SHOWN ON THIS SURVEY THAT MAY BE FOUND IN THE PUBLIC RECORDS OF OKALOOSA COUNTY, FLORIDA.
11. BEARINGS SHOWN HEREON ARE REFERENCED TO THE LINE AS SHOWN ABOVE. BEARINGS SHOWN HEREON ARE REFERENCED TO THE EAST PROPERTY LINE, SAID LINE BEARING S14°43'43"W AS ESTABLISHED BY STATE PLANE COORDINATES, FLORIDA NORTH ZONE, NORTH AMERICAN DATUM OF 1983,
12. THE DISTANCES SHOWN HEREON ARE IN U.S. SURVEY FEET.
13. TOP OF SEAWALL ELEVATION IS 3.18 FEET AND A MEAN HIGH WATERLINE ELEVATION OF 0.73 FEET NAVD88 DATUM.
14. THIS PARCEL LIES IN FLOOD ZONE X & ZONE AE (9) AS DETERMINED BY SCALE FROM FEMA PANEL #12091C0488J, DATED 03/09/2024, AND FURNISHED BY FEMA FLOOD MAP SERVICE CENTER.
15. THIS SURVEY IS CERTIFIED TO THE BOARD OF TRUSTEES OF THE INTERNAL IMPROVEMENT TRUST FUND OF THE STATE OF FLORIDA AND HARBOR PLANTATION CONDO, INC.

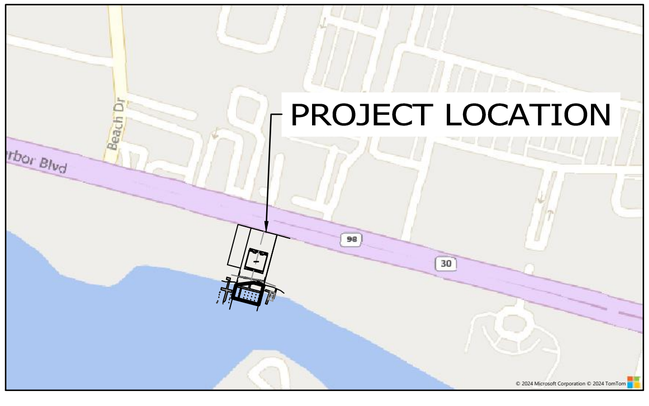
DESCRIPTION SOVEREIGN SUBMERGED LAND LEASE (AS SURVEYED):

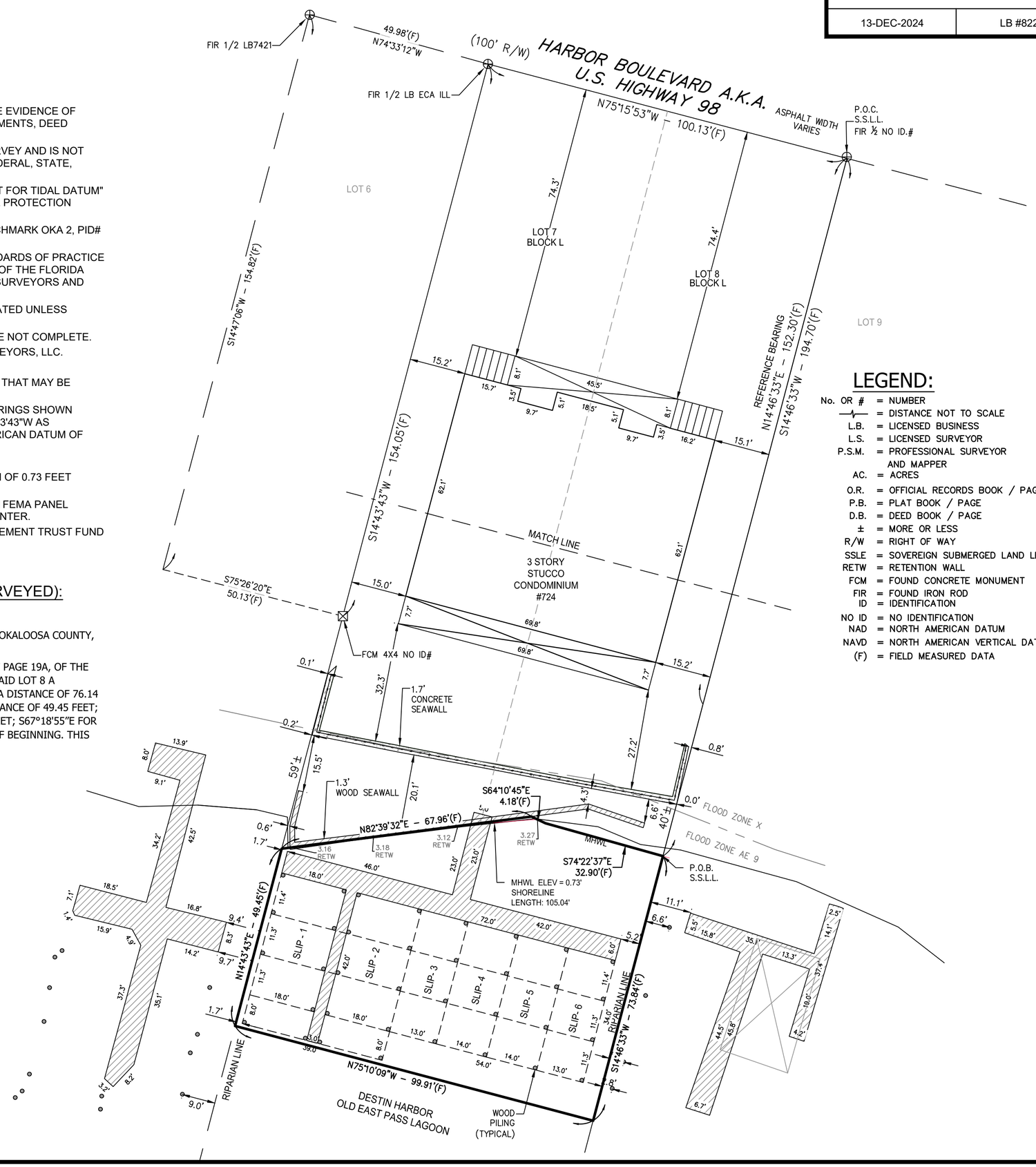
LEGAL DESCRIPTION:

A SUBMERGED LAND LEASE LYING IN UNSECTIONALIZED TOWNSHIP 2 SOUTH, RANGE 22 WEST, OKALOOSA COUNTY, FLORIDA, DESCRIBED AS FOLLOWS:

COMMENCE AT THE NORTHEAST CORNER OF LOT 8, BLOCK L, AS RECORDED IN PLAT BOOK 1, AT PAGE 19A, OF THE PUBLIC RECORDS OF SAID COUNTY; THENCE SOUTH 13°44'40"WEST ALONG THE EAST LINE OF SAID LOT 8 A DISTANCE OF 192.40 FEET TO THE POINT OF BEGINNING; THENCE CONTINUE S14°46'33"W FOR A DISTANCE OF 76.14 FEET; THENCE N75°10'09"W FOR A DISTANCE OF 99.91 FEET; THENCE N14°643'43"E FOR A DISTANCE OF 49.45 FEET; THENCE N82°39'53"E FOR A DISTANCE OF 66.99 FEET; S82°07'20"E FOR A DISTANCE OF 19.05 FEET; S67°18'55"E FOR A DISTANCE OF12.47 FEET; THENCE S82°13'46"E FOR A DISTANCE OF 6.67 FEETTO THE POINT OF BEGINNING. THIS SUBMERGED LAND LEASE CONTAINS ±6730 SQUARE FEET.

PROJECT LOCATION 1"=400'





LEGEND:

No.	OR #	= NUMBER
	⏦	= DISTANCE NOT TO SCALE
L.B.		= LICENSED BUSINESS
L.S.		= LICENSED SURVEYOR
P.S.M.		= PROFESSIONAL SURVEYOR AND MAPPER
AC.		= ACRES
O.R.		= OFFICIAL RECORDS BOOK / PAGE
P.B.		= PLAT BOOK / PAGE
D.B.		= DEED BOOK / PAGE
±		= MORE OR LESS
R/W		= RIGHT OF WAY
SSLE		= SOVEREIGN SUBMERGED LAND LEASE
RETW		= RETENTION WALL
FCM		= FOUND CONCRETE MONUMENT
FIR		= FOUND IRON ROD
ID		= IDENTIFICATION
NO ID		= NO IDENTIFICATION
NAD		= NORTH AMERICAN DATUM
NAVD		= NORTH AMERICAN VERTICAL DATUM
(F)		= FIELD MEASURED DATA

HORACE WAYNE WALKER, JR. – FL PSM No.5029
DOUGLAS W. COTHERN – FL PSM No.6508

13-DEC-2024 | LB #8227

© FGS SURVEYORS 2024

HORACE WAYNE WALKER, JR. LICENSE NUMBER 5029 STATE OF FLORIDA Professional Surveyor and Mapper

FGS-SURVEYORS
(833) 787-8627 | WWW.FGS-SURVEYORS.COM
403 BOB SIKES BOULEVARD
FORT WALTON BEACH, FL 32547

FGS

TYPE SURVEY:	SPECIFIC PURPOSE SURVEY
CLIENT:	KING CONSTRUCTION
FIELD DATE:	10/14/2024
FIELD BOOK: PAGE:	24
COORDINATE SYSTEM:	STATE PLANE FLORIDA NORTH
HORIZONTAL DATUM:	NAD83
VERTICAL DATUM:	NAVD88

Drawn By: BC
Checked By: HWW

240373

REV#3
REV#2
REV#1

PAGE 01 OF 01

11/9/2022 Wayne Walker q:\state-proj\florida-proj\2024 projects\240373 harbor plantation condos-fdep permit\cadd files\dwg\240373 harbor plantation condos-fdep permit

7:27

William G Owens shared a memory.

8m ·

5 Years Ago

See your memories >

Sunrise on the harbor



Write a commen...

FLORIDA DEPARTMENT OF
Environmental Protection

Bob Martinez Center
2600 Blair Stone Road
Tallahassee, Florida 32399-2400

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

Electronic Submission
Application for an Individual or Conceptual Permit

You have successfully submitted an Application for an Individual or Conceptual Permit in accordance with Part IV of Chapter 62-330 F.A.C.. Your request was received on April 08, 2023.

You have indicated that your project does not include any dredge or fill activities in wetlands or surface waters assumed by the State of Florida under Section 404 of the Clean Water Act.

You HAVE waived, in accordance with subsection 62-330.090(8), F.A.C., the agency action deadlines in section 5.5.3 of Volume I in the event your project also requires a State 404 Program authorization (other than an exemption) under Chapter 62-331, F.A.C., and request that the agency actions for the ERP and State 404 Program authorizations be issued at the same time.

Below is a copy of the details of your request for your records.

Facility Information

Site Name:	724 HARBOR BLVD [DOCK]
Address Line 1:	724 Harbor Blvd
Address Line 2:	
City/State/Zip Code:	Destin, FL 32541 2582

Mailing Address

Address Line 1:	724 Harbor Blvd
Address Line 2:	
City/State/Zip Code:	Destin, FL 32541 2582

Applicant

Company Name:	Harbor Plantation Condominium Owners Association, Inc.
Title:	
Name:	Jim Simmons
Address Line 1:	724 Harbor Blvd
Address Line 2:	
City/State/Zip Code:	Destin, FL 32541 2582

Phone Number: (901) 683-6014
Extension:
Cell Number:
Fax Number:
E-mail Address: simmons334@comcast.net

Agent

Name: JASON TAYLOR
Address Line 1: 1225 Oakview Rd
Address Line 2:
City/State/Zip Code: Decatur, GA 30030 4223
Phone Number: (850) 207-2442
Extension:
Cell Number:
Fax Number:
E-mail Address: jason@oakhurstconsult.com

Property Owner

Company Name: Harbor Plantation Condominium Owners Association, Inc.
Title:
Name: Jim Simmons
Address Line 1: 724 Harbor Blvd
Address Line 2:
City/State/Zip Code: Destin, FL 32541 2582
Phone Number: (901) 683-6014
Extension:
Cell Number:
Fax Number:
E-mail Address: simmons334@comcast.net

Project Information

Tax Parcel Identification Number(s): 00-2S-22-1099-0000-0000
Anticipated Commencement Date:
Anticipated Completion Date:
Project Name (including Phase): Dock Reconfigure
This project **IS NOT** part of a larger plan of development or sale.
Project or project phase area (in acres): 0.10
Impervious or semi-impervious area (excluding wetlands and other surface waters): 0

In: SQ FT

Volume of water the system is capable of impounding (in acre-feet): 0

The total number of proposed new (not existing) in-water boat slips (including mooring areas and boat lifts): 0

Total area of work (dredging, filling, construction, alteration, or removal) in, on, or over wetlands or other surface waters: 4113

In: SQ FT

Total volume of material to be dredged (in cubic yards): 0

Total volume of material to be filled (in cubic yards): 0

Pre-Application Meetings:

None.

Project Description:

The applicant is proposing to rebuild and reconfigure their existing 6-slip multi-family dock. The proposed facility will consist of a 23-ft by 5-ft access pier, a 93-ft by 6-ft T-access, and a 42-ft by 3-ft finger pier. There will be (6) boat slips w/ lifts. Slips #1-2 will be 42-ft by 18-ft, Slips #3, 5-6 will be 34-ft by 13-ft, and Slip #4 will be 34-ft by 14-ft. The dock will consist of (30) 6-in pilings and (60) 8-in pilings that will be vibrated in.

Waterbodies Information:

Destin Harbor

DEP Permits:

None.

Other Permits:

Attachments:

File Description: SWERP Supporting Document - Current Lease
File Name: 1-Submerged Land Lease 6.16.14-6.16.24.pdf
File Hash: 41a0a8729cbc6ab29449d20d2e9a96bfbe92c942094a0edee5f6423924bb0d11

File Description: SWERP Supporting Document - Permit Drawings
File Name: PERMIT DRAWINGS 3.21.23.pdf
File Hash: 4c20538a5a265add9f54645643e6e58118e8d37736a8c9f93f8087d95afcf797

Notification Submitted By

Name:	JASON TAYLOR
Phone Number:	(850) 207-2442
E-mail Address:	jason@oakhurstconsult.com

All information submitted was certified true, accurate, and correct to the best of the knowledge of the person whose name appears above.

If you have any questions or concerns about the information contained in this report, please contact the Division of Water Resource Management at (850) 245-8336 or by e-mail at ERP_eApps@dep.state.fl.us.

FLORIDA DEPARTMENT OF
Environmental Protection

Bob Martinez Center
2600 Blair Stone Road
Tallahassee, Florida 32399-2400

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

Electronic Submission
Application for an Individual or Conceptual Permit
Section F - Application for Authorization to Use State-Owned Submerged Lands

Type of Authorization Requested:

Exceptions:

	Construction or maintenance of a county water or sewer system under Section 153.04 F.S.
	Removal of material from the area adjacent to an intake or discharge structure under 403.813(1)(f), F.S.
	Removal of organic detrital material under Section 403.813(1)(r) or (u), F.S.
	Construction of floating vessel platforms under Section 403.813(1)(s), F.S.
	Trimming or alteration of mangroves under Sections 403.9321 through 403.9334, F.S.

Consent by Rule:

	Section 403.813(1), F.S., paragraphs (a); (b), provided that the structure is the only dock or pier on a parcel and it is not a private residential multi-family dock with three or more slips.
	Section 403.813(1), F.S., paragraphs (c); (d); (e); (f), provided that no severance fee is required under Rule 18-21.011, F.A.C., and the existing activity has a valid Board of Trustees authorization.
	Section 403.813(1), F.S., paragraphs (g); (h); (i), provided that no private residential multi-family dock or pier is constructed.
	Section 403.813(1), F.S., paragraph (k), provided that any channel markers delineate existing and authorized or permitted navigation channels.

Letter of Consent:

	One minimum-size private residential single-family dock (see definition in Rule 18-21.003, F.A.C.).
	Private residential single-family or multi-family docks, piers, boat ramps, and similar existing and proposed activities that cumulatively preempt no more than

	10 square feet of sovereignty submerged land for each linear foot of the applicant's riparian shoreline, along sovereignty submerged land on the affected waterbody within a single plan of development (see "preempted area" definition in Rule 18-21.003, F.A.C.).
	Private channels that provide access to an upland single-family or multi-family residential parcel and that measures no more than 10 square feet of sovereignty submerged land for each linear foot of the applicant's riparian shoreline along sovereignty submerged land on the affected waterbody within a single plan of development.
	Seawalls, bulkheads, or other shoreline stabilization structures no more than three feet waterward of mean or ordinary high water.
	Placement, replacement, or repair of riprap, groins, breakwaters, or intake and discharge structures no more than ten feet waterward of the line of mean or ordinary high water.
	Restoration and nourishment of naturally occurring sandy beaches, including borrow areas to be used for five years or less.
	Artificial reefs or fish attractors that are constructed for public use.
	Public docks or piers that are exempt from permit requirements under Section 403.813(1), F.S., or that qualify as minimum-size docks or piers or are less than or equal to the 10:1 preempted area to shoreline ratio; public boat ramps; public channels; or public swimming areas, provided that all such structures or activities are owned and operated by governmental entities and any revenues collected are used solely for operation and maintenance of the structure or adjacent public recreational facilities.
	Ski course buoys and ski jumps not associated with revenue-generating water skiing activities.
	Removal of wrecked, abandoned or derelict vessels or structures.
	Habitat restoration.

Lease:

X	**Private residential single-family or multi-family docks or piers, other docks or piers, boat ramps, or other similar activities that do not qualify for a letter of consent.**
	Private residential multi-family docks designed or used to moor three or more vessels within aquatic preserves.
	Docks designed or used to moor ten or more vessels in Monroe County.
	Commercial/industrial docks, as defined in Rule 18-18.004, F.A.C., in Biscayne Bay Aquatic Preserve, as required by paragraph 18-18.006(3)(c), F.A.C.
	All revenue-generating activities.
	Oil and gas exploration and development.
	Open-water mooring fields.
	Mining.

Easement:

	Utility crossings and rights of way.
	Road and bridge crossings and rights of way, including such structures built prior to the need to obtain an easement when proposed for modification or repair.
	Groins, breakwaters, and shoreline protection structures, except when constructed as part of a docking facility that requires a lease.
	Public navigation projects other than public channels.
	Private residential channels that do not qualify for a letter of consent, and channels that provide access to revenue-generating facilities in uplands.
	Oil, gas and other pipelines.
	Intake and discharge structures more than 10 feet waterward of the mean or ordinary high water line.
	Spoil disposal sites.
	Borrow areas that will be used for longer than five years for beach nourishment.
	Public water management projects other than public channels.
	Treasure salvage (Cultural Resource Recovery).

FILE #3556086 RCD: 6/9/2022 9:01 AM, BK: 3626 PG: 2826, RECORDING: $10.50 RECORDING ARTICLE V: $8.00
D Doc Stmp: $0.70 DEPUTY CLERK abarnes
JD PEACOCK II CLERK OF COURTS, OKALOOSA COUNTY, FLORIDA

DEC 15.3
D 10

Mead Law & Title, PLLC
24 Walter Martin Road NE, #201
Fort Walton Beach, Florida 32548
Parcel ID No: 00-2S-22-1099-0000-0302

Quit Claim Deed

Made this June 7, 2022 A.D.by **James C. Simmons and wife, Anita H. Simmons,** whose post office address is: 724 Harbor Boulevard, Unit 302, Destin, Florida 32541, hereinafter called the grantor, to **James C. Simmons as Trustee of the James C. Simmons Revocable Trust dated March 21, 2001** whose post office address is: 724 Harbor Boulevard, Unit 302, Destin, Florida 32541, hereinafter called the grantee:

(Whenever used herein the term "grantor" and "grantee" include all the parties to this instrument and the heirs, legal re-presentatives and assigns of individuals, and the successors and assigns of corporations)

Witnesseth, that the grantor, for and in consideration of the sum of $ TEN AND NO/100 DOLLARS ($10.00) and other valuable considerations, receipt whereof is hereby acknowledged, does hereby remise, release, and quit claim unto the grantee forever, all the right, title, interest, claim and demand which the said grantor has in and to, all that certain land situate in OKALOOSA County, Florida, viz:

Unit No. 302 of HARBOR PLANTATION, a Condominium, according to the Declaration of Condominium thereof as recorded in Official Records Book 2222 at Page 3064, of the Public Records of Okaloosa County, Florida, and all exhibits and amendments thereof.

Despite any other provision of the above-named Trust Agreement, the Grantors reserve the right to reside on any real property owned by the Trust during our lifetime. We will be entitled to claim any available homestead tax exemption for any real property in the Trust and, for purposes of that exemption, our interest in such property will be deemed an interest in real property and not an interest in personal property. This provision does not restrict the Trustee from selling, leasing, or encumbering that property without our joinder in any deed or other instrument

The preparer of this deed represents that: This deed has been prepared at the express direction and request of the above Grantor(s) and/or Grantee(s) solely from legal description(s) provided to the preparer by the said Grantor(s) and/or Grantee(s); that no title search, survey, or inspection of the above property has been performed by the preparer, nor has the preparer been provided such documents, that the title to the above described real property has not been examined by the preparer; that the preparer makes absolutely no representations, warranties, or guarantees whatsoever as to the status of the title or the ownership of the real property described above; that this conveyance is subject to, and may be affected by, any and all reservations, liens, restrictions, and other encumbrances of record, and by any unpaid ad valorem real property taxes, past or present; and that these matters have been explained to, and understood by, the above said Grantor(s) and/or Grantee(s).

Together with all the tenements, hereditaments and appurtenances thereto belonging or in anywise appertaining.

To Have and to Hold, the same together with all and singular the appurtenances thereunto belonging or in anywise appertaining, and all the estate, right, title, interest, lien, equity and claim whatsoever of the said grantor, either in law or equity, to the only proper use, benefit and behoof of the said grantee forever.

In Witness Whereof, the said grantor has signed and sealed these presents the day and year first above written.

Signed, sealed and delivered in our presence:

Witness
Printed Name TAMRA L. COKONOUGHER

Witness
Printed Name Jennifer L. Parks

James C. Simmons (Seal)

Anita H. Simmons (Seal)

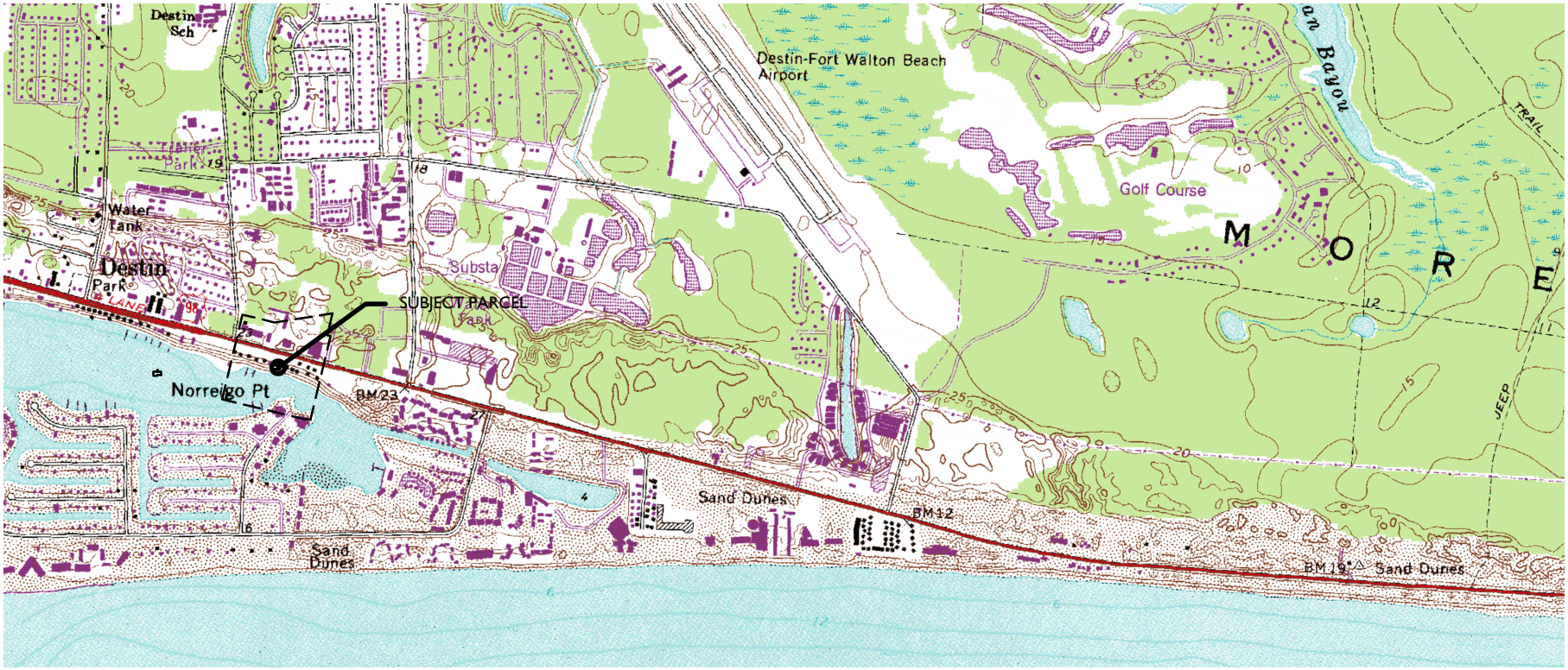
State of Florida
County of Okaloosa

The foregoing instrument was acknowledged before me by ✓ physical presence or _____ online notarization, this 3rd day of June, 2022, by **James C. Simmons and Anita H. Simmons**, who are ~~personally~~ known to me ~~or who have produced~~ _____ ~~as identification~~.

_____
Notary Public
Print Name: _____
My Commission Expires: _____

Notary Public State of Florida
Tamra L. Cokonougher
My Commission GG 355666
Expires 11/12/2023

RELEASED FOR ENVIRONMENTAL PERMITTING PURPOSES ONLY. NOT INTENDED FOR CONSTRUCTION PERMIT REVIEW.



PROPERTY INFO

PID: 00-2S-22-1099-0000-0000
SITUS: 724 HARBOR BLVD
DESTIN, FL 32541
LAT: 30.390011
LONG: -86.488542

RECORD OWNER

HARBOR PLANTATION CONDO ASSOC.
724 HARBOR BLVD
DESTIN, FL 32541

DRAWING INDEX

1- SITE LOCATION & SHEET INDEX
2-EXISTING SITE CONDITIONS
3-PLAN VIEW DEPICTED ONTO AERIAL
4-PLAN VIEW
5-PROFILE TYP.

HARBOR PLANTATION CONDO ASSOC. MARINA
SITE LOCATION & DRAWING INDEX
JOB NO.: 2023.006
DRAWN BY: JAT DRAWING DATE: 3.21.2023
SHEET: 1 OF 5

OAKHURST CONSULTING
JASON@OAKHURSTCONSULT.COM

2000 0 1000 2000
(IN FEET)

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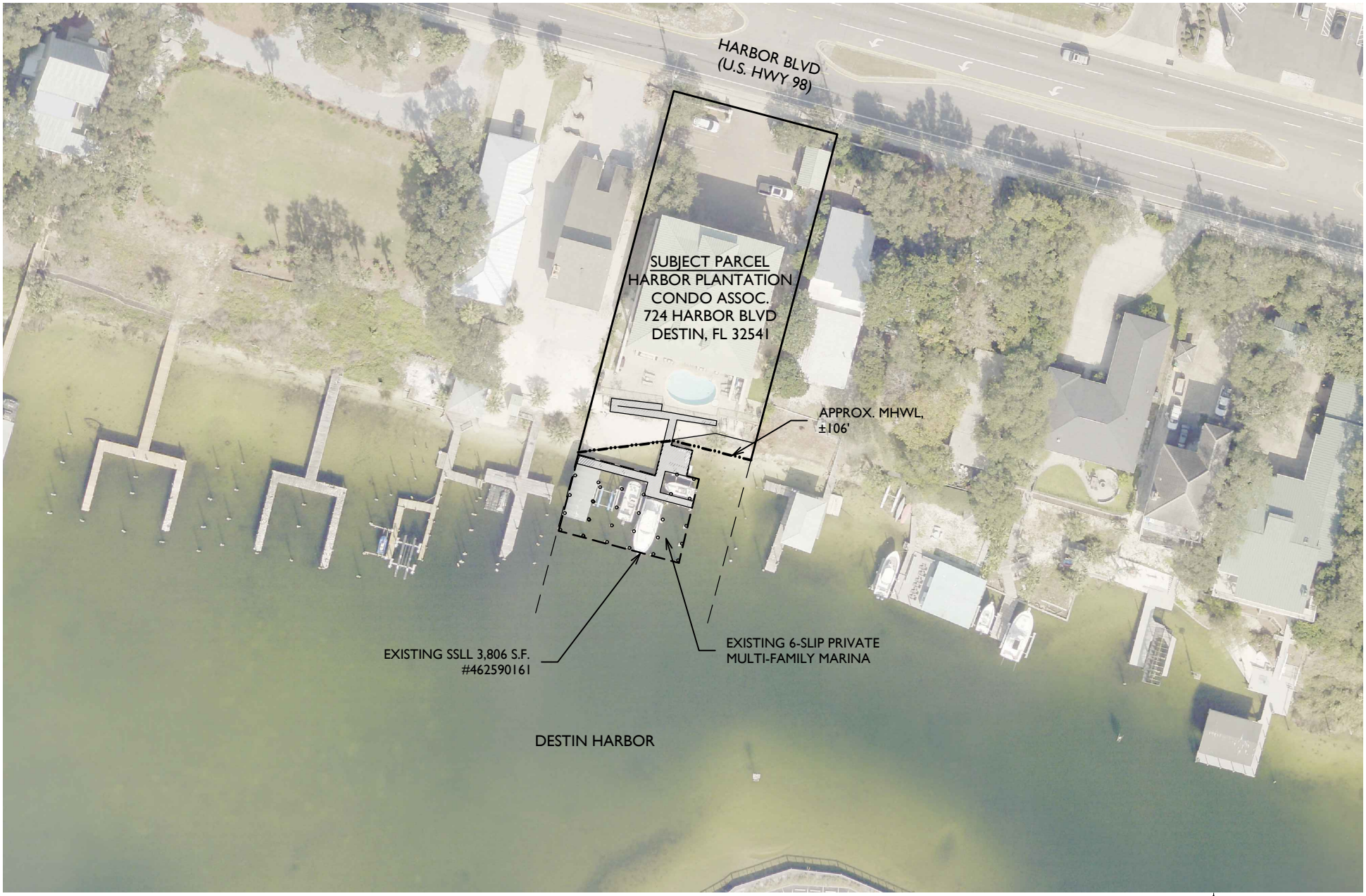


HARBOR PLANTATION CONDO ASOC. MARINA

EXISTING SITE CONDITIONS

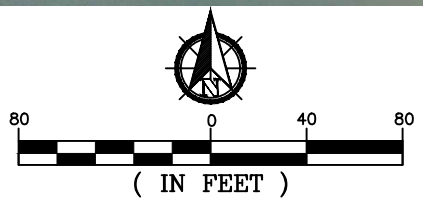
JOB NO.: 2022.006

DRAWN BY: JAT DRAWING DATE: 3.21.2023

SHEET: 2 OF 5

OAKHURST CONSULTING

JASON@OAKHURSTCONSULT.COM



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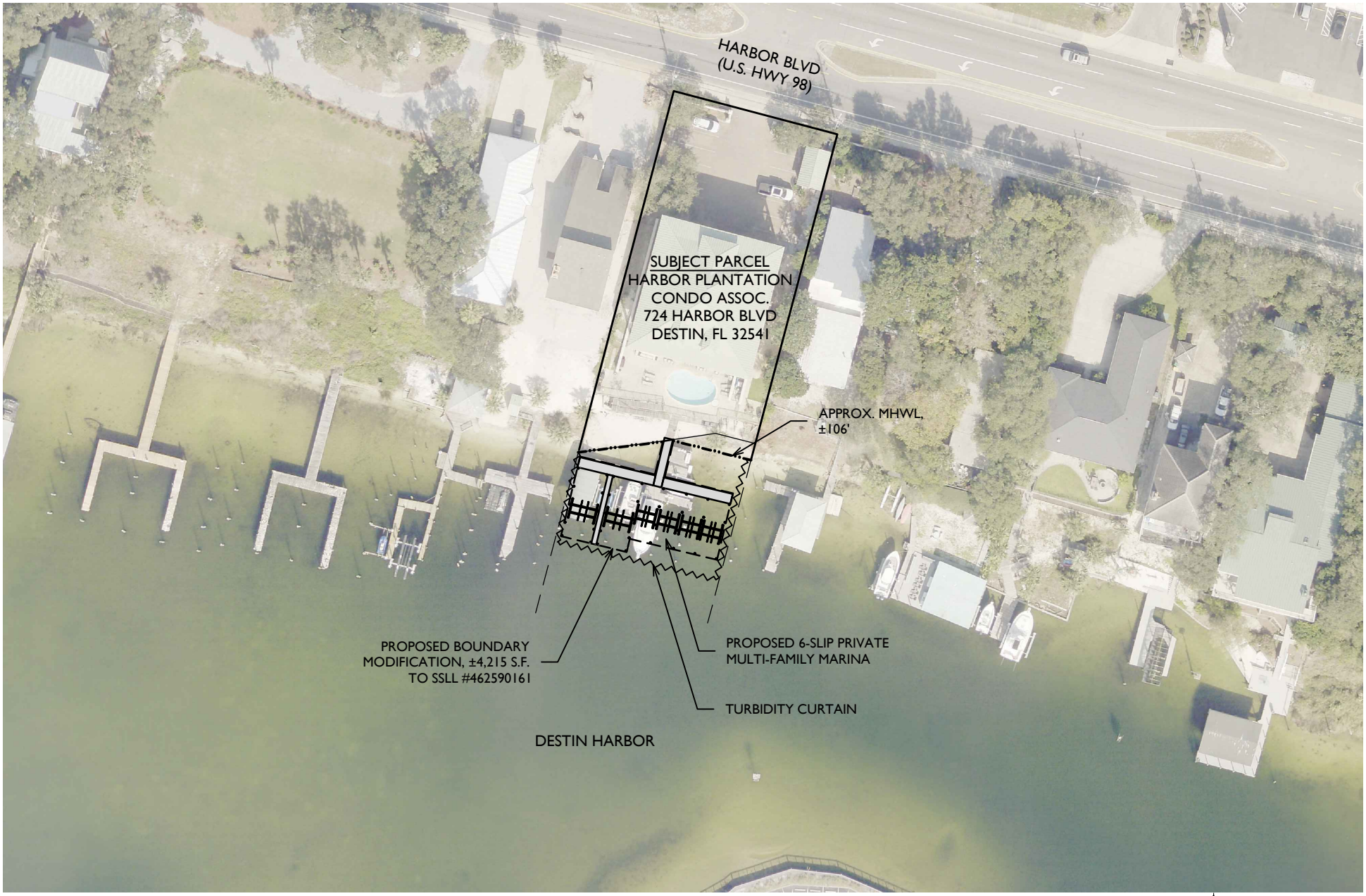


HARBOR PLANTATION CONDO ASSOC. MARINA

PLAN VIEW DEPICTED ONTO AERIAL

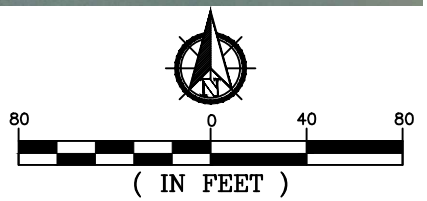
JOB NO.: 2022.006

DRAWN BY: JAT DRAWING DATE: 3.21.2023

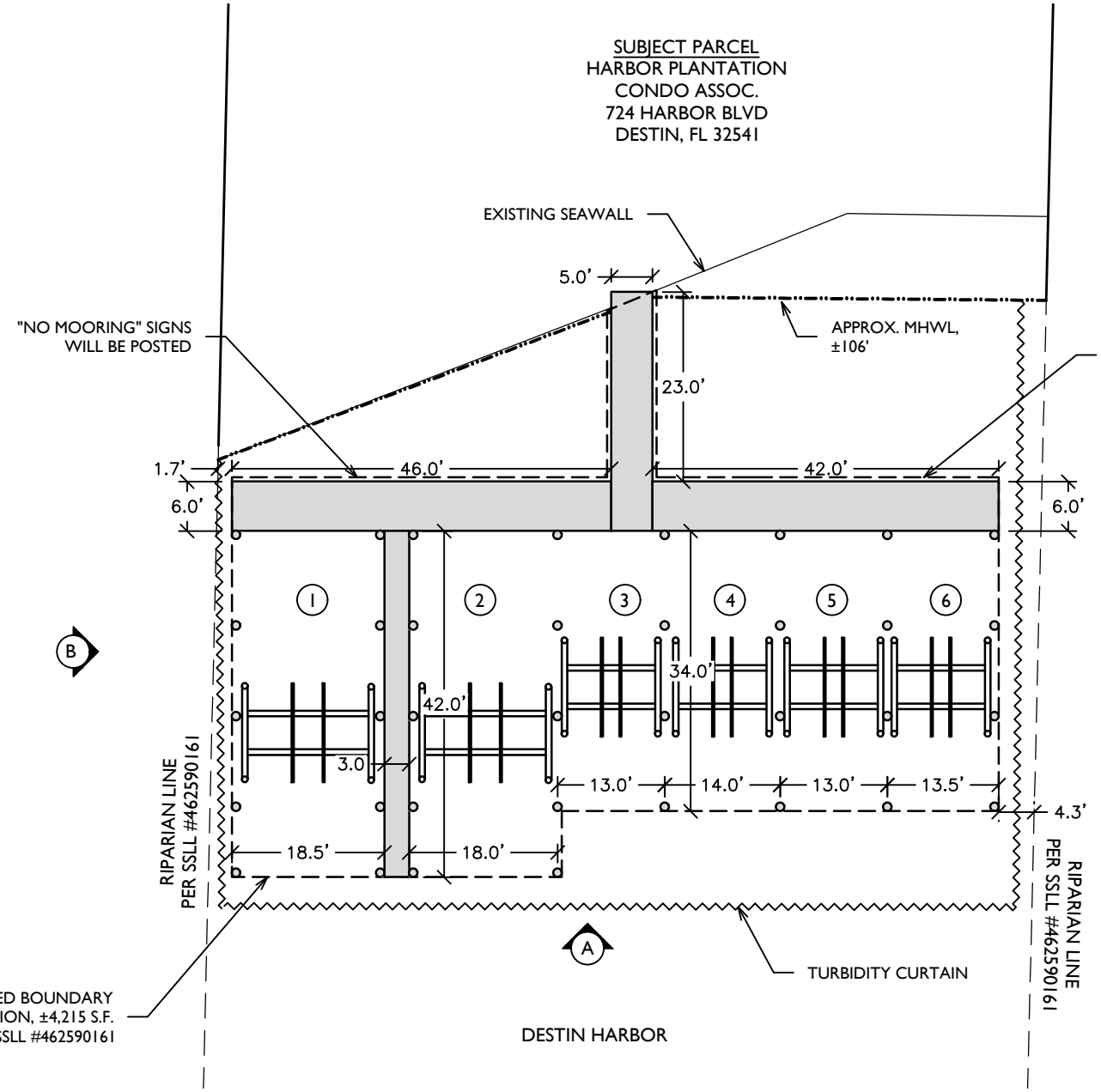
SHEET: 3 OF 5

OAKHURST
CONSULTING

JASON@OAKHURSTCONSULT.COM



RELEASED FOR ENVIRONMENTAL PERMITTING PURPOSES ONLY. NOT INTENDED FOR CONSTRUCTION PERMIT REVIEW.



PREEMPTED AREA CALCS:	
23'x5' ACCESS PIER	= 115 S.F.
93'x6' ACCESS PIER	= 558 S.F.
42'x3' FINGER PIER	= 126 S.F.
(1) 42'x18' WET SLIPS	= 756 S.F.
(1) 42'x18.5' WET SLIP	= 777 S.F.
(2) 34'x13' WET SLIPS	= 884 S.F.
(1) 34'x13.5' WET SLIP	= 459 S.F.
(1) 34'x 14' WET SLIP	= 476 S.F.
TOTAL	= 4,151 S.F.

NOTE: EACH SLIP WILL HAVE
AN UNCOVERED BOAT LIFT



HARBOR PLANTATION CONDO ASSOC. MARINA

PLAN VIEW

JOB NO.: 2022.006

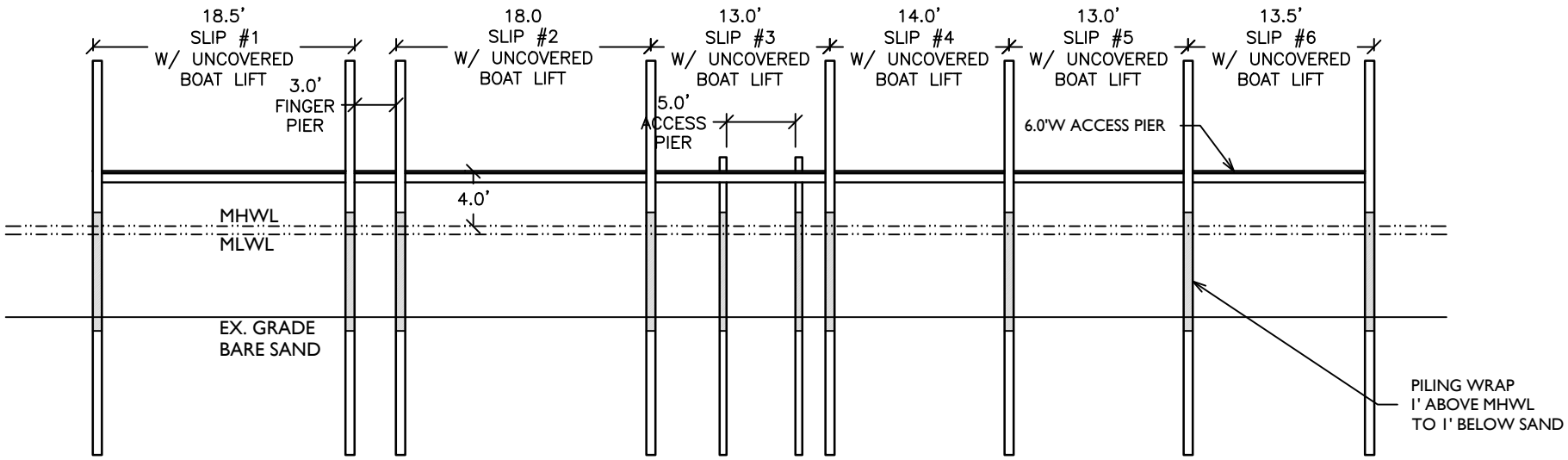
DRAWN BY: JAT DRAWING DATE: 3.21.2023

SHEET: 4 OF 5

OAKHURST
CONSULTING

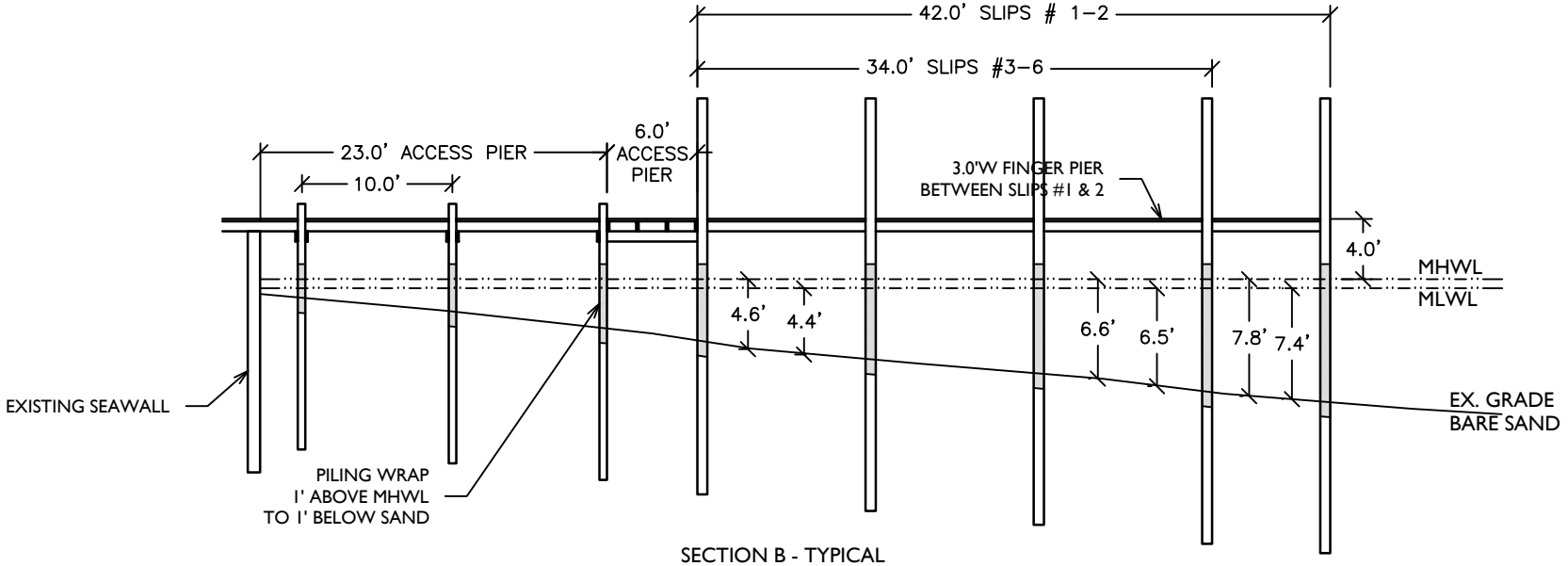
JASON@OAKHURSTCONSULT.COM

RELEASED FOR ENVIRONMENTAL PERMITTING PURPOSES ONLY. NOT INTENDED FOR CONSTRUCTION PERMIT REVIEW.



SECTION A - TYPICAL

NOTE: EACH SLIP WILL HAVE
AN UNCOVERED BOAT LIFT



SECTION B - TYPICAL

HARBOR PLANTATION CONDO ASSOC. MARINA

DOCK PROFILES

JOB NO.: 2022.006

DRAWN BY: JAT DRAWING DATE: 3.21.2023

SHEET: 5 OF 5

OAKHURST
CONSULTING

JASON@OAKHURSTCONSULT.COM

12 0 6 12

(IN FEET)

ITEM # 2025-688

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Action Item
AGENDA OUTLINE NUMBER: 4.A.

TO: City Council

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: Michael Burgess, Public Works Director
Krystal Strickland, Finance Director

DATE: 05/27/2025

SUBJECT: RFP 25-05-PW, Disaster Debris Management Services, authorization to execute contracts

I. BACKGROUND: To ensure the City of Destin is adequately prepared to respond quickly to post-disaster cleanup needs, staff issued Request for Proposals RFP 25-05-PW for a three-year, pre-positioned contract for disaster debris management services. The purpose of this contract is to secure two qualified contractors capable of handling large-scale debris removal in a manner that meets community needs as well as all FEMA reimbursement guidelines.

The RFP closed on May 8, 2025, and twelve proposals were received. The Bid Committee evaluated each proposal based on project/program pricing, staff experience and ability, operational plans, past experience and financial capability.

Attachments include: Firm Proposals, RFP 25-05-PW, and a scoring summary.

II. DISCUSSION: After reviewing all twelve proposals, the committee recommends awarding contracts to TFR Enterprises, Inc. and Southern Disaster Recovery, LLC (SDR).

TFR Enterprises, Inc.

- Deployment Capacity: Owns and maintains 200+ pieces of debris-handling equipment including self-loaders, dozers, excavators, and debris grinders.
- Track Record of Large-Scale Mobilizations: Successfully handled 57 simultaneous debris contracts across 6 states in 2020, processing over 10 million cubic yards during that season alone.
- Strong Financial Stability: TFR has the internal financial capacity to begin work

immediately upon Notice to Proceed, without requiring FEMA reimbursement in advance.

- Zero De-obligation History: In 35 years and 500+ projects, TFR has never had a single FEMA or FHWA reimbursement de-obligated, demonstrating their technical and procedural accuracy.
- Local Benefit: TFR commits to utilizing qualified local subcontractors and spending locally when activated, creating economic benefit even during recovery.
- Dedicated FEMA Compliance Team: Dedicated staff ensuring documentation meets FEMA's PAPPG and 44 CFR requirements.

Southern Disaster Recovery, LLC (SDR)

- Florida-Based Readiness: SDR maintains a regional office in Orlando, with equipment and personnel pre-positioned in-state for rapid deployment.
- FEMA Expertise: Team includes former FEMA employees, emergency managers, and public safety officers. SDR routinely assists clients in writing and implementing FEMA-approved debris management plans.
- Proven Dual-Event Capacity: In 2024–2025, SDR managed 9.4 million cubic yards across four states simultaneously during Hurricane Helene, with operations spanning 35 separate jurisdictions.
- Transparent Documentation & QA/QC: Known for meticulous project records that meet federal audit standards. Past clients have praised SDR for delivering accurate documentation with minimal corrections.
- Commitment to Local Participation: Includes Minority/Women-Owned and Disadvantaged Business Enterprise (MBE/WBE/DBE) subcontracting goals, and often hires locally.
- Safety & Oversight: Operates under a defined Contractor Quality Control Plan and maintains full-time safety officers on each activated project site.

Both firms submitted thorough operational plans, outlined staffing models, equipment lists, FEMA documentation strategies, and demonstrated significant capacity for mobilization and surge support. Their combined experience offers the City both flexibility and redundancy.

NOTE: "Exhibit A" for TFR is found starting on page 139 of their proposal. The one for SDR is found of page 155 of their proposal.

A. Link to Strategic Goals / Objectives: I. Financially Sound City providing Service Excellence
II. Enhanced Quality of Life and Safety for Families
III. Economic Development and Revitalization (Recovery)
IV. Effective, Efficient, and Aesthetically Pleasing Infrastructure

B. Effect on Budget (EOB): Each contractor will be available on an as-needed basis, with no guarantee of work unless activated following a declared event. The dual-award approach allows the City to ensure adequate resources, availability, and competitive pricing during response operations.

C. Level of Service (LOS): The services under this contract will include:

- Emergency road clearing

- ROW and private property debris removal
- Hazardous tree and limb removal
- Temporary debris site setup and operations
- Final haul-out and site restoration
- Full FEMA documentation support and cost tracking

D. Legislative Sponsor: N/A

E. Business Impact Statement: N/A

III. CONCLUSION: Entering into pre-positioned contracts with both TFR and SDR positions the City to respond quickly and effectively to disaster events while ensuring FEMA reimbursement compliance. These firms bring strong qualifications, proven experience, and operational readiness.

IV. RECOMMENDED MOTION: I move to approve award of three-year pre-positioned contracts for disaster debris management services to TFR Enterprises, Inc. and Southern Disaster Recovery, LLC, and authorize the City Manager to execute all necessary agreements related to RFP 25-05-PW.

Attachments:

1. Aftermath_Destin_RFP25-05_DisasterDebris_OCR
2. AshBritt_Response to RFP25-05-PW_Disaster Debris_OCR
3. Ceres Proposal Destin, FL- Disaster Debris Management Services_OCR
4. CTC - RFP 25-05-PW, Disaster Debris Mgmt_OCR2
5. DRC Emergency Services LLC - RFP #25-05-PW Disaster Debris Management Services_OCR
6. Dynamic Bid RFP 25-05-PW, Disaster Debris Mgmt_OCR
7. GES Response to The City of Destin_OCR
8. LGS Proposal - RFP 25-05-PW - Disaster Debris Management Services_OCR
9. Phillips Jordan

Environmental-PW Disaster Debris Management Svcs_FINAL_OCR

10. SDR Proposal -- City of Destin, FL 05.08.2025_OCR
11. CROWDERGULF FINAL PROPOSAL (1)
12. TFR Enterprises_OCR
13. Destin Disaster Debris Mgmt rfp 25 05 PW final
14. RFP 25-05-PW Scoresheet Summary
15. Southern Disaster Recovery LLC Contract 060225 thru 123127 KRK REVISED
16. TFR Enterprises Contract 060225 thru 123127 KRK REVISED



Response to:

RFB #25-05-PW

Three Year Prepositioned Contract for
Disaster Debris Management Services

May 8, 2025 @ 2:00 PM

Prepared for:

Destin, Florida

Prepared by:

Aftermath Disaster Recovery

Executive Summary

For nearly every community hit by a disastrous event, the one scenario leaders want to avoid is chaos. After a disastrous event, it is critical that your community begins to recover as soon as possible. Aftermath Disaster Recovery, Inc. (“Aftermath”), is ready to jump in and serve the City of Destin in accomplishing your priorities. We understand and appreciate Destin’s emphasis on the importance of a timely response and quick recovery, and the need for FEMA proficiency. Aftermath is well-prepared to cover all aspects of the scope of work laid out in RFP # 25-05-PW.

The Aftermath Approach

Aftermath’s approach to supporting Destin stands out in three main areas: 1) personal attention 2) our policy of having a pre-planning meeting within 60 days of an award and 3) our company-owned equipment and employee-based labor force.

1. **Personal Attention.** We are a family-owned business with a decades-long history. Our commitment is to understand your needs and priorities as you serve your community in its recovery efforts. Our top leadership is on-call 24/7.
2. **Meeting within 60 Days of an Award to Establish a Written Plan.** Building relationships with our clients ensures a successful recovery. Our pre-planning meeting serves multiple objectives: to understand your community’s needs, determine a central location for our mobile operations center, establish adequate staging areas, identify potential DDMS sites, create a mapping plan, estimate asset needs for different levels and types of disaster, and prepare processes to ensure maximum FEMA reimbursement. Our pre-planning meeting guarantees that there are no delays in getting Destin on the road to recovery.
3. **Aftermath’s Company-Owned Equipment and Labor Force.** Aftermath maintains a large inventory of owned equipment that is ready-to-use the minute an event occurs. This equipment includes our land-based self-loading trucks that have a 160+ CY capacity and skid steers for each truck. These large capacity trucks with trailers can remove debris faster and with more efficiency than smaller units, ensuring Destin receives the fastest debris removal process possible. In addition to this equipment, our team of experienced employees are trained on our quality-focused approach, and because they are full-time employees, they are adept at debris removal operations, which allows for quick-response capability to support Destin.

1,000,000+ Cubic Yards of Debris Removed with Aftermath's own labor force

100% Contracts finished at or below budget and on schedule

Why Aftermath for Destin

In addition to our approach, Destin will benefit from choosing Aftermath due to:

- **Rapid Response.** Because Destin would hold a pre-event contract, our owned assets would be dedicated to your service. This means that at least ten 170 CY trucks and trailers could be immediately mobilized in less than twenty-four hours.
- **Reliable Expertise.** From the owners to our staff on the ground, our hands-on approach ensures that Destin always has an expert who can provide you personalized attention and industry expertise.
- **Proven History.** Since its founding, Aftermath has worked on projects large and small. Our results speak for themselves: to date, we have removed over 1,000,000 cubic yards of debris entirely with our own labor force (not subcontractors).
- **Demonstrated Performance.** Our approach to projects works: 100% of Aftermath's contracts have been finished at or below budget and within schedule, and we have a litigation-free history.

From our company-owned equipment to our FEMA-certified experts to our organized approach and communication style, Destin can trust that with Aftermath, you receive a partner who can get the job done right when you need it most. When an event occurs, we will be here, ready to serve you to help your community recover.

"Please thank your team for the professionalism they showed while working on our property. It is rare that I have a team working on our property and I do not receive some sort of negative comment from a resident, i.e. trash left behind, loud music, bad language, or something. Your men were professional and respected our residents as well as our property."

Clarice C., CAM
Tropicana Co-Op, Inc.



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Tab 2: Letter of Interest

May 8, 2025

Destin City Hall
ATTN City Clerk
4200 Indian Bayou Trail
Destin, FL 32541

Re: RFP #25-05-PW – Disaster Debris Management Services

Dear Evaluation Committee,

Aftermath Disaster Recovery is small enough to offer dedicated service to our clients, and large enough to execute complex projects. In response to the City of Destin's RFP #25-05-PW–Disaster Debris Management Service, we are pleased to offer our services. Our specialty is removing debris in a quick and orderly manner, and our values dictate that we execute our work with excellence. We are committed to performing and completing the services the City of Destin requests in a professional and timely manner.

For over a decade, Aftermath has helped communities cleanup from events both large and small. We recognize that no two events are the same, and that's why we focus on each community's specific needs. When an event occurs, Aftermath will work with the City of Destin to develop a clean-up approach that addresses the areas most important to your community. Our nimble team allows for flexibility in our process that can be easily tailored based on your specific needs following a disaster. From clearing debris on land or waterways to cleaning sand and restoring beaches, Aftermath quickly and efficiently completes projects to ensure our clients are happy and satisfied.

Aftermath Disaster Recovery, Inc. was formed in Texas in 2013, but our principals have been working in the disaster recovery industry since 2004. Aftermath is a certified HUB contractor in the State of Texas and a certified specialty marine contractor in the State of Florida. We have no wholly owned subsidiaries, affiliated companies, joint ventures or strategic alliances with any other companies. Aftermath has forty full-time employees dedicated to serving our clients.

Our leadership draws on over a combined 50 years of experience working every major natural disaster since Hurricane Charlie. The ownership of Aftermath includes the husband-and-wife team of Obie and Melanie Corley, who have a strong working relationship with each of our clients. We listen to your needs and apply our expertise to help you accomplish each of your priorities.

We have a substantial inventory of owned equipment and an employee-based labor force to tackle projects of any size with a quick response capability. From land-based loader trucks and skid-steers to shallow draft loader barges and environmentally low-impact marsh buggies, we work to restore our communities on the land and on the water while preserving our environment. Our specialized equipment has enabled us to clear thousands of miles of waterways, and thousands of acres of delicate marshlands with great care.

Because we perform the majority of our own work rather than subcontracting our work, we are experts in disaster debris removal, accurately gauging the amount of time and effort a project will

require, and effectively planning and executing the most efficient approach to the job. We also yield the highest quality results because we run our own crews, and we take pride in the quality of our work.

We understand the importance Destin is placing on our current workload, our past experience and our financial capabilities. We have the knowledge, expertise, and diligence to exceed your expectations. Our experience list demonstrates our ability to successfully restore communities from Colorado to New Jersey, and across the south from Texas to Florida. Aftermath is well prepared to help Destin quickly return to normal following an event.

We want to ensure all clients benefit from our personalized attention, and we view all of our clients as true partners who depend on us when disaster strikes. We guarantee that you will never feel like another number on somebody's client list. Aftermath has never failed to complete a project. Because we do not have contracts in the area of Destin, FL, we are more than able to provide resources and man power for large or small events in Destin.

Aftermath believes it is the best fit for Destin because we understand that every community is important. In selecting Aftermath Disaster Recovery for this contract, Destin receives a partner dedicated to serving you and your community. Owners Melanie Corley and her partner Obie Corley are closely involved in every project because we understand the complexity and difficulty of recovering from an event. We employ best practices for emergency debris removal and then we tailor each project to its specific needs. We would be honored to use the skill and experience we have gained over the years to serve the City of Destin.

Sincerely,



Adam Gonzalez
Director of Business Operations

Aftermath Disaster Recovery, Inc.
1826 Honeysuckle Ln
Prosper, TX 75078
Adam@AftermathDisaster.com

Corporate Resolution of Signing Authority

WHEREAS, the Corporation is determined to grant signing and authority to certain person(s) described hereunder.

RESOLVED, that the Board of Directors is hereby authorized and approved to authorize and empower the following individual to make, execute, endorse and deliver in the name of and on behalf of the corporation any and all proposals, submissions in response to RFP/RFQs, and contracts resulting from proposals or submissions entered into by this Corporation.

Name:	Adam Gonzalez
Position/Title:	Director of Business Operations
Telephone Number:	972-984-8969
Email Address:	adam@aftermathdisaster.com
Signature:	Adam Gonzalez

The undersigned certifies that he/she is the properly elected and qualified Secretary of the books, records and seal of Aftermath Disaster Recovery, Inc., a corporation duly conformed pursuant to the laws of the state of Texas, and that said meeting was held in accordance with state law and with the Bylaws of the above-named corporation.

This resolution has been approved by the Board of Directors of Aftermath Disaster Recovery, Inc. on January 17, 2023.

I, as authorized by the Company, hereby certify and attest that all the information above is true and correct.

Melanie Corley

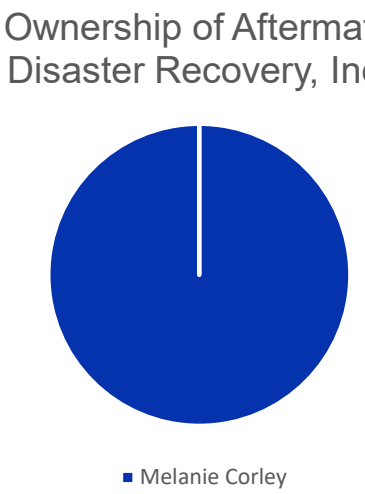
Melanie Corley, President and Secretary

Tab 3: Experience and Ability

Overview Aftermath Disaster Recovery, Inc.

Our primary address is	*Our operation's base is located*
1826 Honeysuckle Ln. Prosper, TX 75078.	1095 Willy Vester Ln. Van Alstyne, TX 75495

- Aftermath Disaster Recovery, Inc. was formed as a corporation under the laws of Texas on July 22, 2013.
- We are a Texas state-certified HUB contractor that is 100% owned by Melanie Corley, its President.
- We have no wholly owned subsidiaries, affiliated companies, joint ventures or strategic alliances with any other companies.
- Aftermath has a labor force of twenty-five employees, most of whom travel for our deployments. They are all based in Texas.



From our leadership team to our project managers to our team on the ground, every aspect of Aftermath's organization focuses on helping Destin to quickly recover after an event. The expertise of our team makes this possible. All project managers are FEMA-certified, as are many of our on-the-ground employees. The company owners are personally involved in every project and are available to you to ensure your needs are met. To maintain the best quality and consistency in our work for Destin, we use our own employees to complete your project where possible. All of these factors result in a strong team ready to serve your community the moment disaster strikes.

The point of contact for this solicitation is

Adam Gonzalez | Director of Business Operations

1826 Honeysuckle Ln.
Prosper, Texas 75078

(972) 984-8969

Adam@AftermathDisaster.com

Qualifications

When disaster strikes, Destin needs reliable disaster recovery experts to come in and clean up quickly with minimal disruption to your residents and the local environment. Aftermath's experts each bring over a decade of experience in cleaning up natural and man-made disasters around the United States, including the most recent devastation caused by Hurricanes Ian, Idalia, Beryl, and Helene.

Our team and equipment are able to provide full-service debris removal for small- and large-scale disaster clean up projects. To date, Aftermath has successfully completed over $20 million worth of debris removal projects and removed over one million cubic yards of debris with our own forces alone.

While many big disaster recovery firms have an endless list of clients they struggle to support, with Aftermath, Destin receives a company that emphasizes:

Aftermath Stats

100%

Women-Owned

HUB

Contractor

Texas

Based Business

- **Certifications for Ground Teams**: The majority of Aftermath's ground teams are individually FEMA-certified, which means the people doing the actual work are always up-to-date on the legal regulations and best practices.
- **Equipment Reliability**: Broken or damaged equipment causes delays, and that's not acceptable. To minimize downtime resulting from equipment failure, Aftermath's Heavy Equipment Manager ensures that every piece of owned equipment is well-maintained. Whenever possible, Aftermath will use our own vehicles and equipment for Destin's project. In the event that additional equipment or personnel is needed, Aftermath can call upon its team of trusted external subcontractors to get your job done with the same high quality. (For more about how and when Aftermath would integrate subcontractors into your project, see Subcontractor Management section.)
- **Personalized Service**: Aftermath is big enough to handle clean up projects in excess of $10 million, yet small enough to provide Destin with personalized service from the entire team, including the company's owners and the senior leadership team.
- **Pre-Event Planning:** Prior to each season, Aftermath can meet with Destin's team to hold a pre-season planning session. This will allow us to identify any DDMS locations in advance, develop specific approaches to different sized events, and create a tactical plan that can be implemented the moment disaster strikes. This planning session allows us to spend more time recovering when an event occurs.

- **FEMA Assistance:** Aftermath has worked with many agencies to receive FEMA reimbursements after a disaster. We will help assist and provide guidance on the process as Destin needs. If desired, Aftermath will host a FEMA training session including the contracted monitoring firm to guide your team through the FEMA requirements and how to prepare for them.

Aftermath is proud to be a 100% women-owned business, a certified HUB contractor in Texas, and a certified specialty marine contractor in Florida.

As a Texas-based company, disaster is not just a job for us. Much of our team lives in Texas, an area frequently hit by storms and severe weather events. Our team members have experienced the devastation of natural disasters firsthand and are motivated to go the extra mile so others are able to quickly return to normal. With this contract, our team is ready to serve Destin and your community the moment disaster strikes so you can experience the calm after the storm.

"Aftermath Disaster Recovery performed waterway debris removal services for Harris County Flood Control District [in Texas] following historic flooding from Hurricane Harvey. HCFCD was very pleased with their work on a difficult project.

Jeff Jowell
Harris County flood Control District

Personnel Overview

Our leadership works to ensure all tasks are skillfully performed to the highest professional standards. Aftermath's commitment to effective communication, strong leadership, and a sense of responsibility to the community results in a completed project that exceeds expectations. Our goal is to ensure that our clients are happy and satisfied with our work. We want to serve you so you can get back to serving the Destin community.

Meet our team

Melanie Corley, **President and 100% owner**

Melanie Corley has extensive experience in serving the needs and issues inherent in disaster recovery and remediation. She actively develops unique strategies to respond to and provide unmatched service to our clients. Her effective communication lays the groundwork necessary to ensure goals are met and clearly defined for a well-working partnership, and she has developed strong relationships with local partners in the clean-up efforts.

She holds both a Juris Doctorate and a Bachelor of Business Administration from the University of Texas at Austin. Melanie is certified by the NIMS Emergency Management Institute ICS 0100, ICS 0200.

Obie Corley, **Vice President**

Obie Corley is one of the foremost experts in all phases of disaster recovery operations including removal, reduction, recycling, disposal, and restoration. He knows how to quickly mobilize a team and manage multi-site recovery contracts while still maintaining a personal interest in each project.

Obie has a fundamental understanding of environmental and economic recovery and can restore sites under strict compliance and awareness of FEMA, DOT, OSHA and other agency standards. He is certified by the NIMS Emergency Management Institute ICS 0100, ICS 0200.

Katie Halvorson, **Office Administrator**

Katie Halvorson is a contract administrator whose attention to detail keeps projects' documentation requirements in compliance to ensure maximum FEMA reimbursement. Her superior communication enables all stakeholders to be well-informed and equipped with their requirements. Ms. Halvorson is certified by the NIMS Emergency Management Institute ICS 0100, ICS 0200.

Rock Malone, **Senior Project Manager**

With 30 years of experience in disaster relief recovery, Rock has amassed an extensive background in high-level management, disaster response, and excellent communication skills. Recent projects of note include managing land-based debris for removal operations

in Jackson County, Florida, and water-based debris removal from Buffalo Bayou in Houston following Hurricane Harvey.

Damian Sazama, **Project Manager**

With his background in the US Navy, Damian has a unique perspective and is very service-oriented to provide above and beyond service for Aftermath clients. He's been in the disaster recovery industry for five years and recently managed the 2018 Lee County waterway debris removal project.

Phillip Riippa, **Heavy Equipment Manager**

With 40 years of experience as an operator and mechanic, Phillip was one of the original employees at Aftermath and now oversees our heavy equipment division. His expertise in diagnosing equipment issues helps us keep equipment downtime to a minimum while also minimizing any negative environmental impacts.

Adam Gonzalez, **Director of Business Operations**

Adam works to create and implement systems that ensure smooth and efficient operations inside of the company, as well as establish relationships that enable our team to work at maximum effectiveness in concert with all stakeholders. Adam is certified by the NIMS Emergency Management Institute ICS 0100.

Reese Corley, **Project Manager**

Reese's leadership ability and communication skills are an asset to our team and our clients. His tenacity and perseverance translate to excellent problem-solving skills and a determination to not quit until each job is done right. His energy and drive helps us meet deadlines and overcome all obstacles.

Jackson Corley, **Project Manager**

Jackson Corley is a talented and capable manager. His technical and strategic skills provide effective solutions to project challenges. As a Project Manager, his duties include, but are not limited to, finalizing and implementing the project approach, managing equipment deployment and maintenance, overseeing DDMS management, ensuring safety of employees, and coordinating with stakeholders. Jackson's leadership abilities and quick thinking combine to make him a valuable contribution to our team.

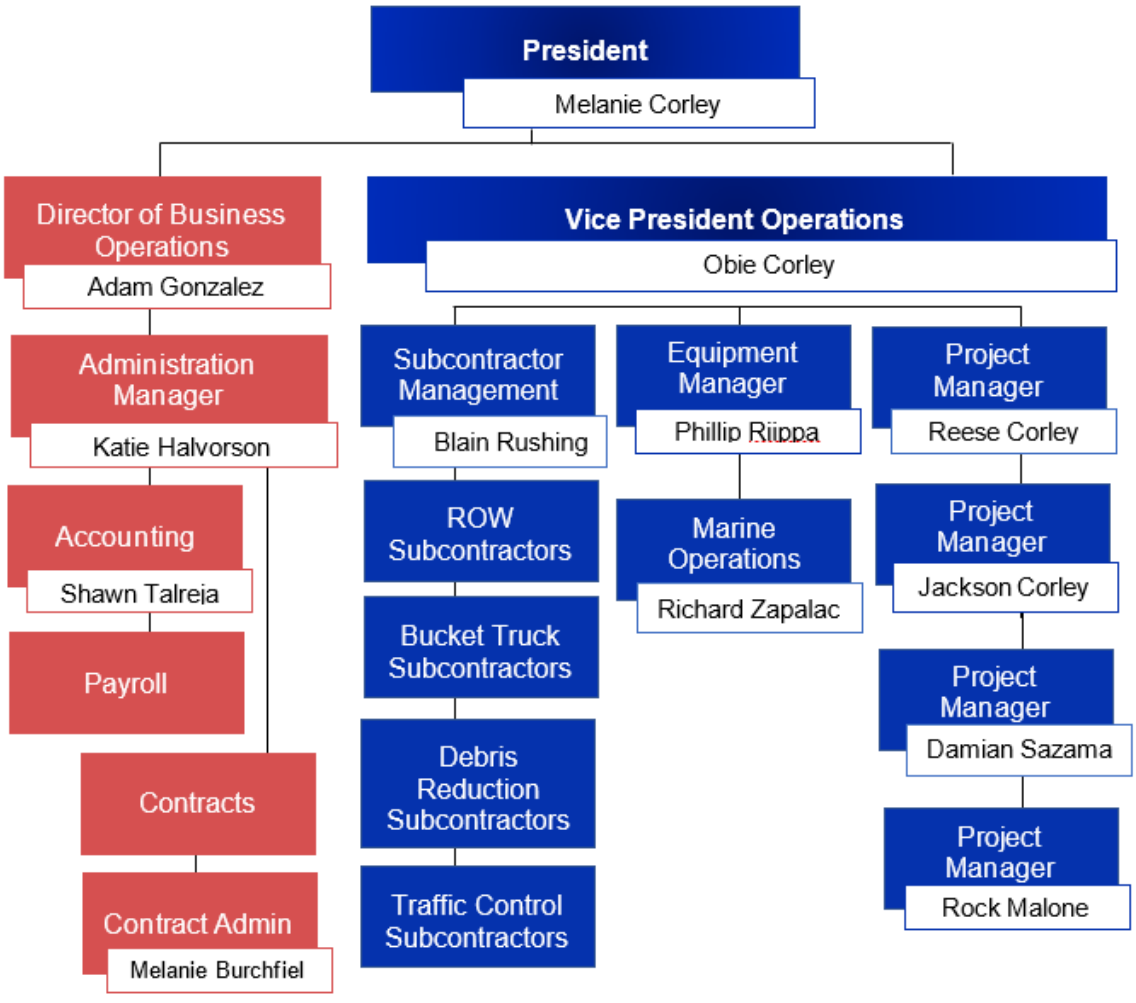
Debris Removal Team Members

In addition to our Principals and team members listed with their biography summaries, our on-the-ground team consists of the following Aftermath personnel.

Alonso Albino	David DiPietro Sr	Phil Riippa
Chris Albritton	Brayton Fontenot	Blain Rushing
Vincent Butler	John "JJ" Goudey	Quincy Smith

Jackson Corley	James Harden	Charles Tabor
Obie Corley	Gerald Johnson	Arlan Teeters
Randy Corley	Dave Mittlestadt	Michael Wascom
Reese Corley	Reece Pack	Brent Willey
Chris Daniels		

Organization Chart



Certifications

Aftermath's team is committed to performing services for Destin according to all program standards as provided for in the most recent release of the FEMA Public Assistance Program and Policy Guide, v. 5.



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MELANIE KANE CORLEY

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 19th Day of June, 2019

0.2 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MELANIE KANE CORLEY

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

IS-00200.c
Basic Incident Command System for Initial Response

Issued this 26th Day of February, 2020

0.4 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency



American Red Cross
Training Services

Certificate of Completion

Melanie Corley

has successfully completed requirements for

Adult and Pediatric First Aid/CPR/AED

Date Completed: 12/22/2020
Validity Period: 2 - Years

Conducted by: Nation's Best CPR

To verify certificate, scan code or visit redcross.org/digitalcertificate and enter ID.

Learn and be inspired at LifesavingAwards.org

00GSBMV



Ron DeSantis, Governor

Halsey Beshears, Secretary

Florida dbpr

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE MARINE SPECIALTY CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

KANE CORLEY, MELANIE
AFTERMATH DISASTER RECOVERY, INC
1826 HONEYSUCKLE LN
PROSPER TX 75078

LICENSE NUMBER: SCC131151805
EXPIRATION DATE: AUGUST 31, 2022

Always verify licenses online at MyFloridaLicense.com

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This is your license. It is unlawful for anyone other than the licensee to use this document.

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ROBERT O CORLEY

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 19th Day of February, 2020

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute

FEMA

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Superintendent
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Federal Emergency Management Agency

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Robert Obie Corley

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00GSBMV

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

KATHRYN HALVORSON

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 17th Day of January, 2021

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

STACY THORNE

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 1st Day of July, 2019

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

STACY THORNE

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

IS-00200.c
Basic Incident Command System for Initial Response

Issued this 20th Day of August, 2019

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.4 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

FRANCISCO J VIELMAS

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 19th Day of March, 2020

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

FRANCISCO J VIELMAS

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

IS-00200.c
Basic Incident Command System for Initial Response

Issued this 30th Day of March, 2020

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.4 IACET CEU


OSHA Outreach Training

Completion Certificate

JACKSON DODSON KANE-CORLEY

has successfully completed the following course:

OSHA 30-Hr Outreach Training for the Construction Industry

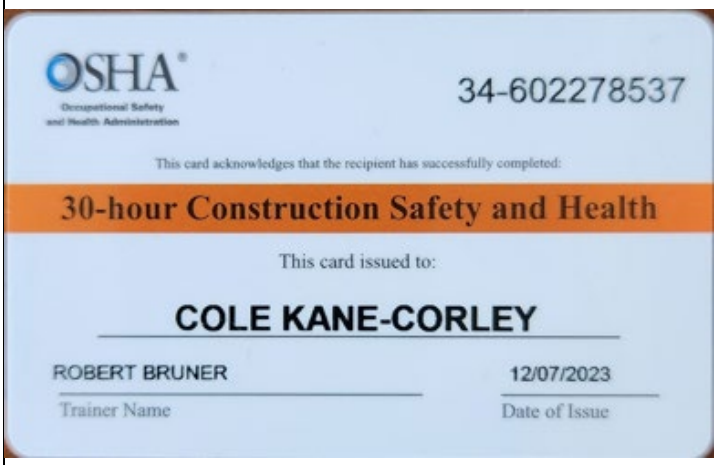
12/3/2021

David Couch
OSHA Authorized Trainer
Construction #: 20-0106090 General #: 20-0079854

As an OSHA Outreach trainer, I verify that I have conducted this OSHA Outreach training class in accordance with OSHA Outreach Training Program requirements. I will document this class to my OSHA Authorizing Training Organization. Upon successful review of my documentation, I will provide each student their completion card within 10 days of the end of the class.

OSHA Authorized Provider:
UNIVERSITY of SOUTH FLORIDA

Certificate #: 08722840


OSHA
Occupational Safety and Health Administration

34-602278537

This card acknowledges that the recipient has successfully completed:

30-hour Construction Safety and Health

This card issued to:

COLE KANE-CORLEY

ROBERT BRUNER
Trainer Name

12/07/2023
Date of Issue

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JACKSON D KANE-CORLEY

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 18th Day of April, 2021

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ADAM GONZALEZ

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

IS-632.A:
INTRODUCTION TO DEBRIS OPERATIONS

Issued this 31st Day of July, 2023

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.20 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ADAM GONZALEZ

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

IS-200.C:
BASIC INCIDENT COMMAND SYSTEM FOR INITIAL RESPONSE ICS-200

Issued this 21st Day of July, 2023

0.40 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ADAM GONZALEZ

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

IS-235.C:
EMERGENCY PLANNING

Issued this 31st Day of July, 2023

0.50 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ADAM GONZALEZ

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

IS-230.E:
FUNDAMENTALS OF EMERGENCY MANAGEMENT

Issued this 21st Day of July, 2023

0.60 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ADAM GONZALEZ

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

IS-100.C:
INTRODUCTION TO INCIDENT COMMAND SYSTEM, ICS-100

Issued this 27th Day of January, 2023

0.20 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ADAM GONZALEZ

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

IS-120.C:
AN INTRODUCTION TO EXERCISES

Issued this 04th Day of August, 2023

0.30 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MELANIE BURCHFIEL

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

IS-00632.a
Introduction to Debris Operations

Issued this 2nd Day of January, 2022

0.2 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MELANIE BURCHFIEL

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

IS-633:
DEBRIS MANAGEMENT PLAN DEVELOPMENT

Issued this 07th Day of July, 2023

0.60 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MELANIE BURCHFIEL

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 5th Day of June, 2022

0.2 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MELANIE BURCHFIEL

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

IS-42.A:
SOCIAL MEDIA IN EMERGENCY MANAGEMENT

Issued this 20th Day of August, 2022

0.30 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Our Response Team

Through all the phases of a project, Aftermath will coordinate closely with Destin and the community to ensure all tasks are performed with skill and to the highest professional standards. From the beginning of the project, you will work with our owners and can expect good communication, strong leadership, and a sense of responsibility to Destin. We want to serve you so that you can get back to serving your community.

Contact Name	Title	Phone Number	Email
Obie Corley	Vice President	972-567-1491	obie@aftermathdisaster.com

Blain Rushing	Project Manager	903-360-6671	blain@aftermathdisaster.com
Adam Gonzalez	Director of Business Operations	972-984-8969	adam@aftermathdisaster.com
Melanie Corley	President	972-567-1489	mkcorley@aftermathdisaster.com

Subcontractors

We value our personal relationships with our subcontractors. Although we self-perform over 85% of each of our projects, we treat our subcontractors like we would want to be treated. We have a reputation for paying our subcontractors consistently and timely; therefore, we are able to get all the help we need should it be required. Our reputation extends to ensuring that all vendors are paid timely as well to make sure our entire operation is known for its integrity.

"I would recommend Aftermath's services to anyone enthusiastically. Obie and his men were excellent, polite, and neat.

-Dr. William Stone
Dog Island Conservation District

Melanie Corley

President

972-567-1489
MKCorley@aftermathdisaster.com
1826 Honeysuckle Ln
Prosper TX 75078

Disaster Recovery Experience

President | Aftermath Disaster Recovery | From 2013-Present

Serves as the liaison to clients, oversees the proposal process from preparation to contract negotiation, provides logistics coordination with field operations, and coordinates subcontractor management. Manages the day-to-day operations of Aftermath, which includes overseeing accounting and finances, reporting, and human resources. Develops and implements company policies and vision to successfully accomplish long-term goals.

2024	**Hurricane Beryl** - Storm Debris Removal and Disposal Services for Harris County, TX **Tornado** - On Call Debris Collection Services for Dallas, TX **Hurricane Ian** - Waterway clearing for SW Florida Water Management District
2023	**Hurricane Idalia** - Waterway Clearing in the Suwanee River, FL **Hurricane Ian** - Waterway clearing for Charlotte County, FL **Hurricane Ian** - Waterway, canal, drainage ditch cleaning in Lee County, FL **Ice Storm** - ROW clearing in Austin, Texas Bulk Debris collection for Dallas, Texas
2022	**Hurricane Ian** Tidally impacted waterway debris removal in Lee County, FL FDEM project Storm debris removal from waterways for Lee County, FL ROW clearing in North Port, Florida **On-Call** - Bulk debris collection in Austin, Texas **Hurricane Ida** - debris cleaning in waterways of Terrebonne Parish, Louisiana
2020-2021	**Hurricane Ida** ROW debris cleaning in Terrebonne Parish, LA Debris removal in waterways of Lafourche and St. Charles Parish, LA **Various** - projects for Northwest Florida Water Management **Hurricane Laura** - Waterway Debris removal/hauling for Orange County, TX **Hurricane Michael** - Beach debris removal and sea oat planting for Dog Island, Florida **Hurricane Sally** - ROW debris removal in Escambia County, FL
2018-2019	**Hurricane Harvey** Oyster Creek Desnagging project for Brazoria County, TX Cow Bayou storm debris clean up for Orange County Drainage District, Texas Adams Bayou waterway debris removal Spring Creek and Greens Bayou waterway debris removal Buffalo Bayou and Cypress Creek Debris clean up for Harris County Flood Control, Texas **TS Imelda** - ROW and C&D debris removal in Harris County **Hurricane Michael** Econfina Creek waterway debris removal from Lee County waterway debris removal from various waterways ROW clearing in Jackson County, FL **Hurricane Irma** - Debris clean up from canals for Lee County - East Mulloch Drainage District, Florida
2013-2017	**Hurricane Irma -** ROW debris removal in Apopka and Wellington, FL **Hurricane Harvey** - ROW and waterway removal projects in Texas **Hurricane Matthew** - ROW clean up in South Carolina, Florida, North Carolina **Hurricane Sandy** - Wildlife refuge marshland debris removal project and waterway debris removal project in New Jersey **Hurricane Isaac** - waterway debris in Livingston Paris, LA Maintenance for TX DOT clearing waterborne debris in the San Jacinto River Florida Fish and Wildlife artificial reef construction Tornadoes and floods in Texas, Louisiana, and Alabama Reef Construction for Florida Department of Aquaculture

Skills Profile

Education

Juris doctorate | 1997
University of Texas at Austin
Bachelor of Business Administration | 1991
University of Texas at Austin

Organizational Leadership

Leads Aftermath Disaster Recovery, Inc. on a powerful growth trajectory that has nearly doubled revenue and capacity each year for the past five years.

Communication

Ensures project needs are understood and delivered through effective communication skills, drawing on years of public speaking and conducting law enforcement training. Certified Texas mediator.

Financial Management and Reporting

Oversees the company's forecasting, budgeting, and account payables and receivables. Timely reporting means that projects are kept on budget and on time within contract guidelines.

Human Capital

Supervises the permanent labor force and the subcontractor vetting to ensure quality personnel are representing Aftermath Disaster Recovery with excellence.

Compliance

Uses legal expertise and experience to navigate, understand and implement the necessary compliance measures with FEMA, OSHA, USDOT, and other local, state, and federal regulations.

AFTERMATH DISASTER RECOVERY

Robert Obie Corley

Vice President

972-567-1489
Obie@aftermathdisaster.com
1826 Honeysuckle Ln
Prosper TX 75078

Disaster Recovery Experience

Vice-President | Aftermath Disaster Recovery | From 2013-Present

Serves as subject matter expert, project manager supervisor, subcontractor manager, and field supervisor. Develops and manages Aftermath's fleet, oversees field operations, attends construction meetings, and manages day-to-day operations in the field. Oversees training, permitting, safety, and effectively supervises logistically challenging projects.

2024

Hurricane Beryl - Storm Debris Removal and Disposal Services for Harris County, TX
Tornado - On Call Debris Collection Services for Dallas, TX
Hurricane Ian - Waterway clearing for SW Florida Water Management District

2023

Hurricane Idalia - Waterway Clearing in the Suwanee River, FL
Hurricane Ian - Waterway clearing for Charlotte County, FL
Hurricane Ian - Waterway, canal, drainage ditch cleaning in Lee County, FL
Ice Storm - ROW clearing in Austin, Texas
Bulk Debris collection for Dallas, Texas

2022

Hurricane Ian
Tidally impacted waterway debris removal in Lee County, FL FDEM project
Storm debris removal from waterways for Lee County, FL
ROW clearing in North Port, Florida
On-Call - Bulk debris collection in Austin, Texas
Hurricane Ida - debris cleaning in waterways of Terrebonne Parish, Louisiana

2020-2021

Hurricane Ida
ROW debris cleaning in Terrebonne Parish, LA
Debris removal in waterways of Lafourche and St. Charles Parish, LA
Various - projects for Northwest Florida Water Management
Hurricane Laura - Waterway Debris removal/hauling for Orange County, TX
Hurricane Michael - Beach debris removal and sea oat planting for Dog Island, Florida
Hurricane Sally - ROW debris removal in Escambia County, FL

2018-2019

Hurricane Harvey
Oyster Creek Desnagging project for Brazoria County, TX
Cow Bayou storm debris clean up for Orange County Drainage District, Texas
Adams Bayou waterway debris removal
Spring Creek and Greens Bayou waterway debris removal
Buffalo Bayou and Cypress Creek Debris clean up for Harris County Flood Control, Texas
TS Imelda - ROW and C&D debris removal in Harris County
Hurricane Michael
Econfina Creek waterway debris removal from Lee County waterway debris removal from various waterways
ROW clearing in Jackson County, FL
Hurricane Irma - Debris clean up from canals for Lee County - East Mulloch Drainage District, Florida

2013-2017

Hurricane Irma - ROW debris removal in Apopka and Wellington, FL
Hurricane Harvey - ROW and waterway removal projects in Texas
Hurricane Matthew - ROW clean up in South Carolina, Florida, North Carolina
Hurricane Sandy - Wildlife refuge marshland debris removal project and waterway debris removal project in New Jersey
Hurricane Isaac - waterway debris in Livingston Paris, LA
Maintenance for TX DOT clearing waterborne debris in the San Jacinto River
Florida Fish and Wildlife artificial reef construction
Tornadoes and floods in Texas, Louisiana, and Alabama
Reef Construction for Florida Department of Aquaculture

Skills Profile

Field Experience

Over twenty years of experience working in the disaster relief industry.

Management Experience

Management of over 50 disaster recovery projects involving reimbursement from FEMA and other federal and state agencies from projects that include debris resulting from hurricanes, tornadoes, floods, ice storms, and wind storms. Successfully executed several reef construction projects. Expertise includes efficient debris removal from environmentally sensitive and logistically challenging areas.

Logistics

Leads Aftermath Disaster Recovery, Inc. in planning logistically challenging disaster relief efforts. Recognized for executing difficult projects where other contractors have previously failed. There is no project for which Obie cannot craft the most economically viable and logistically sound solutions.

Industry Skills

Identifies and solves logistical challenges, In-depth experience leads to accurate analysis of project needs. Effective pre-planning meetings and efficient execution of projects aids with client relationships. Conveys solutions with clear communication skills between field operations and client.

Certifications

Intro to Incident Command System, Basic Incident Command System for Initial Response, First Aid and CPR

AFTERMATH DISASTER RECOVERY

Adam Gonzalez

Director of Business Operations

972-984-8969
Adam@aftermathdisaster.com
1826 Honeysuckle Ln
Prosper TX 75078

Disaster Recovery Experience

Director of Business Operations | Aftermath Disaster Recovery
From 2022–Present

Works to create and implement systems that ensure smooth and efficient operations inside of the company, as well as establish relationships that enable our team to work at maximum effectiveness in concert with all stakeholders. His critical role ensures efficient processes and sets the standard of success for projects.

2024

Hurricane Beryl - Storm Debris Removal and Disposal Services for Harris County, TX
Tornado - On Call Debris Collection Services for Dallas, TX
Hurricane Ian - Waterway clearing for SW Florida Water Management District

2023

Hurricane Idalia - Waterway Clearing in the Suwanee River, FL
Hurricane Ian - Waterway clearing for Charlotte County, FL
Hurricane Ian - Waterway, canal, drainage ditch cleaning in Lee County, FL
Ice Storm - ROW clearing in Austin, Texas
Bulk Debris collection for Dallas, Texas

2022

Hurricane Ian
Tidally impacted waterway debris removal in Lee County, FL FDEM project
Storm debris removal from waterways for Lee County, FL
ROW clearing in North Port, Florida
On-Call - Bulk debris collection in Austin, Texas
Hurricane Ida - debris cleaning in waterways of Terrebonne Parish, Louisiana

Previous Work

2021-2022

Fraym
Marketing Associate - Managed production of marketing materials for a geospatial and artificial intelligence company, including blog content, social media, ad campaigns, press releases, one-pagers, and more. Organized and coordinated promotion strategies and logistics surrounding events and conferences.

2018 - 2021

Digital Communications Coordinator
Devised and deployed digital marketing strategies in coordination with staff across the United States to drive state-level activism, utilizing tools from Facebook, Google, email, SMS, custom landing pages, and other tools.
Managed projects and timelines to ensure timely and effective digital assets were produced, deployed, and utilized in integrated marketing campaigns.

Skills Profile

Education

Degree: BSFS International Politics, from Georgetown University, Washington D.C. 2018

Recent Work

Hurricane Beryl - Processes and reports for Harris County, TX
Tornado - Business operations and reporting for Dallas, TX
Hurricane Ian - Project reports and processes for SW Florida Water Management District
Coordinator for procurement

Aftermath Experience

Serves Aftermath Disaster Recovery, Inc. as an effective director. Adam collaborates with Aftermath's owners to develop short-term goals and long term operational plans. He leadership in purchasing, negotiating, and productivity contributes to Aftermath's success and growth.

Communications

Public speaking and debate training contribute to Adam's ability to listen to the needs of all stakeholders. Problem solving skills help to develop innovative strategies to meet clients' needs and tailor projects to meet their specifications.

Certifications

FEMA 100.c, 120.c, 200.c, 230.e, 235.c, and 632.a

AFTERMATH DISASTER RECOVERY

Jackson Corley

Project Manger

972-567-1489
Jackson@aftermathdisaster.com
1826 Honeysuckle Ln
Prosper TX 75078

Disaster Recovery Experience

Project Manager | Aftermath Disaster Recovery | From 2021-Present

Jackson Corley has been with Aftermath for two years and has proven himself to be a talented and capable manager. His technical and strategic skills provide effective solutions to project challenges. As a Project Manager, his duties include, but are not limited to, finalizing and implementing the project approach, managing equipment deployment and maintenance, overseeing DMS management, ensuring safety of employees, and coordinating with stakeholders. Jackson's leadership abilities and quick thinking combine to make him a valuable contribution to our team.

2024
- **Hurricane Beryl** - Storm Debris Removal and Disposal Services for Harris County, TX
- **Tornado** - On Call Debris Collection Services for Dallas, TX
- **Hurricane Ian** - Waterway clearing for SW Florida Water Management District

2023
- **Hurricane Idalia** - Waterway Clearing in the Suwanee River, FL
- **Hurricane Ian** - Waterway clearing for Charlotte County, FL
- **Hurricane Ian** - Waterway, canal, drainage ditch cleaning in Lee County, FL
- **Ice Storm** - ROW clearing in Austin, Texas
- Bulk Debris collection for Dallas, Texas

2022
- **Hurricane Ian**
  - Tidally impacted waterway debris removal in Lee County, FL FDEM project
  - Storm debris removal from waterways for Lee County, FL
  - ROW clearing in North Port, Florida
- **On-Call** - Bulk debris collection in Austin, Texas
- **Hurricane Ida** - debris cleaning in waterways of Terrebonne Parish, Louisiana

2021
- **Hurricane Ida**
  - ROW debris cleaning in Terrebonne Parish, LA
  - Debris removal in waterways of Lafourche and St. Charles Parish, LA
- **Various** - projects for Northwest Florida Water Management
- **Hurricane Laura** - Waterway Debris removal/hauling for Orange County, TX

Skills Profile

Recent Work

Charlotte County, FL
Prepared and executed work plan, mapped canals, identified extraction points, obtained Right of Way permits, and laid out the project approach

Suwannee River
Managed multiple crews, coordinated the truck fleet, managed the project plan

Communications

Clear and direct communication skills enable effective guidance among team members to ensure a successful project. Able to work with all stakeholders to ensure all aspects of the project run smoothly and according to the project plan.

Project Management Experience

As one of our newest project managers, Jackson is a skilled motivator, instilling confidence in all stakeholders on a project. He is able to efficiently and quickly identify problems and solutions to get the job done and meet the needs of clients.

Certifications

FEMA 100
OSHA 30-hr Trianing

AFTERMATH DISASTER RECOVERY

Reese Corley

Project Manger

972-567-1489
Reese@aftermathdisaster.com
1826 Honeysuckle Ln
Prosper TX 75078

Disaster Recovery Experience

Project Manager | Aftermath Disaster Recovery | From 2018-Present

Serves as technical matter expert and project manager. Finalizes project approach managing equipment deployment and maintenance, overseeing DMS management, ensures safety of employees, and coordinates with stakeholders. Committed to the success of each project.

2024

Hurricane Beryl - Storm Debris Removal and Disposal Services for Harris County, TX
Tornado - On Call Debris Collection Services for Dallas, TX
Hurricane Ian - Waterway clearing for SW Florida Water Management District

2023

Hurricane Idalia - Waterway Clearing in the Suwanee River, FL
Hurricane Ian - Waterway clearing for Charlotte County, FL
Hurricane Ian - Waterway, canal, drainage ditch cleaning in Lee County, FL
Ice Storm - ROW clearing in Austin, Texas
Bulk Debris collection for Dallas, Texas

2022

Hurricane Ian
Tidally impacted waterway debris removal in Lee County, FL FDEM project
Storm debris removal from waterways for Lee County, FL
ROW clearing in North Port, Florida
On-Call - Bulk debris collection in Austin, Texas
Hurricane Ida - debris cleaning in waterways of Terrebonne Parish, Louisiana

2020-2021

Hurricane Ida
ROW debris cleaning in Terrebonne Parish, LA
Debris removal in waterways of Lafourche and St. Charles Parish, LA
Various - projects for Northwest Florida Water Management
Hurricane Laura - Waterway Debris removal/hauling for Orange County, TX
Hurricane Michael - Beach debris removal and sea oat planting for Dog Island, Florida
Hurricane Sally - ROW debris removal in Escambia County, FL

2018-2019

Hurricane Harvey
Oyster Creek Desnagging project for Brazoria County, TX
Cow Bayou storm debris clean up for Orange County Drainage District, Texas
Adams Bayou waterway debris removal
Spring Creek and Greens Bayou waterway debris removal
Buffalo Bayou and Cypress Creek Debris clean up for Harris County Flood Control, Texas
TS Imelda - ROW and C&D debris removal in Harris County
Hurricane Michael
Econfina Creek waterway debris removal from Lee County waterway debris removal from various waterways
ROW clearing in Jackson County, FL
Hurricane Irma - Debris clean up from canals for Lee County - East Mulloch Drainage District, Florida

Skills Profile

Education

2019-2021 - Grove City College

Recent Work

Dallas, Texas
Organized and managed crews for bulk trash collection
Lee County, FL
Managed multiple crews on tidally impacted waterways, clearing 30,000 CY of debris
North Port, Florida
Managed Aftermath's fleet of trucks in for operations, clearing a total of 185,000 CY.
Orange County, Texas
Manged crews and truck fleet in the wake of Hurricane Laura
Austin, TX
ROW debris removal project following Hurricane Ida

Project Management Experience

Worked in disaster recovery industry for past 6 years. Managed several projects for 100% FEMA reimbursement.

Communications

Trained public speaker and debater. Able to clearly and effectively communicate with all stakeholders. Careful attention to detail and desire for excellence drives efficient operations and management strategies.

AFTERMATH DISASTER RECOVERY

Blain Rushing

Project Manger

B.Rushing@aftermathdisaster.com

1826 Honeysuckle Ln
Prosper TX 75078

Disaster Recovery Experience

Project Manager | Aftermath Disaster Recovery | From 2014-Present

Handles the management and oversees the maintenance of our equipment. Creates and implements project plans specific to the needs of the client. Serves as the point person for the client on his projects. Oversees safety functions.

2024

Hurricane Beryl - Storm Debris Removal and Disposal Services for Harris County, TX
Tornado - On Call Debris Collection Services for Dallas, TX
Hurricane Ian - Waterway clearing for SW Florida Water Management District

2023

Hurricane Idalia - Waterway Clearing in the Suwanee River, FL
Hurricane Ian - Waterway clearing for Charlotte County, FL
Hurricane Ian - Waterway, canal, drainage ditch cleaning in Lee County, FL
Ice Storm - ROW clearing in Austin, Texas
Bulk Debris collection for Dallas, Texas

2022

Hurricane Ian
Tidally impacted waterway debris removal in Lee County, FL FDEM project
Storm debris removal from waterways for Lee County, FL
ROW clearing in North Port, Florida
On-Call - Bulk debris collection in Austin, Texas
Hurricane Ida - debris cleaning in waterways of Terrebonne Parish, Louisiana

2020-2021

Hurricane Ida
ROW debris cleaning in Terrebonne Parish, LA
Debris removal in waterways of La Lafourche and St. Charles Parish, LA
Various - projects for Northwest Florida Water Management
Hurricane Laura - Waterway Debris removal/hauling for Orange County, TX
Hurricane Michael - Beach debris removal and sea oat planting for Dog Island, Florida
Hurricane Sally - ROW debris removal in Escambia County, FL

2018-2019

Hurricane Harvey
Oyster Creek Desnagging project for Brazoria County, TX
Cow Bayou storm debris clean up for Orange County Drainage District, Texas
Adams Bayou waterway debris removal
Spring Creek and Greens Bayou waterway debris removal
Buffalo Bayou and Cypress Creek Debris clean up for Harris County Flood Control, Texas
TS Imelda - ROW and C&D debris removal in Harris County
Hurricane Michael
Econfina Creek waterway debris removal from Lee County waterway debris removal from various waterways
ROW clearing in Jackson County, FL
Hurricane Irma - Debris clean up from canals for Lee County - East Mulloch Drainage District, Florida

2013-2017

Hurricane Irma - ROW debris removal in Apopka and Wellington, FL
Hurricane Harvey - ROW and waterway removal projects in Texas
Hurricane Matthew - ROW clean up in South Carolina, Florida, North Carolina
Hurricane Sandy - Wildlife refuge marshland debris removal project and waterway debris removal project in New Jersey
Hurricane Isaac - waterway debris in Livingston Paris, LA
Maintenance for TX DOT clearing waterborne debris in the San Jacinto River
Florida Fish and Wildlife artificial reef construction
Tornadoes and floods in Texas, Louisiana, and Alabama
Reef Construction for Florida Department of Aquaculture

Skills Profile

Recent Work

City of Dallas:Project point person for the city of Dallas. Coordinated the ROW clean up work, overseeing the removal and hauling of bulk debris from designated collection sites to the final disposal facility.
Managed multiple fleets for Austin, Texas following an ice storm. Coordinated the cutting, collecting and hauling of nearly 100,000 CY of woody debris.
Managed barge crews on logistically challenging project involving waste extraction and the safe disposal of sludge that had collected in detention ponds generated from a paper mill in South Carolina.

Field Experience

Mr. Rushing has worked in the disaster relief industry for the past 8 years. He has managed several disaster recovery projects that involved FEMA reimbursement. His work history and personal values provide significant advantages in serving our clients, and reflects his commitment to the success of each project.

Project Management Experience

Serves Aftermath Disaster Recovery, Inc. as an effective project manager who listens to our clients' needs and executes our projects to their specifications. Mr. Rushing is an excellent communicator and dependable manager who delivers effective outcomes in the midst of complex and challenging projects.

AFTERMATH DISASTER RECOVERY

Past Subcontractor List

Aftermath self-performs over 85% of our project work. It is not anticipated that we would need subcontractors for this project; however, in the past we have worked with the following subcontractors.

Company Name	Contact Name	Phone #	Email	Address	Service
Optimal Recovery, LLC	Brent Reedy	352-206-5541	optimalrecovery@tampabay.rr.com	34618 Mission Bell Ln. Dade City, FL 33525	Loader trucks
Brown Tree Service	Troy Brown	870-723-5098	troy.brownstreeservice@gmail.com	104 Megan Dr. Monticello, AR 71655	Bucket trucks
Clarks Enterprise	David Clark	985-335-6069	emily@clarksenterprise.com	35823 Doc Butler Rd Mt Hermon, LA 70450	Loader trucks
Conroe Environmental, LLC	Shaun Wellborn	512-636-6255	shaunzes@att.net	3030 Hemingway Montgomery, TX 77356	Chip hauling
Fowler Construction	Sammy Fowler	903-262-5655	sfowler2594@gmail.com	3578 W. US Hwy 80 Mineola, TX 75773	Dump trailers
Crosseroads, LLC	Kevin Schlosser	608-769-4977	sr.schlosser@yahoo.com	1009 Saddlewood St. Holmen, WI 54636	Bucket trucks
Crosseroads, LLC	Kevin Schlosser	608-769-4977	sr.schlosser@yahoo.com	1009 Saddlewood St. Holmen, WI 54636	Loader trucks
Northshore Enterprises, Inc.	Phil Riippa	850-346-8586	northshorerecovery@yahoo.com	311 1st St SE Haliday, ND 58636	Loader trucks
Reid Trucking	Grant Reid	512-879-8799	reidgrant87@yahoo.com	PO Box 451 Liberty Hill, TX 78642	Loader trucks
Lancaster Construction	Zeno Lancaster	828-507-7407	lancasterconst@yahoo.com	3579 Ironworks Dr Whiteville, NC 28472	Loader trucks
Branum Trucking	Jake Branum	251-937-1772	sales@nbprintshop.com	122 North Hoyle Ave. Bay Minette, AL 36507	Loader trucks
Diamond M Land Management	Jake Moore	325-248-1115	j.moore@diamondmlandmanagement.com	226 CR 183 Stephenville, TX 76401	Grinders
G3 Construction LLC	Carl Gilbert	850-653-6779	carl@g3const.com	16998 NW Charlie Johns St	End dumps

Company Name	Contact Name	Phone #	Email	Address	Service
				Blountstown, FL 32424	
H2 Construction	Rick Hostetter	660-641-2500	h2construction@live.com	702 W Walnut Waverly, MO 64096	Loader trucks
Parker Resource Group	Rich Parker	951-333-8417	rparkermgmt@gmail.com	534 E Benwood St Covina, CA 91722	Loader trucks
DNR Group LLC	Glen Nelson	504-214-2892	nelsonbros@cox.net	12246 River Rd St. Rose, LA 70087	Loader trucks
MTN Leasing LLC	Matthew Nelson	504-491-6190	mtnleasing@outlook.com	166 Dunleith Dr Destrehan, LA 70047	Loader trucks
New Masada Environmental	Lalo Torres	832-276-3528	newmasada@gmail.com	PO Box 690731 Houston, TX 77269	Grinders
Tiger Bayou, Inc.	Clyde Ewing	225-337-1208	ewing9437@hotmail.com	PO Box 276 Erwinville, LA 70729	Bucket trucks
One Choice Logistics	Nani Bernal	954-662-6716	nbernal@onechoicelogistics.net	Hollywood, FL	Loader trucks
D&T Marriott Enterprises, LLC	Dale Marriott	660-258-2521		29548 Jucco Dr., Brookfield, MO 64628	Loader trucks
Sunderland Trucking	Joe Sunderland	660-248-5261	sunderlandtrucking@yahoo.com	450 CR 303 Fayette, MO 65248	Loader trucks
Colonial Tree Service	Carl Ross	215-768-8751	carlrossicolonial@gmail.com	1855 Street Rd, Southampton, PA 18966	Loader trucks
Olson Trucking	Spencer Olson	715 – 797-2983	dolson_solson@yahoo.com	17880 Dubbert Rd., Whitehall, WI 45773	Loader trucks

Current Debris Contracts in Florida (Prime)

Contract Agency	*Services*	*Population*	*Status*	*Completion Date*
City of Ormond Beach	Debris Removal, Reduction and Disposal	44,277	On-Call	2025-08-31
Dog Island Conservation District of Franklin County	Disaster Debris Removal and Disposal Services	100	On-Call	2025-10-01
City of St. Pete Beach	Disaster Debris Collection and Removal	8, 732	On-Call	2027-03-22
Fernandina Beach	EMERGENCY DEBRIS REMOVAL & DISPOSAL SERVICES	13,647	On-Call	2027-07-02
Pembroke Park	Disaster Debris Removal and Disposal Services	6,300	On-Call	2027-09-30
Charlotte County	Storm Debris Clearing-Water Flow Obstruction	206,134	On-Call	2025-12-31

Multiple Contract Activations

We have never failed to deploy or adequately perform to our clients' specific needs due to multiple contract activations, and we are confident that we will be able to ensure sufficient response to any event in Destin regardless of any other obligations.

Currently, our work load does not include Alabama. Our track record demonstrates our ability to successfully complete projects in Lee County and Charlotte County in Florida while we completed projects in Houston, Texas following Hurricane Beryl and the straight line winds in Dallas, Texas.

Availability

Aftermath Disaster Recovery has been solely dedicated to disaster recovery work since our inception in 2013. As such, we have the expertise to understand what eligible debris is, and we remove that debris more efficiently than anyone else. In addition to efficient work, we believe in treating others the way we would want to be treated, so our clients know they are number one on our list should a disaster occur.

Strong Partnerships

We value our personal relationships with our subcontractors. Although we self-perform over 85% of each of our projects, we treat our subcontractors like we would want to be treated. We have a reputation for paying our subcontractors consistently and timely; therefore, we are able to get all the help we need should it be required. Our reputation extends to ensuring that all vendors are paid timely as well to make sure our entire operation is known for its integrity.

Vehicles and Equipment

Aftermath Disaster owns a fleet of ten self-loading, debris-hauling truck and trailer combination units that have approximately 170 cubic yard capacity per unit. All of our equipment is well maintained in order to minimize breakdowns. We have staff mechanics on our maintenance crew who are always on hand in case a mechanical failure occurs which further reduces down time. Our mobile service trucks are equipped to handle anything but the most major of breakdowns.

Additionally, because we have been in the disaster recovery business for over a decade, we have relationships with a plethora of storm debris contractors—from organizations with fleets to the one-man owner-operator. We can draw on our substantial subcontractor registry to mobilize as many units as the City of Destin may require.



Aftermath OWNED Equipment List

Year	Make	Model	Description	VIN#/Company ID #	Asset Class
2022	PETE	567	Truck, loader	1NPCL40XXND775649	VEHICLE
2022	PETE	567	Truck, loader	1NPCL40XXND775650	VEHICLE
2022	PETE	567	Truck, loader	1NPCL40XXND775651	VEHICLE
2022	PETE	567	Truck, loader	1NPCL40XXND775652	VEHICLE
2007	FRGHT	TR	Truck, loader	1FVMC5DE27HY25596	VEHICLE

Year	Make	Model	Description	VIN#/Company ID #	Asset Class
2002	Sterling	LT	Truck, loader	2FZHAZA892AJ63622	VEHICLE
1987	KW	TR	Truck, loader	1XKWDB9X4HS340685	VEHICLE
1994	KW	W900	Truck, loader	1XDDB9XXRJ621484	VEHICLE
1995	Ford	TR	Truck, loader	1FDZY90T8SVA08301	VEHICLE
1992	WSTR	TR	Truck, loader	2WLPCCCH1NK930453	VEHICLE
1986	FRGHT	TR	Truck, loader	1FUPYSYBOGH275039	VEHICLE
1994	KW	T800	Truck, loader	1XKDDB9XXRJ621484	VEHICLE
2006	Sterling	TR	Truck, haul	2FWJA3AV26AU51554	VEHICLE
1997	PETE	TR	Truck, haul	1XP5DB9X3VN431334	VEHICLE
2001	INTL	TR	Truck, tool	1HTSCAAM91H376645	VEHICLE
1991	Ford	F700	Truck, pickup	1FDNK74PXMVA36377	VEHICLE
2007	Chev	2500HD	Truck, pickup	1GCHK23637F501674	VEHICLE
2019	Ford	F250	Truck, pickup	1FT7W2BT3KEE40607	VEHICLE
2019	Chev	Suburban	Truck, SUV	1GNSKHKC4KR186883	VEHICLE
1982	Transcraft	TR	Trailer	TC16976	TRAILER
1984	Grai	DP	Trailer	G8418078	TRAILER
2006	Transcraft	FB	Trailer	1TTE5320761079356	TRAILER
2006	Transcraft	FB	Trailer	1TTE5320361079354	TRAILER
1999	KIDR	VN	Trailer, enclosed	1K9132811X2054014	TRAILER
1987	Town	FB	Trailer, flatbed	2237	TRAILER
1992	Frue	FB	Trailer, flatbed	1H2P05029NW038402	TRAILER
1998	RDIH	FB	Trailer, flatbed	47SF252T8W1013601	TRAILER
2000	Vern	FB	Trailer, flatbed	5B7291866Y000368	TRAILER
2003	Hmde	FB	Trailer, flatbed	MS15TL00X00009056	TRAILER
1993	TARA	FB	Trailer, flatbed	1T9EA4881P1204398	TRAILER
2000	BTEX	UT	Trailer, gooseneck	4K8GX2624Y1361276	TRAILER
2002	GENR	FB	Trailer, loader	112H8V329YL056277	TRAILER
2004	Load	UT	Trailer, loader	4ZECF182741168639	TRAILER
2020	Braz	LB	Trailer, lowboy	4B9BKLT37LH054725	TRAILER
1999	Trai	SD	Trailer, stepdeck	067453	TRAILER
1999	RAVE	FB	Trailer, stepdeck	1R1F44826XK990418	TRAILER
1998	Bels	UT	Trailer, utility	16JF0242W1031911	TRAILER
2000	CM	VN	Trailer, utility	49TCB1018Y1048331	TRAILER
2018	DownToEarth	DTE824D07B	Deckover trailer	5MYDD2425JB061521	TRAILER
2020	Kubota	95	Skid Steer	KBCZ063CPL1G52111	EQUIPMENT
2015	Bobcat	A300	Skid Steer	572315561	EQUIPMENT
2008	Bobcat	A300	Skid Steer	541321755	EQUIPMENT
2007	Bobcat	A300	Skid Steer	539911943	EQUIPMENT
2005	Bobcat	A300	Skid Steer	526411597	EQUIPMENT
2003	Bobcat	A300	Skid Steer	521111459	EQUIPMENT
2002	Kobelco	SK250LC	Excavator	LL08-U0520	EQUIPMENT
2013	Morooka	MST3000VD	Tracked dump	A300106	EQUIPMENT

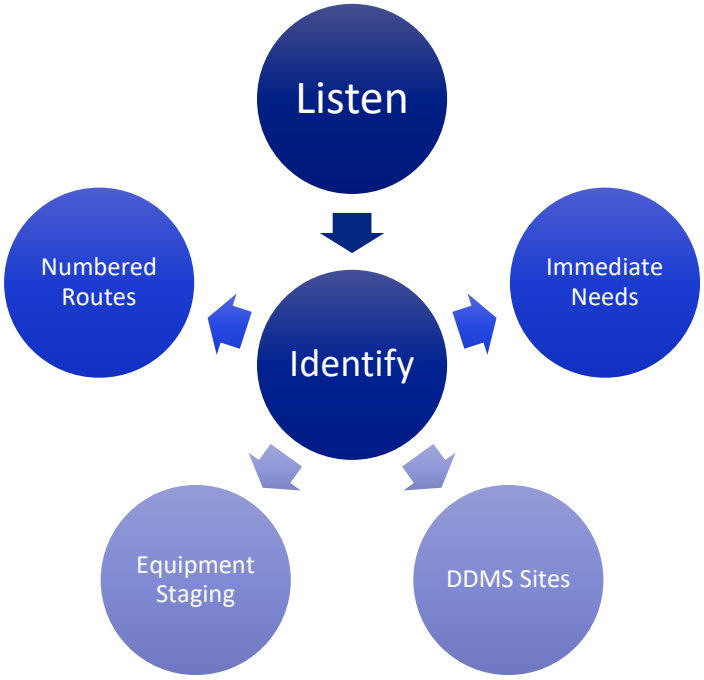
Year	Make	Model	Description	VIN#/Company ID #	Asset Class
2014	Pans	12x4	Aluminum pans	Childress custom	PANS
2019	CanAm	8MKC	ATV, Defender Max	3JBUCAP48KK001225	VEHICLE
2005	HM	42	Barge	NJZ44968HULL	VESSEL
2005	HM	45	Barge	NJZ44969HULL	VESSEL
2017	HM	40	Barge	TX94056	VESSEL
2015	HM	40	Barge	TX56125	VESSEL
2018	HM	40	Barge	TX45821	VESSEL
2008	Child	Barge	Barge, aluminum deck	TQE01190E808	VESSEL
1979	Panther	15	Airboat	PAP019000079	VESSEL
2006	SilverDollar	21'	Airboat	OK501108G506	VESSEL
2008	HM	45	Vessel	NCZ38635D808	VESSEL
2004	Skiff	24	Boat	EKHA2509J304	VESSEL
2004	Skiff	24	Boat	EKHA3061J221	VESSEL
2004	Skiff	24	Boat	EKHL3496J115	VESSEL
2003	Coam	LT	Travel trailer	1TC2B046233001255	BUNKHOUSE
2012	KYRV	TV	Travel trailer	4YDT28122CD420049	BUNKHOUSE
2019	Starcraft	AutumnRidge	Travel trailer	1SABSOBPOK2BL5092	BUNKHOUSE
2019	Starcraft	AutumnRidge	Travel trailer	1SABSOBP1K2BL5165	BUNKHOUSE
2019	Starcraft	AutumnRidge	Travel trailer	1SABSOBP8K2BL5163	BUNKHOUSE
2017	Morbark	6600	Horizontal grinder		GRINDER
2017	Morbark	6600	Horizontal grinder		GRINDER
2016	Caterpillar	320	with shear		EXCAVATOR
2017	Caterpillar	326	with thumb		EXCAVATOR
2019	John Deere	650	dozer		BULLDOZER

Tab 4: Operational Plan

The Aftermath Approach

Pre-Planning Activities

As your partner in planning for a major event, Aftermath studies your current debris management plan if one is in place; otherwise, we will assist in the creation of a debris management plan. An annual planning and training activity day is available as requested. This process involves the following steps.

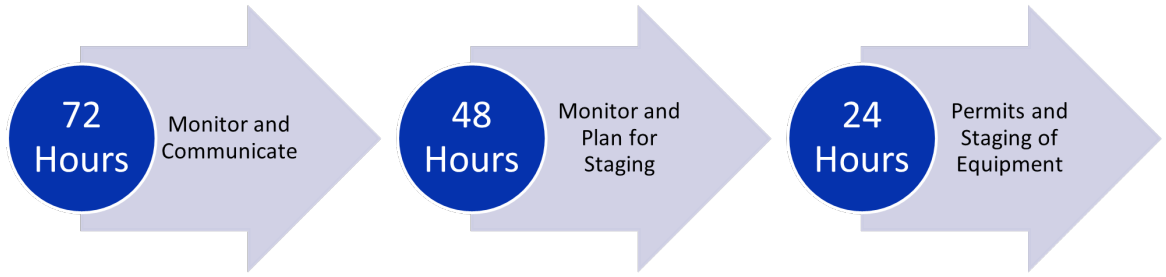


Our steps center around our commitment to listen to and identify the needs of Destin.

- Aftermath assists in developing and/or reviewing sector maps of the city and identifying immediate needs facilities including schools, hospitals, distribution centers, and government buildings.
- We also identify all potential debris and equipment staging sites according to the information the city provides.
- Routes are then identified and numbered according to your priorities so that we know in advance how we will deploy the rapid response push-crews.
- Once our review is complete, we discuss our findings with the city to make sure we have accurately captured your priorities into our planning.

Pre-Landfall Protocol

Our Pre-Landfall Protocol builds on our work from the Pre-Planning Activities. Depending on the amount of advance notice given, if an event becomes possible, we employ the following protocol:



72 Hours until possible event

- Vice President of Operations monitors and tracks hurricanes and other weather events through weather channels, the National Weather Center, Office of the Governor, and other weather-related websites. Our team is updated every few hours on the status of any event.
- We communicate with the city to verify our primary, secondary, and 24-hour emergency contact numbers for our designated personnel.
- Location of all equipment is assessed to ensure the ability to respond as quickly as possible. We have staging sites in strategic locations throughout the Gulf Coast.
- Equipment haul routes are identified and any necessary travel permits are identified.

48 Hours until possible event

- Vice President of Operations continues to monitor and track the weather events through weather channels, the National Weather Center, Office of the Governor, and other weather-related websites. Our team is updated every few hours on the status of the event.
- Depending upon the strength, size and track of a storm, the appropriate staging location will be chosen to ensure equipment is not impacted by the storm, but is convenient for rapid deployment.
- Assets will include emergency road-clearing equipment, loading and hauling equipment, mobile campers or temporary housing units.
- If government officials choose to stay in place, our project manager would be deployed to the location to ride out the storm to assist in immediate assessments following the event.

24 Hours until possible event

- Vice President of Operations continues to monitor and track the weather events through weather channels, the National Weather Center, Office of the Governor, and other weather-related websites. Our team is updated every few hours on the status of the event.
- All necessary travel permits would be acquired.
- All equipment units and personnel are staged ready for deployment.

Immediately Post-event

- Once we have a Notice to Proceed, our Project Manager will begin assessments and estimating debris volume with the City's representative.
- Debris estimates will dictate equipment and personnel requirements.
- The team will identify priorities according to the pre-event planning previously conducted incorporating the current health and safety issues, and environmental issues.
- The equipment staging site is designated.
- All equipment and personnel is deployed to begin operations.

Mobilization

Destin's goal is to see your community restored as quickly as possible following a disaster. Our responsiveness helps you achieve this. For example, Aftermath's Project Manager designated to Destin will begin mobilizing a team within 2 hours of your call with the objective to have equipment staged in less than 24 hours. Our job is to get your cleanup efforts started fast and efficiently while adhering to all local, federal, and environmental laws and regulations.

Mobilization, cleanup, and demobilization will occur with as minimal disruption to the public as possible.

Fast Responsiveness

Team Mobilization

within 2 hours

Equipment staged

less than 24 hours

Mobilization Process

First, Aftermath will deploy the project manager and begin mobilization of truck drivers, equipment operators, cut crews, push crews, and support personnel as the project requires so they begin staging on-site within 24 hours. Then the Project Manager will coordinate with Destin to create a plan for debris removal and be your on-the-ground contact until demobilization is completed.

Project Approach and Methodology

Approach

With Aftermath's proven processes and well-organized approach, Destin can trust us to handle all aspects of disaster-related debris clean up and removal as quickly as possible, while complying with all local and federal laws and regulations.

In the middle of a chaotic situation, we bring organization and peace of mind with our approach. First, you will be assigned a Project Manager (PM) who is dedicated exclusively to your project and is only a phone call away throughout the project. This manager will oversee the entire project and be your main point of contact for the duration of the contract.

Once the Project Manager is assigned, we will work through our methodology, as described below.

Methodology

From the preliminary assessment of the disaster site to project closeout, we follow 7 standard steps to ensure compliance, safety, and efficiency for Destin.

7 Steps for Success

1. Damage Assessment & Planning
2. Prioritize Emergency Road Clearance
3. Zone Designations
4. Debris Removal
5. Debris Transferred to DDMS
6. Zone Completion
7. Site Closure

Step 1: Perform a Damage Assessment and Create Project Plan

The first step before any clean up can commence is to do a preliminary damage assessment. The damage assessment provides guidance on the estimated debris volumes, number of units required for operations, and the methodology for debris removal including the number of units per zone, temporary staging sites, and final disposal sites. This assessment also identifies the hardest hit areas and the highest priority zones to ensure the most critical areas receive attention first.

Our debris cleanup and disposal plan is created to maximize efficiency and safety while being as minimally intrusive to Destin residents as possible.

Step 2: Prioritize Emergency Road Clearance

One of our first cleanup tasks is to ensure critical roadways in the area are cleared to allow safe travel for emergency vehicles, debris-removal equipment and trucks, and your residents. Our goal is to remove debris from roadways so they are passable as quickly

as possible after the event. The timeline for this will be outlined in our project plan so you can keep the Destin community and businesses informed.

Step 3: Designate Zones

The affected area will be divided into separate zones. The completion of individual zones within the area is dependent on many factors including the amount of debris, the size and type of the roadways, height and location of powerlines, traffic patterns, and distance to disposal sites. Given the various factors, Aftermath will provide an approximate date for completion of the cleanup in each zone. Our work experience enables us to accurately estimate the time to complete a zone given the amount of debris in a zone, the number of units assigned to that zone, and the capacity of those units. Completion will be confirmed by a written release before crews begin work on the next zone.

Step 4: Remove Debris from Disaster Site

Once Destin deems the emergency push phase complete, we will begin removing debris from the disaster-affected area. Our trucks load identified debris at the disaster site, and it is made safe for transport. As part of this process, all trucks are measured to determine debris removal capacity, and once certified by a Monitor or City representative a placard is placed on the truck once reviewed. All debris removal trucks are given load tickets upon pickup to be turned in at the drop off location in order to track the amount and location of debris they remove throughout the project.

Aftermath takes special care to ensure that all debris transported from the disaster site is contained to prevent leaking or spilling during transport. All debris disposal personnel are specially trained in the safe collection and transportation of these materials.

AFTERMATH DISASTER RECOVERY, INC. DEBRIS LOAD TICKET			
Client Name:		Disaster No:	Ticket Number:
Truck Company Name:			
Truck Driver Name:			
Loading Date:		Loading Time:	
Loading Location (Street Address):			Loading Zone:
DEBRIS QUANTITY			
Truck No.:	Measured CY Capacity:	% Full:	Actual CY Load:
Monitor Name:			Tons:
		Stump Classification	
DEBRIS Classification		ROW (Public property)	
	Vegetative		Small (24"-36" diameter)
	C + D		Medium (37"-48" diameter)
	White Goods		Large (48" or greater diameter)
	Other (state type)		
Dumping Date:		Dumping Time:	
Reduction/Disposal Dumping Location:			
ADR Representative:		Client Representative:	
State Inspector (if applicable):		Federal Inspector (if applicable):	

Load Ticket Template

Debris Definition and Collection

For the safety of the Destin community, our staff, and assigned contractors, all debris removal is in compliance with FEMA regulations. Work will include all costs to safely remove, transport, and dispose of eligible debris and comply with all required laws and regulations.

Debris collection may include:

ROW Vegetative Debris

(Includes whole trees, stumps, and branches; shrubs; and other leafy material)

We will work closely with Destin or a monitoring firm to identify eligible debris prior to removal. Downed vegetation will be cleared from the rights-of-way using grapple trucks and skid steers. We will also ensure that no vegetative debris is left on road surfaces, utilizing a "clean as you go" approach.

Hazardous Tree Limb Removal

If the disaster resulted in only partial damage to trees, damaged and hanging limbs may be removed if they meet a specific set of criteria that may include:

- a limb larger than two inches in diameter
- posing a threat in a public use area
- being located on public property



Hazardous Trees and Stumps

Damaged trees in the designated area of Destin will be cut flush to ground level when they pose an immediate threat to lives or public health, are on improved property, are six inches in diameter, and at least one of the following:

- leaning more than 30 degrees
- has fallen or become uprooted within a public use area
- over half the tree crown is damaged
- the tree trunk is split or broken branches expose heartwood

For tree stumps, Destin will measure and certify any stumps to be removed by Aftermath if:

- at least half of the root ball is exposed
- the stump is 24 inches or more in diameter
- the stump is on improved public property or a public right-of-way
- poses a health or safety risk

Construction and Demolition Debris

All construction and demolition debris will be identified and marked for disposal, reduction, or recycling, including lumber and wood, gypsum and wallboard, glass, metal, roofing materials, tile, carpeting and floor coverings, window coverings, pipe, concrete, fully-cured asphalt, equipment, furnishings, and fixtures.

Hazardous Waste

Special care and attention will be taken when removing hazardous or potentially hazardous materials from disaster sites at Destin. Aftermath and its contractors strictly follow all environmental and safety guidelines to keep site personnel and the public safe during removal, transport and disposal of these materials. Eligible debris will be sorted into the following categories:

- Household hazardous waste that is classified as being corrosive, toxic, ignitable, or reactive (e.g.: motor oils, batteries, cleaning solutions, chemicals, unidentified liquids, paints, light bulbs)
- White goods (e.g.: destroyed or discarded household appliances)
- Electronic waste (e.g.: including computers, TVs, monitors ... etc.)

Putrescent Debris

If the disaster site resulted or uncovered any putrescent or rotting debris, it will be removed and disposed of in accordance with all federal, state, and local regulations. This includes animal carcasses and other fleshy organic matter.

ROW Sand, Soil, and Sediment

If the situation requires the removal of contaminated or unsafe sand, soil, or sediment it can be removed to the designated depth by Aftermath. This includes removal from Destin streets, sidewalks, storm and sanitary sewers, water treatment facilities, drainage canals and basins, parks, and public swimming pools.

On-site Vehicles and Vessels

Vehicles and vessels will be removed from the site if they present a hazard or threat at the entrance and exit in a public area or if it has been abandoned.

Step 5: Transportation of debris to the designated Temporary Debris Reduction Site (DDMS)

All debris collected from the Destin's site will be taken to a DDMS before being transported to its final destination. This site has strict perimeter controls to maintain the safety of the contractors and the general public. At this location, the debris is sorted, reduced according to city specifications, and loaded onto transport vehicles to be delivered to designated Final Disposal Sites as required by law.

The debris removal step may include separation of:

- ROW vegetative debris
- construction and demolition materials
- hazardous waste (household, white goods, and e-waste)
- putrescent debris
- sand, soil, and sediment
- on-site vehicles and vessels

Step 6: Complete Work in Each Zone

Once the debris removal crew indicates that a zone is complete, the Project Manager, a Destin representative, and the monitoring company will all verify that the debris removal is complete. Completion will be confirmed by a written release before crews begin work on the next zone.

Step 7: Close Out Site

When all cleanup and debris removal have been completed, the site will be shut down and all equipment, storage tanks, and other temporary structures will be removed. Aftermath will return Destin's site to its original condition prior to the damage, including analyzing site samples to ensure they meet EPA guidelines.

The final step occurs when Aftermath provides Destin with written notification of the site closure, including all site records for the project.

Daily Standard Workflows

To maintain a high standard of operational procedures, daily checklists and workflows will be followed during the project. These may include:

- **Start-of-day workflows** - Safety meetings are conducted each morning. Work assignments for each crew are reviewed by your Project Manager. Crews then ensure they have all the necessary equipment to complete their assignments. The team also reviews any safety procedures or concerns before starting work for the day.
- **During-the-day workflows** - Each team proceeds to perform their assigned tasks. Load tickets are provided for every load that leaves the site to ensure the chain of custody.
- **End-of-day workflows** - All equipment is secured and shut down. If any issues or concerns arose during the day they are discussed as a team. The Project Manager collects daily load tickets and they are entered into a database to ensure

timely record keeping. Each crew ensures that necessary fuel and supplies are ready for the next day.

At the end of each day, your Project Manager will provide Destin and the Debris Manager a daily report summarizing the activities and progress from the day.

Aftermath's frequent communication, streamlined process, and ability to tailor our approach based on unique needs are why our clients consistently choose us. Our process places Destin at the center of our work, and everyone on our team aims to serve your goals and needs. We are happy to adjust our process as you need to ensure Destin is able to make a fast recovery after any event.

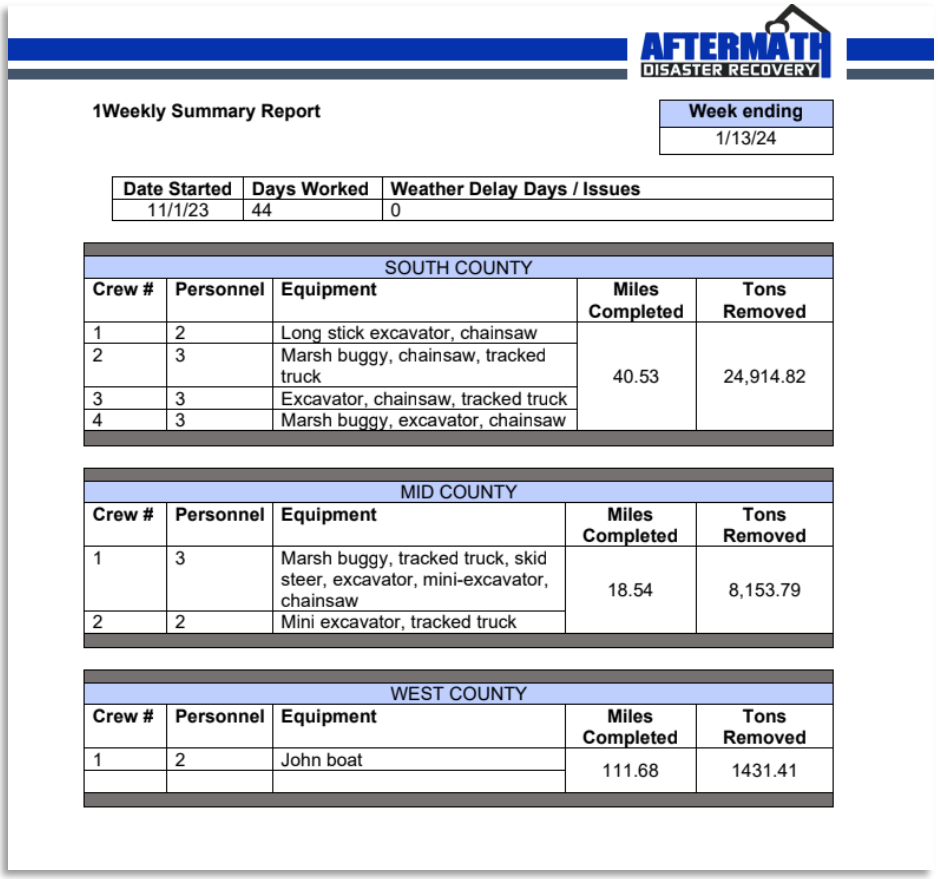
Invoicing and Data Management

Data Management

Aftermath has a 360° view of all aspects revolving around debris removal from Destin. This includes ensuring that you have all the data and documentation required to qualify for reimbursement to cover the costs of clean up and restoration work.

Every load that is hauled to the DDMS site is issued a printed or handwritten ticket. Copies of these tickets are collected and given to the driver, city, and the monitoring firm (if used). To keep the records organized for Destin, the Project Manager collects tickets and adds them to a spreadsheet at the end of every day.

Communication is key in any great relationship. In addition to the above, we also provide daily updates and daily reporting to Destin 's specifications. Weekly summary reports are compiled and delivered at the end of each week.



AFTERMATH DISASTER RECOVERY

1Weekly Summary Report

Week ending
1/13/24

Date Started	Days Worked	Weather Delay Days / Issues
11/1/23	44	0

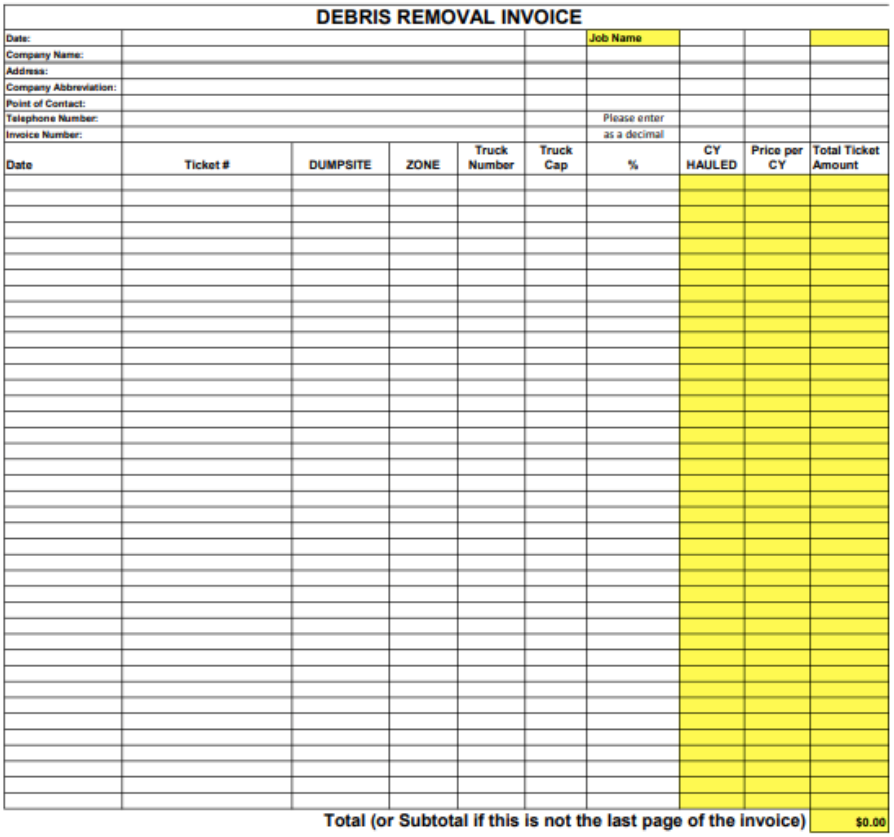
SOUTH COUNTY				
Crew #	Personnel	Equipment	Miles Completed	Tons Removed
1	2	Long stick excavator, chainsaw	40.53	24,914.82
2	3	Marsh buggy, chainsaw, tracked truck		
3	3	Excavator, chainsaw, tracked truck		
4	3	Marsh buggy, excavator, chainsaw		

MID COUNTY				
Crew #	Personnel	Equipment	Miles Completed	Tons Removed
1	3	Marsh buggy, tracked truck, skid steer, excavator, mini-excavator, chainsaw	18.54	8,153.79
2	2	Mini excavator, tracked truck		

WEST COUNTY				
Crew #	Personnel	Equipment	Miles Completed	Tons Removed
1	2	John boat	111.68	1431.41

Invoicing

The invoicing schedule for Destin can be customized to match Destin's typical invoicing procedures. All invoices will be accompanied by complete backup documentation and will be reviewed with Destin prior to submission.



DEBRIS REMOVAL INVOICE

Date:						Job Name			
Company Name:									
Address:									
Company Abbreviation:									
Point of Contact:									
Telephone Number:						Please enter			
Invoice Number:						as a decimal			
Date	Ticket #	DUMPSITE	ZONE	Truck Number	Truck Cap	%	CY HAULED	Price per CY	Total Ticket Amount

DDMS Planning & Management

Site Establishment

Before any work begins, Aftermath first assists Destin in determining the best DDMS locations from all available options. Once the site(s) is identified, photographs and videos are taken to record site conditions prior to usage. Soil samples may also be collected to establish the soil conditions.



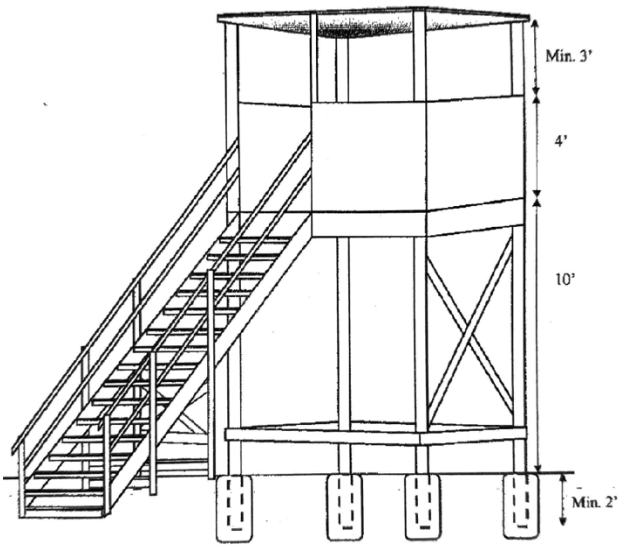
Perimeter controls

Responsible disaster debris clean up requires the strictest perimeter controls to prevent waste and contaminants at the DDMS from entering the surrounding environment or

community. Depending on the location of the DDMS and the nature of the debris, one or more perimeter controls will be used:

- Stormwater controls (e.g.: curbs, berms, hay bales, silt fences)
- Wind controls (e.g.: slatted fencing, tarping, or appropriate covers)
- Preventative spill measures (e.g.: oil booms or filter fabric inlet protection)
- Preventative tracking measures (e.g.: gravel, quarry blend, or rumble strips at exits)

Aftermath is so confident in our perimeter controls, that in the unlikely event a spill or leak occurs, we will take immediate action to get the leak under control, report the incident to local authorities, and pay all clean up costs associated with the spill.



Example Inspection Tower Drawing

Inspection Towers

To provide a safe location for monitors to inspect truck loads, Aftermath will construct at least one OSHA- and FEMA-compliant inspection tower or adequate scissor lift. The tower will safely fit at least three individuals at a time with 64 square feet of usable floor area.

On-site Personnel

To oversee the safety and compliance, Aftermath ensures the following staff are on all DDMS sites:

- **DDMS Foreman:** responsible for monitoring and documenting equipment and labor time.
- **DDMS Safety Manager:** responsible for traffic control and ensuring site operations remain compliant with state and federal Occupational Safety and Health (OSHA), FEMA, and environmental regulations
- **DDMS Site Manager:** oversees debris removal contractors and on-site debris processing contractors to ensure they are compliant with their contract.

DDMS Operations

Debris Staging → Debris Reduction → Final Disposal

Debris Staging

Once the DDMS site begins operating, debris from nearby areas is brought on-site to this central location. The debris is then staged according to its classification, such as vegetative debris, C&D, and household waste. Each DDMS site is monitored to ensure debris is separated into its appropriate classification prior to removal.

Debris Reduction

In some cases, the DDMS becomes overrun with debris before it is time to haul the debris to final disposal. In these situations, Aftermath can perform reduction activities, such as grinding vegetative waste to mulch or incineration. As part of establishing the DDMS, we will work with Destin to determine if reduction will be needed for the specific project.

Debris Recycling

Aftermath believes that all vegetation should get recycled, and we work with our clients to make sure all rules and regulations are met with this goal in mind. Recycling mulched debris benefits local landfills and the City by reducing waste that would otherwise take up space in a landfill, providing the landfill with cover, and often has a lower final disposal cost.

Hauling Debris to Final Disposal

The staged debris will be hauled to final disposal at the designated location. To measure and control debris removal, when debris is moved from the temporary debris site to final disposal a load ticket is issued from the monitor. The load is then driven directly to the Final Disposal Site to dispose of the debris in accordance with all federal, state, and local rules and regulations.

DDMS Breakdown

Site Remediation

When the site is no longer needed, it will be closed once all temporary structures, materials, and waste have been removed from the premise. Aftermath will return the site to its original condition prior to the project, including analyzing site samples to ensure they meet EPA guidelines.

For your convenience, Aftermath will provide written notification of the site closure, including all chain of custody records for the project.

Sample Project Methodology

In a significant, citywide event, Aftermath has the capability to remove, reduce, and haul mixed debris to the planned disposal site. Categories of debris are segregated at the DDMS according to type and the DDMS management plan.

Operational Approach	***Resources***
Aftermath begins by listening to the representatives of Destin in order to understand the impact of the event and to determine the City's priorities. If a monitoring firm is present, we will begin collaboration for consistent communication and data sharing. Aftermath will conduct a post-event assessment to determine scope of damages and equipment needs. The Project manager then deploys necessary equipment and crews. Aftermath would respond with all company owned assets and, drawing from our pool of vetted subcontractors, would mobilize the number of units determined necessary. We can provide as many self-loading hauling units that Destin may request. DDMS management will be managed by Aftermath site manager and owned equipment. All reduction site crews are trained in property reclamation in order to thoroughly restore the site at the conclusion of the operation. We would provide samples of public messaging the Destin can utilize to instruct the community on	Project manager Site manager Quality control manager DDMS management equipment Reduction equipment In-house Self-loaders and skid steer crews Vetted subcontractor crews.

methods for segregating debris according to debris type. Messages can include how to stack debris in order to minimize mixed piles of debris. We would conduct first and second pass on woody debris which would be reduced and recycled at the DDMS. Then we would conduct third and final pass to pick up C&D and mixed piles to be hauled directly to final disposal.	

Demobilization Process

After TDSR closeout procedures have been completed and approved, the Project Manager will begin demobilization to remove all equipment from the area. This process is often completed within 36 hours, including the delivery of all final project reports and documentation.

Post Project

Once Destin's project is deemed complete, Aftermath is available for Post-Disaster Recovery meetings to discuss the operations, training, monitoring, and development of the project as a review and for the future preparation of the City of Destin.

Safety Record and Training

Aftermath Disaster Recovery, Inc.'s safety record reflects our commitment to the safety of our crews while being in a high-risk industry. Because we perform virtually all our own work as opposed to subcontracting our labor out, our incident exposure is greater. We have, however, an incentive to ensure a safe work environment and promote a culture of safety because the actual work being performed is covered by our insurance. Our safety manual is available for review upon request.

	2019	2020	2021	2022	2023
Total Recordable Incidents	1	0	0	0	0
Total Lost Workdays	30	0	0	0	0
Total Incidents involving a fatality	0	0	0	0	0

Citations/Violations	0	0	0	0	0
Maritime claims asserted	0	0	0	0	0
General Liability claims asserted	0	0	0	0	0

Safety Training

Aftermath provides training for new hires at all levels of responsibility. Supervisors are provided with orientation and trained in all safety rules and materials by top management, and then work alongside current supervisors as a mentor for a two week period to make sure site safety requirements and safety operations are understood.



Our employee training addresses operational issues along with health, safety, and human resources. Because of the nature of our work, it is imperative that our safety policies and procedures are communicated clearly. The safety manager assess training needs and coordinates any necessary training in order to meet the company's minimum training requirements.

We have a track record of consistently and effectively being able to fill all requirements put forth by the City of Destin.

Quality Control Plan

Purpose

Aftermath Disaster Recovery, Inc.'s Quality Control Plan (QCP) for projects is established to maintain the highest quality work and best practices in the industry.

To assure compliance with the requirements of the contract, the QCP applies to all phases of work on the project in accordance with the contract. All subcontractors and suppliers will adhere to Aftermath's established procedures and policies. The QCP covers all aspects of the debris operation and includes safety at all work sites including debris collection sites and DDMS.

Quality Control Management

Aftermath's core values include performing quality work. Because most of our work is self-performed, we have a high incentive to closely monitor the quality and practices of our work. The personalized attention each project receives is a core component of our Quality Control practice. The project team, including full-time staff and any sub-contractors, report to the ADR Project Manager and the Vice-President of Operations.

Aftermath's project manager assigned to the project will be the first point of contact for any quality control questions. Quality management practices and principles are reviewed and tailored as needed to meet the needs of the organization and the project.

Procedures

Aftermath firmly believes that written quality control testing and inspection procedures create a strong Quality Control Plan. Our documentation revisions are periodically distributed and available to staff and any subcontractors working with Aftermath.

As a component of Aftermath's management practices, communication practices include daily reports which capture the main activities of each day. These reports summarize the work performed, the types of equipment on-site and the hours of operation during the reporting period. Any inspections and tests conducted, along with the results, are also recorded on the report.

In addition, Aftermath maintains safety protocols for workers and visitors to DDMS and debris collection sites. OSHA and environmental requirements are met, and a safety officer is assigned to the project for the duration of the contract. Worker protection, traffic control, and work zone safety practices are enforced. Any deficiencies found during the work process are reported and proposed remedial activities are implemented to remedy existing non-conformances.

Aftermath employees and subcontractors will follow Aftermath's protocols for determining decisions on questionable debris. Staff are trained and knowledgeable regarding debris, debris segregation, and proper loading and unloading procedures as well as inspecting trucks. Work must be satisfactorily completed and accepted by Aftermath in accordance with the contract and project requirements.

To ensure best practices and procedures for quality control, Aftermath maintains

- Up-to-date training for personnel
- Services, equipment, and other supplies that conform to specified requirements
- Well-maintained equipment, managed by on-site staff mechanics
- Certifications for special processes, procedures, and equipment

Non-Conformance (NCF)

A Non-Conformance exists when a deficiency is discovered with either a procedure, result, or equipment. The Project Manager will initiate a Non-Conformance Report (NCR) when an issue is noted. The City of Destin may also opt to request an NCR if they feel the Contractor is not being responsive. Each NCR shall be categorized based upon the root cause of the NCR as determined by the Vice President of Operations.

Documenting and Resolving Damages

Aftermath is dedicated to full transparency during the entire project. While our processes are clearly defined and our team takes special care when on-site, the unpredictability of disaster debris removal sometimes results in incidental damages. In the event that any incidental damages occur, your Project Manager will personally field all complaints to address 100% of community concerns.

Damage Resolution

100%

of customer complaints fielded by your Project Manager

To expedite solutions, we aim to resolve all matters typically in one day, but certainly within no more than a few days. If resolutions cannot be reached in this timeframe, the matter will be escalated to Aftermath's general liability carrier immediately.

We take resolving issues seriously, and that's why each step of our process is documented on our tracking form from inception to resolution, ensuring each complaint is adequately addressed. Because our job is to serve Destin and the community, we believe that how we handle issues is a direct reflection on our commitment to serve, and we always work to find a speedy resolution.

Sample Incident Report Form

Incident Report Form

Details from Person Completing the Form					
Today's Date		Time		Incident #	
Name			Title		

Details of the Incident			
Name of Person Reporting			
Phone		Email	
Address of the Incident			
Description of damages			
Name of Contractor/Subcontractor/ Individual (if known)			

Follow Up			
Investigated by		Date	
Plan of action			
Damage Attributed to		Cost	
Expected Date for Resolution			

Closeout	
Date Release Signed	

FEMA Reimbursement

Restoration, clean up and emergency work after a disaster is costly. Aftermath can help Destin navigate and apply for FEMA reimbursement to obtain emergency funds to support your restoration and repairs. Our goal is to help your community quickly rebuild after an event, and a key part of that process is receiving all the reimbursement to which you are entitled.

Aftermath's team will work with you to ensure you receive any documentation or other essential information from us to complete the process. We work with all stakeholders, such as FEMA representatives, monitoring firms, Destin's team, and subcontractors, to ensure maximum eligibility rates.

Overview of the FEMA Process

All projects eligible for FEMA funding follow a similar process. First your local and state governments respond with currently available resources. Then a damage assessment by local, state, and federal agencies determines the loss and recovery needs. Once this has been assessed, the Governor can issue a major disaster declaration and commit state funds to the project. FEMA will then evaluate the request and make their recommendations to the White House for the President to approve or deny a request for a federal emergency declaration. Upon approval, funds will be released shortly after.

We Help:

- Navigate and apply for FEMA Reimbursement
- Gather documentation and essential information from us
- Coordinate with FEMA representative, monitoring firms, and subcontractors for maximum eligibility

To qualify for FEMA reimbursement you must prove:

- The restoration is the result of an emergency or disaster event
- The restoration is located within a designated emergency or disaster area
- The restoration is under your legal responsibility.

If all requirements are met, you can receive funding in as little as a few weeks, or as long as a few months.

Aftermath has worked with many agencies to receive FEMA reimbursements after a disaster. We will help assist and provide the guidance on the process that Destin needs. If desired, Aftermath will host a FEMA training session to guide your team through the FEMA requirements and how to prepare for them.

FEMA adherence

Aftermath Disaster Recovery's projects primarily receive FEMA reimbursement, but we have extensive experience with NRCS, NRDA, and HUD CDBG-DR grant funding sources as well.

Following a major disaster, federal funding may be available to help local governments repair or replace damaged facilities. The primary reason that local governments fail to receive reimbursement is the lack of properly documented disaster costs. Since federal payments are based on Project Worksheets, final inspections and audits, the proper documentation of costs is an absolute requirement. Aftermath can assist Destin in the do's and don't's of the process.

Sample FEMA Worksheets

DEPARTMENT OF HOMELAND SECURITY
Federal Emergency Management Agency
CONTRACT WORK SUMMARY RECORD

PAGE ____ OF ____

O.M.B. Control Number: 1660-0017
Expires: June 30, 2020

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this data collection is estimated to average .5 hours per response. The burden estimates includes time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. You are not required to respond to this collection of information unless a valid OMB control number is displayed on this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0017). **NOTE: Do not send your completed questionnaire to this address.**

DATE	PA ID #	PROJECT #	DISASTER

LOCATION/SITE	CATEGORY	PERIOD COVERING

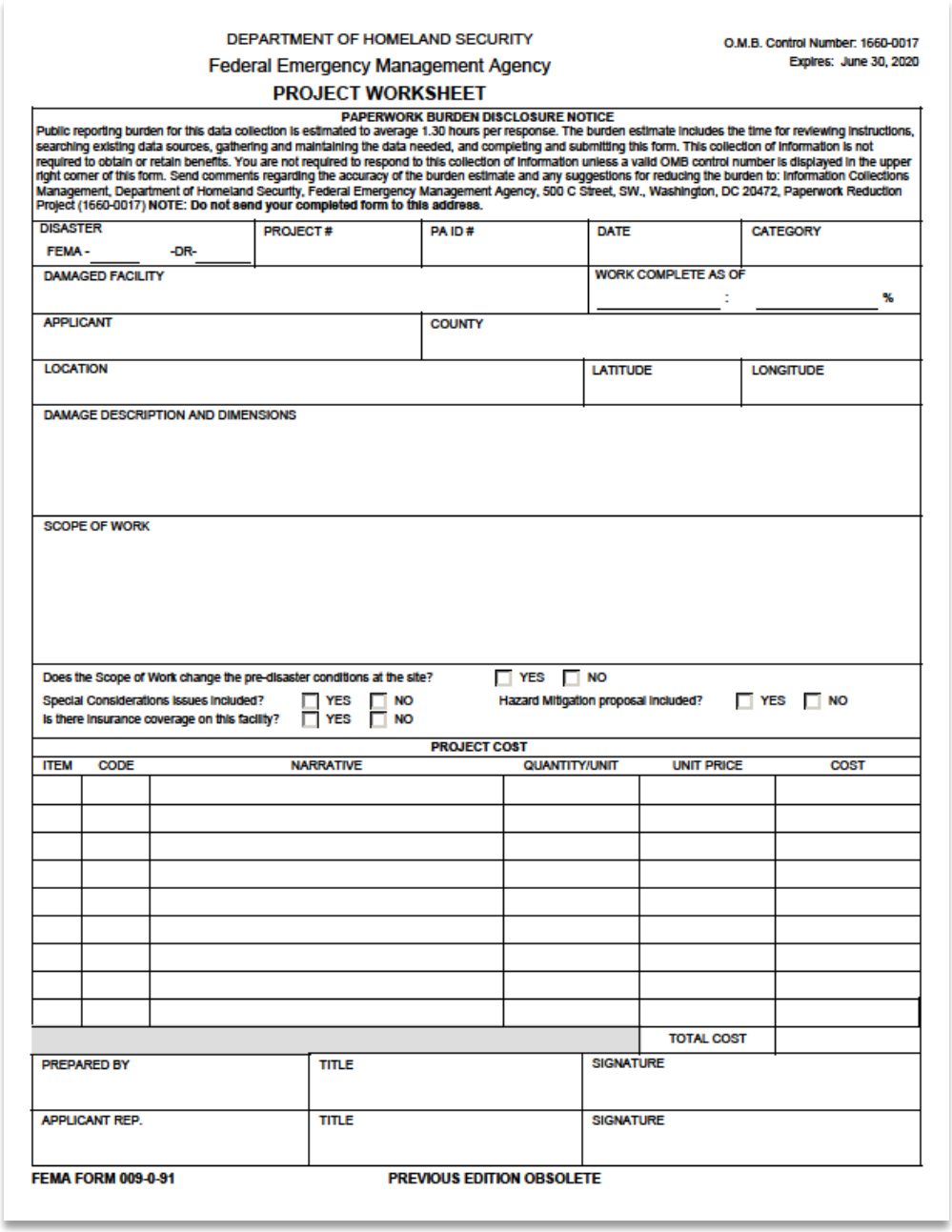
DESCRIPTION OF WORK PERFORMED

DATES WORKED	CONTRACTOR	BILLING/INVOICE NUMBER	AMOUNT	COMMENTS- SCOPE
GRAND TOTAL				

I CERTIFY THAT THE INFORMATION WAS OBTAINED FROM PAYROLL, INVOICES, OR OTHER DOCUMENT THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED	TITLE	DATE

FEMA Form 009-0-126 PREVIOUS EDITION OBSOLETE



DEPARTMENT OF HOMELAND SECURITY
Federal Emergency Management Agency
PROJECT WORKSHEET

O.M.B. Control Number: 1660-0017
Expires: June 30, 2020

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this data collection is estimated to average 1.30 hours per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. This collection of information is not required to obtain or retain benefits. You are not required to respond to this collection of information unless a valid OMB control number is displayed in the upper right corner of this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW., Washington, DC 20472, Paperwork Reduction Project (1660-0017) **NOTE: Do not send your completed form to this address.**

DISASTER FEMA - _____ -DR- _____	PROJECT #	PA ID #	DATE	CATEGORY
DAMAGED FACILITY			WORK COMPLETE AS OF _____ : _____ %	
APPLICANT		COUNTY		
LOCATION			LATITUDE	LONGITUDE
DAMAGE DESCRIPTION AND DIMENSIONS				
SCOPE OF WORK				

Does the Scope of Work change the pre-disaster conditions at the site? ☐ YES ☐ NO

Special Considerations issues included? ☐ YES ☐ NO Hazard Mitigation proposal included? ☐ YES ☐ NO

Is there insurance coverage on this facility? ☐ YES ☐ NO

PROJECT COST

ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
				TOTAL COST	

PREPARED BY	TITLE	SIGNATURE
APPLICANT REP.	TITLE	SIGNATURE

FEMA FORM 009-0-91 **PREVIOUS EDITION OBSOLETE**

Subcontractor Management

While we staff all projects with our team first, to provide the highest quality service for Destin, Aftermath may need to activate a team of subcontractors to assist company personnel on a per-project basis. This allows us to provide quicker and more efficient debris removal on any scale required.

Subcontractors are closely vetted with the strictest detail by the Aftermath team before being added to a list of approved subcontractors. They also are expected to work to the

same high standards as our employees. Aftermath sets clear and detailed expectations for all subcontractors to follow to better execute disaster recovery efforts and benefit Destin and the community.

Key Takeaways

- Aftermath Staff First
- Thoroughly Vetted Subcontractors
- Project Manager oversight
- Diversity & Inclusion Efforts

Aftermath's Role in Subcontractor Management

Aftermath will be the primary contact for the project including day-to-day project management, supervision of communication, reporting requirements, and quality assurance. With detailed subcontractor management processes, Aftermath ensures quick activation of any subcontracts and ensures subcontractors deliver the same high-quality work as the Aftermath employees at all times.

Subcontractor Responsibilities

Debris removal subcontractors may play a critical role in project execution. Subcontractors' main responsibilities include loading debris, hauling debris to the designated DDMS, and utilizing a "clean as you go" approach as the project progresses. Every subcontractor must also meet the same standards and adhere to all compliance and environmental guidelines as Aftermath employees.

Subcontractors are valued as part of our team and as such are also required to submit daily progress reports to the Project Manager. The Project Manager uses these updates to adjust the plan to maximize effort and minimize the time it takes to achieve the project goals. This planning process creates the best outcome for Destin because the work of our subcontractors is always aligned with your goals and our overall project plan.

Top-down Project Management

Our Project Manager coordinates the work of all subcontractors to ensure that they are successfully and seamlessly integrated into the entire project in a cohesive manner. This also means Aftermath can make decisions quickly, when needed, to ensure the safety of employees and contractors and to mitigate any risks to the project.

Ensuring Consistency and Quality Assurance

Aftermath's priority is to provide the highest quality of service to ensure the clean up at Destin's site is performed quickly and safely, which will allow your community to get back to "business as usual" as soon as possible. If an event is large enough that Aftermath needs support in addition to our own employees, we will utilize subcontractors to act in our place where needed.

The following factors allows Aftermath to ensure Destin receives the consistency of our high-quality service even when we employ external subcontractors:

- All subcontractors are vetted by our senior management team and company owners.
- All subcontractors are closely supervised by our Site or Project Supervisors.
- Before starting any on-site work, every contractor is provided with a detailed and unambiguous subcontract that outlines their legal obligations.
- All subcontractors submit daily progress reports to ensure they are keeping to schedule and can inform the Project Manager about any issues in their designated areas.
- Aftermath provides templates for subcontractor invoices for consistency.

Ultimately, subcontractors are acting under the umbrella of Aftermath, and we are responsible for ensuring their work product and conduct for Destin are of the highest standards.

Non-Discrimination Initiatives

Subcontractors are a key part of a successful business. To accomplish this, Aftermath looks for subcontractors from a variety of sources including:

- Minority and small business trade associations
- Business development organizations and local chambers of commerce
- Via review sources from the Dynamic Small Business Search site
- Via review sources from the System for Award Management site
- Via review sources from the Department of Veterans Affairs, Vendor Information Pages VIP

Whether Destin's project can be accomplished with our own team or in conjunction with subcontractors, you can rest assured that it will be completed with the same level of service and personalized attention that our clients know and love.

Tab 5: Previous Experience

Past Experience

Since its founding, Aftermath has supported our clients' recovery from events of all sizes. Our breadth of experience is evidenced by Aftermath's involvement in the cleanup efforts of every major hurricane since Hurricane Charlie in 2004. From cleaning up after hurricanes to helping communities recover from ice storms, our team is prepared to assist Destin after any event.

As you can see from our example projects below, Aftermath's expertise spans many different types of projects. The very nature of this Pre-Event contract implies that we do not know what type of event may hit Destin's community. Fortunately for Destin, our specialty is listening to your needs, and then using our specific skills and experience to serve you. Because we perform our own work in addition to managing projects, we have hands-on knowledge about how to most effectively execute operations. We strive to serve our clients and help them meet their project goals. For example, if Destin is seeking FEMA reimbursement for an event, we have the experience to advise you on how to obtain maximum reimbursement.

Our experience list includes several projects that are similar in size and scope. Our experience list includes several projects that are similar in size and scope. Our recent work for Lee and Charlotte County demonstrates our ability to work on FEMA and grant-funded projects. We have successfully cleared debris from Florida's land and waterways, ensuring all stakeholders are satisfied with our workmanship. Notice our jobs highlighted in the chart below for more specifics on similar projects.

In short, Aftermath's extensive experience working on projects both large and small with a hands-on approach means you can trust that we will be ready to help you recover the minute disaster strikes.

"Thanks for your efforts! Your crew is fast and efficient. [The county] should know the canal clean-up is in professional hands."

Alan B., President
Avalon Bay Condo Association

10 Year Experience Chart

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Saint Pete Beach	FL	Hurricane Helene & Milton	Prime Contractor for removal, hauling, and disposal of storm debris, including large quantities of C&D debris due to flooding from storm surge	9/30/2024 – 12/26/24	$4,100,000	225.402 CY	Brian Gelock	(727) 363-9242	bgelock@stpetebeach.org
Harris County Flood Control District	TX	Hurricane Beryl	Prime Contractor for removal, hauling, and disposal of storm Debris removal following Hurricane Beryl in over 2700 miles of canals and ditches across the district	7/22/2024 – 12/30/2024	$14,059,490	54,357 Tons	Don Wallin	(281) 677-7107	donald.wallin@hcfcd.hctx.net
City of Dallas	TX	Straight-Line Winds	Prime Contractor for the debris cleanup efforts following the severe storm in Dallas in May of 2024. Worked closely with the city's resources to quickly gather debris from city right-of-ways	6/20/2024 – 7/26/2024	$1,850,000	212,000 CY	Eduardo Reyes	(469) 263-2388	eduardo.reyes@dallas.gov
City of Austin	TX	On-Call	Provided 5 trucks for ancillary brush and bulk collection and compost hauling services for the city of Austin	3/25/2024 – 5/3/2024			Samuel Gilbert	(512) 974-2985	samuel.gilbert@asutintexas.gov
Southwest Florida Water Management District	FL	Hurricane Ian	Prime Contractor for removing hurricane-generated debris from the Flint Creek Canal located in Hillsborough County. Obtained ROE agreements, removed and mulched vegetative debris, and spread resulting chips in compliance with SWFWMD and FDEP standards.	1/8/2024 – 1/14/2024	$638,000	15,909 LF	Chris McCall	(352) 279-5448	Chris.McCall@swfwmd.state.fl.us
Suwannee River Ashbritt	FL	Hurricane Idalia	Removed storm-generated waterborne debris in difficult-to-reach areas of the Suwannee River following Hurricane Idalia.	9/6/2023 – 10/23/2023	$836,110.88	10,550 CY	Danny Sides	(336) 215-5409	dsides@ashbritt.com
Charlotte County	FL	Hurricane Ian	Prime Contractor for the removal, hauling, and disposal of trees, logs, stumps, brush, and other rubbish in waterways, canals, drainage ditches, and retention ponds, funded by the NRCS.	5/15/2023 – 1/25/2024	$15,009,406	39,651 Tons	Karen Bliss	(941) 575-3642	karen.bliss@charlottecountyfl.gov

AFTERMATH DISASTER RECOVERY

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Lee County	FL	Hurricane Ian	Prime Contractor for NRCS funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, and rubbish generated from waterways, canals, and drainage ditches.	6/26/2023 – 9/30/2023	$12,800,000	160,000CY	Phil Gillogly	(239) 850-2636	pgillogly@leegov.com
City of Dallas Arbor Masters	TX	On-Call	Collection of bulk debris from City of Dallas collection sites and hauling to final disposal facility	9/1/2022 - 7/15/2023	$633,880	N/A	Monique Jackson	(405) 312-1710	mjackson@arbormasters.com
City of Austin Ceres	TX	2023 Ice Storm	Cut, collection, and hauling nearly 100,000 CY of debris consisting of fallen or hazardous trees and limbs from right-of-ways in the City of Austin following ice storm	2/6/2023 - 4/30/2023	$498,095	99,619 CY	Simon Neuens	(906) 239-7476	
Florida Department of Emergency Management SWFL Response LLC	FL	Hurricane Ian	Performed FEMA funded FDEM debris removal project utilizing our barges on tidally impacted waterways in Lee County.	12/2/2022 - 2/26/2023	$2,446,722	37,642 CY	Joe Cejka	(954) 826-6960	jcejka@ashbritt.com
Lee County	FL	Hurricane Ian	Prime Contractor for FEMA funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, and rubbish generated from waterways, canals, and drainage ditches.	11/29/2022 – 12/16/2022	$5,766.108	69,793 CY	Phil Gillogly	(239) 850-2636	pgillogly@leegov.com
City of Northport Optimal Recovery LLC	FL	Hurricane Ian	Debris removal, hauling, and disposal from city right-of-ways in Northport, Florida	10/6/2022 – 12/3/2022	$905,965	184,218 CY	Brent Reedy	(352) 206-5541	optimalrecovery@tampabay.rr.com
City of Austin DRC	TX	On-Call	Collection of bulk debris from City of Austin right-of-ways and hauling to final disposal facility	5/1/2022 – 6/26/2022	$215,829	N/A	Shaun Meek	(469) 628-3390	
"Terrebonne Parish DRC"	LA	Hurricane Ida	Right of way debris removal and hauling resulting from Hurricane Ida. Over 200,000CY of debris removed with our fleet of trucks.	9/9/2021 - 4/17/2022	$1,068,413	213,683 CY	Glen Nelson	504-214-2892	nelsonbros@cox.net

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Terrebonne Parish DNR Group	LA	Hurricane Ida	Responsible for collecting, hauling, and disposing of storm-generated vegetative and other debris in waterways of Terrebonne Parish	12/15/2021 – 5/22/2022	$2,341,543	39,036 CY	Glen Nelson	504-214-2892	nelsonbros@cox.net
Bayou La Fourche DNR Group	LA	Hurricane Ida	Responsible for collecting, hauling, and disposing of storm-generated vegetative and other debris in waterways of Bayou La Fourche and St. Charles Parish	10/25/21 – 3/01/2022	$619,704	10,328 CY	Glen Nelson	504-214-2892	nelsonbros@cox.net
Northwest Florida Water Management District	FL	various	As a pre-qualified contractor for the District, we have performed various projects ranging from rebuilding roads, delivering road-building materials, and land clearing.	1/1/2021 - 12/31/2021	$234,621	N/A	Sean Creel	(850) 867-3205	sean.creel@nwfwater.com
New Indy Paper Mill BKW	SC	n/a	Waste extraction and safe disposal of paper mill-generated sludge from nearby detention ponds	6/22/2021 - 7/26/2021	$1,073,069	N/A	Bill Webb	(865) 207-3494	bill@bkw-inc.com
Orange County Drainage District	TX	"Hurricane Sally"	Prime Contractor for NRCS funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from waterways.	6/3/2021 – 7/24/2021	$1,200,000	46,464 LF	Austin Barrow	(409) 745-3225	abarrow@orangecountydrainage.com
Dog Island Conservation District	FL	Hurricane Michael	Prime contractor for the Dog Island Conservation District's beach debris removal and sea oat planting project. The project was funded by the NOAA and the National Fish and Wildlife Foundation.	2/23/2021 - 3/8/2021	$399,000	2,100 CY	Dr. William Stone	(850) 933-2342	williamstone1048@gmail.com
Oklahoma-various	OK	Early ice storm	Right of way debris removal and hauling in various locations across various Oklahoma towns and counties due to early ice storms.	11/4/2020 - 2/8/2020	$568,375	113,675 CY	John Longton	(580) 264-6028	greenbeltturf@yahoo.com
Escambia County BKW	FL	Hurricane Sally	Hurricane Sally right of way debris removal and hauling of vegetative and C&D debris from across the county.	10/1/2020-11/30/2020	$628,006	125,600 CY	Bill Webb	(865) 207-3494	bill@bkw-inc.com
City of Boulder Custom Tree Care	CO	Early ice storm	Right of way debris removal and hauling in various locations across the city due to early ice storms.	9/16/2020 - 11/20/2020	$385,500	57,746 CY	Jeremy Britton	(256) 749-4886	jbritton@customtreecare.com

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Brazoria County	TX	Hurricane Harvey	Prime Contractor for HUD CDBG-DR/TXGLO funded storm debris removal, hauling, reduction, and site management for Oyster Creek Desnagging project.	4/6/2020 - 7/31/2020	$4,314,248	74,569 CY 46 miles	Clay Forrister	(979) 864-1267	ClayF@brazoria-county.com
Orange County Drainage District	TX	Hurricane Harvey	Prime Contractor for NRCS funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from Cow Bayou.	10/22/2019 - 11/21/2019	$548,000	46,464 LF	Austin Barrow	(409) 745-3225	abarrow@orangecountydrainage.com
Harris County - Ceres	TX	Tropical Storm Imelda	FEMA reimbursed right of way vegetative and C&D debris removal in Harris County, TX.	9/23/2019 - 10/11/2019	$248,000	daily rate	Patricia Macey	(281) 729-2305	patricia.macey@ceresenv.com
Orange County Drainage District	TX	Hurricane Harvey	Prime contractor for NRCS funded cleanup of storm debris by the removal of trees, logs, stumps, brush, tops, blockages, rubbish generated from Adams Bayou.	7/22/2019 - 9/12/2019	$547,400	42,768 LF	Austin Barrow	(409) 745-3225	abarrow@orangecountydrainage.com
Harris County Flood Control District	TX	Hurricane Harvey	Cleanup of storm debris by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, rubbish generated from Greens Bayou and Spring Creek.	7/21/2019 - 8/22/2019	$680,000	11,681 CY	Jeff Jowell	(832) 347-4856	jeff.jowell@hcfcd.org
Northwest Florida Water Management District- Ashbritt	FL	Hurricane Michael	FEMA reimbursed cleanup of storm debris by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, rubbish generated from the Econfina Creek.	2/24/2019 - 3/29/2019	$943,116	15,719 CY	Sean Creel	(850) 867-3205	sean.creel@nwfwater.com
Jackson County- Ceres	FL	Hurricane Michael	FEMA reimbursed right of way vegetative and C&D debris removal from Jackson County, FL.	10/28/2018 - 2/2/2019	$397,347	66,225 CY	Stanley Bloodworth	(601) 529-4805	stanley.bloodworth@ceresenv.com
Lee County- East Mulloch Drainage District	FL	Hurricane Irma	Prime contractor for the FEMA reimbursed cleanup of storm debris by the removal, hauling, and final disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from EMDD and Lee County DOT canals. Coordinated with all community and project stakeholders	10/29/2018 - 1/17/2019	$829,680	27,656 LF	Phil Gillogly	(239) 850-2636	pgillogly@leegov.com

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Harris County Flood Control District	TX	Hurricane Harvey	Prime contractor for the FEMA reimbursed cleanup of storm debris by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, rubbish generated from Buffalo Bayou and Cypress Creek. Handled permitting, management, and closure of temporary debris reduction sites, reduction of vegetation by grinding, and hauling to final disposal.	2/23/2018 - 11/1/2018	$3,918,690	17,270 tons/ 120,891 CY 32 miles	Jeff Jowell	(832) 347-4856	jeff.jowell@hcfcd.org
City of Apopka-Crowder Gulf	FL	Hurricane Irma	Right of way vegetative and C&D debris removal as well as leaner and hanger removal from Apopka, FL.	10/15/2017 - 10/30/2017	$199,329	36,241 CY	Eric Hall	(251) 459-7430	ehall@crowdergulf.com
City of Katy - Ceres	TX	Hurricane Harvey	FEMA reimbursed right of way vegetative and C&D debris removal from Katy, TX.	8/28/2017 - 10/30/2017	$36,675	6,620 CY	Stanley Bloodworth	(601) 529-4805	stanley.bloodworth@ceresenv.com
Texas DOT-Harris County Maintenance Division	TX	Hurricane Harvey	Prime contractor for waterborne debris removal, hauling, and final disposal of storm debris from the San Jacinto River.	8/28/2017 - 10/30/2017	$661,024	14,004 CY	Jimmy Higginson	(713) 448-0517	jimmy.higginson@txdot.gov
Village of Wellington-Tag Grinding Svcs	FL	Hurricane Irma	Right of way vegetative and C&D debris removal from Wellington, FL.	9/15/2017 - 10/15/2017	$244,423	42,475 CY	Jerry Brooks	(256) 786-9673	faith@taggrinding.com
Beaufort County-Ashbritt	SC	Hurricane Matthew	Cleanup of storm debris from county waterways by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, and rubbish.	4/15/2017 - 5/15/2017	$990,267	7,335 CY	Dan Strode	(954) 725-6992	dstrode@ashbritt.com
St. John's River-Crowder Gulf	FL	Hurricane Matthew	Cleanup of storm debris from the St. John's River by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, and rubbish.	2/1/2017 - 3/31/2017	$1,601,757	17,797 CY	Eric Hall	(251) 459-7430	ehall@crowdergulf.com
Dare County, NC Tag Grinding Svcs	NC	Hurricane Matthew	Right of way vegetative and C&D debris removal from Dare County, NC.	11/27/2016 - 12/9/2016	$83,536	11,977 CY	Jerry Brooks	(256) 786-9673	faith@taggrinding.com
Putnam County, FL-Tag Grinding Svcs	FL	Hurricane Matthew	Right of way vegetative and C&D debris removal from Putnam County, FL.	12/13/2016 - 1/7/2017	$140,790	24,485 CY	Jerry Brooks	(256) 786-9673	faith@taggrinding.com

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Florida Fish & Wildlife- St. Andrews Bay	FL	not storm related	Constructed 47 artificial reefs measuring 15x150x3 to serve as wave breaks in order to restore sea grass habitat on the west end of St. Andrews Bay, FL.	10/1/2016 - 11/15/2016	$110,000	planted 4,000 CY of cultch	Katie Konchar	(850) 617-9506	katie.konchar@myfwc.com
Baton Rouge- DRC	LA	floods	Right of way vegetative and C&D debris removal from Baton Rouge, LA.	9/3/2016 - 10/31/2016	$162,104	30,877 CY	Glen Nelson	(504) 214-2892	nelsonbros@cox.net
Houston floods- DRC	TX	floods	Right of way vegetative and C&D debris removal from Houston and Harris County flooding.	6/1/2016 - 8/30/2016	$136,500	26,080 CY	Glen Nelson	(504) 214-2892	nelsonbros@cox.net
Texas DOT- Harris County Maintenance Division	TX	maintenance contract	Waterborne debris and driftwood collection, removal, and hauling to final disposal from the San Jacinto River	5/9/2016 - 5/27/2016	$256,500	6,840 CY	Alan Moreau, Jr.	(281) 319-6450	alan.moreau@txdot.gov
Texas DOT- Harris County Maintenance Division	TX	maintenance contract	Waterborne debris and driftwood collection, removal, and hauling to final disposal from the San Jacinto River	6/17/2016 - 6/30/2016	$262,732	7,007 CY	Alan Moreau, Jr.	(281) 319-6450	alan.moreau@txdot.gov
Smith County - DRC	TX	tornadoes	Right of way vegetative debris removal from Smith County resulting from tornado	4/1/2016 - 6/15/2016	$56,287	10,234 CY	Glen Nelson	(504) 214-2892	nelsonbros@cox.net







Right of Way Work

Aftermath's capabilities are illustrated through the examples below.



Hurricane Harvey Clean-up

Hurricane Harvey caused over $125 billion dollars' worth of damage in Texas and Louisiana. Aftermath assisted several agencies on multiple projects that resulted in the removal of over 375,000 cubic yards of debris from the area. These projects included pre-operation assessments to determine the best project approach. The key challenges included formulating a plan for efficiently mapping out the affected areas, which were spread over seven counties, to facilitate the efficient removal of debris while maintaining public safety and the safety of our workforce.

Hurricane Sally Clean-up

In 2020, Hurricane Sally caused over $7.3 billion dollars in damage. Escambia County in Florida called Aftermath to manage the removal of over 240,000 cubic yards of debris. We managed trucks, skid steer crews, and hand labor to complete the recovery efforts in roughly ninety days.

Baton Rouge, LA Floods

Major flooding in Baton Rouge caused massive amounts of vegetation and construction/demolition debris to wash up. Aftermath worked as the primary subcontractor for the recovery effort, which included managing the mapping, zoning, distribution, and record-keeping. This also included coordinating over 100 trucks and crews to assist in removing over 750,000 cubic yards of debris across the city.

Waterway Work



Charlotte County, Florida

In May 2023, Aftermath Disaster Recovery Inc. was contracted by Charlotte County to initiate the NRCS-funded cleanup of storm-generated debris from various water bodies including lakes, ditches, and freshwater canals resulting from Hurricane Ian. In Phase 1, we removed all of the debris from the county's retention ponds in under 10 days. In Phase 2, the bulk of the operation, we removed approximately 40,000 tons of debris from non-navigable waterways and primary ditches across the county. Aftermath deployed eight crews as well as subcontractors to cleanup more than 3.5 miles of canals per day. Aftermath's daily progress reports and weekly status meetings ensured transparency and accountability with the county and NRCS leadership. As part of the funding extension process, an NRCS representative conducted multiple on-site visits to assess the quality of Aftermath's cleanup operations, affirming the excellence of our efforts.

Lee County, Florida

Aftermath Disaster Recovery has been Lee County's emergency waterway debris removal contractor since 2019. In the aftermath of Hurricane Ian, Lee County activated Aftermath to undertake FEMA-reimbursed cleanup operations. Within a 10-day period, our team diligently extracted nearly 70,000 cubic yards of assorted debris, including trees, logs, stumps, brush, blockages, and refuse, from the county's water bodies, canals, and drainage ditches. After successfully securing NRCS funding, our operations tackled an additional 151,000 cubic yards of storm-generated debris in the remaining 40 miles of waterways. Our specialized low-impact marsh buggies and precise execution protected the environmentally sensitive mangroves within the county's waterways as well as

densely populated areas without compromising the mangrove permit requirements or impeding operational efficiency.

Beaufort County, SC

Aftermath performed Hurricane Matthew debris removal from beaches and marshland around Dataw, St. Helena Islands, and the surrounding areas. Aftermath used shallow draft barges, amphibious excavators, and amphibious transport machines to access and remove the debris from difficult to reach locations. Aftermath collected and gathered the debris onto transport barges using our amphibious equipment, and then brought it to a more water-accessible location. From there, our barges transported the debris to an offload site where the loader trucks offloaded the material from the barges and hauled it to final disposal. Over 20,000 cubic yards of debris was removed from the beaches and marshland during this project.

Edin B. Forsyth National Wildlife Refuge, New Jersey

After Hurricane Sandy, the Edwin B Forsythe National Wildlife Refuge in New Jersey presented a particularly sensitive set of challenges for removing debris. Due to the delicate environment of this 40,000 acre wildlife refuge, Aftermath often relied on removing debris by hand rather than machine excavating. This project required removing debris as small as a few inches to as big as entire houses that were swept away in the floods. Seventy people hand-loaded debris into one-ton bags, which was then loaded onto airboats to be carried to transport sleds that Aftermath custom-designed for wetlands. Amphibious equipment transported the sleds to a staging area where the material was then transferred to barges, which ultimately carried the debris to an offload site for loader trucks to offload and transport to final disposal.

Maurice River, Delaware Bay, NJ

In this project, Aftermath was called in to facilitate debris removal from many water bodies after the devastation from Hurricane Sandy. This project involved cleanup from Tuckerton, NJ at Great Bay to the Delaware River and included beaches such as:

- Atlantic City Beach
- Ventmor City Beach
- Margate City Beach
- Ocean City Boardwalk and Beach
- Sea Isle City Beach
- Avalon, Wildwood, and Cape May beaches

Using sonar machines, the team searched up to 16 feet below the surface to look for debris. These lists of targets were then distributed to barges that removed the targeted debris and transported it to offload sites to be collected by trucks and hauled to final disposal.

References

Project Experience #1			
Agency	***Event***	***Term***	***Amount***
Charlote County, FL	Hurricane Ian	5/15/2023 – 1/25/2024	$15,009,406
Description of Project: Prime Contractor for the removal, hauling, and disposal of trees, logs, stumps, brush, and other rubbish in waterways, canals, drainage ditches, and retention ponds, funded by the NRCS. Removed 39,651 tons.			
Contact Person:	Karen Bliss		
Contact Phone:	(941) 575-3642		
Contact Email:	karen.bliss@charlottecountyfl.gov		

Project Experience #2			
Agency	***Event***	***Term***	***Amount***
Saint Pete Beach, FL	Hurricane Helene and Milton	9/30/2024 – 12/26/2024	$4,100,000
Description of Project: Prime Contractor for removal, hauling, and disposal of storm debris, including large quantities of C&D debris due to flooding from storm surge. Removed 225,402 CY.			
Contact Person:	Brian Gelock		
Contact Phone:	(727) 363-9242		
Contact Email:	bgelock@stpetebeach.org		

Project Experience #3			
Agency	***Event***	***Term***	***Amount***
Harris County Flood Control District, TX	Hurricane Beryl	7/22/2024 – 12/30/2024	$14,059-490
Description of Project: Prime Contractor for removal, hauling, and disposal of storm Debris removal following Hurricane Beryl in over 2700 miles of canals and ditches across the district. Removed 54,357 tons.			
Contact Person:	Don Wallin		
Contact Phone:	(281) 677-7107		
Contact Email:	donald.wallin@hcfcd.hctx.net		

Project Experience #4			
Agency	***Event***	***Term***	***Amount***
Lee County, FL	Hurricane Ian	11/20/2022 – 12/20/22 6/26/2023 – 9/30/2023	$12,800,000.00 218,000 CY
Description of Project: Prime Contractor for NRCS funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, and rubbish generated from waterways, canals, and drainage ditches. Coordinated with all community and project stakeholders.			
Contact Person:	Phil Gillogly		
Contact Phone:	(239) 850-2636		
Contact Email:	pgillogly@leegov.com		

Project Experience #5			
Agency	***Event***	***Term***	***Amount***
Dog Island Conservation District	Hurricane Michael	02/23/2021 - 03/08/2021	$399,000
Description of Project: Prime contractor for the Dog Island Conservation District's beach debris removal and sea oat planting project. The project was funded by the NOAA and the National Fish and Wildlife Foundation.			
Contact Person:	Dr. William Stone		
Contact Phone:	(850) 933-2342		
Contact Email:	williamstone1048@gmail.com		

Tab 6: Financial Capabilities

Bondability

AMERISURE SURETY

Amerisure Mutual Insurance Company
Amerisure Insurance Company
Amerisure Partners Insurance Company
P.O. Box 9098
Farmington Hills, MI 48333-9098

April 20, 2024

Aftermath Disaster Recovery, Inc
1826 Honeysuckle Ln
Prosper, TX 75078

To Whom It May Concern,

The purpose of this letter is to confirm that Aftermath Disaster Recovery, Inc is a valued surety customer of Amerisure Surety (Amerisure). Amerisure is on the Department of Treasury's Registry Listing of Approved Sureties (Circular 570) and rated by AM Best, A (Excellent-Financial Size Category XII). Amerisure has enjoyed a strong relationship and has the utmost confidence in the management team at Aftermath Disaster Recovery, Inc. At the present time we would favorably consider extending surety support on individual projects up to $50,000,000 and $100,0000,000 on an aggregate work program.

We understand that you are considering Aftermath Disaster Recovery, Inc for future projects. Contingent upon favorable review of contract documents, financing information and other pertinent underwriting information at the time bonds are required, it would be our intention to provide such bonds.

You understand, of course, that our consideration and issuance of bonds is a matter solely between Aftermath Disaster Recovery, Inc and ourselves, and will be subject to our standard underwriting at the time of the request. We assume no liability to you, nor any other third party, should we decide not to issue said bonds. This letter is not an assumption of liability, nor is it a bid, performance or payment bond. It is issued only as a bonding reference requested from us by our client.

If we can provide further information, please let us know.

Sincerely,

Adam Stahle
Branch Manager
Amerisure Surety

cc: Bob Kollsmith

Bank Reference Letter

CHASE

May 14, 2024

To Whom It May Concern:

This letter is to confirm that Aftermath Disaster Recovery has an active business checking account with Chase Bank N.A. that is in good standing. The deposit relationship is in the low 8 figures.

Please call me at 512 787 0609 with any questions or concerns.

Sincerely,

Joshua T Monsen

Joshua T. Monsen
Sr. Business Relationship Manager
110 N. Coit Rd Richardson, TX 75080

JPMorgan Chase Bank N.A. • 110 N. Coit Rd Richardson, TX 75080
Telephone: 512-787-0609 • Facsimile: 866-582-5165 • Mobile: 512-787-0609
Joshua.Monsen@chase.com

Financial Status

Aftermath is completely financially capable, with large bank balances and available lines of credit up to seven figures. See Attached Appendix for financial statements from the past 3 years to demonstrate our financial capability.

Litigation History

Aftermath Disaster Recovery, Inc. has no current pending litigation; no pending civil, criminal or administrative proceedings pending against it at this time.

Aftermath Disaster Recovery has no outstanding judgements or liens affecting it.

Aftermath Disaster Recovery has never had any judgement entered against it for any federal, state, or local court, and no criminal conviction or proceeding ever issued against the company or its owner or principals.

Summary

- No litigation
- No pending proceedings
- No outstanding judgements or liens
- No criminal conviction ever issued

Tab 7: Project Cost and Rates

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$6.95	3,940,000	$27,383,000.00
16-30 miles	$7.95	500,000	$3,975,000.00
31-60 miles	$9.95	50,000	$497,500.00
61+ miles	$11.95	10,000	$119,500.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$6.95	50,000	$347,500.00
16-30 miles	$7.95	700,000	$5,565,000.00
31-60 miles	$9.95	700,000	$6,965,000.00
61+ miles	$11.95	50,000	$597,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$18.35	10,000	$183,500.00
16-30 miles	$19.35	90,000	$1,741,500.00

31-60 miles	$21.35	90,000	$1,921,500.00
61+ miles	$23.35	10,000	$233,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$28.35	10,000	$283,500.00
16-30 miles	$29.35	90,000	$2,641,500.00
31-60 miles	$31.35	90,000	$2,821,500.00
61+ miles	$33.35	10,000	$333,500.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$3.95	4,400,000	$17,380,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.15	50,000	$157,500.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH CONTROLLED OPEN BURNING Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$2.65	50,000	$132,500.00

HAUL-OUT OF REDUCED ELIGIBLE DEBRIS TO A COUNTY DESIGNATED FINAL DISPOSAL SITE Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$6.90	100,000	$690,000.00
16-30 miles	$7.90	450,000	$3,555,000.00
31-60 miles	$9.90	450,000	$4,455,000.00
61+ miles	$11.90	120,500	$1,433,950.00

REMOVAL OF ELIGIBLE HAZARDOUS LEANING TREES AND HANGING LIMBS Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	$95.00	200	$19,000.00
13” to 24” diameter	$175.00	500	$87,500.00
25” to 36” diameter	$315.00	200	$63,000.00
37” to 48” diameter	$315.00	100	$31,500.00
49” and larger diameter	$315.00	50	$15,750.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$275.00	100	$27,500.00
37" to 48" diameter	$275.00	50	$13,750.00
49" and larger diameter	$400.00	50	$20,000.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$64.00	$16.00	$80.00

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$95.00	500	$47,500.00
All other white goods	$50.00	500	$25,000.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$35.00	500	$17,500.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$40.00	950	$38,000.00
Large animals more than 101 pounds	$200.00	50	$10,000.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$80.00	10,000	$800,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$65.00	1000	$65,000.00

EXHIBIT "A" Price Proposal **PROPOSER:**

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES
FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: 5 / 5 / 2 5 _____

Name: Adam Gonzalez	Address:	1826 Honeysuckle Lane
Title: Director of Business Operations	City: Prosper	State: TX
Telephone: 972-984-8969	Fax:	
Email: adam@aftermathdisaster.com		

Tab 8: Business Structure and Registrations

Florida Specialty Contractors License



Ron DeSantis, Governor

Melanie S. Griffin, Secretary

Florida dbpr

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE MARINE SPECIALTY CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

KANE CORLEY, MELANIE

AFTERMATH DISASTER RECOVERY, INC
1826 HONEYSUCKLE LN
PROSPER TX 75078

LICENSE NUMBER: SCC131151805

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 07/08/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

Texas HUB Certificate



Texas Historically Underutilized Business (HUB) Certificate

Certificate/VID Number: **1463248226200**
Approval Date: **September 6, 2024**
Scheduled Expiration Date: **September 6, 2028**

The Texas Comptroller of Public Accounts (CPA), hereby certifies that

AFTERMATH DISASTER RECOVERY, INC.

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate printed **September 6, 2024**, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day to day management, operational control, business location) provided in the submission of the business; application for registration/certification as a HUB, you must immediately (within 30 days of such changes) notify the HUB Program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility.

Statewide HUB Program
Statewide Procurement Division

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies, universities and prime contractors are encouraged to verify the company's HUB certification prior to issuing a notice of award by accessing the Internet (**https://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp**) or by contacting the HUB Program at **512-463-5872** or toll-free in Texas at **1-888-863-5881**.

SunBiz Report

DIVISION OF CORPORATIONS

Sunbiz.org DIVISION of CORPORATIONS an official State of Florida website

Department of State / Division of Corporations / Search Records / Search by Entity Name /

Detail by Entity Name

Foreign Profit Corporation
AFTERMATH DISASTER RECOVERY, INC

Filing Information

Document Number	F14000003039
FEI/EIN Number	46-3248226
Date Filed	07/17/2014
State	TX
Status	ACTIVE
Last Event	REINSTATEMENT
Event Date Filed	10/26/2015

Principal Address

1095 WILLY VESTER
VAN ALSTYNE, TX 75495

Changed: 01/29/2023

Mailing Address

1826 HONEYSUCKLE LN
PROSPER, TX 75078

Registered Agent Name & Address

REGISTERED AGENTS INC
7901 4TH STREET N,
SUITE 300
ST.PETERSBURG, FL 33702

Name Changed: 01/29/2018

Address Changed: 01/29/2019

Officer/Director Detail

Name & Address

Title CPST

CORLEY, MELANIE
1826 HONEYSUCKLE LN
PROSPER, TX 75078

Title VCVP

CORLEY, ROBERT O
1826 HONEYSUCKLE LN
PROSPER, TX 75078

Annual Reports

Report Year	Filed Date
2022	01/31/2022
2023	01/29/2023
2024	02/01/2024

Document Images

02/01/2024 -- ANNUAL REPORT	View image in PDF format
01/29/2023 -- ANNUAL REPORT	View image in PDF format
01/31/2022 -- ANNUAL REPORT	View image in PDF format
02/01/2021 -- ANNUAL REPORT	View image in PDF format
01/13/2020 -- ANNUAL REPORT	View image in PDF format
03/04/2019 -- ANNUAL REPORT	View image in PDF format
01/29/2018 -- ANNUAL REPORT	View image in PDF format
02/09/2017 -- ANNUAL REPORT	View image in PDF format
04/29/2016 -- ANNUAL REPORT	View image in PDF format
10/26/2015 -- REINSTATEMENT	View image in PDF format
07/17/2014 -- Foreign Profit	View image in PDF format

Florida Department of State, Division of Corporations

Tab 9: Additional Information

Other Services



Debris removal from Oyster Creek

When a disaster strikes in your backyard, Destin can rely on Aftermath to help you quickly and efficiently recover. We manage all aspects of clean up and debris removal, which allows you to focus on other aspects of the restoration and day-to-day operation of your community. Over the past twelve years, Aftermath has helped our clients from Colorado to New Jersey and along the Gulf and Atlantic coasts recover from events such as tornadoes, hurricanes, major storms, flooding, and ice storms. We have supported our clients after large events, such as Hurricanes Harvey and Ian, and lesser-known disasters, such as straight-line wind events. With our extensive experience in natural disaster clean up projects, we know what needs to be done and can create your custom clean up plan quickly and with as minimal impact to your citizens and community as possible.

Our services include:

- **24-Hour Emergency Push Crews.** Immediately following an event, it is critical to clear rights-of-way for emergency workers and to make roads navigable. With our emergency push crews, we clear all roads within 72 hours.
- **Disaster Clean Up.** Disaster clean up allows communities to get on the path to recovery as soon as possible. From site preparation to demolition to construction to hazardous waste removal, we have the equipment and expertise to get the job done.
- **Debris Removal.** We help remove and dispose of all types of debris, from trees to sand to clearing land.
- **Waterway Debris Removal.** When debris is pushed into waterways, such as canals, marshes, bays, and the ocean, we quickly and delicately remove those objects to cause as little impact as possible on the ecosystems.
- **Coastal Restoration.** Stunning shorelines and beaches can be devastated within hours of an event. We help to reclaim these spaces with services such as Oil Spill Clean up, Beach Replenishment, Wetlands Restoration, and Beach Sand Screening & Replacement.

Destin can rely on Aftermath's support no matter how large or small the disaster. Our hands-on leadership team will be available to you to identify the best path forward for your community, getting you back to everyday life as quickly as possible.

Tab 10: Required Forms

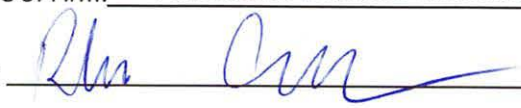
RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: Aftermath Disaster Recovery, Inc.

Signature: 

Name (type/print): Adam Gonzalez

Title: Director of Business Operations

Address: 1826 Honeysuckle Ln

City: Prosper State: Texas Zip: 75078

Telephone: (972) 984-8969 Fax No.: Date: 5/5/25

Email Address: Adam@aftermathdisaster.com

PRICE PROPOSAL FORM

The Price Proposal Form for RFP # 25-05-PW is attached as EXHIBIT "A".

All Proposers **must fill out the Price Proposal Form** (EXHIBIT "A") and submit the completed and signed form with the Proposal.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, Aftermath Disaster Recovery, Inc, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official

5/5/25
Date

Adam Gonzalez, Director of Business Operations

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).
This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

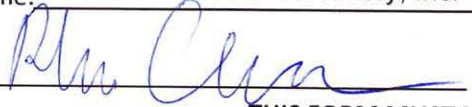
B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Aftermath Disaster Recovery, Inc. Date: 5/5/25

Authorized Signature:  Printed Name: Adam Gonzalez

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Aftermath Disaster Recovery, Inc.
Company Name

Authorized Signature

Adam Gonzalez

Printed Name

5/5/25
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Signature

Adam Gonzalez
Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Aftermath Disaster Recovery, Inc.

Business Address: 1826 Honeysuckle Ln., Prosper, TX 75078

Street City State Zip

County Business is located in: Prosper, TX 75078

Name of Contact Person: Adam Gonzalez

Phone: (972) 984-8969 Fax: ( )

Email Address: Adam@aftermathdisaster.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (No)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 11 Years 10 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Three Year Pre-Positioned Contract for Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Disaster Debris Removal services

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 5/5/25

Printed Name: Adam Gonzalez Title: Director of Business Operations

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Adam Gonzalez, being first duly sworn, deposes and says that:

1. (S)He is authorized representative of Aftermath Disaster Recovery, Inc., the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

Adam Conlon
(Signature)

Director of Business Operations
(Title)

Subscribed and Sworn to before me of this 5th day of May, 2025.

Melanie Burchfiel Digitally signed by Melanie Burchfiel Date: 2025.05.05 15:36:59 -05'00'
(Notary's Signature)

Melanie Burchfiel
(Notary's Stamped or Printed Name)

MELANIE BURCHFIEL
Notary ID #6505971
My Commission Expires
June 10, 2025

Notary Public, in and for Collin County,
My commission expires: June 10, 2025

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. 25-05-PW

   for Three Year Pre-Positioned Contract for Disaster Debris Management Services.

2. This sworn statement is submitted by Aftermath Disaster Recovery, Inc.

   [name of entity submitting sworn statement]

   whose business address is 1826 Honeysuckle Ln., Prosper, TX 75078

   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 46-3248226

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Adam Gonzalez and my relationship to

   [please print name of individual signing]

   the entity named above is Director of Business Operations.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature)

Director of Business Operations
(Title)

Subscribed and Sworn to before me of this 5th day of May, 2025.

Melanie Burchfiel Digitally signed by Melanie Burchfiel Date: 2025.05.05 15:37:52 -05'00'

(Notary's Signature)

Melanie Burchfiel
(Notary's Stamped or Printed Name)

MELANIE BURCHFIEL
Notary ID #6505971
My Commission Expires
June 10, 2025

Notary Public, in and for Collin County,
My commission expires: June 10, 2025

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature)

Director of Business Operations
(Title)

Subscribed and Sworn to before me of this 5th day of May, 2025.

Melanie Burchfiel Digitally signed by Melanie Burchfiel Date: 2025.05.05 15:38:12 -05'00'

(Notary's Signature)

Melanie Burchfiel
(Notary's Stamped or Printed Name)

MELANIE BURCHFIEL
Notary ID #6505971
My Commission Expires
June 10, 2025

Notary Public, in and for Collin County,
My commission expires: June 10, 2025

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Adam Gonzalez (insert name) as Director of Business Operations (insert title) on behalf of Aftermath Disaster Recovery, Inc. (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. Aftermath Disaster Recovery, Inc. (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, Aftermath Disaster Recovery, Inc. (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Adam Gonzalez

Printed Name:
Title: Director of Business Operations
Nongovernmental entity: Aftermath Disaster Recovery, Inc.
Date: May 5, 2025

STATE OF Texas
COUNTY OF Collin

SWORN TO AND SUBSCRIBED before me ____ in person or X remote notarization by Adam Gonzalez as Director of Business Operations on behalf of Aftermath Disaster Recovery, Inc., who is personally known to me or who produced Drivers License as identification this 5th day of May, 2025.

Melanie Burchfiel Digitally signed by Melanie Burchfiel
Date: 2025.05.05 15:38:32 -05'00'

Notary Public

(Notary Seal)

MELANIE BURCHFIEL
Notary ID #6505971
My Commission Expires
June 10, 2025

Appendix: Financial Statements

AFTERMATH DISASTER RECOVERY INC.

BALANCE SHEET

December 31, 2024

ASSETS		
Current Assets		
Cash	$10,174.01	
Prepaid Expenses	364,271.25	
Employee Advances	3,250.00	
Accounts Receivable	12,088,726.00	
Accounts Receivable - Retainage	1,022,058.80	
Total Current Assets		13,488,480.06
Property and Equipment		
Property and Equipment	12,381,236.59	
Accum Depreciation	(4,708,717.63)	
Total Property and Equipment		7,672,518.96
Other Assets		
Organization Costs	554.00	
Accumulated Amortization	(421.22)	
Investments	843,838.76	
Total Other Assets		843,971.54
TOTAL ASSETS		$ 22,004,970.56
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities		
Credit Cards	36,516.52	
Accounts Payable - Retainage	52,669.05	
Total Current Liabilities		89,185.57
Long-Term Liabilities		
Total Long-Term Liabilities		0.00
Total Liabilities		89,185.57
Stockholders' Equity		
Common Stock	1,000.00	
Retained Earnings	21,914,784.99	
Total Stockholders' Equity		21,915,784.99
TOTAL LIABILITIES & STOCKHOLDERS' EQUITY		$ 22,004,970.56

The financial statements do not include a statement of cash flows, substantially all disclosures required by accounting principles generally accepted in the United States are not included, and no assurance is provided on these financial statements

AFTERMATH DISASTER RECOVERY INC.

STATEMENT OF INCOME AND RETAINED EARNINGS

For the Year Ended December 31, 2024

REVENUES	
Revenues	$31,829,747.70
Dividend Income	195,564.02
Gain on Sale	4,998.70
Interest Income	42,617.06
Other Income	14,845.00
Unrealized Gain	159,589.06
Total Revenues	32,247,361.54
EXPENSES	
Advertising and Promotion	1,661.20
Amortization Expense	36.84
Auto/Equipment Fuel	661,558.37
Damages	13,306.79
Depreciation Expense	1,741,244.77
Donations	1,225.00
Education	161.00
Equipment Parts & Maintenance	1,587,455.36
Equipment Rental	979,094.21
Fees & Permits	57,452.95
Fines & Penalties	1,302.95
Freight	24,853.58
Insurance	591,919.26
Legal and Professional	95,143.65
Lodging	377,331.11
Meals & Entertainment	27,149.04
Medical	6,290.33
Office Expense	7,856.35
Outside Services	14,582,482.32
Parking & Tolls	9,626.11
Payroll Tax Expense	287,950.10
Per Diem Expense	14,760.70
Performance Bond	68,757.00
Postage	6,128.30
Printing & Copying	599.99
Property Tax	19,863.12
Reimbursements	40,722.87
Rent	124,500.00
Rent-Storage	32,807.00

The financial statements do not include a statement of cash flows, substantially all disclosures required by accounting principles generally accepted in the United States are not included, and no assurance is provided on these financial statements

AFTERMATH DISASTER RECOVERY INC.

STATEMENT OF INCOME AND RETAINED EARNINGS

For the Year Ended December 31, 2024

Retirement Plan	94,949.75
Security	8,742.27
Software	21,573.09
Supplies	96,697.60
Telephone	13,964.59
Travel	42,575.41
Uniforms	3,378.94
Utilities	9,684.79
Wages Expense	3,685,855.42
Waste Mgt.	1,501,239.42
Total Expenses	26,841,901.55
NET INCOME	5,405,459.99
BEGINNING RETAINED EARNINGS	17,794,059.34
Shareholder Distributions	(1,284,734.34)
ENDING RETAINED EARNINGS	$21,914,784.99

The financial statements do not include a statement of cash flows, substantially all disclosures required by accounting principles generally accepted in the United States are not included, and no assurance is provided on these financial statements

AFTERMATH DISASTER RECOVERY, INC.

FINANCIAL STATEMENTS

FOR YEAR ENDED DECEMBER 31, 2023

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ZIGO PLLC
7850 COLLIN MCKINNEY PKWY, STE 205
MCKINNEY TX 75070

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
of Aftermath Disaster Recover Inc.

We have audited the accompanying financial statements of Aftermath Disaster Recover Inc. (a Texas Corporation), which comprise the balance sheet as of December 31, 2023, and the related statements of income, retained earnings, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Aftermath Disaster Recover Inc. as of December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Zigo PLLC

7850 Collin McKinney Pkwy, Ste 205

McKinney TX 75070

May 13, 2024

AFTERMATH DIASTER RECOVERY, INC.
BALANCE SHEET
AS OF DECEMBER 31, 2023

ASSETS	
Current Assets	
Cash and Cash Equivalents	270,028
Accounts Receivable (Retainage)-Net of Allowance for Bad Debt	17,611,994
Prepaid Expenses and other current assets	239,987
Employee Advances	6,198
Total current assets	18,128,206
Property and equipment, net	4,255,906
Organizational costs-Net of Amortization	169
Investments	997,050
Total Assets	23,381,331
LIABILITIES AND SHAREHOLDER'S EQUITY	
Accounts Payable and accrued expenses	5,523,823
Other Current Liabilities	62,450
Total Currents Liabilities	5,586,272
Long-Term Liabilities	
Notes Payable	-
Total Long-Term Liabilities	-
Shareholder's equity	
Common Stock; $.01 par value; 100,000 shares authorized and issued	1,000
Retained Earnings	17,691,922
Accumulated Other Comprehensive Income	102,137
Total shareholder's equity	17,795,059
Total liabilities and shareholder' s equity	23,381,331

See accompanying notes and audit report of independent accountants.

AFTERMATH DISASTER RECOVERY, INC.
STATEMENT OF INCOME AND COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2023

Sales	$ 26,996,111
Cost of Goods Sold	13,197,455
Gross Profit	13,798,656
General and Administrative expenses	
Rent	40,500
Depreciation and Amortization	944,463
Other general and administrative expenses	1,191,957
Total general and administrative expenses	2,176,920
Operating Income	11,621,737
Other income (expense)	
Interest expense	(1)
Interest income	346
Dividend Income	72,214
Gain on Sale	-
Total other Income (expenses)	72,559
Net Income	$ 11,694,296
Other Comprehensive income	
Unrealized gains (Loss) on securities	102,137
Total other comprehensive income	$ 102,137
Comprehensive Income	$ 11,796,433

See accompanying notes and audit report of independent accountants.

AFTERMATH DIASTER RECOVERY, INC.
STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY
FOR YEAR ENDED DECEMBER 31, 2023

	Shares	Amount	Retained Earnings	Accumulated Other Comprehensive Income(Loss)	Total
Balance at December 31, 2021	1,000,000	$ 1,000	8,509,490	$ (118,275)	$ 8,392,215
Net Income	-	-	11,694,296		11,694,296
Investments	-	-	-	220,412	220,412
Distributions	-		(2,511,864)		(2,511,864)
Balance at December 31, 2022	1,000,000	1,000	17,691,922	102,137	17,795,059

See Accompanying notes and audit report of independent accountants.

AFTERMATH DISASTER RECOVERY, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2023

OPERATING ACTIVITIES	
Net Income	$ 11,694,296
Adjustments to reconcile net income to net cash	
Provided by (used in) operating activities	
Depreciation and Amortization	944,463
Changes in assets and liabilities	
Accounts Receivable	(14,038,560)
Prepaid	(133,066)
Costs and estimated profits in excess of billings	1,495,589
Employee Advances	(4,199)
Unearned Revenue	3,148,844
Accounts payable	2,443,588
Deferred Revenue	-
Net cash provided by operating activities	5,550,954
INVESTING ACTIVITIES	
Purchases of property and equipment	(2,830,669)
Investments of Funds	(50,192)
Net cash used in investing activities	(2,880,861)
FINANCING ACTIVITIES	
Payments of Notes Payable	-
Distributions to shareholders	(2,511,864)
Net cash used in financing activities	(2,511,864)
Net increase decrease in cash and cash equivalents	158,230
Cash and cash equivalents, beginning of year	111,798
Cash and cash equivalents, end of year	$ 270,028
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION	
Interest paid	$ 1
Income taxes paid	$ -

See accompanying notes and audit report of independent accountants.

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Operations

Aftermath Disaster Recovery, Inc. ("The Company") was incorporated in 2013 in the state of Texas. The Company is a General Contractor specializing in cleanup after natural disasters.

Basis of Accounting

The accompanying financial statements have been prepared under the accrual method of accounting in accordance with accounting principles generally accepted in the United States of America.

Estimates and Assumptions

The preparation of the financial statement in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statement and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

The Company considers all temporary cash investments with a maturity of three month or less to be cash equivalents. At times, such investments may be in excess of Federal Deposit Insurance Corporation insurance limits.

Accounts Receivable

Accounts receivable include amounts due from customers for services provided by the Company. Customer receivables are recorded as services are performed at the gross invoice amount.

The Company determines its allowance for doubtful accounts by considering a number of factors, including the length of time trade accounts receivable are past due The Company's previous loss history and the general condition of the economy. The Company writes off accounts receivable when they become uncollectible. Payments subsequently received on such accounts receivable are credited to income.

Property and Equipment

Fixed Assets are carried at cost, less accumulated depreciation computing using straight-line and accelerated methods over the following periods:

Truck and Automobiles	5-10 years

Machinery and Equipment	5 years
Furniture and Fixtures	3-7 years

Expenditures for repairs and maintenance are charged to expenses as incurred; betterments that increase value or materially extend the life of related assets are capitalized. When assets are sold or retired, the cost and accumulated depreciation are removed from the accounts and any gain or loss is included in income.

Investments

The Company Classifies its debt securities as “held to maturity” if it has the positive intent and ability to hold the securities to maturity and reports them in the financial statements at amortized cost. All other debt securities are classified as “available for sale” and reported at fair value. All equity securities held by the Company have readily determinable fair values and are reported at fair value. Realized gains and losses are determined using the first-in, first-out (FIFO) method. Realized gains and losses on available for sale debt securities are reported in net income with unrealized gains and losses reported in other comprehensive income. Both realized and unrealized gains and losses on equity securities are reported in net income.

Balance Sheet Classifications

The Company includes in current, and liabilities amounts receivable and payable under construction contracts which may extend beyond one year. A one-year time period is used as a basis for classifying all the current assets and liabilities.

Revenues Recognition

The Company recognizes revenues and profits on contracts using the percentage-of-completion method. Under the percentage-of-completion method, contract revenues are accrued based upon the percentage that incurred costs to date bear to total estimated costs. Contract costs include all direct material and labor costs and those indirect costs related to contract performance. General and administrative costs are charged to expense as incurred. As contracts can extend over more than one accounting period, revisions in estimated total costs and profits during the course of work are reflected during the period in which the facts requiring these revisions become known. Losses on contracts are charged to income in the period in which such losses are first determined.

The percentage-of-completion method of accounting can result in the recognition of either costs and estimated profits in excess of billings or billings in excess of costs and estimated profits on jobs in progress, which are classified as current assets and liabilities, respectively, in the accompanying balance sheet. The current asset account represents costs incurred and profits earned that have not been billed to the customer on jobs in progress. The current liability account represents billings in excess of costs incurred and profits earned. Accounting principles generally accepted in the United States of America for percentage-of-completion accounting require the classification as current assets and current liabilities.

Typically, the Company enters into fixed price contracts and does not perform additional work unless approved change orders are in place. Costs attributable to unapproved change orders are expensed in the period in which the costs are incurred if the Company believes that it is not probable that the costs will be recovered through the change in the contract price. If the Company believes that it is probable that the costs will be recovered through a change in the contract price, costs related to the unapproved change orders are classified as "costs incurred on unapproved change orders" in the balance sheet and are deferred until the parties have agreed upon the change in the contract price.

In accordance with industry practice, the Company includes in current assets and current liabilities amounts relating to contracts receivable and payable over a period in excess of one year.

Income Taxes

The Company has elected to be taxed under the S Corporation provisions of the Internal Revenue Code and similar state tax laws. As a result, the Company is not subject to corporate income taxes, but rather the member reports his distributive share of the Company's taxable income on these respective income tax returns. Therefore, no provision for federal and state income taxes is reflected in the accompanying financial statement.

The Company follows accounting rules for uncertain tax positions that require financial statement recognition of the impact of the tax position if a position is more likely than not of being sustained on audit, based on the technical merits of the position. The rules also provide guidance on measurement, derecognition, classification, interest and penalties, and disclosure requirements for uncertain tax positions. The Company's income tax returns for tax return for tax years 2016 and later remain subject to examination by taxing authorities.

Fair Value Measurements

Certain assets and liabilities are required to be recorded at fair value on a recurring basis, while other assets and liabilities are recorded at fair value on a nonrecurring basis, generally because of impairment charges. Fair value is determined based upon the exchange price that would be received for an asset or paid to transfer a liability (exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction price between market participants. The Company does not currently have any assets or liabilities that are required to be recorded at fair value on a recurring basis. The fair value of cash and cash equivalents, accounts receivable, short-term debt and accounts payable approximate their carrying values.

The three-tier value hierarchy, which prioritizes the inputs used in the valuation methodologies, is:

Level 1: Observable inputs that reflect quoted prices for identical assets and liabilities in active markets.

Level 2: Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
Level 3: Unobservable inputs reflecting management's own assumptions about the inputs used in pricing the asset or liability.

For the Vanguard account, the Fair Value and Quoted Prices in Active Markets for Identical Assets (Level 1) are $255,665. Gains and losses (Realized and Unrealized) included in earnings for the year are reported in the other income\expense and other comprehensive income. During the year, the company opened a new brokerage account with Chase bank, the Fair Value and Quoted Prices in Active Markets for Identical Assets (Level 1) are $741,385. Gains and losses (Realized and Unrealized) included in earnings for the year are reported in the other income\expense and other comprehensive income. Total gains and losses included in earnings were $-, but the dividend income which was reinvested in the fund was $72,214. Change in unrealized gains and losses relating to assets still held at year were $102,137.

Fair Value Disclosures

Accounting rules for fair value measurements require specific disclosures regarding assets and liabilities measured at the fair value, including the primary sources and potentially the inputs used to determine fair value, depending on the type and reliability of those inputs. As referenced in preceding paragraph, fair value of cash and cash equivalents, accounts receivable, short-term debt and accounts payable approximate their carrying values.

Adoption of New Revenue Recognition Standards

Effective January 1, 2021, the Company retrospectively changed its accounting methods for revenue recognition and financial instruments because of implementing the requirements in the Financial Accounting Standard Board's Accounting Standards Codification (ASC) 606, Revenue from Contracts with Customers.

The new revenue recognition guidance requires the recognition of revenue when promised goods or services are transferred to customers in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company adopted the requirements of the new revenue recognition guidance as of January 1, 2021, utilizing the full retrospective transition method. A practical expedient was applied for revenue contracts that began and ended in the same year. Though these contracts were not restated, the effect of applying this shortcut was not significant to the financial statements.

Adoption of New Lease Guidance

Effective January 1, 2021, the Company adopted FASB ASC 842, Leases. The Company determines if an arrangement contains a lease at inception based on whether the Company has the right to control the asset during the contract period and other facts and circumstances. The

Company elected the package of practical expedients permitted under the transition guidance within the new standard, which among other things, allowed it to carry forward the historical lease classification.

The adoption of FASB ASC 842 resulted in the recognition of right-of-use-assets, net of prepaid lease payments and lease incentives. The adoption of FASB ASC 842 did not have any impact on the Company's results of operations, cash flows or debt covenants. See Note 7.

Subsequent Events

Management evaluates subsequent events through the date of the financial statements are available for issue, which is the date of the Independent Accountants' Review Report.

Note 2 ACCOUNTS RECEIVABLE

At the year ended December 31, 2023, the Company has an accounts receivable balance of $16,719,313, which includes a retainage amount of $892,681.

The Company follows the practice of filing lines on all construction projects where collection problems are anticipated. The lines serve as collateral for contract receivables.

Note 3 PROPERTY AND EQUIPMENT

Property and equipment on December 31, consists of:

	2023
Trucks and automobiles	$ $2,210,854
Boats and related accessories	1,697,010
Machinery and equipment	3,320,340
Furniture and fixtures	7,712
	7,235,916
Less: Accumulated depreciation	2,980,010
Total	$ 4,255,906

Note 4 INVESTMENTS

Cost and fair value of marketable equity securities on December 31, 2023, are as follows:

	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
December 31, 2023				
Equity securities	$894,913	$102,137	$ -	$997,050

Equity securities are carried in the financial statement at fair value. Net unrealized gain on equity securities for $102,137 for the year ended December 31, 2023, has been included in accumulated other comprehensive income.

The company has a Vanguard Brokerage account with a majority of its holdings in a Vanguard S&P 500 Index ETF. As of December 31, 2023, the balance of the investment account is $255,665.

The company also has a Chase Brokerage account with most of its holdings in J.P. Morgan Focused Dividend Growth, US Focused MF/ETF Municipal Bonds. As of December 31, 2023, the balance of the investment account is $741,385.

Note 5 CONCENTRATIONS OF RISK

In 2023, the Company had six customers whose combined revenue accounted for 100% of total revenue and customers whose balance due was 100% of total accounts receivable.

NOTE 6 RETIREMENT PLANS

The company converted SIMPLE IRA to 401(k) plan on January 1, 2021, that covers employees meeting certain criteria and eligibility requirements. Employer contributions into the plans were approximately $56,997 for the year ended December 31, 2023.

Note 7 OPERATING LEASES

The Company leases equipment used in its operation on a month-to-month basis. No leases beyond December 31, 2023, with a term greater than one month existing.

The Company leases building g and land from a related Company of the shareholders. The lease is a verbal lease with month-to-month rent for $3,375 per month.

Note 8 COMMITMENTS, CONTINGENCIES AND SURETY BOND

The company had one bond outstanding as of 12/31/2022, but all the work for that bond had been satisfied. That job officially closed out in May 2023.

Note 9 RELATED PARTY TRANSACTIONS

During the year ended December 31, 2023, the Company had no major related party transactions other than the lease referenced in Notes 7 to the shareholders.

Note 10 CASH FLOW INFORMATION

The Company had no material noncash financing transactions during the year ended December 31, 2023.

NOTE 11 SUBSEQUENT EVENTS

The contract performed in Charlotte County got paused January 26, 2024 because of funding issues. The county got further funding approved, but the final paperwork has not been submitted yet; the project is expected to be resumed in a few weeks.

AFTERMATH DISASTER RECOVERY, INC.

FINANCIAL STATEMENTS

FOR YEAR ENDED DECEMBER 31, 2022

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ZIGO PLLC
7850 COLLIN MCKINNEY PKWY, STE 205
MCKINNEY TX 75070

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
of Aftermath Disaster Recover Inc.

We have audited the accompanying financial statements of Aftermath Disaster Recover Inc. (a Texas Corporation), which comprise the balance sheet as of December 31, 2022, and the related statements of income, retained earnings, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Aftermath Disaster Recover Inc. as of December 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Zigo PLLC

7850 Collin McKinney Pkwy, Ste 205

McKinney TX 75070

June 15, 2023

AFTERMATH DIASTER RECOVERY, INC.
BALANCE SHEET
AS OF DECEMBER 31, 2022

ASSETS		
Current Assets		
Cash and Cash Equivalents	$	111,798
Accounts Receivable (Retainage)-Net of Allowance for Bad Debt		3,573,434
Unbilled Revenue-uncompleted project		3,148,844
Costs and estimated profits in excess of billings		1,495,589
Prepaid Expenses and other current assets		106,921
Employee Advances		1,999
Total current assets		8,438,584
Property and equipment, net		2,369,700
Organizational costs-Net of Amortization		206
Investments		726,409
Total Assets	$	11,534,900
LIABILITIES AND SHAREHOLDER'S EQUITY		
Accounts Payable and accrued expenses		3,133,309
Other Current Liabilities	$	9,375
Total Currents Liabilities		3,142,685
Long-Term Liabilities		
Notes Payable		-
Total Long-Term Liabilities		-
Shareholder's equity		
Common Stock; $.01 par value; 100,000 shares authorized and issued		1,000
Retained Earnings		8,509,490
Accumulated Other Comprehensive Income		(118,275)
Total shareholder's equity		8,392,215
Total liabilities and shareholder' s equity	$	11,534,900

See accompanying notes and audit report of independent accountants.

AFTERMATH DISASTER RECOVERY, INC.
STATEMENT OF INCOME AND COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2022

Sales	$ 11,743,792
Cost of Goods Sold	5,629,428
Gross Profit	6,114,364
General and Administrative expenses	
Rent	125,816
Depreciation and Amortization	788,361
Other general and administrative expenses	1,195,804
Total general and administrative expenses	2,109,981
Operating Income	4,004,384
Other income (expense)	
Interest expense	(111)
Interest income	39
Dividend Income	9,713
Gain on Sale	5,876
Total other Income (expenses)	15,517
Net Income	$ 4,019,900
Other Comprehensive income	
Unrealized gains (Loss) on securities	(164,304)
Total other comprehensive income	$ (164,304)
Comprehensive Income	$ 3,855,596

See accompanying notes and audit report of independent accountants.

AFTERMATH DIASTER RECOVERY, INC.
STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY
FOR YEAR ENDED DECEMBER 31, 2022

	Shares	Amount	Retained Earnings	Accumulated Other Comprehensive Income(Loss)	Total
Balance at December 31, 2021	1,000,000	$ 1,000	4,772,022	$ 46,029	$ 4,819,051
Net Income	-	-	4,019,900		4,019,900
Investments	-	-	-	(164,304)	(164;304)
Distributions	-		(282,432)		(282,432)
Balance at December 31, 2022	1,000,000	1,000	8,509,490	(118,275)	8,392,215

See Accompanying notes and audit report of independent accountants.

AFTERMATH DISASTER RECOVERY, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2022

OPERATING ACTIVITIES	
Net Income	$ 4,019,900
Adjustments to reconcile net income to net cash	
Provided by (used in) operating activities	
Depreciation and Amortization	788,361
Changes in assets and liabilities	
Accounts Receivable	(2,737,839)
Prepaid	39,216
Costs and estimated profits in excess of billings	(1,495,589)
Employee Advances	(1,999)
Unearned Revenue	(3,148,844)
Accounts payable	3,126,534
Deferred Revenue	(121,078)
Net cash provided by operating activities	468,663
INVESTING ACTIVITIES	
Purchases of property and equipment	(486,720)
Investments of Funds	(643,286)
Net cash used in investing activities	(1,130,006)
FINANCING ACTIVITIES	
Payments of Notes Payable	-
Distributions to shareholders	(282,432)
Net cash used in financing activities	(282,432)
Net increase decrease in cash and cash equivalents	(943,776)
Cash and cash equivalents, beginning of year	1,055,574
Cash and cash equivalents, end of year	$ 111,798
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION	
Interest paid	$ 111
Income taxes paid	$ -

See accompanying notes and audit report of independent accountants.

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Operations

Aftermath Disaster Recovery, Inc. ("The Company") was incorporated in 2013 in the state of Texas. The Company is a General Contractor specializing in cleanup after natural disasters.

Basis of Accounting

The accompanying financial statements have been prepared under the accrual method of accounting in accordance with accounting principles generally accepted in the United States of America.

Estimates and Assumptions

The preparation of the financial statement in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statement and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

The Company considers all temporary cash investments with a maturity of three month or less to be cash equivalents. At times, such investments may be in excess of Federal Deposit Insurance Corporation insurance limits.

Accounts Receivable

Accounts receivable include amounts due from customers for services provided by the Company. Customer receivables are recorded as services are performed at the gross invoice amount.

The Company determines its allowance for doubtful accounts by considering a number of factors, including the length of time trade accounts receivable are past due The Company's previous loss history and the general condition of the economy. The Company writes off accounts receivable when they become uncollectible. Payments subsequently received on such accounts receivable are credited to income.

Property and Equipment

Fixed Assets are carried at cost, less accumulated depreciation computing using straight-line and accelerated methods over the following periods:

Truck and Automobiles	5-10 years
Machinery and Equipment	5 years

Furniture and Fixtures	3-7 years

Expenditures for repairs and maintenance are charged to expenses as incurred; betterments that increase value or materially extend the life of related assets are capitalized. When assets are sold or retired, the cost and accumulated depreciation are removed from the accounts and any gain or loss is included in income.

Investments

The Company Classifies its debt securities as "held to maturity" if it has the positive intent and ability to hold the securities to maturity and reports them in the financial statements at amortized cost. All other debt securities are classified as "available for sale" and reported at fair value. All equity securities held by the Company have readily determinable fair values and are reported at fair value. Realized gains and losses are determined using the first-in, first-out (FIFO) method. Realized gains and losses on available for sale debt securities are reported in net income with unrealized gains and losses reported in other comprehensive income. Both realized and unrealized gains and losses on equity securities are reported in net income.

Balance Sheet Classifications

The Company includes in current, and liabilities amounts receivable and payable under construction contracts which may extend beyond one year. A one-year time period is used as a basis for classifying all the current assets and liabilities.

Revenues Recognition

The Company recognizes revenues and profits on contracts using the percentage-of-completion method. Under the percentage-of-completion method, contract revenues are accrued based upon the percentage that incurred costs to date bear to total estimated costs. Contract costs include all direct material and labor costs and those indirect costs related to contract performance. General and administrative costs are charged to expense as incurred. As contracts can extend over more than one accounting period, revisions in estimated total costs and profits during the course of work are reflected during the period in which the facts requiring these revisions become known. Losses on contracts are charged to income in the period in which such losses are first determined.

The percentage-of-completion method of accounting can result in the recognition of either costs and estimated profits in excess of billings or billings in excess of costs and estimated profits on jobs in progress, which are classified as current assets and liabilities, respectively, in the accompanying balance sheet. The current asset account represents costs incurred and profits earned that have not been billed to the customer on jobs in progress. The current liability account represents billings in excess of costs incurred and profits earned. Accounting principles generally accepted in the United States of America for percentage-of-completion accounting require the classification as current assets and current liabilities.

Typically, the Company enters into fixed price contracts and does not perform additional work unless approved change orders are in place. Costs attributable to unapproved change orders are

expensed in the period in which the costs are incurred if the Company believes that it is not probable that the costs will be recovered through the change in the contract price. If the Company believes that it is probable that the costs will be recovered through a change in the contract price, costs related to the unapproved change orders are classified as "costs incurred on unapproved change orders" in the balance sheet and are deferred until the parties have agreed upon the change in the contract price.

In accordance with industry practice, the Company includes in current assets and current liabilities amounts relating to contracts receivable and payable over a period in excess of one year.

Income Taxes

The Company has elected to be taxed under the S Corporation provisions of the Internal Revenue Code and similar state tax laws. As a result, the Company is not subject to corporate income taxes, but rather the member reports his distributive share of the Company's taxable income on these respective income tax returns. Therefore, no provision for federal and state income taxes is reflected in the accompanying financial statement.

The Company follows accounting rules for uncertain tax positions that require financial statement recognition of the impact of the tax position if a position is more likely than not of being sustained on audit, based on the technical merits of the position. The rules also provide guidance on measurement, derecognition, classification, interest and penalties, and disclosure requirements for uncertain tax positions. The Company's income tax returns for tax return for tax years 2016 and later remain subject to examination by taxing authorities.

Fair Value Measurements

Certain assets and liabilities are required to be recorded at fair value on a recurring basis, while other assets and liabilities are recorded at fair value on a nonrecurring basis, generally because of impairment charges. Fair value is determined based upon the exchange price that would be received for an asset or paid to transfer a liability (exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction price between market participants. The Company does not currently have any assets or liabilities that are required to be recorded at fair value on a recurring basis. The fair value of cash and cash equivalents, accounts receivable, short-term debt and accounts payable approximate their carrying values.

The three-tier value hierarchy, which prioritizes the inputs used in the valuation methodologies, is:

Level 1: Observable inputs that reflect quoted prices for identical assets and liabilities in active markets.
Level 2: Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or

other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
Level 3: Unobservable inputs reflecting management's own assumptions about the inputs used in pricing the asset or liability.

For the Vanguard account, the Fair Value and Quoted Prices in Active Markets for Identical Assets (Level 1) are $202,415. Gains and losses (Realized and Unrealized) included in earnings for the year are reported in the other income\expense and other comprehensive income. During the year, the company opened a new brokerage account with Chase bank, the Fair Value and Quoted Prices in Active Markets for Identical Assets (Level 1) are $523,994. Gains and losses (Realized and Unrealized) included in earnings for the year are reported in the other income\expense and other comprehensive income. Total gains and losses included in earnings were $-, but the dividend income which was reinvested in the fund was $9,713. Change in unrealized gains and losses relating to assets still held at year were $(118,275).

Fair Value Disclosures

Accounting rules for fair value measurements require specific disclosures regarding assets and liabilities measured at the fair value, including the primary sources and potentially the inputs used to determine fair value, depending on the type and reliability of those inputs. As referenced in preceding paragraph, fair value of cash and cash equivalents, accounts receivable, short-term debt and accounts payable approximate their carrying values.

Adoption of New Revenue Recognition Standards

Effective January 1, 2021, the Company retrospectively changed its accounting methods for revenue recognition and financial instruments because of implementing the requirements in the Financial Accounting Standard Board's Accounting Standards Codification (ASC) 606, Revenue from Contracts with Customers.

The new revenue recognition guidance requires the recognition of revenue when promised goods or services are transferred to customers in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company adopted the requirements of the new revenue recognition guidance as of January 1, 2021, utilizing the full retrospective transition method. A practical expedient was applied for revenue contracts that began and ended in the same year. Though these contracts were not restated, the effect of applying this shortcut was not significant to the financial statements.

Adoption of New Lease Guidance

Effective January 1, 2021, the Company adopted FASB ASC 842, Leases. The Company determines if an arrangement contains a lease at inception based on whether the Company has the right to control the asset during the contract period and other facts and circumstances. The Company elected the package of practical expedients permitted under the transition guidance

within the new standard, which among other things, allowed it to carry forward the historical lease classification.

The adoption of FASB ASC 842 resulted in the recognition of right-of-use-assets, net of prepaid lease payments and lease incentives. The adoption of FASB ASC 842 did not have any impact on the Company's results of operations, cash flows or debt covenants. See Note 7.

Subsequent Events

Management evaluates subsequent events through the date of the financial statements are available for issue, which is the date of the Independent Accountants' Review Report.

Note 2 ACCOUNTS RECEIVABLE

At the year ended December 31, 2022, the Company has an accounts receivable balance of $3,099,547, which includes a retainage amount of $473,887.

Billed	
Completed contracts	$3,735,916
Contracts in progress	2,038,589
Retained	473,886
Unbilled	(3,148,844)
Total	3,099,547
Less: allowance for doubtful accounts	-
Total	$3,099,547

As of December 31, 2022, the balance of contract receivables was $3,099,547.

Receivables represent over 45% of total contract receivables.

The Company follows the practice of filing lines on all construction projects where collection problems are anticipated. The lines serve as collateral for contract receivables.

NOTE 3 UNCOMPLETED CONTRACTS

Costs, estimated earnings, and billings are summarized as follows:

Costs incurred on uncompleted contracts	$85,000
Estimated Earnings	1,818,722
	1,903,722
Less billings to date (excluding conditional retainage)	(408,133)
	$1,495,589

Included in the accompanying balance sheet under the following captions:

Contract assets: $1,495,589
Contract liabilities: none

Note 4 PROPERTY AND EQUIPMENT

Property and equipment on December 31, consists of:

	2022
Trucks and automobiles	$ 1,528,840
Boats and related accessories	454,010
Machinery and equipment	2,414,722
Furniture and fixtures	7,712
	4,405,284
Less: Accumulated depreciation	2,035,584
Total	$ 2,369,700

Note 5 INVESTMENTS

Cost and fair value of marketable equity securities on December 31, 2022, are as follows:

	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
December 31, 2022				
Equity securities	$ 844,683	$-	$ (118,274)	$ 726,409

Equity securities are carried in the financial statement at fair value. Net unrealized loss on equity securities for $118,274 for the year ended December 31, 2022, has been included in accumulated other comprehensive income.

The company has a Vanguard Brokerage account with a majority of its holdings in a Vanguard S&P 500 Index ETF. As of December 31, 2022, the balance of the investment account is $202,415.

During the year the company also opened a Chase Brokerage account with most of its holdings in J.P. Morgan Focused Dividend Growth, US Focused MF/ETF Municipal Bonds. As of December 31, 2022, the balance of the investment account is $523,994.

Note 6 CONCENTRATIONS OF RISK

In 2022, the Company had five customers whose combined revenue accounted for 100% of total revenue and customers whose balance due was 100% of total accounts receivable.

NOTE 7 RETIREMENT PLANS

The company converted SIMPLE IRA to 401(k) plan on January 1, 2021, that covers employees meeting certain criteria and eligibility requirements. Employer contributions into the plans were approximately $74,521 for the year ended December 31, 2022.

Note 8 OPERATING LEASES

The Company leases equipment used in its operation on a month-to-month basis. No leases beyond December 31, 2022, with a term greater than one month existing.

The Company leases building g and land from a related Company of the shareholders. The lease has been a verbal lease with month-to-month rent for $4,500 per month.

Note 9 COMMITMENTS, CONTINGENCIES AND SURETY BOND

The company had one bond outstanding as of 12/31/2022, but all the work for that bond had been satisfied. That job officially closed out in May 2023.

Note 10 RELATED PARTY TRANSACTIONS

During the year ended December 31, 2022, the Company had no major related party transactions other than the lease referenced in Notes 8 to the shareholders.

Note 11 CASH FLOW INFORMATION

The Company had no material noncash financing transactions during the year ended December 31, 2022.

NOTE 12 SUBSEQUENT EVENTS

The company has no material subsequent event through the date of the Independent Accountants' Review Report as of June 15, 2023 other than the non-substantial event referenced in Note 9.

AshBritt

RFP #: 25-05-PW
Title: Three-Year Pre-Positioned Contract for Disaster Debris Management Services









NAME OF PROPOSER:
AshBritt, Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441
Phone: (954) 725-6992
Email: response@ashbritt.com
FEIN: 90-0868875

DELIVER TO:
Destin City Hall
4200 Indian Bayou Trail
Destin, FL 32541
Attn: City Clerk

PROPOSAL DATE:
May 8, 2025
2:00 PM ET

PROPOSER CONTACT:
Matt Gierden – (239) 229-5829

AshBritt's financial documents are confidential and are being provided for evaluation purposes only and shall not be disclosed under any public records request. Section 119.0715, Florida Statutes (the "Trade Secrets Exemption"), provides that a "trade secret" is confidential and exempt from disclosure pursuant to Section 119.07(1), Florida Statutes, which requires disclosure of public records.
In addition, any financial statement or other financial information necessary to verify the financial adequacy of a prospective bidder which an agency requires a prospective bidder to submit in order to prequalify for bidding or for responding to a

MISSION
As the nation's leader in emergency management and disaster response, our team's mission is to support government agencies and communities in their time of need.

VALUES
Ensure safety, integrity, commitment to service, and teamwork.

VISION
Transform the industry through innovative and sound initiatives to support all communities with their environmental, infrastructure, and sustainability needs.

TAB
1

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

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THE ASHBRITT DIFFERENCE

AshBritt's participation in the **National Response Framework** dates back to 1998 as a debris contractor for the **United States Army Corps of Engineers (USACE)**.

20 Years AshBritt's Senior Operations Team has worked together for more than 20 years.

ASHBRITT'S BONDING CAPACITY IS
Single Job: 1,000,000,000
Aggregate: 2,000,000,000
AND HAS $100 MILLION OF COMPANY WORKING CAPITAL

600+ RESPONSE MISSIONS
110+ FEDERALLY DECLARED DISASTERS
36 DIFFERENT STATES



In the last 10 years, AshBritt managed over 68,000,000 CY of debris, giving us more experience than any other company in the industry.

ASHBRITT HAS AN EXPERIENCE MODIFICATION RATING OF 0.81

ASHBRITT WAS ACTIVATED AS THE PRIME CONTRACTOR FOR ALL PROJECTS LISTED BELOW

HURRICANE KATRINA, U.S. ARMY CORPS DEBRIS REMOVAL MISSION 2005

- Collected and removed 21,500,000 CY of debris
- Collected and removed 9,000,000 CY of debris during the first 60 days
- Average production rate of 150,000 CY a day
- Underwrote $100,000,000

NORTHERN CALIFORNIA FIRES, U.S. ARMY CORPS DEBRIS REMOVAL MISSION 2017

- AshBritt conducted fire debris removal operations on 1,900 properties in Northern California
- Collected and removed 770,000 tons of fire debris within the 4 impacted jurisdictions
- At peak, AshBritt had 115 debris removal crews working, 553 trucks and moved 25,000 tons of fire debris in one day

HURRICANE IRMA & HURRICANE HARVEY 2017

- Provided debris management across 69 jurisdictions in Texas and Florida
- Collected and removed 12,000,000 CY of debris
- Removed waterway debris, white goods, putrescent debris, trees/limbs/stumps, and more.

HURRICANE MICHAEL 2018

- 11 separate debris removal missions across Florida and Georgia
- Collected and removed over 13,700,000 CY of disaster-generated debris
- Managed 16 Debris Management Sites

OREGON DEPT. OF TRANSPORTATION (ODOT) WILDFIRE PROJECT 2021

- Activated by ODOT in 2 jurisdictions
- AshBritt conducted wildfire debris removal operations on more than 2,100 properties
- Collected and removed 328,145 tons of wildfire debris

KENTUCKY FLOODING 2022

- Collected and removed 552,000 TONS of disaster-generated debris
- ROW, Waterway/Canal, PPDR, and DMS

HURRICANE IAN 2022

- Collected and removed 9,500,000 CY of disaster-generated debris
- ROW, PPDR/ROE, Waterway, and Base camp services
- Activated in 15 jurisdictions

HURRICANE BERYL 2024

- Collected and removed 3,643,320 CY of disaster-generated debris from 6 Texas jurisdictions
- Removed more than 26,000 hazardous hanging limbs and 200 trees

ASHBRITT PHILANTHROPY

AshBritt takes pride in being part of the long-term recovery of a community and has contributed over **$15 million** to community driven initiatives.

SUPPORTING LOCAL & SMALL BUSINESSES

AshBritt works with Small, Disadvantaged, Minority-Owned, Women-Owned, HUB Zone, and Veteran-Owned business enterprises.

Table of Abbreviations

- ACI - Air Curtain Incinerator
- ACM - Asbestos-Containing Materials
- ADA - American Disability Act
- ADMS - Automated Debris Management System
- AHA - Activity Hazard Analysis
- C&D - Construction & Demolition
- CEMP - Comprehensive Emergency Management Plans
- CFR - Code of Federal Regulations
- CQCM - Contractor Quality Control Management
- DBE - Disadvantaged Business Enterprise
- DEMHS - Division of Emergency Management and Homeland Security
- DFO - Disaster Field Office
- DMC - Debris Management Center
- DSR - Damage Survey Reports
- EHSM - Environmental Health & Safety Manager
- EOC - Emergency Operations Center
- EPA - Environmental Protection Agency
- EPLS - Excluded Party List System
- ER - Emergency Relief
- FAR - Federal Acquisition Regulations
- FCO - Federal Coordinating Officer
- FEMA - Federal Emergency Management Agency
- FHWA - Federal Highway Administration
- FMAG - Fire Management Assistance Grant
- HHW - Household Hazardous Waste
- HMGP - Hazard Mitigation Grant Program
- HUB - Historically Underutilized Businesses
- ICS - Incident Command System
- JRJ - Joint Resolution Jurisdiction
- LSA - Logistical Staging Areas
- MBE - Minority-Owned Business Enterprises
- MOT - Maintenance of Traffic
- MRE - Meals Ready to Eat
- MUTCD - Manual on Uniform Traffic Control Devices
- NEPA - National Environmental Policy Act
- NESHA - National Emission Standards for Hazardous Air Pollutants
- NIMS - National Incident Management System
- NRCS - Natural Resources Conservation Service
- NRP - National Response Plan
- NTP - Notice-to-Proceed
- OCC - Office of Chief Counsel
- OM - Operations Manager
- OSHA - Occupational Safety and Health Administration
- PA - Public Assistance
- PAPPG - Public Assistance Program and Policy Guide
- PDAT - Procurement Disaster Assistance Team
- PMT - Project Management Team
- POD - Points of Distribution
- PPDR - Private Property Debris Removal
- PPE - Personal Protective Equipment
- PSA - Public Service Announcements
- PW - Project Worksheet
- QC - Quality Control
- QCM - Quality Control Manager
- QCR - Quality Control Representative
- RACM - Regulated Asbestos-Containing Material
- ROE - Right-of-Entry
- ROV - Remotely Operated Vessel
- ROW - Right of Way
- RSM - Recovered Screened Material
- SAD - South Atlantic Division
- SAM - System for Award Management
- SBE - Small Business Enterprises
- SERT - State Emergency Response Team
- SHPO - State Historic Preservation Officer
- SOP - Standard Operating Procedures
- SPD - South Pacific Division
- SRIA - Sandy Recovery Improvement Act
- TDMS – Temporary Debris Management Site
- TDSR - Temporary Debris Staging and Reduction
- TO - Task Order
- THPO - Tribal Historic Preservation Officer
- USACE - United States Army Corps of Engineers
- VBE - Veteran-Owned Business Enterprises
- WBE - Women-Owned Business Enterprises

TAB
2

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

LETTER OF INTEREST

Tab 2. Letter of Interest

**** Please see the following pages for AshBritt's Letter of Interest ****

AshBritt

May 5, 2025

Larry Jones, City Manager
4200 Indian Trail Bayou
Destin, FL 32541

RE: Three-Year Pre-Positioned Contract for Disaster Debris Management Services

Mr. Jones,

AshBritt, Inc. (AshBritt), the nation's leading disaster response and government solutions provider, is pleased to respond to City of Destin's RFP# 25-05-PW, Three-Year Pre-Positioned Contract for Disaster Debris Management Services.

Company Background – Size, Years of Experience, and Range of Services: AshBritt is a woman and minority-owned S Corporation headquartered in Deerfield Beach, FL, with an in-house staff of 40+ full-time employees. Originally founded as a landscaping company, AshBritt's first emergency response effort supported South Florida communities in the wake of Hurricane Andrew. AshBritt was officially incorporated in the State of Florida in October 1992 and has since carried out more than 600 disaster recovery and emergency response projects across the United States. In our 32-year history, we have responded to more than 110 federally declared disasters and performed work in 36 states, collecting, managing, processing, and disposing of more than 185 million cubic yards of debris following hurricanes, tornadoes, floods, snow/ice storms, wildfires, and earthquakes. AshBritt is a company in good standing with the Florida Secretary of State, and as the nation's leader in disaster debris management services, we maintain the necessary resources, licenses, insurance, and bonding to perform the required scope of services for this RFP. Notably, the United States Army Corps of Engineers (USACE) awarded AshBritt the largest pre-positioned post-disaster debris management contract ever granted to one firm in 2021. This contract award covers 25 states, including **Florida**, confirming our place as the nation's industry leader. AshBritt is the only contractor that has maintained a 25-year post-disaster debris management contract with USACE.

Abilities and Experience of Professional Personnel: AshBritt brings unparalleled experience and expertise to every project. Our core leadership team has collaborated for over two decades, fostering a deep understanding and seamless communication. Furthermore, our entire staff, from dedicated administrative personnel to our field managers, are certified in Incident Command System (ICS) and National Incident Management System (NIMS) protocols. This commitment to training extends beyond these core certifications, with hundreds of industry-specific safety and FEMA credentials held across our team, ensuring we are highly skilled and prepared to handle any situation with competence and safety. Please see Tab 3 of our proposal for detailed information regarding our team's qualifications.

Past Performance on Similar Projects: When disaster strikes in Florida, AshBritt is a proven partner in recovery. Thanks to our completion of nearly 200 disaster-related projects across the state since 1992, the AshBritt team has the experience and expertise to handle any debris management challenge Florida throws our way. We understand the unique needs of Florida communities and are committed to a clean and swift recovery process. Information and references for our past projects can be found in Tab 5 of this proposal.

Recent and/or Significant Florida Projects: Below are a few projects AshBritt has completed in the State of Florida.

- **Hurricanes Helene and Milton (2024):** AshBritt has been activated to provide disaster debris management and logistical services to more than 40 jurisdictional authorities across five states. We have performed and continue to manage a myriad of different services, including, but not limited to: emergency clearance; ROW vegetative and C&D debris removal; tree trimming/removal; PPDR; demolition; DMS management; waterway debris removal; sand/silt screening and removal; white goods management; debris reduction and disposal; base camp establishment; and the provision of emergency logistical items. We have managed the collection, removal and disposal of approximately 10,000,000 CY of debris in response to these events thus far.
- **Hurricane Idalia (2023):** AshBritt completed disaster debris removal missions for the Cities of Valdosta and Dasher, GA, and Lowndes County, GA. Operations consisted of ROW debris collection, emergency road clearance, and hazardous tree and limb removal. 1,185,289 cubic yards of debris was collected. AshBritt also provided vegetative debris removal services to Leon and Hillsborough County, FL, and waterway debris removal for the Florida Department of Environmental Protection (FDEP), and set up and managed a 1,000-person base camp in Suwanee County, FL for the Florida Division of Emergency Management (FDEM).
- **Hurricane Ian (2022):** AshBritt conducted debris removal operations in 15 jurisdictions throughout the State of Florida in

response to Hurricane Ian. At our peak, we had approximately 450 debris-hauling trucks and units simultaneously operating throughout the state, and we removed more than 9,500,000 cubic yards of debris. This operation included the removal of construction and demolition debris, vegetative debris, hazardous leaning trees and hazardous hanging limbs, 933,562 cubic yards of waterway debris, over 900 properties in which we conducted private property debris removal, white goods removal, and freon removal. We also removed 100 vehicles and 110 derelict vessels (some by helicopter) and provided other ancillary services, including three base camps that were capable of housing 2,500 individuals.

- **Hurricane Sally (2020):** AshBritt conducted debris and hazardous tree and limb removal for Escambia County, FL, in response to Hurricane Sally. We removed 1,200,000 cubic yards of debris and 22,000 hazardous leaning trees and limbs. We also opened, developed, staffed, and operated a DDMS location throughout the affected area and managed 76 debris-hauling units and 11 tree crews
- **Hurricane Michael (2018):** AshBritt conducted 11 disaster debris removal projects throughout Georgia and the panhandle of Florida. During the tenure of these projects, we removed 13,700,000 cubic yards of disaster-generated debris, 145,000 hazardous hanging limbs, and 75,000 hazardous trees.
- **Hurricane Irma (2017)**: AshBritt completed 67 separate disaster debris removal and recovery missions throughout the states of Florida, Georgia, and South Carolina in response to Hurricane Irma. We removed 10,700,000 CY of debris for these missions. Notably, AshBritt was the debris removal contractor for all of Collier County, Florida, the largest debris removal project conducted in response to Hurricane Irma. In addition to removing over 3,600,000 CY of debris, we removed HHW, white goods, marine debris, hazardous trees, and provided debris management site services, emergency push, vac trucks, meals ready to eat, generators, and port-o-lets.

Current and Projected Workload – Senior Management Availability: AshBritt is currently responding to multiple debris management task orders in the State of North Carolina in response to Hurricane Helene on behalf of USACE. These projects are anticipated to be completed within the next 3 months. While disaster workloads can be unpredictable, AshBritt mitigates the risk of overextension through strategic collaboration. Our client management and procurement teams work together to ensure we only pursue contracts that allow us to accommodate surges in activity. Senior management assignments and availability are also evaluated during contract considerations so that we can promise elite customer service to our clients. This proactive approach allows us to efficiently scale our resources and meet client needs even during high-activation periods.

Primary Contact for RFP
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Fax: (954) 725-6991
Toll-Free: (800) 244-5094
Mobile: (239) 229-5829
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Contact with the Ability to Bind
Brittany Castillo, CEO
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Most Effective and Beneficial Firm for the City of Destin: The City of Destin deserves a best-in-class disaster debris management partner, and AshBritt delivers. We have been incorporated as a disaster response firm in the state of Florida since 1992, giving us unmatched experience in Florida disasters. We have a highly collaborative leadership team, a fully certified workforce committed to safety as reflected on our .81 Emergency Modification Rating (EMR), and our strong financial backing ensures we can handle any project. Further, AshBritt is devoted to community partnership. Our goal is to be a partner in recovery, before, during, and after a storm. We take pride in supporting our client communities through various outreach efforts and philanthropic endeavors. Since 2014, $15,000,000 from AshBritt and the AshBritt foundation has been invested back into the communities where we live and work. For example, we were instrumental in helping to rebuild a children's advocacy center in the Florida Panhandle following Hurricane Michael. For more information regarding AshBritt's commitment to communities, please see Tab 9 of our proposal.

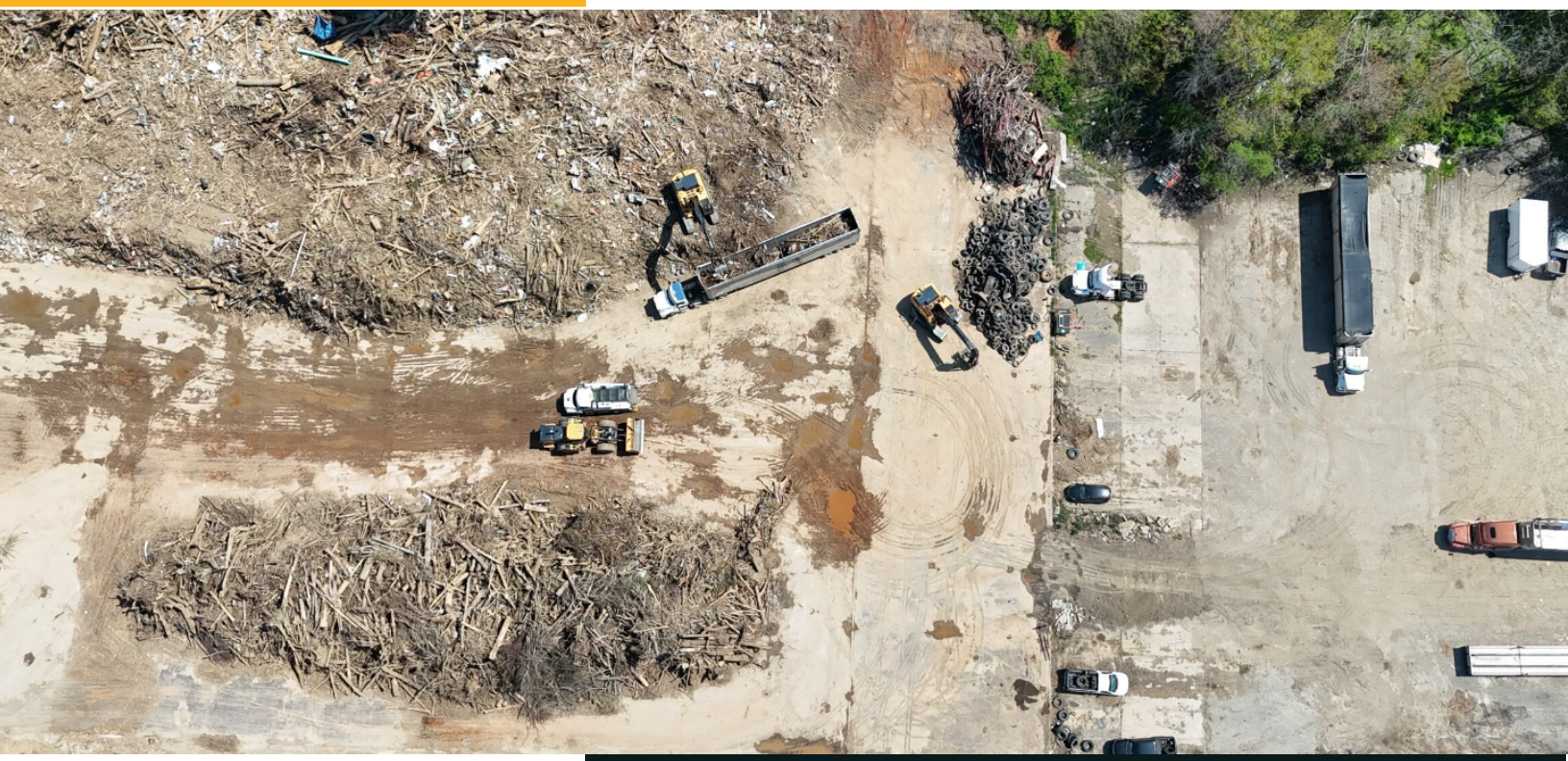
AshBritt explicitly accepts all conditions and requirements contained in this RFP. We appreciate your consideration and look forward to serving as the City's disaster recovery partner.

Sincerely,

Christina Demidio
Treasurer

TAB
3

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

EXPERIENCE AND ABILITY

Tab 3. Experience and Ability

3.1 Background, History, and Overall Experience

Originally founded as a landscaping company, AshBritt's first emergency response effort supported South Florida communities in the wake of Hurricane Andrew. The company was officially incorporated in the State of Florida in October 1992 and has since supported recovery efforts in response to 110+ federally declared disasters in 36 states, including multiple disasters in Florida.

3.2 Expertise and Experience in Performing Proposed Work



Disaster Debris Management – Our highly trained team possesses extensive experience navigating the diverse challenges of disasters. We have traversed the splintered landscapes of hurricanes and tornadoes, tackled flood-stricken terrain, meticulously navigated the aftermath of wildfires, and more. Each event presents unique demands, yet we consistently leverage our deep understanding of post-disaster dynamics to implement effective solutions.

Logistics Support – AshBritt is the industry leader in the provision of logistics, emergency materials, shelters, staffing, and support services. We are a national turnkey, rapid response, disaster recovery solutions firm comprised of a seasoned group of experienced and knowledgeable professionals specializing in a wide range of emergency solutions. Our team prepares and guarantees a contingency program that delivers secured assets when time is of the essence, allowing for an all-encompassing approach.

Safety – AshBritt maintains the highest levels of safety, quality, and integrity in conducting our services and operations, always adhering to guidelines set forth by OSHA, USACE, EPA, and FEMA.

Small Business Advocate – We have also met or exceeded small business requirements in all our past events. **AshBritt was once a small business,** and we remain committed to partnering with small and disadvantaged businesses to the fullest extent possible per 2 C.F.R., Part 200.

Innovative Solutions – Our expertise and resources allow us to devise and execute effective solutions tailored to our clients' specific needs. Following Hurricane Ian 2022, we demonstrated this ability by employing helicopters to lower personnel into mangroves in Lee County, FL, to identify registration and hull numbers on derelict vessels. We also disassembled vessels within the mangroves and transported them by helicopter to an aggregation site, thereby minimizing the environmental impact on the mangrove ecosystem. Please see the graphic on the following page for more details on our approach to managing these projects.

Featured Project: Hurricane Ian

In 2022, AshBritt removed debris for 15 jurisdictions, including two state agencies, following Hurricane Ian. At our peak, we had approximately 450 debris-hauling trucks and units simultaneously operating throughout Florida. We removed more than 9 million cubic yards of debris, including: loose natural materials; scattered rubble or wreckage; litter; garbage/refuse; C&D debris; vegetative debris; downed or leaning trees and hanging limbs; waterway debris; derelict vehicles and vessels; HHW; white goods; and freon. We also performed private property demolition/debris removal for more than 500 properties and provided other ancillary services (e.g., base camps).



- **United States Army Corps of Engineers Trusted Contractor**



AshBritt has participated in the National Response Framework since **1998,** when we received our first pre-positioned debris management contract from the United States Army Corps of Engineers (USACE). In 2021, the U.S. Department of Defense (DoD) made history by awarding four contracts totaling $1.75 billion to AshBritt, representing the largest pre-positioned federal debris management contracts value ever granted to a single firm. The record-breaking awards make **AshBritt the prime DoD debris management partner in four U.S. regions, comprising 25 states, including Florida.**

AshBritt is proud to currently be supporting multiple disaster debris management missions for USACE's South Atlantic Division in North Carolina in response to Hurricane Helene (2024) that encompass a plethora of complex debris removal services, including but not limited to ROW debris, mud/silt removal, PPDDR, and waterway debris removal.

Regional States	
South Atlantic Division	NC, SC, GA, AL, **FL**
Mississippi Valley Division	IL, IA, MN, WI, LA, MS
Southwestern Division	TX, AR, OK
Northwestern Division	MT, WY, ID, OR, WA, MO, KS, CO, NE, SD, ND

AshBritt has been USACE's trusted debris contractor for the past 25 years

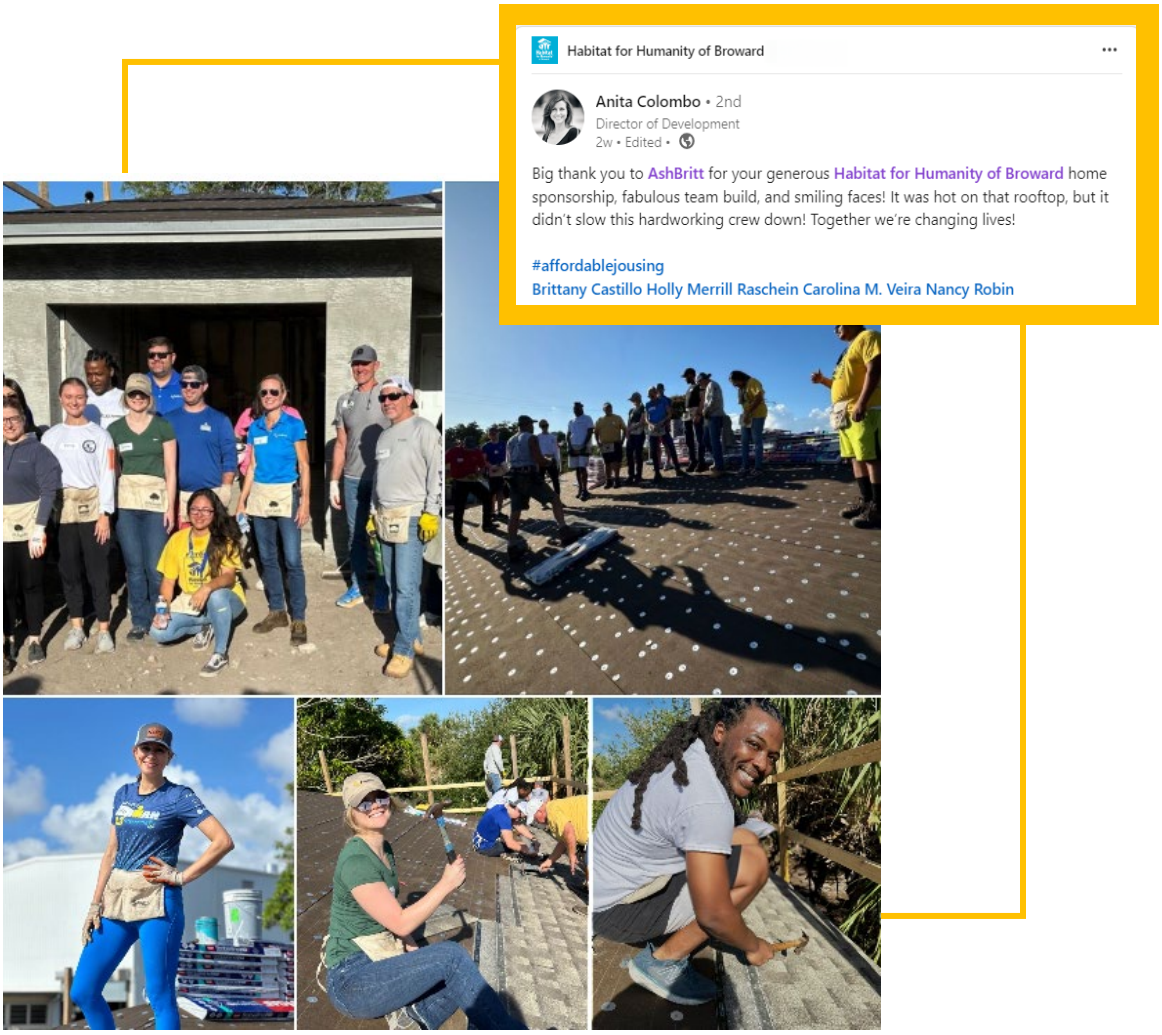
Commitment to Community

Beyond the Rubble: Restoring Communities Together

At AshBritt, we understand that disaster strikes more than just infrastructure. It tears at the very fabric of a community, leaving behind heartbreak and uncertainty. That's why our mission extends beyond debris removal. We want to restore the vibrancy of the communities we are privileged to serve.

Even after the debris has been cleared, we continue to provide much-needed community support through community outreach programs, charitable donations, and local event/initiative sponsorships. Our goal is to foster a sense of unity and hope as communities heal and come back even stronger. AshBritt's philanthropic arm, the AshBritt Foundation, has the primary mission of supporting communities where we live and work. The AshBritt Foundation provides support in four areas: 1) Disaster-Impacted Communities; 2) Vocational Schools and Technical Training; 3) Youth Education; and 4) Mental Health. **Since 2014, $15,000,000 from AshBritt and the AshBritt Foundation has been invested back into the communities where we live and work.** The Foundation aims to further serve communities long after the immediate recovery ends.

For more information regarding the AshBritt Foundation and our commitment to the community, please refer to Tab 9.



Awards, Acclaim, and Accomplishments

AshBritt has received the following awards and recognition for our work in disaster response and recovery:



FEPA Award (2024)

- Florida Emergency Preparedness Association (FEPA) – Corporate Award for Excellence in Emergency Management (2024).
- South Florida Business Journal Business of the Year Finalist (2024)
- City of Valdosta, GA – Presented "AshBritt Day" Proclamation (2024) for Hurricane Idalia recovery work and related philanthropic projects.
- FEMA National Advisory Council (NAC) Appointment – In November 2023, the FEMA Administrator announced the appointment of our CEO, Brittany Castillo, to the NAC.
- Charlotte County, FL – Presented "AshBritt Month" Proclamation (2023) for Hurricane Ian recovery work.
- Top 100 Women-Led Businesses – AshBritt was named one of the Top 100 Women-Led Businesses in Florida by The Women's Edge in 2022, 2023 (5th Place), and 2024 (6th Place).
- Kentucky Colonels – Multiple team members proclaimed "Kentucky Colonels" by the Governor of Kentucky, the highest honor bestowed by the Commonwealth of Kentucky, for exceptional work performed in response to the July 2022 Kentucky Flood Event.
- In 2021, the U.S. Department of Defense (DoD) made history by awarding four of the Advanced Contract Initiative (ACI) – Regional Contracts for Debris Management Services (RCDMS) totaling $1.75 billion to AshBritt, representing the largest pre-positioned federal debris management contracts value ever granted to a single firm.
- Awarded Contractor of the Quarter three times by the U.S. Army Corps of Engineers, Mobile District.
- Presented "Award of Gratitude" from the City of Port St. Lucie Keep PSL Beautiful Committee.
- Presented "Hurricane Isabel Heroes" Recognition from the City Council of the City of Hampton, Virginia for disaster recovery efforts.
- Presented with numerous commendations from the Office of the Governor, State of Mississippi, for our contributions and support of the recovery and rebuilding efforts in MS.

3.3 Experience with Federal and State Reimbursements



Navigate the complexities of post-disaster recovery with confidence. The below table details AshBritt's experience responding to **over 110 federally declared disasters**, demonstrating our expertise in navigating FEMA's Public Assistance and Fire Management Assistance Grant programs, the Federal Highway Administration's (FHWA) Emergency Relief (ER) Program, and the Natural Resources Conservation Service's (NRCS) Emergency Watershed Protection (EWP) Program. Our methods are meticulously tailored to secure federal reimbursement, alleviate financial burdens, and accelerate the City's ability to recover seamlessly.

Year	Disaster	Federal Grant Program	State
2024	Severe Storm and Flooding	FEMA PA DR-4843	NM
	Hurricane Milton	FEMA PA DR-4834	FL
	Hurricane Helene	FEMA PA DR-4828	FL
		FEMA PA DR-4830	GA
		FEMA PA DR-4827	NC
		FEMA PA DR-4829	SC
		FEMA PA DR-4831	VA
	Hurricane Debby	FEMA PA DR-4806	FL
	Hurricane Beryl	FEMA PA DR-4798	TX
	Severe Storms, Straight-line Winds, Tornadoes, and Flooding	FEMA PA DR-4781	TX
	Severe Storms, Straight-line Winds, Tornadoes, Landslides, and Mudslides	FEMA PA DR-4782	KY
2023	Hurricane Idalia	FEMA PA DR-4734	FL
		FEMA PA DR-4738	GA
	Severe Rainstorm/Flooding	FEMA PA DR-4709	FL
	Straight-Line Windstorm	FEMA PA DR-4747	KS
2022	Severe Storms and Flooding	FEMA PA DR-4663	KY
	Hurricane Ian	FEMA PA DR-4673; FHWA ER FL22-1	FL
	Hurricane Nicole	FEMA PA DR-4680	FL
	Severe Winter Storms	FEMA PA DR-4644	VA
2021	Wildfires	FEMA PA DR-4562	OR
	Hurricane Ida	FEMA PA DR-4626	MS
		FEMA PA DR-4614	NJ
		FEMA PA DR-4611	LA
	Tornadoes	FEMA PA DR-4630	KY
2020	Tropical Storm Isaias	FEMA PA DR-4567	NY
		FEMA PA DR-4580	CT
	Tropical Storm Imelda	FEMA PA DR-4466	TX
	Hurricane Laura	FEMA PA DR-4559	TX
	Hurricane Sally	FEMA PA DR-4564	FL
	Hurricane Zeta	FEMA PA DR-4575	MS
		FEMA PA DR-4576	GA

Year	Disaster	Federal Grant Program	State
	Severe Storms	FEMA PA DR-4542	SC
	COVID-19	FEMA PA DR-4512	VA
		FEMA PA DR-4485	TX
		FEMA PA DR-4496	MA
		FEMA PA DR-4486	FL
		FEMA PA DR-4484	LA
		FEMA PA DR-4523	NV
	Tropical Storm Eta	FEMA PA EM-3551	FL
2019	Hurricane Dorian	FEMA PA DR-4468	SC
	Severe Storms and Flooding	FEMA PA DR-4454	TX
2018	Hurricane Michael	FEMA PA DR-4399	FL
		FEMA PA DR-4400	GA
	Camp Fire	FEMA FMAG FM-5278	CA
	Severe Storms and Flooding	FEMA PA DR-4377	TX
2017	Hurricane Harvey	FEMA PA DR-4332	TX
	Hurricane Irma	FEMA PA DR-4337	FL
		FEMA PA DR-4338	GA
		FEMA PA DR-4346	SC
	Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fires	FEMA PA DR-4344	CA
	Severe Storms	FEMA PA DR-4294	GA
2016	Winter Storm Jonas	FEMA PA DR-4261	MD
		FEMA PA DR-4262	VA
	Severe Storms and Flooding	FEMA PA DR-4269	TX
	Hurricane Matthew	FEMA PA DR-4283	FL
		FEMA PA DR-4284	GA
		FEMA PA DR-4286; FHWA ER SC17-1	SC
	Blue Cut Fire	FEMA FMAG FM-5147	CA
	Soberanes Fire	FEMA FMAG FM-5137	CA
2015	Valley Fire	FEMA PA DR-4240	CA
	Severe Storms and Flooding	FEMA PA DR-4241	SC
	Severe Storms and Flooding	FEMA PA DR-4223	TX
	Severe Winter Storms	FEMA PA DR-4215	GA
2014	Winter Storm Pax	FEMA PA DR-4165	GA
		FEMA PA DR-4166	SC
2013	Winter Storm Nemo	FEMA PA DR-4106	CT
		FEMA PA DR-4110	MA
2012	Severe Storm and Snowstorm	FEMA PA DR-4051	MA
	Hurricane Sandy	FEMA PA DR-4086	NJ
		FEMA PA DR-4087	CT
		FEMA PA DR-4092	VA

Year	Disaster	Federal Grant Program	State
		FEMA PA DR-4085	NY
		FEMA PA DR-4091	MD
	Tropical Storm Debby	FEMA PA DR-4068	FL
2011	EF 3 Tornado	FEMA PA DR-1969	NC
	EF2 Tornado	FEMA PA DR-1973	GA
	Tornado	FEMA PA DR-1994; NRCS EWP	MA
	Hurricane Irene	FEMA PA DR-4023	CT
		FEMA PA DR-4024	VA
		FEMA PA DR-4028	MA
	Severe Storms	FEMA PA DR-4046	CT
2010	Snow and Ice Storm	FEMA PA DR-1905	VA
		FEMA PA DR-1910	MD
	Hurricane Alex	FEMA PA DR-1931	TX
2008	Hurricane Dolly	FEMA PA DR-1780	TX
	Hurricane Ike	FEMA PA DR-1791	TX
	Tropical Storm Fay	FEMA PA DR-1785	FL
2005	Hurricane Dennis	FEMA PA DR-1595	FL
	Hurricane Cindy	FEMA PA DR-1601	LA
	Hurricane Katrina	FEMA PA DR-1602	FL
		FEMA PA DR-1603	LA
		FEMA PA DR-1604	MS
	Hurricane Wilma	FEMA PA DR-1609	FL
2004	Hurricane Charley	FEMA PA DR-1539	FL
	Hurricane Frances	FEMA PA DR-1545	FL
	Hurricane Ivan	FEMA PA DR-1549	FL
2003	Ice Storm	FEMA PA DR-1451	SC
	Hurricane Isabel	FEMA PA DR-1491	VA
		FEMA PA DR-1490	NC
2002	Ice Storm	FEMA PA DR-1401	OK
	EF5 Tornado	FEMA PA DR-1409	MD
	Hurricane Lili	FEMA PA DR-1437	LA
	Ice Storm	FEMA PA DR-1448	NC
2000	Ice Storm	FEMA PA DR-1356	NC
1999	EF5 Tornado	FEMA PA DR-1272	OK
	Hurricane Floyd	FEMA PA DR-1292	NC
		FEMA PA DR-1300	FL
	Hurricane Irene	FEMA PA DR-1306	FL
1998	EF2 Tornado	FEMA PA DR-1195	FL
	Hurricane Bonnie	FEMA PA DR-1242	VA
	Hurricane Georges	FEMA PA DR-1249	FL
	Tropical Storm Mitch	FEMA PA DR-1259	FL

Year	Disaster	Federal Grant Program	State
1996	Hurricane Fran	FEMA PA DR-1134	NC
1995	Hurricane Erin	FEMA PA DR-1062	FL
	Hurricane Opal	FEMA PA DR-1069	FL
1993	Ice Storm	FEMA PA EM-3095	TN
1992	Hurricane Andrew	FEMA PA DR-955	FL

- ## Federal Reimbursement Experience

AshBritt is a full turnkey emergency disaster response company and 98% of our services are performed for clients eligible for FEMA reimbursement. We have not been notified of any instances where federal reimbursement was denied in part or in whole due to noncompliance on AshBritt's behalf. AshBritt boasts a team with more than 380 years of combined experience in all aspects of disaster logistics and base camp management. Our in-depth understanding of federal grant programs, such as FEMA's Public Assistance Program, ensures that all operations are eligible for reimbursement when available. Finally, our dedication to client satisfaction sets us apart from other industry personnel.



Past Success Providing Expeditious Service for Federal Reimbursement

Following Hurricanes Milton and Helene, AshBritt provided debris removal and other emergency protective services to 60+ Florida, Georgia, South Carolina, and North Carolina clients. For both disasters, FEMA provided Public Assistance applicants 100% reimbursement of debris removal activities and emergency protective measures completed within 120 days. Our efficient plan enabled the rapid deployment of more than 700 trucks across the South, effectively resulting in the removal of debris within the 60-day window for many clients, resulting in zero out-of-pocket costs.

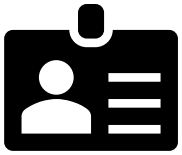
- **The Feds Are Paying Out After Two Major Hurricanes Impacted Florida Earlier This Fall:** https://floridapolitics.com/archives/711184-fema-helene/

Similarly, AshBritt provided debris removal services to 15 Florida clients following Hurricane Ian that resulted in 100% federal reimbursement for work accomplished within the allotted 60-day window. We also ensured our clients received these benefits following Hurricanes Idalia (30 days) and Michael (45 days). These temporary, yet frequent, full reimbursements highlight the importance of choosing a contractor with rapid mobilization capabilities for hundreds of trucks. For example, Bay County, FL saved $85 million during Hurricane Michael thanks to AshBritt's swift response (see link below). AshBritt was also chosen to perform debris cleanup for Bay County during Hurricane Michael.

- **Florida Gov. DeSantis Says 100 Percent FEMA Reimbursement for Storm Debris Removal Increased to 45 Days:** https://www.govtech.com/em/disaster/florida-gov-desantis-says-100-percent-fema-reimbursement-for-storm-debris-removal-increased-to-45-days.html

Note: AshBritt employs a Technical Assistance Team comprised of disaster program experts, all of which have worked for the Florida Division of Emergency Management and/or FEMA, managing various aspects of the federal reimbursement workflow. More information regarding our Technical Assistance Team and their backgrounds can be found in the following section **(Tab 3, Section 3.4)**.

- ## FEMA's Public Assistance Program



While serving as the industry's leading rapid-response emergency logistics and disaster response contractor for over 32 years, AshBritt has worked alongside both state and federal disaster recovery stakeholders on countless activations. In addition to our CEO's membership on FEMA's National Advisory Council, AshBritt also retains staff with specific disaster recovery expertise acquired during past governmental employment that could assist our clients when PA Program eligibility concerns arise.

There are multiple funding sources available to municipalities following a disaster event; however, FEMA is the largest provider of federal disaster assistance funds via the Public Assistance (PA) Program. Once a federal disaster or emergency has been declared, FEMA and state emergency management agencies ("Recipients") work together to administer the PA Program to eligible applicants – states, local, tribal, and territorial governments, and certain private nonprofit organizations. The Recipient presents Applicant Briefings soon after a declaration to inform potential PA applicants of the grant delivery process, programmatic deadlines, general eligibility criteria, and various compliance requirements. Impacted communities should be supported by a strong Recipient who is willing and able to support them when inevitable conflicts arise during the recovery project. PA applicants should be encouraged to document all interactions with their federal counterparts, practice documentation retention, and appeal or arbitrate eligibility determinations that result in the denial of funding. PA eligibility requirements are constantly evolving. Fortunately, AshBritt retains staff with decades of combined state and federal experience administering the PA Program who can assist our clients with eligibility disputes (e.g., cost estimating negotiations, appeals, arbitrations, etc.) that arise during the recovery phase.

AshBritt is attentive to evolving FEMA and the State of Florida guidance. Below is a list of FEMA policies and training relevant to AshBritt's ongoing and future disaster recovery contracts.

FEMA Policy 104-009-2, *Public Assistance Program and Policy Guide* (PAPPG) Version 5 (issued January 6, 2025)

This guide serves as FEMA's comprehensive program and policy document for Public Assistance Program grants. The latest PAPPG supersedes all previous policies and publications for disasters declared on or after January 6, 2025. AshBritt has thoroughly reviewed this document and the relevant changes to work and cost eligibility requirements for emergency work. Notably, the PAPPG is a living document that is routinely updated. Between the publication of new PAPPG versions, FEMA occasionally issues individual policy updates and fact sheets.

FEMA's Procurement Disaster Assistance Team (PDAT) Guidance

All FEMA awards are subject to the federal procurement standards set forth under the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* found at 2 C.F.R., Part 200. FEMA issued the *Procurement Disaster Assistance Team (PDAT) Field Manual* in October 2021 to provide guidance relevant to these regulatory requirements. Thereafter, the Office of Management and Budget made revisions to the Uniform Rules, relevant to FEMA declarations and awards issued on or after November 12, 2020, that were captured in a FEMA Fact Sheet titled *Purchasing Under a FEMA Award: OMB Revisions*. In addition to attending PDAT's "Procurements Under FEMA Awards" training, AshBritt stays fully apprised of all updates to guiding regulations, policy, and procurement-related eligibility decisions issued via appeal or arbitration.

Disaster-Specific Guidance

With many declared disasters, Federal Coordinating Officers will use disaster-specific guidance that elaborates on new or existing FEMA policies and procedures. Recent examples of this include the

multiple variations of COVID-19-related policy that were issued between 2020 and 2022 (e.g., *Coronavirus (COVID-19) Pandemic: Safe Opening and Operation Work Eligible for Public Assistance (Interim), Version 2*; *Public Assistance COVID-19 Medical Care Policy (Version 2)*; *Emergency Non-Congregate Sheltering during the COVID-19 Public Health Emergency (Version 3)*; etc.). AshBritt ensures compliance with any situational guidance that may be issued with each event.

Disaster Recovery Reform Act (2018)

President Trump signed the Disaster Recovery Reform Act (DRRA) into law on October 5, 2018, intending to reduce the complexity of FEMA and build the nation's capacity for catastrophic events. Among other provisions, DRRA:

- Expands on eligible wildfire hazard mitigation activities.
- Authorizes FEMA to provide grants to state or tribal governments to directly administer temporary and permanent housing construction.
- Allows state or local governments who implement cost-effective housing solutions to be reimbursed, under certain conditions.
- Provides PA applicants the right to arbitrate eligibility disputes, under certain conditions.
- Requires FEMA to publish a variety of disaster data (implemented via OpenFEMA Data Sets and a monthly Disaster Relief Fund report published on FEMA.gov).
- Prohibits FEMA from providing reimbursement to any state, local, tribal, or territorial government, or private non-profit for activities made under a contract that purports to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General.
- Prohibits FEMA from recovering funds from a local government that received PA funding if the Department of Homeland Security, Office of Inspector General finds that the local government relied on inaccurate information provided by a FEMA Technical Assistance Contractor.

Programmatic and Procedural Updates

To reduce the administrative burden associated with PA Program grants and support rapid recovery for applicants, FEMA has recently instituted simplified procedures that significantly alter pre-existing programmatic standards. These changes were captured in FEMA Policy 104-23-001, ***Public Assistance Simplified Procedures***, and apply to all small projects funded under major disasters and emergencies declared on or after January 6, 2023. Most notably, this policy increases the large project threshold to $1 million. Projects falling under the $1 million threshold will now require less documentation for reimbursement purposes and will not be subject to final cost reconciliation; however, the implications of this procedural change are significant. AshBritt is prepared to assist City staff with any cost estimating and/or project sectoring that may be required for project development following these changes.

The Reimbursement Process

To reimburse an applicant's disaster recovery expenses, FEMA initially develops Grants Manager Projects (GMP) via the Grants Manager Portal. Applicants are instructed to upload all relevant information and documentation needed to support the development of the following: Damage Descriptions and Dimensions (DDD); the project's Scope of Work (SOW); and estimated or actual costs. For debris removal, the following information and documentation will likely be required:

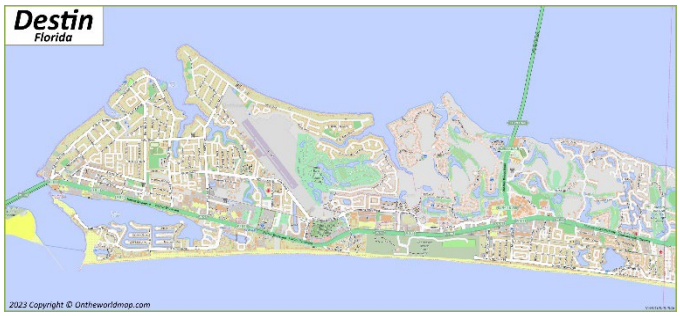
- Documentation demonstrating that debris removal is in the public interest.
- Estimated debris quantities by type (e.g., vegetative, C&D, vessel wreckage, etc.).
- GPS coordinates for debris locations. FEMA uses these coordinates in various eligibility

determinations (e.g., private vs. public property, public roads vs. ROWs, unimproved property, etc.).
- Photographs of debris impacts.
- Location of temporary reduction sites and permanent disposal sites.
- Permits for reduction and disposal sites.
- Quantities of debris removed, reduced, disposed of, and recycled (by type) with load tickets to support quantities.
- Tower logs.
- Documentation substantiating the applicant's legal responsibility for the work.
- Documentation substantiating that the debris was deposited by the incident and was not pre-existing (e.g., waterway soundings that show pre- and post-incident levels).

For other disaster recovery efforts, documentation requirements are dependent on the type of work performed. AshBritt understands the importance of accurately estimating/capturing your work and costs and preparing adequate documentation for the review and development of your PA projects. FEMA often issues time-sensitive Requests for Information during project development that ask for clarifying information and/or documentation. **AshBritt will ensure that a dedicated member of our staff is always available to assist the City in deciphering these requests and helping to provide a timely and sufficient response if needed.**

• Federal Highway Administration's (FHWA) Emergency Relief Program

FHWA Emergency Relief (ER) Program – $100 million is authorized annually for the ER Program under 23 U.S.C. 125. Congress has periodically provided additional funds for the ER Program through supplemental appropriations. The FAST Act eliminated the $100 million per state event cap. The total ER obligations for U.S. Territories (American Samoa, Northern Mariana Islands, Guam, and the Virgin Islands) are limited to $20 million in any fiscal year.



Approved ER funds are available at the pro-rata share that would generally apply to the federal-aid facility damaged. For interstate highways, the federal share is 90 percent. For all other highways, the federal share is 80 percent. The federal share for permanent ER repairs may amount to 90 percent if the combined eligible ER expenses incurred by the state in a federal fiscal year exceeds the annual apportionment of the state under 23 U.S.C. section 104 for the fiscal year in which the disasters or failures occurred.

Emergency repair work to restore essential travel, minimize the extent of damage, or protect the remaining facilities, accomplished in the first 180 days after the disaster occurs, may be reimbursed at 100 percent federal share. The 180 days for 100 percent eligibility of emergency repairs may be extended if a state cannot access a site to evaluate the damage and cost of repair.

It is the responsibility of individual states to request ER funds within two calendar years of the disaster. A notice of intent to request ER funds filed by the state's Department of Transportation with the FHWA Division Office located in the state will initiate the ER application process. The application must include a comprehensive list of all eligible project sites and repair costs. The ER Program assists federal, state, tribal, and local governments with the expense of repairing severe damage to federal-aid, tribal, and federal lands highways resulting from natural disasters or catastrophic failures.

- For emergency repairs, a 100 percent federal share is allowed during the first 180 days following a disaster. The FAST Act allows the Secretary to extend the period of access to damaged areas when access is limited.
- Debris removal for major disasters declared under the Stafford Act will be funded by FEMA.

Natural Resources Conservation Service's (NRCS) Emergency Watershed Program

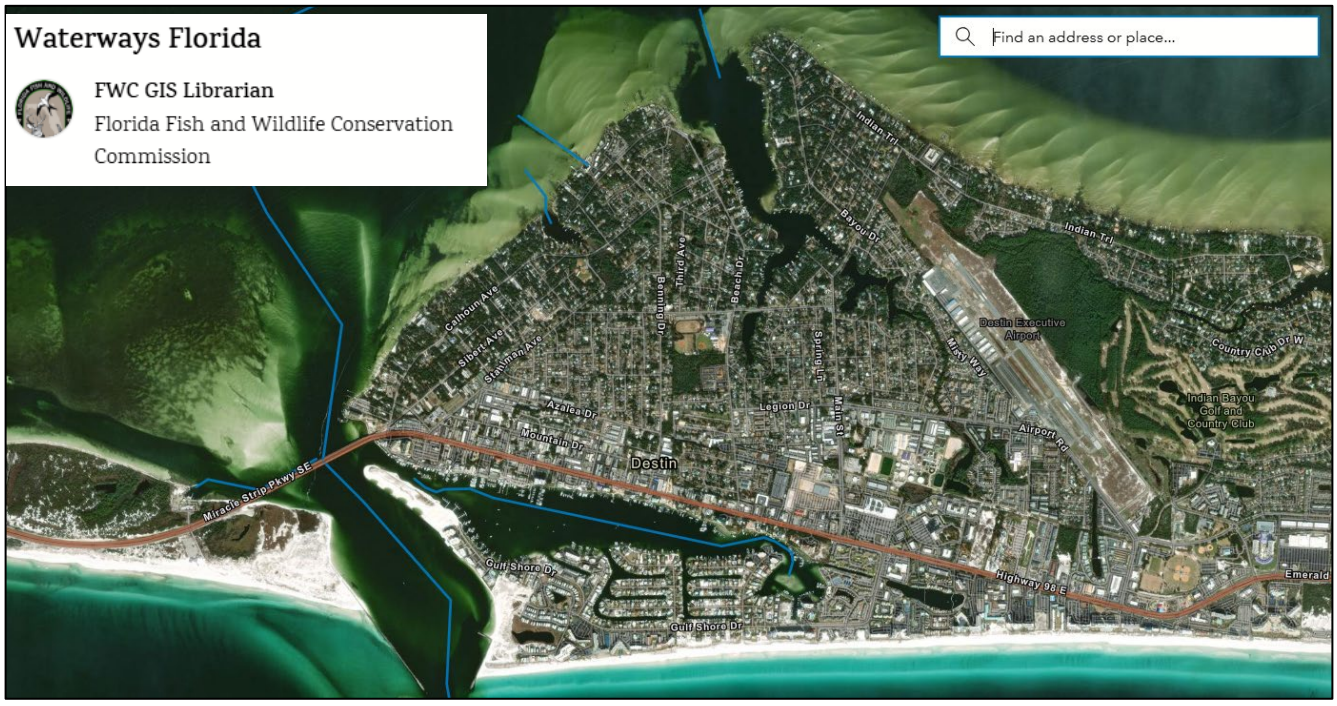
The **Emergency Watershed Protection (EWP) Program**, a federal emergency recovery program, helps local communities recover after a natural disaster strikes. The program offers technical and financial assistance to help local communities relieve imminent threats to life and property caused by floods, fires, windstorms, and other natural disasters that impair a watershed.

All projects must demonstrate that they reduce threats to life and property; be economically, environmentally, and socially sound; and are designed to acceptable engineering standards. The EWP Program also allows NRCS to establish non-traditional partnerships with sponsors to complete projects.

Debris removal from stream channels, road culverts, and bridges is one activity that is eligible for financial and technical assistance under the EWP Program. NRCS can pay up to 75 percent of the cost for eligible emergency projects. Local sponsors must acquire the remaining 25 percent in cash or in-kind services.

Funding for the EWP Program is not a budgeted line item for NRCS. It is funded via supplemental appropriations from Congress on an as-needed and available basis. Therefore, funding to carry out this program is never guaranteed to be available at all times. Due to funding limitations, funding is on a first-come-first-serve basis, and applicants may have to wait for funding to become available.

A request for EWP assistance must be received within 60 days of the natural disaster or 60 days from the date when site access becomes available. **It is important to complete site assessments at the onset of the event to be eligible for this program.**



Florida Division of Emergency Management Knowledge

AshBritt's employees have worked for, worked with, and are intimately acquainted with the Florida Division of Emergency Management and understand the importance of their role in ensuring your recovery mission and eligible funds are maximized.

AshBritt is familiar with the Florida Recovery Obligation Calculation program and can assist our clients with this initiative.



3.4 Experienced Staff

AshBritt boasts an unparalleled team specifically equipped for disaster response. Our core leaders, who have collaborated on disaster response projects for over twenty years, foster exceptional communication and seamless operations. All our in-house staff is 100% ICS and NIMS certified, and we have personnel with multi-level disaster expertise. Several of our team members are former FEMA Region 4 staff and/or members of Florida's State Emergency Response Team (SERT), bringing invaluable firsthand experience with intergovernmental relations in disaster grant management. Additionally, we have staff who have provided state-guided emergency management training and even served as instructors and panel members at the Governor's Hurricane Conference as well as the National Hurricane Conference. This depth of knowledge and experience positions AshBritt to effectively manage any debris removal challenge that the City of Destin may face.

• Involvement with the Florida State Emergency Response Team (SERT)

AshBritt maintains an active emergency response materials and services contract with the Florida Division of Emergency Management (FDEM). As one of the State's trust contractors, our team routinely attends FDEM's annual training and supplemental workshops, such as the SERT Vendor Procurement Workshop. AshBritt attended FDEM's 2025 annual training between April 30 and May 1 where we toured the State's new Emergency Operations Center (see right).




CERTIFICATE
of Completion
This certificate is presented to
Jason Fawcett
for attending the SERT Vendor Procurement Workshop and meeting the minimum annual requirements as set by the State Emergency Response Team
May 21, 2024
Ian Guidicelli
SERT Chief
Porschica Griffith
Facilitator

STATE EMERGENCY FLORIDA SERT RESPONSE TEAM

- Governor's Hurricane Conference Participation



Governor's Hurricane Conference Participation

AshBritt is proud to be a **regular exhibitor and presenter** at the Florida Governor's Hurricane Conference, one of the nation's leading events dedicated to hurricane planning, preparedness, response, and recovery. Our active participation allows us to stay at the forefront of best practices, share our expertise, and foster strong industry relationships. Through our continued involvement in the Governor's Hurricane Conference, AshBritt remains at the forefront of disaster debris management, equipping ourselves with the knowledge and expertise necessary to serve communities effectively when they need us most.

2024 GHC Participation	
Panel/Presentation/Event	**AshBritt Instructors/Panelists**
Debris Management 101 for Emergency Managers	Matt Gierden, Senior VP Rob Ray, Senior VP
Protecting Environmental Resources During Marine Debris Removal	Rob Ray, Senior VP
Women In Emergency Management: Lessons Leaders Learned Along the Way	Brittany Castillo, CEO
Women in Emergency Management: Fireside Chat	Brittany Castillo, CEO
Women in Emergency Management: Sponsored Happy Hour Event	Brittany Castillo, CEO Sara Perkins, VP

2023 GHC Participation	
Panel/Presentation/Event	**AshBritt Instructors/Panelists**
Debris Management 101 for Emergency Managers	Matt Gierden, Senior VP Rob Ray, Senior VP
Hero Helpers: A Panel on Resources to Support Children Post-Disaster	Brittany Castillo, CEO
Women In Emergency Management: A Panel on the Role of Women in Disaster Response and Recovery	Brittany Castillo, CEO



Project Manager, Matt Gierden, leads "Debris Management 101 for Emergency Management" at the 2024 Governor's Hurricane Conference

AshBritt lands FEPA Award for Excellence in Emergency Management

FLORIDA POLITICS

Staff Reports

February 5, 2024

4 min

AshBritt | COVID-19 | Emergency Management | FEPA | Florida Emergency Preparedness Association | Harvey | Hurricane Irma | Hurricanes | Ian | Michael | Sara Perkins

'Membership in FEPA ensures coordination and collaboration across the public and private sectors, working relationships that are critical to supporting communities across Florida.'

AshBritt, a national rapid-response emergency management and disaster debris removal contractor, has been honored with the Award for Excellence in Emergency Management from the Florida Emergency Preparedness Association (FEPA) in recognition for its contributions to the field.

AshBritt has long been involved with FEPA, contributing to its mission to foster an educational network among emergency management professionals, in a state that is no stranger to emergency management needs.

The FEPA network spans federal, state, county, municipal, tribal, volunteer and private sectors.

"We at AshBritt are honored by this distinction from FEPA. FEPA is an important association. FEPA trains, educates and supports those in the front lines of planning for, responding to and recovering from emergency disaster events," AshBritt Vice President of Business Affairs **Sara Perkins** said.

"Membership in FEPA ensures coordination and collaboration across the public and private sectors, working relationships that are critical to supporting communities across Florida. We are proud of this award, given by our colleagues in the industry, and that it recognizes the leadership and values of our company."

CAVALRY STRATEGIES ✓ POLITICAL CONSULTING ✓ PUBLIC AFFAIRS ✓ CRISIS COMMUNICATIONS

Related Articles



by disaster.

The company emphasizes its commitment to veterans and includes second chance programs in its business model to uplift the formerly incarcerated. The company utilizes an array of training and mentoring programs for small, local and minority-owned businesses.

The company also employs innovative partnerships with nonprofit organizations and community-based organizations to optimize access to key resources — such as logistics, financial support, temporary infrastructure and meals — to reach communities hit hardest by disaster as quickly as possible.

AshBritt was established in 1992 and, since then, has conducted more than 460 disaster response missions and 30 special environmental projects. It has successfully served more than 600 clients across the U.S., including direct involvement in recovery efforts related to 85 federally declared disasters in more than 30 states.

AshBritt has responded to major weather events — such as Hurricanes Ian, Harvey, Irma and Michael — and to wildfires in northern California, historic flooding in Kentucky, and vaccine administration in 12 states during the COVID-19 pandemic.

WE WORK OUR TAILS OFF FOR YOU!
PinPoint Results LLC is a government relations firm specializing in legislative and executive branch lobbying, procurement and consulting.
850.445.0107
PinPoint Results

The company has invested more than $10 million across the U.S. to support communities where its team lives and works.

CHIEF FINANCIAL OFFICER
JIMMY PATRONIS
STATE OF FLORIDA

February 9, 2024

Brittany Perkins Castillo
CEO, AshBritt, Inc.
565 East Hillsboro Blvd
Deerfield Beach, Florida 33441

Dear Mrs. Castillo,

With great pleasure and admiration, I extend my heartfelt congratulations to you and your esteemed team at AshBritt, Inc. for being awarded the prestigious Award for Excellence in Emergency Management by the Florida Emergency Preparedness Association (FEPA). This accolade reflects AshBritt's outstanding contributions to emergency management and its unwavering dedication to enhancing the safety and resilience of our communities.

Your leadership at AshBritt, Inc., has been instrumental in steering the company to remarkable success in emergency response and disaster recovery. Under your guidance, AshBritt has excelled in its operations and embodied the spirit of innovation and excellence this award seeks to recognize. Your commitment to providing rapid, effective, and compassionate services during times of crisis has made a significant difference in the lives of countless individuals and communities across Florida and beyond.

The FEPA Award for Excellence in Emergency Management is a testament to your vision, leadership, and the collective effort of the entire AshBritt team. It acknowledges your vital role in setting new emergency preparedness and response standards, fostering a culture of excellence, and contributing positively to the field.

On behalf of the state of Florida, I commend your outstanding achievements and thank you for your continued service and dedication to emergency management. Your contributions are invaluable to our state's resilience and the well-being of our citizens.

Please accept my congratulations once again on this well-deserved recognition. I look forward to witnessing AshBritt, Inc.'s continued success and impact under your exemplary leadership.

Warmest regards,

Jimmy Patronis
Chief Financial Officer

CC: Holly Raschein, Government Relations Director

DEPARTMENT OF FINANCIAL SERVICES
THE CAPITOL, TALLAHASSEE, FLORIDA 32399-0301 • (850) 413-2850 FAX (850) 413-2950

Technical Assistance Team

We know that sufficient awareness of federal eligibility requirements will save more tax dollars for jurisdictions than any other task in the four phases of emergency management. AshBritt's Technical Assistance Team members have combined decades of experience working for both FEMA and state divisions of emergency management. In addition, **AshBritt's CEO, Brittany Castillo is a current member of FEMA's National Advisory Council.**



FEMA National Advisory Council Member

On November 29, 2023, FEMA Administrator, Deanne Criswell, announced the appointment of 12 new members to the agency's National Advisory Council (NAC), including AshBritt's CEO, Brittany Castillo. The NAC is comprised of 40 geographically diverse, emergency managers, emergency responders, and subject matter experts from tribal, state, territorial, and local governments, the private sector, and nongovernmental organizations that advise the FEMA Administrator on all aspects of emergency management, including preparedness, protection, response, recovery, and mitigation for disasters and national emergencies. As a council member, Mrs. Castillo began serving a multi-year term on December 1, 2023, which she will use to guide future recommendations centered around readiness, workforce, and climate resilience.

Our team will use their combined knowledge and expertise to:

- Address any federal funding concerns or questions that the City may have before or after disasters.
- Provide training/procedural updates to the City, field staff, and subcontractors (e.g., Policy Briefings, revised field guidance, etc.).
- Review the City's debris management plans for compliance with federal funding requirements.

Please see our Technical Assistance Team's bios below and on the following page.

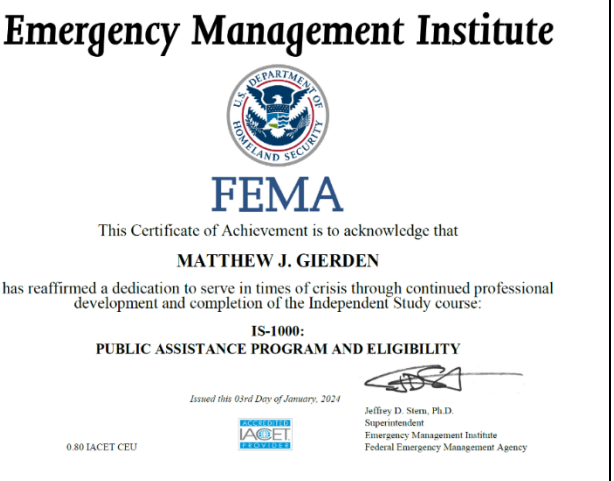
Team Member	Qualifications
 Shelby Pay-Chaney	Shelby worked as a **FEMA Region 4 Appeals Supervisor** for 8 years before joining AshBritt in 2023. **She boasts a decade of combined state and federal emergency management experience**. During her tenure with FEMA, Shelby personally adjudicated over 300 Region 4 PA first appeals affiliated with every facet of disaster recovery and oversaw the completion of countless other appeals and technical reviews prepared by appeals staff and Technical Assistance Contractors. She also participated in numerous policy development working groups and arbitration hearings; managed declaration requests for multiple Fire Management Assistance Grants (FMAG); and became a certified trainer for FEMA's Procurement Disaster Assistance Team (PDAT). Before FEMA, Shelby served as the **Appeals Officer for the Florida Division of Emergency Management**, the state agency with the largest PA appeal output nationwide. **Her working knowledge of the federal laws, regulations, and policies that guide FEMA's PA Program is all-inclusive.** Shelby's extensive experience adjudicating FEMA eligibility issues, combined with her deep understanding of federal procurement standards and contracting requirements, makes her the ideal resource for addressing any contracting concerns the City of Destin may have.

Team Member	Qualifications
 Jim Loomis	**Jim is a seasoned emergency management expert with over 12 years of executive leadership experience with the Florida Division of Emergency Management.** His expertise spans federal assistance, disaster declarations, and government-to-government/individual/business assistance programs. He played a key role in developing the Partners in Recovery Program, a national model for disaster recovery coordination. Jim also worked in hurricane shelter surveys, Community Right to Know programs, and disaster recovery planning. He was instrumental in the development of Florida's Disaster Mitigation Act of 2000. Over the past 20 years working with AshBritt, Jim has become our lead liaison for federal agency coordination. Notably, his wide breadth of emergency management expertise has supported AshBritt's efforts on multiple federal contracts, including those with the United States Army Corps of Engineers.
 Chris Holsinger	Chris began his emergency management career at the **Florida Division of Emergency Management**, where he served as **the State's leading expert on FEMA debris eligibility requirements**, providing technical assistance to Florida PA applicants. Additionally, Chris taught the FEMA G202 Debris Management Training Course throughout the state and regularly reviewed Debris Management Plans for compliance with the Sandy Recovery Improvement Act's Debris Management Plan Pilot Program. During his time at FDEM, Chris co-authored the Debris Management Field Guide, a comprehensive resource that outlines eligible work and proper procedures for documenting, collecting, and disposing of various types of debris. He also reviewed municipal Comprehensive Emergency Management Plans to ensure their compliance with debris management standards during Florida's 5-year recertification process for various jurisdictions. In 2013, Chris served as the Public Assistance Coordinator for the FEMA Fire Management Assistance Grant Program, further expanding his expertise in disaster response and recovery. Since joining the AshBritt team nearly a decade ago, Chris has become our in-house expert on small, disadvantaged, women-owned, and minority business (SBE) subcontracting. While serving as our in-house SBE Officer, Chris performs outreach to SBEs, provides registration and licensing guidance, and mentors small businesses through subcontracting procedures for government work.
 Jeanne Spagnolo	**Jeanne is a seasoned emergency management professional with state-level experience in compliance, policy analysis, and disaster response.** She began her career at the **Florida Division of Emergency Management**, where she contributed to the creation of the Compliance Unit and participated in responses to various disasters, including COVID-19, Hurricane Sally, and tornadoes. After FDEM, Jeanne worked as a Legislative Policy Analyst, contributing to the development and passage of legislation reforming Florida's emergency management policy. Now working directly with AshBritt's leadership team as our Manager of Executive and Strategic Initiatives, Jeanne's expertise supports our work in governmental affairs and public outreach.

Certifications

Below are images of AshBritt's key team member certifications.

USACE Construction Quality Management for Contractors - #784	IS-00100 – Introduction to the Incident Command System (ICS 100)
Charles "Dow" Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel Demidio / Jason Santiago / Danny Sides / Andy Rudd / Jim Loomis / Kelly Beckmann / Jason Haynie / Jason Fawcett / Jamie Robbins	Charles "Dow" Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel Demidio / Matt Gierden / Brian Thomason / Jason Santiago / Richie Bensh / Christina Demidio / Danny Sides / Christopher Holsinger / Jason Fawcett / Brian Thomason / Shelby Pay-Chaney / Andy Rudd / Holly Raschein / Jackie Ryan / Jason Haynie / Jeanne Landry / Jamie Robbins / Dilia Camacho / Roosevelt Gray / Jim Loomis / Corey Flowers / Josue Guerrero
	
IS-00200.b – ICS for Single Resources and Initial Action Incidents	**IS-00632 – ICS Introduction to Debris Operations**
Christina Demidio / Matt Gierden / Christopher Holsinger / Rob Ray / Jason Fawcett / Brian Thomason	Bill Johnson / Charles "Dow" Knight / Matt Gierden / Andy Rudd Jr. / Danny Sides/ Christopher Holsinger / Brian Thomason / Shelby Pay-Chaney / Dilia Camacho / Jason Haynie / Jim Loomis / Rob Ray / Jamie Robbins / Roosevelt Gray / Kenneth Jones / Jason Fawcett / Corey Flowers / Josue Guerrero
	

IS-00700 – National Incident Management System (NIMS), an Introduction	IS-00800.B – National Response Framework, an Introduction
Charles "Dow" Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel Demidio / Matt Gierden / Brian Thomason / Jason Santiago / Richie Bensh / Christina Demidio / Danny Sides / Christopher Holsinger / Jason Fawcett / Brian Thomason / Shelby Pay-Chaney / Andy Rudd / Holly Raschein / Jackie Ryan / Jason Haynie / Jeanne Landry / Jamie Robbins / Dilia Camacho / Roosevelt Gray / Jim Loomis / Corey Flowers / Josue Guerrero	Matt Gierden / Bob Hewett / Rob Ray / Brian Thomason / Corey Flowers / Josue Guerrero / Shelby Pay-Chaney / Dilia Camacho
	
IS-00230.d - Fundamentals of Emergency Management	**IS-1000 Public Assistance Program and Eligibility**
Christopher Holsinger / Josue Guerrero / Jason Fawcett	Christopher Holsinger / Rob Ray / Jason Fawcett / Brian Thomason / Danny Sides / Dilia Camacho / Charles "Dow" Knight / Shelby Pay-Chaney / Jim Loomis / Roosevelt Gray
	

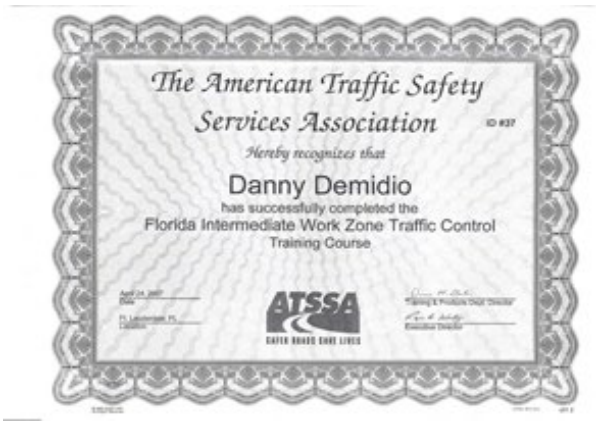
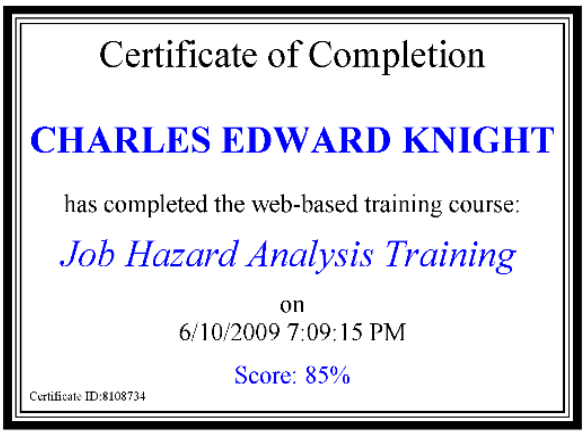
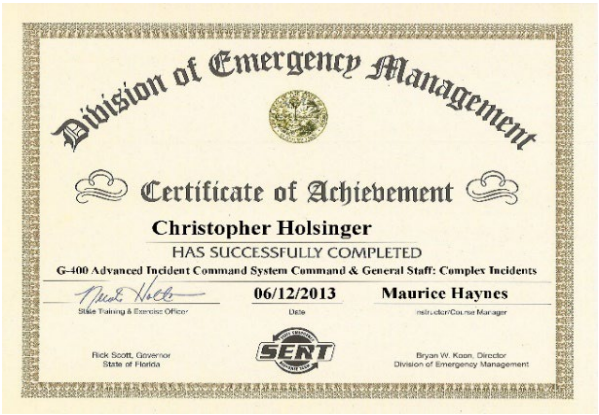
IS-00253 - Coordinating Environmental & Historic Preservation Compliance	Emergency Management Standards of Excellence Certificate of Achievement
Matt Gierden / Josue Guerrero / Jason Fawcett	Christopher Holsinger / Shelby Pay-Chaney
	
IS-00230 - Principles of Emergency Management	**IS-00240 - Leadership & Influence**
Matt Gierden / Christopher Holsinger	Christopher Holsinger / Josue Guerrero / Jason Fawcett
	
First Aid, CPR, AED	**OSHA 10 HR Construction Industry Safety Training**
Daniel Demidio / Richie Bensh / Matt Gierden / Christopher Holsinger / Charles "Dow" Knight / Dilia Camacho	Charles "Dow" Knight / Christopher Holsinger / Rob Ray / Jason Fawcett / Brian Thomason
	

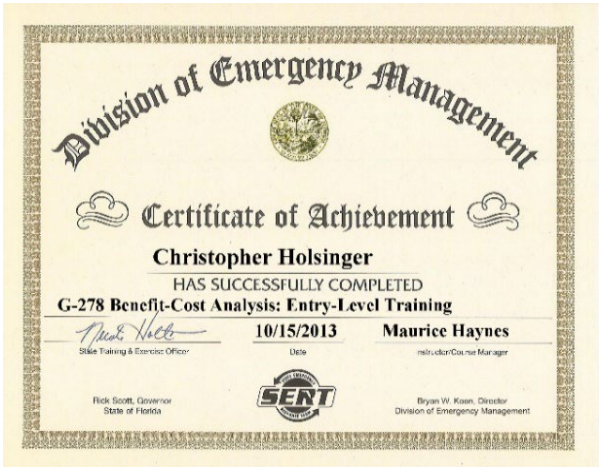
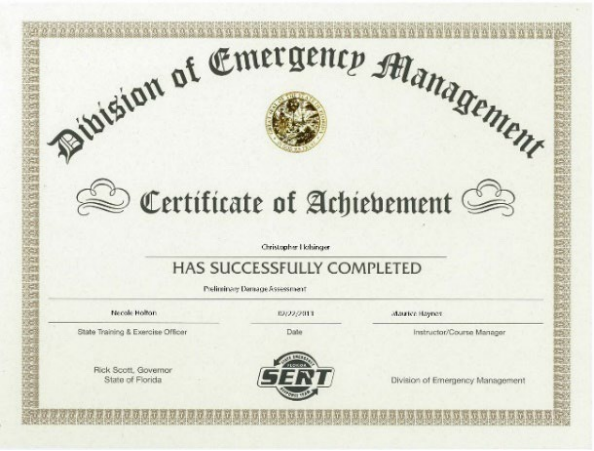
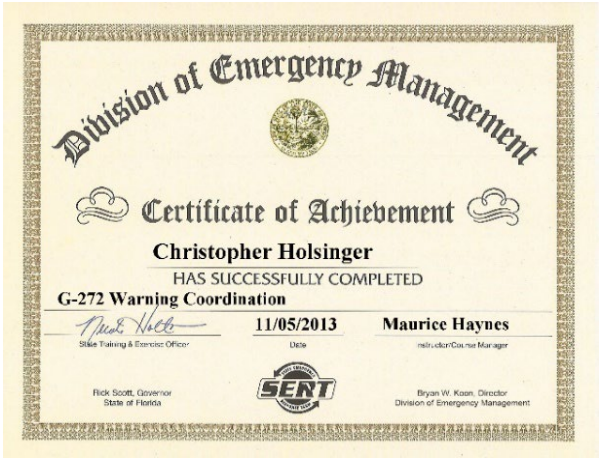
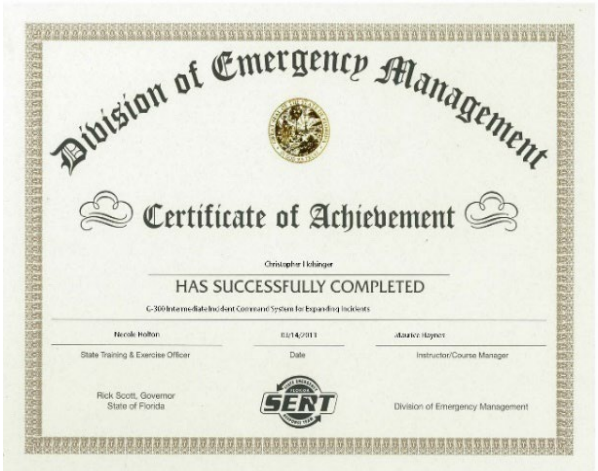
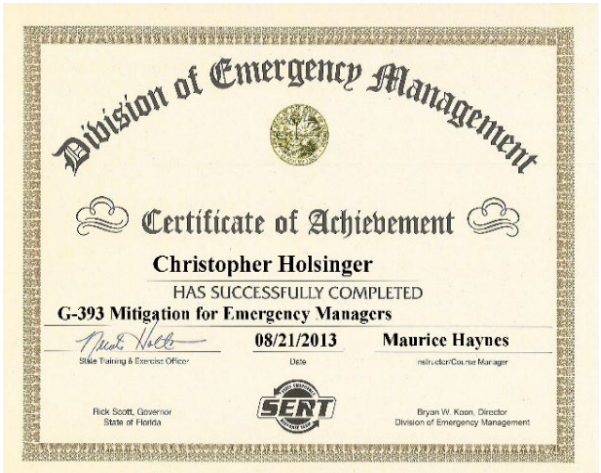
Supervisor Safety Training	OSHA Hazardous Waste Operations and Emergency Response 8 Hour Refresher
Charles "Dow" Knight / Daniel Demidio	Matt Gierden / Rob Ray / Jason Fawcett
	
First Responder Operations Level Training Certification	**IS-00139 - Exercise Design**
Daniel Demidio / Charles "Dow" Knight / Matt Gierden / Danny Sides / Wayne Smith / Jeffrey Spoerl / Christina Demidio	Christopher Holsinger
	
IS-00120.a - An Introduction to Exercises	**IS-00208.a - State Disaster Management**
Christopher Holsinger / Jason Fawcett / Corey Flowers / Josue Guerrero	Christopher Holsinger
	

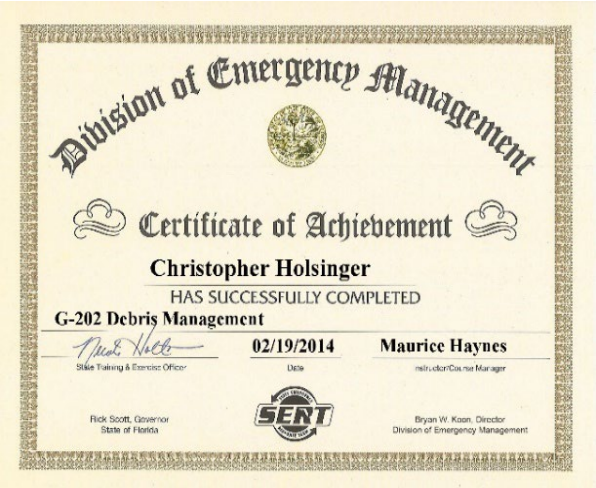
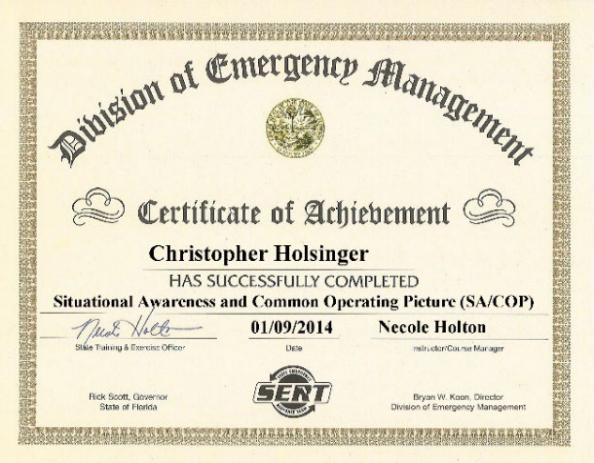
IS-00200.HCa - Applying ICS to Healthcare Organizations	IS-00241.a - Decision Making and Problem Solving
Christopher Holsinger / Danny Sides	Christopher Holsinger
	
IS-00235 - Emergency Planning	**IS-00703.a - NIMS Resource Management**
Christopher Holsinger / Josue Guerrero / Jason Fawcett	Christopher Holsinger / Josue Guerrero
	
IS-00244.a - Developing and Managing Volunteers	**IS-00660 - Intro to Public-Private Partnerships**
Christopher Holsinger	Christopher Holsinger
	

IS-00704 - NIMS Communications and Information Management	National EMS Certification
Christopher Holsinger	Christopher Holsinger
	
IS-00775 - EOC Management and Operations	**Cold Weather Injuries Certification**
Christopher Holsinger	Charles "Dow" Knight
	
Hot Weather Injuries Certification	**Consequence Management - Disaster Course**
Charles "Dow" Knight	Charles "Dow" Knight
	

Antiterrorism Level I Awareness Training	Joint Humanitarian Operations Course
Charles "Dow" Knight	Charles "Dow" Knight
	
40 Hour HAZWOPER Certification	**Certified Master Arborist/ Certified Arborist, Intl. Society of Arboriculture**
Christopher Holsinger / Richie Bensh / Danny Demidio / Matt Gierden / Charles "Dow" Knight / Rob Ray / Jason Fawcett / Brian Thomason / Roosevelt Gray / Italo Vieira / Josue Guerrero	Jason Fawcett / Eric Davis
	
Logistics Management Certificate	**Broward County Tree Pruning Llc: B-179**
Charles "Dow" Knight	Daniel Demidio / Richie Bensh
	

OSHA First Responder Operations	Ethics Training Workshop – Lead2Succeed
Christopher Holsinger	Tom Credle
	
Florida Intermediate Work Zone Traffic Control	**Job Hazard Analysis Training**
Danny Demidio / Rich Bensh	Charles "Dow" Knight
	
Fall Protection - Ladder Safety & Scaffolding Certificates	**G-400-Advanced Incident Command System and General Staff: Complex Incidents**
Charles "Dow" Knight / Matt Gierden / Rob Ray	Christopher Holsinger
	

G-278-Benefit-Cost Analysis: Entry-Level Training	FL-601-Preliminary Damage Assessment
Christopher Holsinger	Christopher Holsinger
	
Antiterrorism Level I Awareness Training	**G-272-Warning Coordination**
Charles "Dow" Knight / Rob Ray / Matt Gierden	Christopher Holsinger
	
G-300-Intermediate Incident Command System for Expanding Incidents	**G-393-Mitigation for Emergency Managers**
Christopher Holsinger / Shelby Pay-Chaney	Christopher Holsinger
	

G-202-Debris Management	FI-603 Public Assistance Grant Program
Christopher Holsinger / Charles "Dow" Knight / Brittany Perkins / Rob Ray / Dilia Camacho	Christopher Holsinger/ Matt Gierden
	
L-948-Situational Awareness and Common Operating Picture	**FEMA PDAT Training**
Christopher Holsinger	Christopher Holsinger
	
32 Professional Development Hours Certificate	**IS-00242 - Effective Communication**
Rob Ray	Christopher Holsinger / Josue Guerrero / Jason Fawcett
	

MEMA Building Resilience by Reducing Infrastructure Vulnerability (H-2016) Training

Rob Ray / Charles "Dow" Knight


Massachusetts Emergency Management Agency

Certificate of Completion

Presented to

Robert Ray

For completion of the
2016 Hurricane Conference: Building Resilience by Reducing Infrastructure Vulnerability (H-2016) Training
Norwood Four Points by Sheraton - Norwood, MA

May 26, 2016

Michael E. Russas
Response and Field Services Section Chief

EMAP Accredited

Kurt N. Schwartz
Director

OSHA 30 Hr Outreach General Industry

Jason Fawcett / Rob Ray / Josue Guerrero


OSHA Outreach Training

Completion Certificate

Jason Fawcett

On 01/02/2021, JASON FAWCETT successfully completed the
30-Hour OSHA Outreach Training Course for General Industry.

David Couch
OSHA Authorized Trainer
Construction #: 20-0106090 General #: 20-0079009

As an OSHA Outreach trainer, I verify that I have conducted this OSHA Outreach training class in accordance with OSHA Outreach Training Program requirements.
I will document this class to my OSHA Authorizing Training Organization. Upon successful review of my documentation,
I will provide each student their completion card within 90 days of the end of the class.

OSHA Authorized Provider:

USF HEALTH

Respirable Crystalline Silica Safety Awareness Course: General Industry

Jason Fawcett / Corey Flowers / Josue Guerrero


360 TRAINING

CERTIFICATE OF COMPLETION

This certifies that

Jason Fawcett

has successfully completed the course

Respirable Crystalline Silica Safety Awareness Course: General Industry

Course Duration 0.5

Completion Date 01/23/2024

Samantha Montalbano, Chief Operating Officer

6504 Bridge Point Parkway, Suite 100 | Austin, TX 78730 | www.360training.com

IS-200.C - Basic Incident Command System for Initial Response ICS-200

Corey Flowers / Josue Guerrero


Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

COREY FLOWERS

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

IS-200.C:
BASIC INCIDENT COMMAND SYSTEM FOR INITIAL RESPONSE ICS-200

Issued this 18th Day of January, 2024

0.40 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

FL-606 Environmental & Historic Preservation Compliance Training

Christopher Holsinger


Division of Emergency Management

Certificate of Achievement

Christopher Holsinger

HAS SUCCESSFULLY COMPLETED

FL-606 FL-606 Environmental & Historic Preservation Compliance Training

06/21/2016

Date

Ashley Mitchell
Instructor/Course Manager

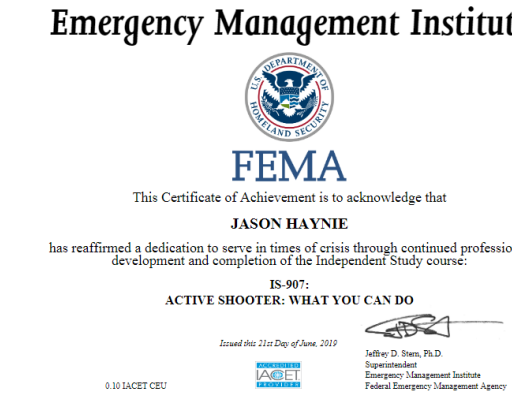
Rick Scott, Governor
State of Florida

SERT

Bryan Koon, Director
Division of Emergency Management

IS-907 - Active Shooter: What You Can Do

Jason Haynie / Josue Guerrero / Jason Fawcett / Corey Flowers / Shelby Pay-Chaney


Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JASON HAYNIE

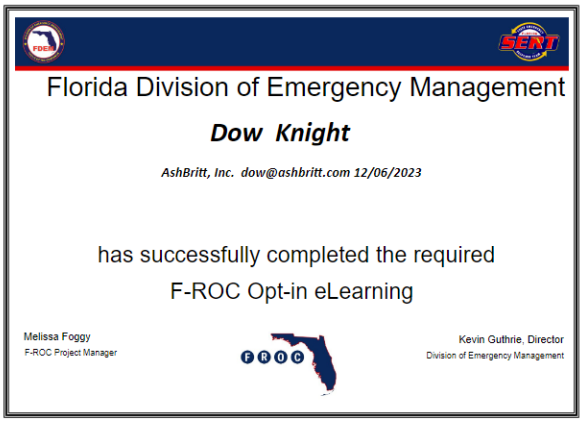
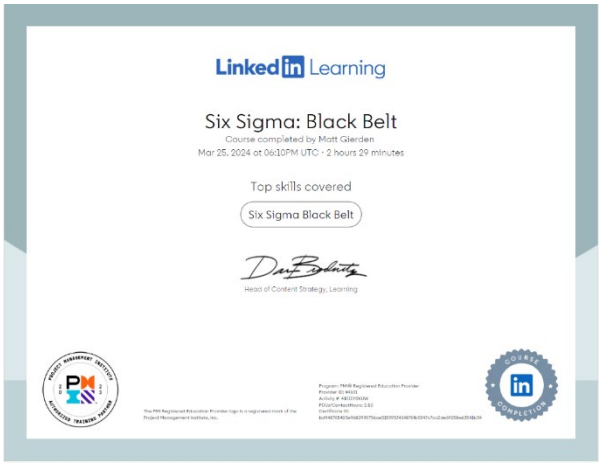
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the Independent Study course:

IS-907:
ACTIVE SHOOTER: WHAT YOU CAN DO

Issued this 21st Day of June, 2019

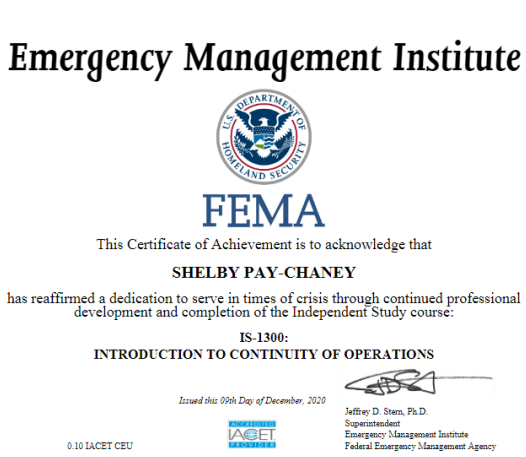
0.10 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Florida Division of Emergency Management - F-ROC Opt-in eLearning	Project Management Institute - Six Sigma: Black Belt
Charles "Dow" Knight	Matt Gierden
	
IS-5.A - An Introduction to Hazardous Materials	**IS-37.20 - Managerial Safety and Health**
Jason Haynie / Josue Guerrero / Jason Fawcett	Jason Haynie / Shelby Pay-Chaney
	
United States Marine Corps Environmental Management System Lead Auditor Training	**Maintaining and Implementing Sustainable INRMPs Course**
Corey Flowers	Corey Flowers
	

Stormwater Management: Permits and Plans	SPCC Plans: A Practical Approach to Compliance
Corey Flowers	Corey Flowers
	
ISO 14001:2015 Management Overview	**ISO 14001:2015 EMS Lead Auditor Training**
Jason Fawcett / Corey Flowers	Jason Fawcett
	
IS-545.A - Reconstitution Planning Course	**IS-329.A - State Mitigation Planning Training**
Jason Fawcett / Corey Flowers / Josue Guerrero	Jason Fawcett / Corey Flowers / Josue Guerrero
	

OSHA - Heat and Cold Stress	40-Hour EM 385 1-1 USACE Safety & Health
Josue Guerrero	Josue Guerrero / Jason Fawcett
	
FDOT Approved Temporary Traffic Control (TTC): Advanced Course	**IS-633 - Debris Management Plan Development**
Josue Guerrero	Jason Haynie / Josue Guerrero / Jason Fawcett / Corey Flowers / Shelby Pay-Chaney
	
IS-1027 - Fire Management Assistance Grants (FMAG)	**IS-1018 - Determination Memorandums and Appeals**
Shelby Pay-Chaney	Shelby Pay-Chaney
	

IS-1300 - Introduction to Continuity of Operations	UF TREEO Center - Understanding Hazardous Waste Regulations in Solid Waste Operations and Recycling
Shelby Pay-Chaney	Dilia Camacho
	
IS-35 - FEMA Safety Orientation	**IS-1001 - The Public Assistance Delivery Model Orientation**
Jason Haynie / Jason Fawcett / Josue Guerrero / Corey Flowers	Shelby Pay-Chaney
	
FDEM SERT Vendor Procurement Workshop	**IS-1010 – Emergency Protective Measures**
Jason Fawcett	Shelby Pay-Chaney
	

AshBritt Training Courses and Programs

AshBritt goes beyond debris removal – we are dedicated to continuous learning and industry advancement. We offer our clients and fellow professionals up-to-date debris management training programs, ensuring everyone involved possesses the latest knowledge and best practices for efficient and successful disaster response. The below table lists some of the training we have provided directly to clients and via emergency management conferences in recent years. The City of Destin's assigned Project Manager, Matt Gierden, is up to date on these courses and can deliver them to the City's emergency responders and disaster recovery stakeholders upon request.



AshBritt Project Manager, Matt Gierden, leads "Debris Management 101" Course

2024 Governor's Hurricane Conference

Client Training Courses	Conference Training
• Disaster Debris Management 101 • Debris Management for Emergency Managers • Disaster Debris Management (Catered to the City/County presenting to) • Unchartered Waters – The Complex Nature of Waterway Debris Removal • Wildfire Debris – Navigating the Aftermath: Best Practices for Wildfire Debris Cleanup and Recovery • Build a Better Recovery • Hurricane Preparedness Workshop • Local Government Officials Debris Management Training • Emergency Responders – Debris Management Services • An Update to FEMA Guidance – What's Changed Since Your Last Declared Disaster Event? • Concept of Operations – How We Do What We Do? • Debris Management Tabletop Exercises – Scenario Driven	• Highlighting the Role of Women in Emergency Management • Supporting Children in the Aftermath of Disasters • Women in Disaster Response & Recovery • Disaster Debris Management 101 • Debris Management for Emergency Managers • Unchartered Waters – The Complex Nature of Waterway Debris Removal • Disaster-Generated Waterway Debris - Impacts on the Environment • Wildfire Debris – Navigating the Aftermath: Best Practices for Wildfire Debris Cleanup and Recovery

Online Training Academy 💻

As a value-added service, AshBritt launched an Online Training Academy in response in 2020. The portal, which can be found on our website, includes videos and supplemental training guides tailored for public sector officials, subcontractor partners, emergency management students, job seekers, and volunteers. It is a beneficial resource often used by our clients as a training tool for new hires and refresher courses.

FLORIDA CERT ASSOCIATION
Community Emergency Response Team

One Mission,
One Family,
One Neighborhood.

June 29, 2019

To Whom It May Concern:

I am very pleased to recommend AshBritt Inc. as a thought leader in the Debris Management and Disaster Recovery Industry and specifically their *Debris Management 101* educational presentation.

The *Debris Management 101* training provided valuable insight for attendees at the 2018 National CERT Conference as the focus was related to the response and recovery from Hurricane Irma. Feedback was so overwhelmingly positive I had invited the team back to present at the 2019 Florida CERT Conference to speak to Hurricane Michael disaster recovery efforts.

Debris Management 101

- 2018 National CERT Conference

Panel:

- Brittany Perkins Castillo, AshBritt CEO
- Matt Gierden, AshBritt Senior Vice President
- Brett Postelli, AshBritt Safety Manager
- Gerardo Castillo, AshBritt Chief of Staff

I am happy to recommend AshBritt as a presenter at your conference or event. If you have any questions, please feel free to contact me.

Sincerely,

James Cunningham
Florida CERT Association President

3.5 Number of Available Employees and Supervisors



With our extensive financial backing, working capital, and organizational framework, we are always prepared to provide swift and comprehensive services to our clients. AshBritt maintains a robust and readily deployable workforce, specifically trained and equipped for disaster debris management. Our personnel pool, comprised of both in-house employees and subcontracted staff, includes experienced operators, supervisors, and support staff, ensuring we can rapidly scale our operations to match the magnitude of any disaster.

AshBritt operates a nationwide network of project managers, reservist personnel, and subcontractors. This strategic approach allows us to quickly mobilize resources to disaster-stricken areas across the country. The size of our recovery teams is contingent upon the size and magnitude of a disaster event, primarily averaging a standard of 48 full-time employees during normal business times. Often recovery teams are expanded to over 100 contracted project and quality control managers to fulfill the need during a base camp mission. These contracted personnel have worked on multiple disaster recovery projects for AshBritt throughout our history. They are considered reserve personnel and they are kept up to date with all appropriate training and projects throughout the year. AshBritt is a 24x7x365 days per year company; hence, each of our staff members is available 24x7x365.

AshBritt has organized, deployed, and managed teams as small as 10 for minimal activations to as large as 1,500 for extensive operations.

We always allocate the appropriate number of staff to get the job done.

Ability to Secure Subcontractors

In our industry, large-scale response operations require substantial amounts of equipment and personnel, and subcontractor resources play a crucial role in filling that requirement. AshBritt has worked with thousands of subcontractors and individuals over our history. We maintain databases of past subcontractors and employees, and we always encourage new firms and qualified individuals to register and submit resumes through our website (www.AshBritt.com).

We also maintain: 1) a core group of standby subcontractors who are exclusively available for deploying to AshBritt projects, and 2) long-term relationships with regional and nationwide subcontractors, equipment rental companies, logistics/freight forwarding firms, recycling/disposal companies, etc. who have registered with us for potential work.

We have registered hundreds of subcontractors within Florida and across the U.S. that may be deployed under this contract. AshBritt has taken affirmative steps to ensure that these subcontractors are vetted, registered, and prequalified to perform disaster debris removal services for AshBritt following the FEMA *Checklist for Reviewing Procurements by Federal Grant Grantees and Subgrantees (#6)* and 2 C.F.R. § 215.44(b). AshBritt also adheres to Executive Order 11246 of September 24, 1965, entitled "Equal Employment Opportunity," as amended by Executive Order 11375 of October 13, 1967, and as supplemented by Department of Labor regulations.

3.6 Office Location and Supervisory Personnel

AshBritt	
Company Address	565 E Hillsboro Blvd, Deerfield Beach, FL 33441
Phone Number	(954) 725-6992
Fax Number	(954) 725-6991
Email Address	response@ashbritt.com
Website	www.ashbritt.com
Contact Person	Matt Gierden (239) 229-5829 matt@ashbritt.com

AshBritt's headquarters in Deerfield Beach, FL would be directly responsible for managing this contract with the City of Destin. **Once activated, AshBritt will set up a local branch office which would be directly responsible for overseeing the operations and the contract requirements.**

Supervisory Personnel



Project Manager: Matt Gierden

Matt is a Sr. VP at AshBritt who has been with the company for over 20 years, overseeing the recovery efforts of more than 100 federally declared disasters in 20 states. Since 2004, Matt has worked closely with our Florida Panhandle clients, becoming a regional disaster recovery expert. Notably, he managed AshBritt's disaster debris projects for Escambia County following 2004 Hurricane Ivan (2,356,984 CY), 2005 Hurricane Dennis (699,936 CY), and 2020 Hurricane Sally (1,239,941 CY). He is very familiar with the Panhandle, can easily locate DDMS, and has established relationships with many local subcontractors. Matt also managed multiple debris projects for Bay County and its municipalities following 2018 Hurricane Michael, including the cities of Callaway, Lynn Haven, and Springfield. A total of 9,265,00 CY was removed from the County and cities.

In addition to being an AshBritt Instructor, he holds a Six Sigma Black Belt, FEMA, and other industry certifications that equip him to handle complex and challenging situations with professionalism and efficiency. His core competencies include building lasting client relationships, managing diverse projects, ensuring budget efficiency, streamlining logistics, and motivating teams. He has managed land- and waterway-based debris projects worth over $1.9 billion. Matt's mission is to provide quality service and operational innovation to his clients and his company. He is passionate about helping communities recover and rebuild after disasters and environmental crises.



Operations Manager: Rob Ray

Rob is a highly experienced professional with over 21 years of dedicated service in disaster response and recovery, 20 years of which have been with AshBritt. He is a recognized leader in the field and a distinguished Subject Matter Expert (SME) who often shares his expertise on a broader platform. He has taken part in and led panel discussions on disaster response and recovery, as well as debris management, at conferences and events held in various states, including North Carolina, Virginia, Texas, Florida, California, and Colorado. Over the past two decades, Rob has successfully managed and assisted over 200 disaster response and recovery projects in 14 states. His expertise and commitment to disaster management have made a significant impact on the lives of countless individuals and communities.



Quality Control Manager: Brian Thomason

Beginning his journey as a volunteer firefighter, Brian internalized the principles of discipline, trust, teamwork, leadership, and responsibility. These attributes, foundational to navigating chaos and saving lives, paved the way for Brian's 35-year-long career in crisis management and disaster recovery. Throughout his decades in debris management, Brian has been at the helm of more than 35 major disaster declarations and countless projects. From confronting the challenges of Hurricanes Fran and Bertha in 1996, responding to Florida's tumultuous hurricane seasons between 2004-2005, and managing the aftermath of Hurricanes Ian and Nicole in 2022, to most recently managing AshBritt's State of Georgia, multi-jurisdictional Hurricane Helene USACE mission (2024).

For our team's relative experience in the planning and administration of similar projects, please see **Tab 3, Section 4 – Experienced Staff,** and **Sections 7-8 – Resumes**.

3.7 Key Personnel Resumes

On the following pages are resumes for the key members of AshBritt's senior leadership team that will be assigned to contract and disaster debris management work for the City of Destin.

Assigned Position	Key Personnel	Time Commitment
Chief Executive Officer	Brittany Castillo	Plan; Initial Response; Recovery
Project Manager	Matt Gierden	Plan; Initial Response; Recovery
Operations Manager	Primary: Rob Ray Reserve: Dow Knight	Plan; Initial Response; Recovery
Quality Control Manager	Brian Thomason	Recovery
Logistics Director	Gerardo Castillo	Initial Response; Recovery
DDMS Director	Danny Demidio	Recovery
Environmental Health & Safety Manager	Jason Haynie	Recovery
Technical Assistance Manager	Jim Loomis	Plan; Recovery

The below table identifies acronyms used in our resumes for summarization purposes. Additional information regarding any of the projects identified in our resumes can be provided upon request.

ROW	Right of way	**Haz Tree/Limb**	Hazardous tree and limb removal
Push	Emergency road clearance	**PPDR/ROE**	Private Property Debris Removal/Right of Entry
DDMS	DDMS operations, management	**Sand**	Screening and removal
Beach	Beach debris removal	**Generators**	Providing generator services
Waterway	Waterway debris removal	**MRE's**	Meals Ready to Eat
Base Camp/Shelter Services	Full turnkey base camp/shelter services	**COVID-19 Testing, Vaccination, Monoclonal Infusion Sites**	Managing shelter sites and medical care



Brittany Castillo
Chief Executive Officer

Qualifications & Experience

Brittany Perkins Castillo has been the CEO and a Board member of AshBritt since 2016; however, she began assisting on AshBritt projects well before taking on this vital leadership role. She currently oversees strategy, client relations, and partnerships. Brittany has managed AshBritt's response to numerous disasters, including Hurricanes Debby, Beryl, Idalia, Ian, Nicole, Ida, Sally, Harvey, Irma, Michael, and others, resulting in over 200 projects across 20 states. Before AshBritt, she practiced law in Texas, served as a prosecutor, and held program management roles. Castillo holds a J.D. from UT Austin and a B.A. from Vanderbilt. Bilingual in English and Spanish, she is Chair of the AshBritt Foundation, serves on the 4Girls Foundation Board, and maintains a pro bono legal practice focused on disaster victims and domestic violence survivors.

Select AshBritt Experience

Disaster Experience
- 14 years

Areas of Expertise
- Executive Management
- Program Management and Logistics
- Litigation
- Government and Community Affairs

Training & Memberships
- AshBritt Board of Directors, Member, 2014-present
- **FEMA National Advisory Council Member**
- G-202 Debris Management Certified
- Member, State Bar of

FEMA National Advisory Council Member

On November 29, 2023, FEMA Administrator, Deanne Criswell, announced the appointment of 12 new members to the agency's National Advisory Council (NAC), including AshBritt's CEO, Brittany Castillo. The NAC is comprised of 40 geographically diverse, emergency managers, emergency responders, and subject matter experts from tribal, state, territorial, and local governments, the private sector, and nongovernmental organizations that advise the FEMA Administrator on all aspects of emergency management, including preparedness, protection, response, recovery, and mitigation for disasters and national emergencies. As a council member, Brittany began serving a multi-year term on December 1, 2023, which she will use to guide future recommendations centered around readiness, workforce, and climate resilience.

AshBritt, Inc. 2005 - Present
- Severe Storms and Flooding, 2025 – Louisville, KY – Mud/Silt Removal, Ancillary
- Severe Winter Storms, 2025 – GA, VA, KY – Salt Spreading, Snow Plowing
- Flooding, 2024 – State of NM – ROW, Haz Tree/Limb, PPDR, Waterway

Qualifications & Experience

- Texas
- Founder of Women in the Field of Emergency Management (WTFEM)

Education

- Juris Doctor, The University of Texas School of Law
- B.A. in Public Policy, Vanderbilt University

- Hurricane Milton, 2024 – FL - Push, ROW, Haz Tree/Limb, Waterway, PPDR, Basecamps, White Goods/Freon, Vessels, Sand, HHW, E-waste
- Hurricane Helene, 2024 – FL, GA, SC, NC, VA, USACE – Push, ROW, Haz Tree/Limb, Waterway, PPDR, Basecamps, White Goods/Freon, Vessels, Sand, HHW, E-waste
- Hurricane Debby, 2024 – 3 FL Jurisdictions & FL Division of Emergency Management (FDEM) – ROW, Vac Trucks, and 5 Basecamps
- Hurricane Beryl, 2024 – 6 TX Jurisdictions – ROW, Parks, Haz Tree/Limb
- Nationwide Storms and Tornadoes, 2024 – FL, GA, KS, KY, TX – ROW, Haz Tree/Limb
- Warehouse Fires, 2024 – Isle of Wight & Alexandria, VA – Debris Removal, Ancillary
- Hurricane Idalia, 2023 – FL & GA – ROW, Push, Haz Tree/Limb, Stumps, Basecamp, Waterway
- Straight-line Windstorm, 2023 – Prairie Village & Overland Park, KS – ROW
- Flooding, 2023 – Ft. Lauderdale, FL – ROW, Generators, Ancillary
- Migrant Support Services, 2023 – FDEM – Basecamp
- Hurricane Nicole, 2022 – Brevard County, FL – ROW
- Hurricane Ian, 2022 – 15 FL Jurisdictions – ROW, Haz Tree/Limb, Waterway, PPDR, Demolition, Basecamps, White Goods/Freon, Vessels, Vehicles, HHW, E-waste
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway
- Tornadoes, 2022 – Hopkins County, KY – ROW
- Hurricane Nicholas, 2021 – Freeport, TX - ROW
- Hurricane Ida 2021 – LaDOTD, MS, and NJ – ROW
- Oregon Wildfires, 2021 – ODOT – PPDR, Haz Tree
- COVID-19, 2021 – TX, FL, & VA – Vaccination Sites
- Hurricane Sally, 2020 – Escambia County, FL – ROW, Haz Tree/Limb
- Hurricane Laura, 2020 – Orange County, TX – ROW, Haz Tree/Limb
- Tropical Storm Isaias, 2020 – NY & CT – ROW, Haz Tree
- COVID-19, 2020 – Miami, FL – Disinfecting Schools
- Tropical Storm Imelda, 2020 – Orange County, TX – DDMS, Disposal
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb
- Storms, 2019 – Fairfax, VA – ROW
- Winter Storm Gia, 2019 – Overland Park, KS – ROW, Haz Tree/Limb
- Hurricane Michael – 2018 – FL, GA, USACE – Push, ROW, Waterway, Haz Tree/Limb
- Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, 2017 – USACE – PPDR, Erosion Control, Air Monitoring
- Hurricane Irma, 2017 – FL, GA, SC – ROW, Beach Debris, Haz Tree/Limb, Generators, Ancillary, Emergency Food & Water, HHW
- Hurricane Harvey, 2017 – TX – ROW, HHW, MREs, Generators, Shelters, Sand
- Hurricane Matthew, 2016 – FL, GA, SC - ROW, Beach Debris, Haz Tree/Limb
- Winter Storm Jonas, 2016 – MD & VA – Snow Removal
- Blue Cut Fire, 2016 – San Bernardino County, CA – Showers, Ancillary
- Soberanes Fire, 2016 – Monterey County, CA – ROW, Haz Tree
- Hurricane Sandy, 2012 – VA, NY & NJ – Vessels, Vehicles, Waterway, ROW, Sand/Beach
- Hurricane Katrina, 2005 – USACE (MS & LA) – ROW, Basecamp, Ancillary, Haz Tree
- Hurricane Wilma, 2005 – FL – ROW



Matt Gierden
Senior Vice President

Qualifications & Experience – Operational Role: Project Manager

With 20+ years in disaster recovery and emergency response, Matt brings invaluable experience and expertise to his role as AshBritt Senior Vice President. A recognized leader, he drives client growth, customer support, and public relations. Matt's innovation and problem-solving skills have fostered strong client relationships across Florida, Georgia, and South Carolina. Rising from field supervisor since joining AshBritt in 2003, he has overseen over 75 FEMA disaster recovery projects nationwide.

Select AshBritt Experience

Disaster Experience
- 20 years

Areas of Expertise
- Subcontractor Management
- Operations
- FEMA Technical Assistance
- Quality Control

Training & Certifications
- FEMA IS 100, 200, 230, 632, 700, and 800.
- Anti-Terrorism Certification – Level 1
- 40-Hr. HAZWOPER
- 8-Hr. HAZWOPER Refresher
- HAZWOPER Supervisor
- FL-603 Public Assistance Grant Program
- USACE CQCM for Contractors
- EPA 8-hr Initial Renovator, Repair and Painting Cert. Lic: 1817542
- Six Sigma Black Belt

Education
- B.A. in Business, Western Governors University - 2024
- Mishawaka High School, Mishawaka, IN

AshBritt, Inc. 2004 - Present
- Hurricane Milton, 2024 – 4 FL Jurisdictions – ROW, Sand, Haz Tree/Limb
- Hurricane Helene, 2024 – Buncombe County and City of Asheville, NC – ROW, Haz Tree/Limb, PPDR
- Hurricane Debby, 2024 – Collier County, FL – Vac Trucks
- Severe Storms and Tornadoes, 2024 – Houston, TX – ROW
- Severe Storms, 2024 – Valdosta, GA – ROW
- Hurricane Idalia, 2023 - Lowndes County, Dasher, & Valdosta, GA – Push, ROW, Haz Tree/Limb
- Hurricane Ian, 2022 – Collier & Charlotte County, FL – ROW, Haz Tree/Limb, HHW, E-waste
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway, Disposal
- Hurricane Sally, 2020 – Escambia County, FL – ROW, Haz Tree/Limb
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb
- Hurricane Michael – 2018 – Bay County, FL – Push, ROW, Waterway, Haz Tree/Limb
- CA Wildfires, 2017 – USACE – PPDR, Demolition, Erosion Control, Air Monitoring, Disposal
- Hurricane Irma, 2017 – Collier County, FL – ROW, Haz Tree/Limb, Generators, Ancillary, Emergency Food & Water
- Hurricane Harvey, 2017 – Fort Bend County, TX – ROW, HHW, Sand Removal
- Hurricane Matthew, 2016 – Charleston & Charleston County, SC – ROW, Haz Tree/Limb
- Blue Cut Fire, 2016 – San Bernardino County, CA – Showers, Ancillary
- Severe Storm, 2016 – Collier County, FL – ROW
- Valley Fire, 2015 – Lake County, CA – Haz Tree, Fire Debris
- Flooding, 2015 – Charleston, SC – ROW
- Flooding, 2015 – Hidalgo County, TX – Vac Truck
- Winter Storm Pax, 2014 – GA & SC – ROW
- Hurricane Sandy, 2012 – NJ – Vessels, Waterway, ROW
- Severe Winter Storm, 2011 – MA – ROW, Haz Tree/Limb
- BP Oil Spill, 2010 – Gulf County, FL – Cleanup, Deflection Boom, Skimmers
- Hurricane Ike, 2008 – Hardin County, TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Katrina, 2005 – LA – ROW, Ancillary, Haz Tree, HHW, Putrescent Debris, PPDR/ROE
- Hurricane Wilma, 2005 – FL – ROW
- Hurricanes Charley, Frances, & Jeanne, 2004 – FL – ROW



Rob Ray
Senior Vice President

Qualifications & Experience – Operational Role: Operations Manager

Rob is a Senior Vice President with over two decades of experience in business development, customer service, and disaster response. He specializes in managing client relationships across multiple states. With a strong background in environmental contracting and safety training, Rob has successfully overseen more than 125 disaster recovery projects. He has held critical roles in major disaster events, including large-scale hazardous tree removal operations following California wildfires and recovery efforts following Hurricane Katrina. Most recently, Rob led the project management team in response to Hurricane Beryl. He is also a frequent presenter at industry events, hosting training seminars nationwide.

Select AshBritt Experience

Disaster Experience
- 22 years

Areas of Expertise
- Operations
- Quality Control
- Safety
- FEMA Technical Assistance

Training & Certifications
- FEMA IS 100, 200, 700, & 800
- G202- Debris Management
- Building Resilience by Reducing Infrastructure Vulnerability (H-2016) Training
- OSHA 10-Hour
- OSHA 30-Hour
- USACE CQCM for Contractors
- Anti-Terrorism Certification – Level 1
- NTSS: Fall Prevention and Ladder Safety Certificate of Completion

Education
- Culpeper County High School, Culpeper, VA

AshBritt, Inc. 2003 - Present
- Hurricanes Helene & Milton, 2024 – Hillsborough County and Tampa, FL, FDEM – ROW, White Goods, Haz Tree/Limb, Waterway
- Long-Term Recovery Project (Hurricane Ida), 2024 – Livingston Parish, LA - Waterway
- Hurricane Beryl, 2024 – 6 TX Jurisdictions – ROW, Parks, Haz Tree/Limb
- Severe Storms and Tornadoes, 2024 – Houston, TX – ROW
- Hurricane Idalia, 2023 - Hillsborough County, FL, FDEP – ROW, Push, Hazardous Tree/Limb, Waterway
- Hurricane Ian, 2022 – FDEM/FDEP, Polk County, Hillsborough County, & Tampa, FL – ROW, Haz Tree/Limb, Waterway, PPDR, Demolition, HHW, E-waste, Vehicles/Vessels
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway, PPDR
- Oregon Wildfires, 2021 – ODOT – PPDR, Haz Tree
- Hurricane Sally, 2020 – Escambia County, FL – ROW, Haz Tree/Limb
- Hurricane Laura, 2020 – Orange County, TX – ROW, Haz Tree/Limb
- Tropical Storm Isaias, 2020 – NY & CT – ROW, Haz Tree
- Tropical Storm Imelda, 2020 – Orange County, TX – DDMS, Disposal
- Storms, 2019 – Fairfax, VA – ROW
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb
- Hurricane Michael, 2018 – FL & GA - Push, ROW, Waterway, Haz Tree/Limb
- CA Wildfires, 2017 – USACE – PPDR, Demolition, Erosion Control, Air Monitoring
- Hurricane Irma, 2017 – West Coast of FL – ROW, Beach Debris, Haz Tree/Limb, Generators, Ancillary, Emergency Food & Water, HHW
- Hurricane Harvey, 2017 – TX – ROW, HHW, MRE, Generators, Shelters, Sand
- Hurricane Matthew, 2016 – SCDOT – ROW, Haz Tree/Limb
- Soberanes Fire, 2016 – Monterey County, CA – ROW, Haz Tree
- Valley Fire, 2015 – PG&E, Lake County, CA – Haz Tree, Fire Debris
- Flooding, 2015 – Charleston, SC – ROW
- Flooding, 2015 – Hidalgo County, TX – Vac Truck
- Hurricane Sandy, 2012 – NY & NJ – Vessels, Waterway, ROW
- Tornadoes, 2011 – MA – ROW, Haz Tree
- BP Oil Spill, 2010 – MS & FL – Cleanup, Deflection Boom, Skimmers
- Hurricane Ike, 2008 – TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Dolly, 2008 – TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Katrina, 2005 – MS, LA, FL – ROW, Ancillary, Basecamp, Haz Tree, HHW, Putrescent Debris, PPDR/ROE



Charles "Dow" Knight
Senior Vice President

Qualifications & Experience – Operational Role: Operations Manager

Dow, a US Merchant Marine Academy graduate and Navy Reserve retired Captain, brings over 20 years of maritime, intermodal, and military leadership to AshBritt. His expertise in logistics, transportation, and crisis management is instrumental in managing the complex challenges of large-scale disaster debris management. Dow has played a pivotal role in coordinating efficient resource allocation and execution for numerous disaster recovery projects. His strong organizational skills, strategic planning, and experience leading overseas operations (including a 2010 deployment in support of Operation Enduring Freedom) are invaluable assets to AshBritt's success in handling the massive scope of debris removal operations.

Select AshBritt Experience

Disaster Experience
- 21 years

Areas of Expertise
- Transportation/Logistics
- Debris Operations
- FEMA Compliance

Training & Certifications
- FEMA IS 100 & 700
- G202 – Debris Mgt.
- OSHA 10 HR
- 40-Hr. HAZWOPER
- NTSS: Fall Prevention, Ladder Safety
- USACE CQCM
- Joint Interagency Training Center – West: Consequence Mgt Disasters
- U.S. Navy – Enterprise Safety Applications Management System for CNRF: Job Hazard Analysis Training
- USAID: Joint Humanitarian Operations
- Professional in Human Resources Certification
- CPR Certified

Education
- U.S. Merchant Marine Academy, BS, Marine Transportation with a Minor in Marine Engineering

AshBritt, Inc. 2003 - Present
- Hurricane Helene, 2024 – USACE (NC & GA) – ROW, Waterway, Haz Tree/Limb
- Hurricane Debby, 2024 – Collier County and Manatee County, FL – ROW, Vac Trucks
- Hurricane Ian, 2022 – Charlotte County, FL, FDEP – ROW, Haz Tree/Limb, Waterway, White Goods/Freon, Vessels, Vehicles, E-waste, HHW
- Hurricane Ida, 2021 – LaDOTD, MS, & NJ – ROW
- COVID-19, 2021 – FL DEM – Vaccination Sites
- COVID-19, 2021 – TX DEM – Vaccination Sites
- Tropical Storm Isaias, 2020 – NY & CT – ROW, Haz Tree
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb
- Winter Storm Gia, 2019 – Overland Park, KS – ROW, Haz Tree/Limb
- Hurricane Michael, 2018 – Leon County, FL, GDOT, USACE – Push, ROW, Waterway, Haz Tree/Limb
- Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, 2017 – USACE – PPDR, Demolition, Erosion Control, Air Monitoring, Disposal
- Hurricane Irma, 2017 – FL – ROW, Beach Debris, Haz Tree/Limb
- Hurricane Harvey, 2017 – TX – ROW, HHW, MREs, Generators, Shelters
- Hurricane Matthew, 2016 – Chatham County & Pooler, GA – ROW, Beach Debris, Haz Tree/Limb, Sand Screening
- Winter Storm Jonas, 2016 – MD & VA – Snow Removal
- Valley Fire, 2015 – PG&E, Lake County, CA – Haz Tree, Fire Debris
- Winter Storm Pax, 2014 – GA & SC – ROW
- Hurricane Sandy, 2012 - NY & NJ – Vessels, Vehicles, Waterway, ROW, Beach/Sand
- BP Oil Spill, 2010 – MS & FL – Cleanup, Deflection Boom, Skimmers
- Haiti Earthquake, 2010 – Demolition, ROW, Basecamps, Disposal, Ancillary
- Hurricane Ike, 2008 – TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Dolly, 2008 – TX – ROW, Building Restoration, Water Relocation, Ancillary
- Ice Storm, 2006 - Alden & Erie County, NY – ROW
- Hurricane Wilma, 2006 – FL – Canal Debris Removal
- Hurricane Katrina, 2005 – MS, LA, FL – ROW, Ancillary, Haz Tree, HHW, Putrescent Debris, PPDR
- Southern California Edison Bark Beetle Program, 2004
- Hurricane Dennis, 2004 – Escambia County, FL - ROW
- Citrus Canker Eradication Program, 2005 - FL Dep of Agricultural
- Hurricane Charley, 2004 - Charlotte County, FL - ROW
- Hurricane Ivan, 2004 - Escambia County - ROW
- Hurricane Isabel, 2003 - Hampton, VA – ROW



Brian Thomason
Senior Vice President

Qualifications & Experience – Operational Role: Quality Control Manager

Brian is a seasoned disaster recovery expert with extensive experience leading hundreds of debris projects across 30+ major disasters. As a former Deputy Director of Emergency Management and Hazardous Materials Response Specialist, he brings a comprehensive understanding of disaster recovery operations. Brian specializes in FEMA Public Assistance programs, managing all aspects of recovery projects from inception to completion. His expertise includes debris field surveys, media relations, and overseeing project personnel to ensure contractual compliance, quality control, and safety.

Select AshBritt and Related Experience, 1988 – Present

Disaster Experience
- 36 years

Areas of Expertise
- Operations
- Quality Control
- Safety

Training & Certifications
- FEMA IS 100,120, 200, 632, 700, & 800
- ICS-Certified Instructor
- Radiological Emergency Management IS-3
- Hazardous Materials Response Trainer
- Certified Instructor (NC) Hazardous Materials and Fire Services

AshBritt, Inc. 2021 - Present
- Hurricane Milton, 2024 – 4 FL Jurisdictions – ROW, Haz Tree/Limb
- Hurricane Helene, 2024 – FL & USACE (GA & NC) – ROW, Haz Tree/Limb, Waterway
- Hurricane Debby, 2024 – Leon County, FL – ROW, Haz Tree/Limb
- Hurricane Beryl, 2024 – Fort Bend County, TX – ROW, Haz Tree/Limb
- Tornado and Straight-line Winds, 2024 – Hopkins County and Overland Park, KS – ROW, Haz Tree/Limb
- Severe Storms/Tornadoes, 2024 – Leon County, FL – ROW, Haz Tree/Limb
- Severe Storms and Tornado, 2024 – Louisville, KY – ROW
- Hurricane Idalia, 2023 – FL – ROW, Push, Haz Tree/Limb
- Flooding, 2023 – Ft. Lauderdale, FL – ROW, Generators, Ancillary
- Hurricane Nicole, 2022 – Brevard County, FL – ROW
- Hurricane Ian, 2022 – FL – ROW, Haz Tree/Limb, Waterway, PPDR, Demolition, Base camps, White Goods/Freon, Vessels, Vehicles, HHW, E-waste
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway
- Tornadoes, 2022 – Hopkins County, KY – ROW

Bergeron Emergency Services, Inc., 2011-2021
- Vice President – Oversaw all facets of disaster debris removal, heavy civil construction, and earthmoving operations. Managed disaster debris removal operations for the following events and more:
- Hurricane Michael, 2018 – Liberty County, FL
- Hurricane Irma, 2017 – Florida
- Hurricane Matthew, 2016 – Volusia County, FL School Board
- Tornado Response, 2016 – Lighthouse Point, FL
- Tornado Response, 2016 – Sarasota County, FL
- Tornado Response, 2015 – Jackson & Richwood, TX
- Hurricane Sandy, 2012 – USACE – New York, NY
- Tropical Storm Isaac – Indian Trail Improvement District Canals, FL
- Kentucky Ice Storm, 2009 – KY Transportation Cabinet

Grubbs Emergency Services, LLC, 1998-2011
- Vice President – Directed daily operations and provided managerial oversight of disaster debris removal operations, planning, training, and all facets of emergency response services.

Fayetteville Fire Department, 1988-1998
- Deputy Director of Emergency Management



Gerardo Castillo

President, AshBritt Management and Logistics

Qualifications & Experience – Operational Role: Logistics Director

Gerardo is involved in all facets of AshBritt operations, including corporate strategy, operations management, and business/community partnerships. He has experience developing strong working relationships with local and federal government partners, including FEMA, USACE, city managers, public works directors, state departments of transportation, law enforcement, environmental protection agencies, and local elected officials. Gerardo recently served as Logistics Director for basecamps provided throughout the South in response to Hurricanes Milton, Helene, and Debby.

Select AshBritt and Related Experience

Areas of Expertise

- Logistics
- Community Relations
- Operations
- Subcontractor Management

Training & Certifications

- Bilingual English/Spanish
- Strategic Planning
- IS-100.c and IS-700

Education

- University of Texas at Austin, MPA and B.A. in Government and Political Science

AshBritt, Inc. 2017 - Present

- Severe Storms and Flooding, 2024 – State of NM – ROW Debris, Waterway Debris, PPDR
- Hurricane Milton, 2024 – FL DEM – Basecamps, Ice/Water
- Hurricane Helene, 2024 – FL, NC, VA – Basecamps, Generators, Fuel, Ancillary
- Hurricane Debby, 2024 – FDEM – 5 Basecamps
- Post-Flood City Hall Demolition, 2024 – Fort Lauderdale, FL
- Virginia Wildfires, 2024 – VDEM – Emergency Fuel Truck
- Warehouse Fires, 2024 – VA – Debris Removal, Ancillary
- Quaker Run Fire, 2023 – VDEM – Sourced Firefighting Equipment
- Hurricane Idalia, 2023 - Suwanee County, FL - Basecamp
- Migrant Support Services, 2023 – Monroe County, FL – Basecamp
- Hurricane Ian, 2022 – FL – ROW, Haz Tree/Limb, Waterway, PPDR/ROE, Demolition, Basecamps/Shelters, White Goods, Freon Removal
- Flooding, 2022 – KY Transportation Cabinet – ROW
- COVID-19, 2022 – Nevada – Monoclonal Infusion Sites
- Tornadoes, 2022 – Hopkins County, KY – ROW
- Hurricane Ida, 2021 – LaDOTD, MS, and NJ – ROW
- Oregon Wildfires, 2021 – ODOT – PPDR, Haz Tree
- COVID-19, 2021 – Louisiana Dep. Of Health – Monoclonal Infusion Sites
- COVID-19, 2021 – Harris County, TX – Vaccination Sites
- COVID-19, 2021 – FL, VA, & TX DEM – Vaccination Sites
- Hurricane Sally, 2020 – Escambia County, FL – ROW, Haz Tree/Limb
- Hurricane Laura, 2020 – Orange County, TX – ROW, Haz Tree/Limb
- Tropical Storm Isaias, 2020 – NY & CT - ROW, Haz Tree, Disposal
- COVID-19, 2020 – Massachusetts – Medical Shelters
- COVID-19, 2020 – Miami, FL – Disinfecting Schools
- Tropical Storm Imelda, 2020 – Orange County, TX – DMS, Disposal
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb
- Winter Storm Gia, 2019 – Overland Park, KS – ROW, Haz Tree/Limb
- Pre-Inspection for Accelerated Wildfire Reduction and Hazardous Tree Removal Program, 2018 – PG&E Co., CA
- Hurricane Michael, 2018 – FL, GA, USACE – Push, ROW, Waterway, Haz Trees
- California Wildfires, 2017 – USACE – PPDR, Erosion Control, Air Monitoring
- Hurricane Irma, 2017 – FL, GA, SC – ROW, Beach, Haz Tree/Limb, Generators, Ancillary, Emergency Food & Water, HHW
- Hurricane Harvey, 2017 – TX – ROW, HHW, MRE, Generators, Shelters, Sand



Danny Demidio
Regional Manager

Qualifications & Experience – Operational Role: DDMS Director

Danny is a key member of a rapid-response team with over 28 years of experience. He deploys to manage disaster recovery operations for assigned project client areas. He conducts debris field surveys, facilitates and communicates progress reports, assists clients with media briefings, and manages disaster recovery operations. Furthermore, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety. During the operations, he reports to the Senior Project Manager/Operations Manager.

Select AshBritt Experience

Disaster Experience
- 32 years

Areas of Expertise
- DDMS Management
- Disposal/Recycling
- Operational Compliance

Training & Certifications
- FEMA IS 100 and 700
- 40-Hr. HAZWOPER
- 8-Hr. HAZWOPER Refresher
- 8-Hr. HAZWOPER Supervisor
- USACE CQCM for Contractors
- Class A Commercial Driver's License
- DOT Traffic Safety Course Certification

Education
- Miramar High School, FL

AshBritt, Inc. 1992 - Present
- Hurricane Helene, 2024 – Lowndes County, GA & Municipalities – ROW, Haz Tree/Limb
- Hurricane Idalia, 2023 - Lowndes County, Dasher, and Valdosta GA – ROW, Hazardous Tree/Limb
- Hurricane Nicole, 2022 – Brevard County, FL – ROW
- Hurricane Ian, 2022 – Brevard County, FL – ROW
- Hurricane Ian, 2022 - FDEM – Push, Haz Tree/Limb, Waterway, PPDR/ROE, Demolition, HHW, E-waste, Vehicles/Vessels
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway
- Hurricane Ida, 2021 – LA, MS – ROW
- Hurricane Laura, 2020 – Orange County, TX – ROW, Haz Tree/Limb
- Tropical Storm Isaias, 2020 – NY & CT - ROW, Haz Tree
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb
- Hurricane Michael, 2018 – Gulf County, FL – Push, ROW, Haz Tree/Limb
- Hurricane Irma, 2017 – Brevard County, FL – ROW, Beach Debris, Haz Tree/Limb
- Hurricane Harvey, 2017 – Victoria County, TX – ROW, Generators, Ancillary
- Hurricane Matthew, 2016 – Brevard County, FL - ROW, Beach Debris, Haz Tree/Limb
- Winter Storm Jonas, 2016 – Rockville, MD – Snow Removal
- Soberanes Fire, 2016 – Monterey County, CA – ROW, Haz Tree
- Valley Fire, 2015 – PG&E, Lake County, CA – Haz Tree, Fire Debris
- Hurricane Sandy, 2012 – NJ – Vessels, Waterway, ROW
- Severe Winter Storm, 2011 – MA – ROW, Haz Tree/Limb
- Tornadoes, 2011 – MA – ROW, Haz Tree
- Haiti Earthquake, 2010 – Demolition, ROW C&D, Basecamps
- BP Oil Spill, 2010 – MS & FL – Cleanup, Deflection Boom, Skimmers
- Hurricanes Ike and Dolly, 2008 – Hidalgo County, Brazoria and Liverpool, TX – ROW, Water Relocation, Ancillary
- Hurricane Katrina, 2005 – MS, LA, FL – ROW, Ancillary, Haz Tree, HHW, Putrescent Debris, PPDR/ROE
- Hurricane Wilma, 2005 – FL – ROW
- Hurricane Ivan, 2004 – Escambia County, FL – ROW, Waterway
- Hurricane Dennis, 2004 – Escambia County, FL - ROW
- Hurricanes Charley, Frances, & Jeanne, 2004 – FL – ROW
- Hurricane Andrew, 1992 – FL – Incorporated AshBritt, Inc.



Jason Haynie
Environmental Health and Safety Manager

Qualifications & Experience - Operational Role: Environmental Health and Safety Manager

Jason is AshBritt's Lead Environmental Health and Safety Manager with 20 years of experience in disaster response. Known for his friendly demeanor and deep expertise, Jason inspires trust among his crews. Responsible for establishing and communicating safety protocols, he ensures equipment inspections, accident investigations, and site safety plan implementation. Jason also conducts structural safety inspections, including tower inspections. He serves as a client liaison, managing safety initiatives and providing field education to enhance overall safety performance.

Select AshBritt Experience

Disaster Experience
- 20 years

Areas of Expertise
- Safety
- Project Management
- Quality Control
- Operations

Training & Certifications
- FEMA IS 100 & 700
- OSHA 10-Hour
- 40-hr HAZWHOPER
- IS-632.a Intro to Debris Management
- IS-35.19 FEMA Safety Orientation
- IS-907 Active Shooter
- IS-100.c Intro to Incident Command System
- IS-37.20 Managerial Safety and Health
- IS-5.a Intro to Hazardous Materials
- IS-633 Debris Management Plan Development

AshBritt, Inc. 2004 - Present
- Hurricanes Helene and Milton, 2024 – FDEM/FDEP, USACE (NC) – Waterway
- Long-Term Recovery Project (Hurricane Ida), 2024 – Livingston Parish, LA - Waterway
- Hurricane Debby, 2024 – Harris County, TX – ROW, Haz Tree/Limb
- Severe Storms, 2024 – Valdosta, GA & Leon County, FL – ROW, Haz Tree/Limb
- Hurricane Idalia, 2023 - Lowndes County, Dasher, and Valdosta GA – ROW, Haz Tree/Limb
- Hurricane Ian, 2022 – FL – ROW, Haz Tree/Limb, Waterway, PPDR/ROE, Demolition, Basecamps/Shelters, White Goods, Freon
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway
- Hurricane Nicholas, 2021 – Freeport, TX - ROW
- Hurricane Ida, 2021 – LaDOTD – ROW
- Oregon Wildfires, 2021 – ODOT – PPDR, Haz Tree
- Hurricane Laura, 2020 – Orange County, TX – ROW, Haz Tree/Limb
- COVID-19, 2020 – Massachusetts – Medical Shelters
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb
- Hurricane Michael, 2018 – Bay County & Leon County, FL – Push, ROW, Waterway, Haz Tree/Limb
- California Wildfires, 2017 – USACE – PPDR, Erosion Control, Air Monitoring
- Hurricane Harvey, 2017 – Hardin County, TX – ROW, HHW, Shelters, Sand
- Hurricane Matthew, 2016 – Volusia County, FL - ROW, Beach, Haz Tree/Limb
- Hurricane Sandy, 2012 – NJ – Vessels, Waterway, ROW
- Severe Winter Storm, 2011 – CT – ROW, Haz Tree/Limb
- BP Oil Spill, 2010 – MS & FL – Cleanup, Deflection Boom, Skimmers
- Hurricane Ike, 2008 – Hardin County, TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Katrina, 2005 – MS, LA, FL – ROW, Ancillary, Haz Tree, HHW, Putrescent Debris, PPDR/ROE
- Hurricanes Charley, Frances, & Jeanne, 2004 – FL – ROW



Jim Loomis
Technical Assistance Manager

Qualifications & Experience – Operational Role: Technical Assistance Manager

Jim is a seasoned management and regulatory expert with 35+ years of experience. His 12-year tenure in senior management at the Florida Division of Emergency Management focused on federal disaster assistance, including wildfire management, infrastructure, and individual and business recovery. As a key architect of the Partners in Recovery program, he has extensive experience in public-private partnerships for disaster recovery. Jim also brings construction and cost estimating expertise to his role, along with USACE and NAVFAC certifications.

Select AshBritt Experience

Disaster Experience
- Over 35 years

Areas of Expertise
- FEMA Technical Assistance
- Project Worksheet Formulation
- FEMA Appeals
- FEMA Documentation

Training & Certifications
- FEMA IS 100 & 700
- Over 50 FEMA and Emergency Management Certifications and Trainings.
- USACE CQCM for Contractors

Education
- Miami Dade Junior College – associate degree
- Florida State University

AshBritt, Inc. 2005 - Present
- Hurricane Idalia, 2023 – FL & GA – ROW, Push, Haz Tree, Basecamp
- Hurricane Ian, 2022 – FL – ROW, DMS, Disposal, Haz Tree/Limb, Waterway, PPDR, Demolition, Basecamps, White Goods/Freon, Vessels, Vehicles, HHW, E-waste
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway, Disposal
- FEMA 5,000 COVID Vaccination – IN, KY, MA, MD, NJ, WI, VA, NC, AL, MS, MI, MN, PA, VT, NH – Management of Vaccination Sites
- Hurricane Ida, 2021 – LA, MS, and NJ – ROW, DMS, Disposal
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb, Disposal
- Winter Storm Gia, 2019 – Overland Park, KS – ROW, Haz Tree/Limb, Disposal
- Hurricane Michael, 2018 – FL, USACE, GDOT – Push, ROW, Haz Tree/Limb
- California Wildfires, 2017 – USACE – PPDR, Erosion Control, Air Monitoring, Disposal
- Hurricane Irma, 2017 – FL, GA, SC – ROW, Beach Debris, Haz Tree/Limb, Generators, Ancillary, Emergency Food & Water, HHW
- Hurricane Harvey, 2017 – TX – ROW, Generators, Ancillary, DMS, Disposal
- Hurricane Sandy, 2012 – NJ – Vessels, Waterway, ROW, DMS, Disposal
- Severe Winter Storm, 2011 – MA – ROW, DMS, Disposal, Haz Tree/Limb
- Tornadoes, 2011 – MA – ROW, DMS, Haz Tree
- Hurricane Irene, 2011 – Emporia, VA – ROW, DMS, Disposal
- Hurricane Katrina, 2005 – MS, LA, FL – ROW, Ancillary, DMS, Disposal, Haz Tree, HHW, Putrescent Debris, PPDR/ROE
- Hurricane Wilma, 2005 – FL – ROW, DMS, Disposal

Florida Division of Emergency Management, 1989 - 2001
- **Bureau Chief/Administrator of the Disaster Recovery Programs** – Worked extensively on all types of federal assistance projects. He has supervisory and hands-on experience with more than 100 federal disaster declarations in the areas of government-to-government assistance for wildfire management and infrastructure support; government-to-individual assistance to meet uninsured family needs; and government-to-business assistance for uninsured business recovery needs.

3.8 On-Site Staff Resumes

Below are resumes for the primary on-site staff assigned to the City of Destin; however, we have additional personnel that are available to mobilize if the disaster warrants a more expansive disaster recovery team.



Jamie Robbins
Senior Director of Southwest Operations

Qualifications & Experience – Operational Role: _____

Jamie is a seasoned disaster recovery leader with 20+ years at AshBritt. His strategic approach and strong client relationships have driven growth across Texas. Rising from field supervisor to Senior Director of Southwest Operations, Jamie has managed over 21 disaster responses, including hurricanes, tornadoes, and wildfires. His innovative problem-solving has redefined disaster response throughout the Southwest. In Texas most recently, he served as a Project Manager for Hurricane Beryl operations in Freeport, Jersey Village, and Pasadena.

Select AshBritt Experience

Disaster Experience
- 20 years

Areas of Expertise
- Quality Control
- Operational Management
- Project Management

Training & Certifications
- 40-Hr HAZWOPER
- FEMA IS Courses: 100.c, 400, 600, 632, 700, 800, & 1000
- USACE CQCM

Education
- Bachelor of General Studies – Southwest Texas

AshBritt, Inc. 2005 - Present
- Flooding, 2024 – State of NM – ROW, Haz Tree/Limb
- Hurricane Milton, 2024 – Polk County, FL – ROW, Haz Tree/Limb
- Hurricane Helene, 2024 – SC & GA – Push, ROW, Haz Tree/Limb
- Hurricane Beryl, 2024 – Freeport, Jersey Village, and Pasadena, TX – ROW
- Severe Storms and Tornadoes, 2024 – Houston & Jersey Village, TX – ROW
- Hurricane Ian, 2022 – Polk County, FL – ROW, Haz Tree/Limb
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway
- COVID-19, 2021 – Texas DEM – Vaccination Sites
- Winter Storm Gia, 2019 – Overland Park, KS – ROW, Haz Tree/Limb
- Hurricane Irma, 2017 – FL – ROW, Beach Debris, Haz Tree/Limb, Generators, Ancillary, Emergency Food & Water, HHW
- Hurricane Sandy, 2012 – NJDEP and Stafford, NJ – Vessels, Waterway, ROW
- Hurricane Ike, 2008 – Galveston and Pasadena, TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Dolly, 2008 – Hidalgo County, TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Katrina, 2005 – MS, LA, FL – ROW, Ancillary, Haz Tree, HHW, Putrescent Debris, PPDR/ROE

Boots & Coots Inc., Houston, Texas & Worldwide (1996-2005)
- Sales Manager and Buyer – Project Management Buildout: Oversaw global sales and procurement for oilfield service rigs, optimizing vendor costs and ensuring timely delivery. Managed onsite housing and storage facility buildouts, serving as a licensed general contractor. Experienced in residential and commercial construction, including project management, sales, estimating, subcontractor management, and quality control. Proficient in roofing, metal, and wood framing.



Bob Hewett
Operations Supervisor

Qualifications & Experience – Operational Role: Operations Supervisor

Bob is a key member of our rapid-response team with over 15 years of experience. He deploys to manage disaster recovery operations for assigned project client areas. Bob is the primary liaison with the client and conducts debris field surveys, facilitates and communicates progress reports, assists clients with media briefings, and manages disaster recovery operations. He directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He may also assume responsibility for the operational implementation of TDSR plans; supervise site management, debris separation, and reduction crews; and ensure proper containment and categorization of hazardous waste found in the debris stream.

Select AshBritt Experience

Disaster Experience
- 18 years

Areas of Expertise
- Project Management
- Quality Control
- Operations

Training & Certifications
- USACE CQCM for Contractors
- 40 Hr. HAZWOPER
- 8 Hr. HAZWOPER Refresher
- 8 Hr. HAZWOPER Supervisor

AshBritt, Inc. 2004 - Present
- Hurricane Idalia, 2023 – FDEP – Waterway debris
- Flooding, 2022 – Kentucky Transportation Cabinet – ROW, Waterway, Disposal
- Tornadoes, 2022 – Hopkins County, KY – ROW & Haul
- Hurricane Ida 2021 – LA – ROW, DDMS, Haul Out, Disposal
- Oregon Wildfires, 2021 – ODOT, OR – PPDR Fire Debris, Haz Tree Removal
- Hurricane Sally, 2020 – Escambia County, FL – ROW, Haz Tree/Limb, Disposal
- Hurricane Michael – 2018 – Bay County, FL, – Push, ROW, Waterway, Haz Tree/Limb, Disposal
- Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – 2017 - USACE - CA PPDR/ROE Fire Debris, Erosion Control, Air Monitoring, & Disposal
- Hurricane Irma, 2017 – FL, GA, SC – ROW, Beach Debris, Haz Tree/Limb, Generators, Ancillary Services, Emergency Food and Water, HHW
- Hurricane Harvey, 2017 – TX – ROW, HHW, MRE's, Generators, Shelters, Sand Removal
- Winter Storm Pax, 2014 – Augusta, GA – ROW, DDMS, Disposal
- Hurricane Sandy, 2012 – NJ – Vessels, Waterway, ROW, DDMS, Disposal
- Tornado, 2011 – Fayetteville, NC - ROW, DDMS, Disposal
- Tornado, 2011 – Tuscaloosa, AL - ROW, DDMS, Disposal
- Severe Winter Storm, 2011 – MA – ROW, DDMS, Disposal, Haz Tree/Limb
- Hurricane Irene, 2011 – CT & MA – ROW, DDMS, Disposal
- Tornadoes, 2011 – MA – ROW, DMS, Hazardous Tree Mitigation
- Oil Spill – BP, 2010 – MS & FL – Oil Spill cleanup, Deflection Boom, Skimmers
- Hurricane Ike, 2008 – Houston, TX – ROW, DDMS, Disposal, Building Restoration, Water Relocation, Ancillary Services
- Hurricane Dolly, 2008 – TX – ROW, DDMS, Disposal, Building Restoration, Water Relocation, Ancillary Services
- Ice Storm, 2008 – Springfield, MO - ROW, DDMS, Disposal
- Hurricane Katrina, 2005 – MS, – ROW, Ancillary, DDMS, Disposal, Haz Tree, HHW, Putrescent Debris, PPDR/ROE



Danny Sides
Operations Administrator

Qualifications & Experience – Operational Role: Operations Supervisor

Danny is one of AshBritt's Quality Control/Project Managers. He deploys to manage disaster recovery operations for assigned project client areas. He conducts debris field surveys, facilitates and communicates progress reports, assists clients with media briefings, and manages disaster recovery operations. He also directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He ensures contractual compliance in areas of technical approach, quality control, and safety.

Select AshBritt and Related Experience

Disaster Experience
- 14 years

Areas of Expertise
- Quality Control
- Operations
- Project Management

Training & Certifications
- FEMA IS 100b,100fda, 100hwa, 100hcb. 100he, 100leb, 100pwb, 100swa, 200b, 200hca, 632a, 700a, 701a, 702a, 703a, 704, 706, 800b
- 40 Hour HAZWOPER
- Certified Building Contractor – NC
- ARC: First Aid/CPR/AED

Education
- B.S., Operations Management – Auburn University

AshBritt, Inc. 2010 - Present
- Hurricane Milton, 2024 – FDEM – Waterway
- Long-Term Recovery Project (Hurricane Ida), 2024 – Livingston Parish, LA - Waterway
- Hurricane Idalia, 2023 – FDEP – Waterway debris
- Hurricane Ian, 2022 - FDEM – Roadway, DMS, Disposal, Haz Tree/Limb, Waterway, PPDR/ROE, Demolition, HHW, E-waste, Vehicles/Vessels
- Flooding, 2022 – Kentucky Transportation Cabinet – ROW, Waterway, Disposal
- Hurricane Ida 2021 – NJ – ROW, DDMS, Haul Out, Disposal
- Oregon Wildfires, 2021 – ODOT, OR – PPDR Fire Debris, Haz Tree Removal
- Hurricane Laura, 2020 – Orange County, TX – ROW, Haz Tree/Limb, Disposal
- Hurricane Michael – 2018 – FDEP, – Waterway Debris
- Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire – 2017 - USACE - CA PPDR/ROE Fire Debris, Erosion Control, Air Monitoring, & Disposal
- Hurricane Harvey, 2017 – Fort Bend County, TX – ROW, MREs, Generators, DDMS, Haul Out, Disposal
- Hurricane Matthew, 2016 – Volusia County, FL - ROW, DDMS, Haul Out, Disposal, Haz Tree/Limb
- Valley Fire, 2015 – Lake County, CA – Haz Tree Felling, Fire Debris
- Winter Storm Nemo, 2013 – MA – Snow Removal
- Hurricane Sandy, 2012 – Ocean County, NJ, CT – Vessels, Waterway, ROW, DDMS, Disposal
- Tropical Storm Debby, 2012 – FL – C&D ROW, DDMS, Haul Out, Disposal
- Tornadoes, 2011 – Springfield, MA – ROW, DDMS, Disposal, Haz Tree/Limb
- Hurricane Irene, 2011 – CT & MA – ROW, DDMS, Disposal
- Severe Winter Storm, 2011 – CT – ROW, DDMS, Disposal, Haz Tree/Limb
- Severe Winter Storm, 2011 – MA – ROW, DDMS, Disposal, Haz Tree/Limb
- Oil Spill – BP, 2010 – MS & FL – Oil Spill cleanup, Deflection Boom, Skimmers

Build & Sell, Inc., Summerfield, NC 2008 - Present
- **Manager –** Licensed General Contractor responsible for complete project management of residential and commercial construction projects.



Jason Fawcett

Vice President, AshBritt Management and Logistics

Qualifications & Experience – Operational Role: Logistics Coordinator

Jason is a seasoned executive with extensive experience in disaster response and mitigation through fire service and emergency management. As a strategic leader, he excels in driving customer satisfaction, fostering vendor and subcontractor partnerships, and managing complex logistical operations. With a proven track record in multiple industries, Jason builds high-performing teams and delivers exceptional results. He recently oversaw the distribution of logistical services and materials for the Virginia Department of Emergency Management following Hurricane Helene.

Select AshBritt and Related Experience, 2002 – Present

Disaster Experience

- 21 years

Areas of Expertise

- Logistics
- Operations
- Quality Control
- Safety

Training & Certifications

- 8- & 40-HR EM385 USACE Safety and Health
- 40-HR HAZWOPER & 8-HR Refresher
- Certified Tree Care Professional #03105
- ISA Certified Arborist #0847
- Certified Arborist – ISA CERT MA-6367A
- Certified Tree Care Safety Professional - #03105
- Hazmat Technician
- Hazmat Incident Command
- FEMA IS 100, 200, 632, 700, & 800
- Respirable Crystilline Silica Safety Awareness: General Industry
- OSHA-30 General Industry

Education

- Columbia Southern University: Occupational Safety & Health, Emergency Management

AshBritt, Inc. 2021 - Present

- Severe Storms and Flooding, 2025 – Louisville, KY – Mud/Silt Removal, Ancillary
- Severe Winter Storms, 2025 – GA, VA, KY – Salt Spreading, Snow Plowing
- Hurricane Milton, 2024 – FL – Basecamps, Ice/Water
- Hurricane Helene, 2024 – FL, NC, VA, GA – Basecamps, Generators, Fuel, Push Packs, Traffic Control, Ancillary
- Hurricane Debby, 2024 – FL DEM – 5 Basecamps
- Post-Flood City Hall Demolition, 2024 – Fort Lauderdale, FL
- Virginia Wildfires, 2024 – VDEM – Emergency Fuel Truck
- 4-Alarm Warehouse Fire, 2024 – Isle of Wight, VA – Debris Removal, Fire Suppression Support Facilities
- 3-Alarm Warehouse Fire, 2024 – Alexandria, VA – Debris Removal, Fire Suppression Support Facilities
- Quaker Run Fire, 2023 – VDEM – Sourced Firefighting Equipment
- Hurricane Idalia, 2023 - Suwanee County, FL - Basecamp
- Straight line Windstorm, 2023 – Prairie Village & Overland Park, KS – ROW
- Migrant Support Services, 2023 – Monroe County, FL – Basecamp
- Flooding, 2022 – KY Transportation Cabinet – ROW, Waterway, Disposal
- Tornadoes, 2022 – Hopkins County, KY – ROW
- Hurricane Ida 2021 – East Baton Rouge, LA – ROW
- Oregon Wildfires, 2021 – ODOT – PPDR, Haz Tree
- COVID-19, 2021 – Louisiana Dep. Of Health – Monoclonal Infusion Sites
- COVID-19, 2021 – VDEM – Vaccination Sites

Davey Tree Expert Company, 2018 - 2020

- Directed and oversaw daily operations across five South Atlantic locations for a multinational environmental consulting firm. Cultivated strong client relationships in residential and commercial real estate while driving initiatives in safety, branding, business development, and process improvement. Conducted comprehensive financial and operational reviews to optimize performance and streamline operations. Successfully navigated complex political landscapes to manage disaster response efforts in collaboration with government and private stakeholders.

Elizabeth River Lawn & Landscapes, 2002 - 2018

- CEO/Owner - Founded and scaled a landscaping business from inception to a $12M, multi-location enterprise servicing residential and commercial clients.



Dilia Camacho
Vice President

Qualifications & Experience – Operational Role: Quality Control Supervisor

Dilia is an environmental and waste management expert with 24 years of combined public and private sector experience. Her background includes nine years in county government, specializing in solid and hazardous waste management, regulatory compliance, and disaster recovery. She also has over ten years of experience managing international import/export distribution channels from various U.S. ports to foreign trade routes throughout Latin America and the Caribbean. Dilia's familiarity with complex supply chains and environmental compliance across diverse industries strengthens quality assurance across every operation she manages.

Select AshBritt and Related Experience

Disaster Experience
- 24 years

Areas of Expertise
- Transportation/Logistics
- Strategic Management & Planning
- Project Management
- Solid & Hazardous Waste Management Operations
- Subcontractor Mgt.

Training & Certifications
- FEMA IS 100, 200, 700, & 800
- 40-Hr. HAZWOPER
- 8-Hr. HAZWOPER Supervisor
- CPR/AED/First Aid Cert.
- SWANA – Mgr. of Landfill Operations
- SWANA – Managing Integrated Solid Waste Management Systems
- SWANA – Recycling Mgr.
- Florida State University – Certified Public Manager

Education
- Florida International University -, B.A., Business Administration
- Bilingual English/Spanish

AshBritt, Inc. 2019 – Present
- Hurricane Milton, 2024 – Charlotte County, Punta Gorda, FL – ROW, Sand, Haz Tree/Limb
- Hurricane Helene, 2024 – Charlotte County, Punta Gorda, FL – ROW, Sand, Haz Tree/Limb
- Bulk Waste Augmentation, 2024 – St. Johns County, FL – ROW
- Hurricane Ian, 2022 – Charlotte County, FL – ROW, Haz Tree/Limb, Waterway, White Goods/Freon Removal
- FEMA 5,000 COVID Vaccination 2021 – IN, KY, MA, MD, NJ, WI, VA, NC, AL, MS, MI, MN, PA, VT, NH – Management of Vaccination Sites
- COVID-19, 2021 – Harris County, TX – Vaccination Sites
- COVID-19, 2021 – TDEM – Alternate Care Sites & Monoclonal Infusion Centers
- Hurricane Sally, 2020 – Escambia County, FL – ROW, Haz Tree/Limb, Disposal
- Hurricane Laura, 2020 – Orange County, TX – ROW, Haz Tree/Limb, Disposal
- Tropical Storm Isaias, 2020 – NY & CT – ROW, Haz Tree
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb

Collier County, FL, 2008 – 2019
- Hurricane Irma, Sept. 2017 – Led debris removal efforts for Collier County post-Hurricane Irma, managing the removal of 3.6 million cubic yards of debris across multiple categories. Overseeing operations, contractors, and environmental monitoring, ensuring efficient and compliant debris management. Spearheaded hazardous waste collection and recovery efforts. Served as Public Information Officer, leading communications and public engagement. Developed and implemented a revised disaster debris management plan. Also led the initial phase of Collier County's waterway debris removal, coordinating with NRCS.
- MLK Storm – Jan. 2016 – Collier County, FL: Directed the collection of over 44,032 CY ROW vegetative and C&D debris from Collier County's Golden Gate City area. Coordinated, monitored, and tracked debris recovery operations and was responsible for the execution of FEMA documentation, invoicing, and internal reconciliations.



Richie Bensh
Regional Manager

Qualifications & Experience – Operational Role: DDMS Manager

Richie is a key member of a rapid-response team with over 20 years of experience. He deploys to manage disaster recovery operations for assigned project client areas. He conducts debris field surveys, facilitates and communicates progress reports, assists clients with media briefings, and manages disaster recovery operations. Further, he directs all activities of assigned operations personnel, subcontractors, and vendors in the execution of the contracted scope of work. He will ensure contractual compliance in areas of technical approach, quality control, and safety. During the operations, he reports to the Senior Project Manager/Operations Manager.

Select AshBritt Experience

Disaster Experience
- 20 years

Areas of Expertise
- DDMS Management
- Recycling
- Disposal
- Operations
- Project Management

Training & Certifications
- FEMA IS 100
- 40-Hr. HAZWOPER
- 8-Hr. HAZWOPER Refresher
- 8-Hr. HAZWOPER Supervisor
- USACE CQCM for Contractors
- Class B Commercial Driver's License
- DOT Traffic Safety Course Certification

Education
- Miramar High School, FL

AshBritt, Inc. 2004 - Present
- Hurricane Milton, 2024 – Seminole, FL – ROW, Haz Tree/Limb
- Hurricane Helene, 2024 – Seminole, FL – ROW, Haz Tree/Limb
- Hurricane Ian, 2022 – Key West, FL & FDEP – ROW, White Goods/Freon, Waterway, Haz Tree/Limb, HHW, E-waste, Vehicles/Vessels
- Hurricane Dorian, 2019 – SC – ROW, Haz Tree/Limb, Disposal
- Hurricane Michael, 2018 – Gulf County, FL – Push, ROW, Haz Tree/Limb
- Hurricane Irma, 2017 – FL – ROW, Beach Debris, Haz Tree/Limb
- Hurricane Harvey, 2017 – Refugio County, TX – ROW, Generators, Ancillary
- Hurricane Matthew, 2016 – St. Johns County, FL – ROW, Beach, Haz Tree/Limb
- Winter Storm Jonas, 2016 – Baltimore, MD – Snow Removal
- Valley Fire, 2015 – PG&E, Lake County, CA – Haz Tree, Fire Debris
- Winter Storm Pax, 2014 – Sumter, SC – ROW
- Hurricane Sandy, 2012 – NJ – Vessels, Waterway, ROW
- Severe Winter Storm, 2011 – MA – ROW, Haz Tree/Limb
- Hurricane Irene, 2011 – Emporia, VA – ROW
- Haiti Earthquake, 2010 – Demolition, ROW, Basecamps
- BP Oil Spill, 2010 – MS & FL – Cleanup, Deflection Boom, Skimmers
- Hurricane Ike, 2008 – Orange County, TX – ROW, Building Restoration, Water Relocation, Ancillary
- Hurricane Dolly, 2008 – Brazoria and Liverpool, TX – ROW, Ancillary
- Hurricane Katrina, 2005 – MS, Coral Gables, FL – ROW, Ancillary, Haz Tree, HHW, Putrescent Debris, PPDR/ROE
- Hurricane Wilma, 2005 – FL – ROW
- Hurricane Dennis, 2004 – Escambia County, FL - ROW
- Hurricane Charley, Frances, & Jeanne, 2004 – FL - ROW



Christina Demidio
Controller

Qualifications & Experience

As the accounting administrator for all AshBritt projects since 2005, Christina manages all payables, reconciles operational reporting to subcontractor invoices, processes subcontractor invoices for payment, and is the lead data entry and invoicing contact. She handles all invoicing and subcontractor files for all our subcontractors. She assists the project managers in all administrative duties. This includes but is not limited to invoices and billing for all clients and subcontractors. Currently, Christina is managing all client invoicing and subcontractor payments for AshBritt's Hurricane Debby and Beryl responses.

Select AshBritt Finance Experience

Disaster Experience
- 18 years

Areas of Expertise
- Data Management
- Subcontractor Management
- FEMA Documentation

Training & Certifications
- FEMA IS 100 & 200
- Florida Notary
- USACE CQCM for Contractors

Education
- Pensacola Christian College, BS in Music Education (piano proficiency)
- Pensacola Christian College, MS in Music Education (piano proficiency)

AshBritt, Inc. 2004 - Present
- Controller – Managed the billing for all of the following disaster responses and more:
- Flooding, 2024 – State of NM
- Hurricane Milton, 2024 – FL
- Hurricane Helene, 2024 – FL, GA, SC, NC, VA, & USACE
- Hurricane Debby, 2024 – FL
- Hurricane Beryl, 2024 – TX
- Nationwide Storms and Tornadoes, 2024 – FL, GA, TX, KS, KY
- Hurricane Idalia, 2023 – FL & GA
- Hurricane Nicole, 2022 – Brevard County, FL
- Hurricane Ian, 2022 – FL
- Tornadoes, 2022 – Hopkins County, KY
- Hurricane Nicholas, 2021 – Freeport, TX
- Hurricane Ida, 2021 – LA, MS, and NJ
- Oregon Wildfires, 2021 – Oregon DOT
- Hurricane Sally, 2020 – Escambia County, FL
- Hurricane Laura, 2020 – Orange County, TX
- Tropical Storm Isaias, 2020 – NY & CT
- Tropical Storm Imelda, 2020 – Orange County, TX
- Hurricane Dorian, 2019 – SC
- Hurricane Michael, 2018 – FL, GA, USACE
- California Wildfires, 2017 – USACE
- Hurricane Irma, 2017 – FL, GA, SC
- Hurricane Harvey, 2017 – TX
- Hurricane Matthew, 2016 – FL, GA, SC
- Severe Storm, 2016 – Collier County, FL
- Flooding, 2015 – Charleston, SC
- Flooding, 2015 – Hidalgo County, TX
- Hurricane Sandy, 2012 – VA, NY & NJ
- Tornadoes, 2011 – MA
- BP Oil Spill, 2010 – MS & FL
- Hurricane Ike, 2008 – TX
- Hurricane Dolly, 2008 – TX
- Hurricane Katrina, 2005 – MS, LA, FL
- Hurricane Wilma, 2005 – FL
- Hurricane Ivan, 2004 – Escambia County, FL



Shelby Pay-Chaney
Technical Assistance Manager

Qualifications & Experience

Shelby is a seasoned emergency management expert with a decade of state and federal experience. As a former FDEM Appeals Officer and FEMA Appeals Supervisor, she has extensive knowledge of FEMA's Public Assistance program. With over 300 appeals adjudicated, Shelby is skilled in policy analysis, stakeholder coordination, and disaster recovery. Her expertise spans all disaster types and recovery categories, making her an invaluable asset in complex disaster response and recovery efforts.

Select AshBritt and Related Experience

Disaster Experience
- 12 years

Areas of Expertise
- FEMA PA Program
- Procurement
- Federal Reimbursement Requirements

Training & Certifications
- FEMA Professional Development Certification
- FEMA Certified Site Inspector
- Certified COR
- FEMA PDAT Trainer
- FEMA IS-100.c, IS-632.a, IS-633, IS-700, IS-1000, IS-1001, IS-1018, IS-1027, and IS-1300
- Regional FMAG Advisor

Education
- Florida State University – B.S. in Sociology and Public Administration Certificate

AshBritt, Inc. 2023 – Present
- Flooding, 2024 – New Mexico – Technical Assistance
- Hurricane Milton, 2024 – St. Johns County, FL – Debris Surveys & Technical Assistance
- Hurricane Helene, 2024 – USACE, NC & GA Ops – Technical Assistance
- Hurricane Beryl, 2024 – Harris County, TX – FEMA Cost Eligibility Assistance
- Hurricane Idalia, 2023 – Valdosta, GA – Procurement Rules Assistance

FEMA Region 4, 2015-2023
- Appeals Supervisor – Led team of policy analysts and Technical Assistance Contractors in reviewing, analyzing, and preparing responses to the first appeals submitted by Region 4 applicants. Attended policy briefings, provided recommendations for nationwide policy revisions/updates, and assisted arbitration panels. Prepared PA eligibility, appeal evaluation, and authorship training.
- COVID-19 (DR-4486-FL), 2020 – Non-congregate housing eligibility reviews
- Fire Management Assistance Grant Officer – Provided Regional Administrator with declaration recommendations for the Southeastern Kentucky Fire Complex, 2016, and Kentucky Eagle's Nest Fire, 2016

Florida Division of Emergency Management (FDEM), 2013-2015
- Appeals Officer ("Blue Skies") – Tracked grant lifecycles, provided first and second appeal recommendations, reviewed audits and identified related implications, coordinated with local, state, and federal stakeholders on issues related to appeals, and evaluated projects and scenarios for FEMA PA Program eligibility compliance.
- Senior Management Analyst ("Gray Skies") – Traveled to disaster sites to complete Preliminary Damage Assessments with subrecipient and FEMA representatives. Worked at Joint Field Offices (JFO) to assist with project development and quality assurance.
- PDAs and JFO Deployment: Severe Storms, Tornadoes, Straight-Line Winds and Flooding (DR-4177-FL), 2014

Lyons & Farrar, PA, 2012-2013
- Legal Assistant - Managed over 200 individual and business economic loss claims related to the Deepwater Horizon Economic Settlement and BP Claims Program.



Christopher Holsinger
Technical Assistance Manager

Qualifications & Experience

Chris is a FEMA Debris/Public Assistance specialist with a Master of Public Administration and related focus in Emergency Management. He has extensive experience in both mitigation and recovery, including roles at the Florida Division of Emergency Management as a Mitigation Planner, Public Assistance Coordinator, and FEMA G202 Debris Management instructor. Chris is skilled in contract review, FEMA policy analysis, and maximizing federal cost-share for disaster recovery projects. In addition to serving as one of our policy experts, he has taken on the role of AshBritt's Disadvantaged Business Enterprise (DBE) Officer through which he drives company efforts to mentor and establish partnerships with local and women/minority/veteran-owned businesses.

Select AshBritt and Related Experience

Disaster Experience
- 12 years

Areas of Expertise
- FEMA PA Assistance
- Procurement
- Safety
- DBE Subcontracting

Training & Certifications
- FEMA IS 100, 120a, 139, 200b, 200HCA, 208a, 230b, 235b, 240a, 241a, 242a, 244a, 632a, 634, 660, 700, 703a, 704, 775, & 800b
- FL-601, 603, & 606, G-202 (Instructor), G-272, G-278, G-300, G-393, G-400, L-948
- OSHA First Responder
- FEMA PDAT Training
- Pilot License
- EMT License
- UAS Part 107 Drone
- USAR Collapse Awareness
- OUPV Captain License
- USACE CQCM

Education
- Florida State University – MPA and B.S. of Political Science

AshBritt, Inc. 2014 - Present
- Hurricane Nicole, 2022 – Brevard County, FL – ROW, DMS
- Hurricane Ian, 2022 – Brevard County, FL – ROW, DMS
- Red Tide, 2018 – St. Lucie County, FL - Dead Fish Collection, Disposal
- Hurricane Harvey, 2017 – Victoria County, TX – ROW, HHW, DDMS, Disposal
- California Wildfires, 2017 – USACE – PPDR, Erosion Control, Air Monitoring, Disposal
- Hurricane Irma, 2017 – Martin and St. Lucie County, FL – ROW, DDMS, Haz Tree/Limb, Disposal
- Hurricane Matthew, 2016 – Martin County, FL – ROW, DDMS, Disposal
- Winter Storm Jonas, 2016 – Baltimore, MD – Snow Removal
- Red Tide, 2015 - Longboat Key, FL - Dead Fish Collection, Disposal

Florida Division of Emergency Management (FDEM), 2012-2014
- Public Assistance Coordinator – Fire Management Assistance Grant Program – Collected all pay policies, timesheets, work logs, vehicle logs, statewide mutual aid agreements, and all other necessary documentation for the obligation of federal reimbursement for 12 subgrantees for (DR-2902) FEMA FMAG program.
- Debris Specialist – Assisted Florida jurisdictions with procurement and FEMA Public Assistance guidance. He reviewed local Debris Removal/Monitoring Contracts, Debris Management Plans, and Comprehensive Emergency Management Plans, and assisted with technical questions and teaching.
- Hazard Mitigation Grant Program (HMGP) – Assisted the Mitigation Bureau in various projects that were being completed under the FEMA (HMGP) program. In addition, he participated in the five-year update to the State of Florida Hazard Mitigation Plan.

3.9 Ability and Experience of Field Staff

AshBritt's Proven Leadership: A Team Built on Decades of Collaboration

At AshBritt, we understand the critical role of experienced and cohesive leadership in navigating complex disaster recovery projects. We are proud to boast a core management team that has worked on hundreds of projects together for **over 20 years**. Much of our supervisory staff have also accrued years of disaster management expertise through outside work with state and federal governments and other industry organizations. The fusion of this expertise translates to several key advantages for the City of Destin:



- Seamless Communication and Collaboration: Our team operates with a deep understanding of each other's strengths and work styles, fostering seamless communication and efficient collaboration. This translates to quicker decision-making and faster response times when disaster strikes.
- Institutional Knowledge and Expertise: With our decades of combined experience, our core management team possesses a wealth of institutional knowledge and industry expertise. This ensures we approach each project with a proven track record of success and the ability to anticipate and overcome challenges.
- Refined Processes and Unwavering Efficiency: Having worked together for so long, our team has refined internal processes to an exceptional level. This translates to efficient project execution, streamlined operations, and ultimately, faster and more cost-effective recovery for our clients.

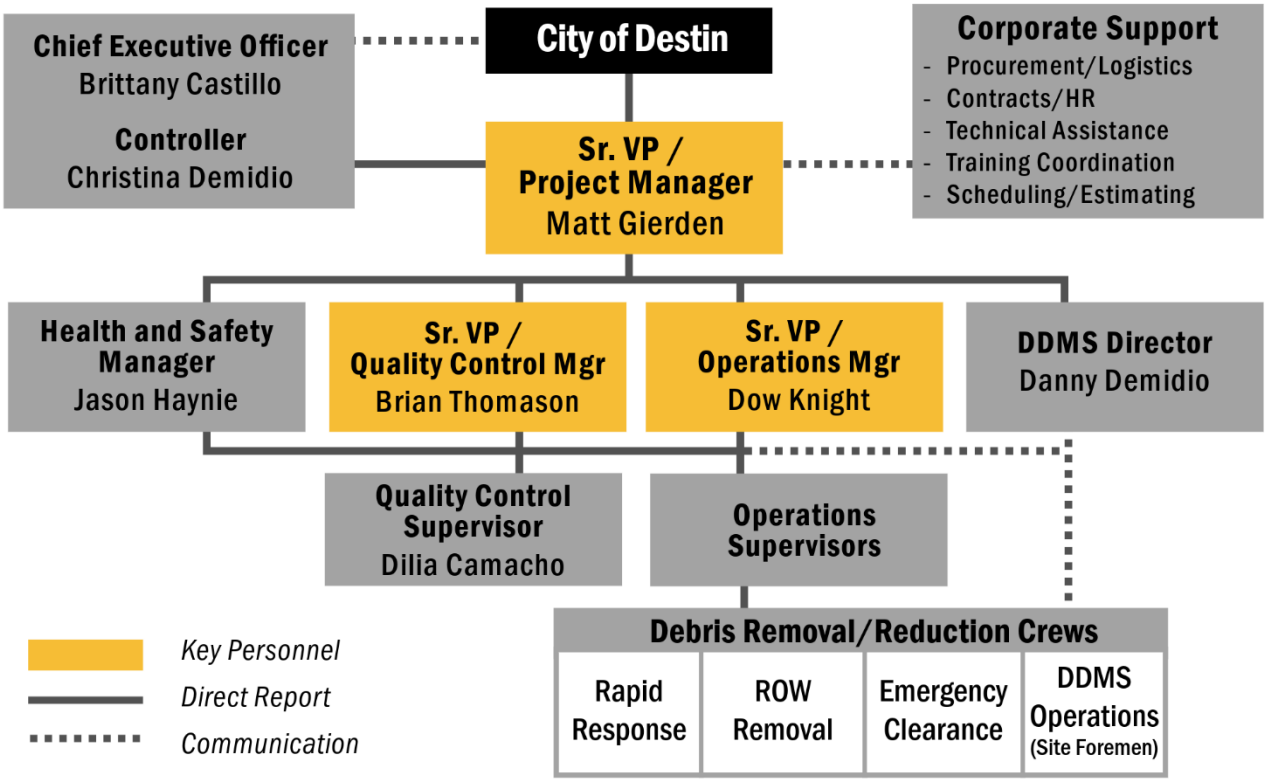
YEARS OF EXPERIENCE CHART			
Key Personnel	**Position**	**General Work Experience**	**Disaster Management Experience**
Brittany Castillo	Chief Executive Officer	18	14
Matt Gierden	Project Manager	24	21
Dow Knight	Operations Manager	32	21
Rob Ray	Operations Manager	35	22
Brian Thomason	Quality Control Manager	36	36
Jason Haynie	Environmental Health and Safety Manager	23	21
Gerardo Castillo	Logistics Director	22	7
Bob Hewett	Operations Supervisor	22	18
Danny Sides	Operations Supervisor	32	12
Jason Fawcett	Logistics Coordinator	23	22
Jim Loomis	Technical Assistance Manager	40	35
Shelby Pay-Chaney	Technical Assistance Supervisor	12	12
Christopher Holsinger	Technical Assistance Supervisor	12	12
Danny Demidio	DDMS Director	32	32
Richie Bensh	DDMS Manager	28	20

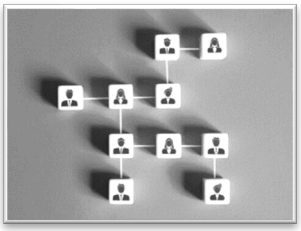
YEARS OF EXPERIENCE CHART			
Key Personnel	**Position**	**General Work Experience**	**Disaster Management Experience**
Christina Demidio	Controller	20	20
Holly Raschein	Director of Government Relations	20	12
Dilia Camacho	Quality Control Supervisor	24	16
Additional Personnel to be Utilized if Scope of Work Expands			
Jeanne Landry Spagnolo	Technical Assistance Specialist	13	5
Scott Carter	Site Coordinator	39	32
Jamie Robbins	Operations Mgr./Quality Control Mgr.	28	19
Fred Neris	Operations Mgr./Quality Control Mgr.	29	16
Eric Davis	Operations Mgr./Quality Control Mgr.	29	21
Jason Santiago	Operations Mgr./Quality Control Mgr.	18	18
James Sellers	Operations Mgr./Quality Control Mgr.	14	8
Vonda Smith	Operations Mgr./Quality Control Mgr.	27	2
Mark Perez	Environmental Health & Safety Manager	37	8
Steven Ackroyd	Environmental Health & Safety Manager	41	4
Wayne Deese	Environmental Health & Safety Manager	26	4
Jeff Spoerl	Environmental Health & Safety Manager	23	19
David Poe	Environmental Health & Safety Manager	35	28
Sean Robinett	Operations Supervisor	14	5
Michael Wyrick	Operations Supervisor	24	8
Phil Foreman	Operations Supervisor	39	36
James Buddy Lofton	Operations Supervisor	43	43
James Rolette	Operations Supervisor	33	6
Mike Noble	Operations Supervisor	25	12
Andy Rudd, Jr.	Operations Supervisor	15	8
Wayne Smith	Operations Supervisor	17	14
Camilo Castro	Logistics Supervisor/Sector Manager	30	7
Corey Flowers	Logistics Supervisor/Sector Manager	27	3
Lawrence Irvin, Jr.	Logistics Supervisor/Sector Manager	39	33
Josue Guerrero	Logistics Supervisor/Sector Manager	9	3
Osbaldo Leon	Logistics Supervisor/Sector Manager	9	3
Tom Credle	FEMA Technical Consultant	46	37

For information regarding our team members' specific project experience, please refer to the resumes included in **Tab 3, Sections 3.7 and 3.8.**

3.10 Organizational Chart

Our Project Management model and staffing organization are designed to fit the unique situational and operational requirements that each debris client/project presents. While we will continually adjust the scale and structure of our team to match daily project requirements, the City's specific organizational chart is located below.





Function, Roles, and Responsibilities

The table below describes the roles and responsibilities of each position and lists tasks that they may perform for the City. Our team's roles and responsibilities may be adjusted depending on the size and magnitude of the event.

Position	Function	Roles	Responsibilities
Matt Gierden Project Manager (PM)	The PM will be responsible for all aspects of the AshBritt disaster recovery operation and will be authorized to make executive decisions for the mission. The PM will be the prime mission liaison with the City and will provide mission progress reports and conduct mission planning with the City. The PM will also assist the City with media briefings and statements and will serve as AshBritt's Pre-Execution Planning Team leader.		

Position	Function	Roles	Responsibilities
Rob Ray Operations Manager (OM)	The OM will be the mission operations leader for all tasks and Operation Supervisors. The OM will coordinate subcontractor resources, develop mission-specific plans, and monitor geographic area management. This individual will also assist the City with the identification of potential DDMS locations and alternative disposal and recycling options. The OM will coordinate all communications with the City and oversee the submission of reporting, information, and invoices.		
Brian Thomason Quality Control Manager (QCM)	The QCM will be the mission leader for Safety and Quality Control (QC) and support the use of an Automated Debris Management System (ADMS) if the City's monitoring firm uses one. He will be responsible for establishing and maintaining AshBritt's QC organization and developing mission-specific plans related to Quality Control to ensure contractual compliance. This individual will also develop mission-specific and site-specific Safety and Health Plans and Activity Hazard Analysis (AHA) to ensure safety compliance.		
Jason Haynie Environmental Health & Safety Manager (EHSM)	The EHSM will be responsible for establishing and communicating mission safety rules and ensuring that vehicle and equipment safety inspections meet specifications. This individual will prepare weekly safety agendas; investigate accidents; and review and implement DDMS-specific Safety and Health Plans. The EHSM will also perform structural safety inspections (e.g., DDMS inspection towers); serve as a liaison to the City's safety representative(s); and assume the role of the Pre-Execution Planning Team Environmental Health and Safety Manager.		
Gerardo Castillo Logistics Director	The Logistics Director will be the executive management support and primary point of contact for all logistics and ancillary scopes of service. He will report on logistical performance and activities and manage communication between internal and external stakeholders.		
Jason Fawcett Logistics Coordinator	The Logistics Coordinator will coordinate with logistics vendors to develop and maintain plans for the provision of ancillary services. He will also organize the deployment of personnel, materials, equipment, and other resources for ancillary services; ensure the sufficient allocation of resources across the community; and monitor the performance of logistics vendors.		
Operations Supervisor **(OS)**	The OS (or OS Team, depending on the size of the response) will be the task operations leader for specific task order(s) issued under a City mission. The OS will develop task-specific operational and geographic area management plans that include techniques, approaches, and methodologies required to complete the mission. The OS will attend City area meetings, provide task progress reports, and conduct task planning in conjunction with the City to align mission focus.		
Dilia Camacho Quality Control Supervisor (QCS)	The QCS will oversee QCRs' implementation of the QCM's SSSHP and AHA. She will also assist in training QCRs on federal and project-specific policies regarding QCR activities, debris eligibility, non-compliance issues, deficiency management, ethics, and stewardship of tax dollars. She will personally confer with the Contract Manager if the eligibility of a work item is unclear.		

Position	Function	Roles	Responsibilities
Christina Demidio Controller	The Controller will be responsible for tracking pertinent project data; compiling daily project reports; promptly paying subcontractors and vendors; issuing accurate and timely invoicing; and providing technical support on FEMA documentation/regulations.		
Danny Demidio DDMS Director	The DDMS Director will assist the QCM in the development of DDMS plans; supervise site management, debris separation, and reduction crews; ensure proper containment and categorization of hazardous waste found in the debris stream; and arrange for the recycling of appropriate debris materials per the mission or task-specific plans. The DDMS Director will ensure adherence to work rules and safety and environmental monitoring guidelines, supervise the loading of reduced debris for transportation to final disposal, and ensure debris haul trucks are loaded within the City and DOT limits.		
Technical Assistance Managers (TAM)	Our TAMs can review FEMA Grants Manager Projects for accurate Scopes of Work and unit costs. They will be available to assist with plan formulation and updates, perform daily/weekly/final ticket reconciliation, and reconcile debris removal ticket ledgers and disposal ledgers (DMS to final disposal) per FEMA requirements. They will also review project documentation for consistency, compliance, and completeness, and make recommendations to the City's representatives for reimbursement tasks. The TAMs may conduct an exit interview with community managers and/or local recovery team members. They can prepare a disaster event after-action report for community management and remain available for additional special assistance and guidance, such as an audit.		

3.11 Subcontractors

During the critical first stages of disaster recovery, local subcontractors who are themselves affected by the event may be hampered in their ability to respond immediately. This is where larger, geographically independent firms excel. Their readily available resources and prior experience enable them to spearhead initial mobilization efforts while simultaneously supporting local businesses as operations scale up.



Our established network of trusted offsite subcontractors possesses extensive expertise in FEMA documentation, reimbursement procedures, and disaster project management. These partnerships ensure a swift and efficient debris removal response, ultimately helping communities recover faster. The table below identifies some of our most trusted, long-term partners that could be called upon to supplement work in the City of Destin. **These subcontractors can work anywhere in the nation**, however, we have included their headquarters locations in the table below.

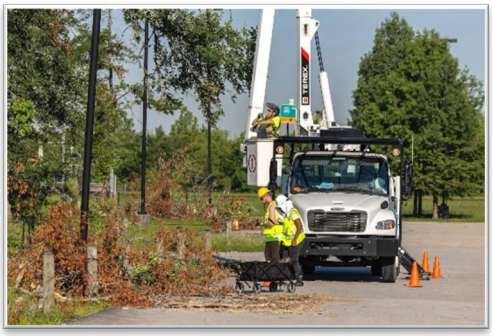
LONG-TERM NATIONAL PARTNERS		
Subcontractor	**Years of Partnership**	**Headquarters**
County Waste, Inc.	25+	8060 Mainline Parkway Fort Myers, FL 33912
Dorado Services Inc.	25+	195 W Seminole Blvd, Sanford, FL 32771
Northern Tree Service, Inc.	15+	1290 Park St, Palmer, MA 01069
Paul Bunyan, Inc.	25+	494 Harvest Dr, Rockwood, PA 15557

LONG-TERM NATIONAL PARTNERS		
Subcontractor	**Years of Partnership**	**Headquarters**
Kansas City Tree Services	15+	1505 Merriam Ln, Kansas City, KS 66103
Tri-Rivers Logging	25+	9577 NE Witt Rd, Cameron, MO 64429
K&E Excavating, Inc.	5+	3871 Langley St. SE Salem, OR 97317

The above contractors have the equipment, personnel, experience, and capacity to complete the following Scopes of Work:

- Emergency Road Clearance
- ROW Vegetative Debris Removal
- ROW C&D Debris Removal
- Demolition, Removal, Transport, and Disposal of Structures
- Waterway Debris Removal
- DDMS Management and Operations
- DDMS Management and Reduction by Grinding
- Haul-Out of Reduced Debris from DDMS to Final Disposal Site
- Hazardous Leaning Trees and Hanging Limbs
- Removal of Hazardous Stumps
- ROW White Goods Debris Removal
- Used Electronics
- Household Hazardous Waste Removal
- Abandoned Vessel and Vehicle Removal





Subcontractor Profiles

COUNTY WASTE INC	**8060 Mainline Parkway Fort Myers, FL 33912**
	ROW debris collection, debris site management and reduction, and haul-out services.

County Waste Inc. has been an industry leader for over 25 years in the vegetative management and processing field. They have incorporated our shared experiences from working with large-scale natural disasters into their local debris-hauling methodology. Their logistical expertise enables them to haul any amount of debris from various locations while keeping overall costs down.

AshBritt utilized County Waste in multiple jurisdictions in response to the following disaster events:

- 2024 Hurricanes Helene & Milton
- 2022 Kentucky Flooding
- 2022 Hurricane Ian
- 2021 Hurricane Ida
- 2018 Hurricane Michael
- 2017 Hurricane Irma
- 2017 Hurricane Harvey
- 2016 Hurricane Matthew
- 2015 California Valley Fire
- 2012 Hurricane Sandy
- 2011 CT & MA Severe Storms
- 2008 Hurricane Ike
- 2005 Hurricane Katrina
- 2005 Hurricane Wilma
- An array of other projects.



COUNTY WASTE LLC
TURNKEY DISASTER RELIEF CONTRACTOR





Established in 2001, CW has cleaned up over 170 projects in 20 States.

CW has handled more than 65,000,000 cyds of debris

10 Self Loading Grapple Trucks

5 Self Loading waterway barges

3 Diamond Z Grinders

COUNTY WASTE
8040 Mainline Parkway
Fort Myers, FL 33912
239-481-3400

www.countywasteinc.com

DORADO SERVICES	195 W Seminole Blvd, Sanford, FL 32771
	ROW debris collection, debris site management and reduction, and haul-out services.

Dorado Services, Inc. is a Sanford, Florida-based, HUB Zone small business with 25 years of experience and a current holder of USACE SATOC contracts for debris removal. Dorado can self-perform and mentor others in all phases of disaster recovery.

AshBritt utilized Dorado Services, Inc. in multiple jurisdictions in response to the following disaster events:

- 2024 Hurricanes Helene & Milton
- 2022 Hurricane Ian
- 2018 Hurricane Michael
- 2017 Hurricane Irma
- 2017 Hurricane Harvey
- 2016 Hurricane Matthew
- 2012 Hurricane Sandy
- 2011 CT & MA Severe Storms
- 2008 Hurricane Ike
- 2005 Hurricane Katrina
- 2005 Hurricane Wilma
- An array of other projects

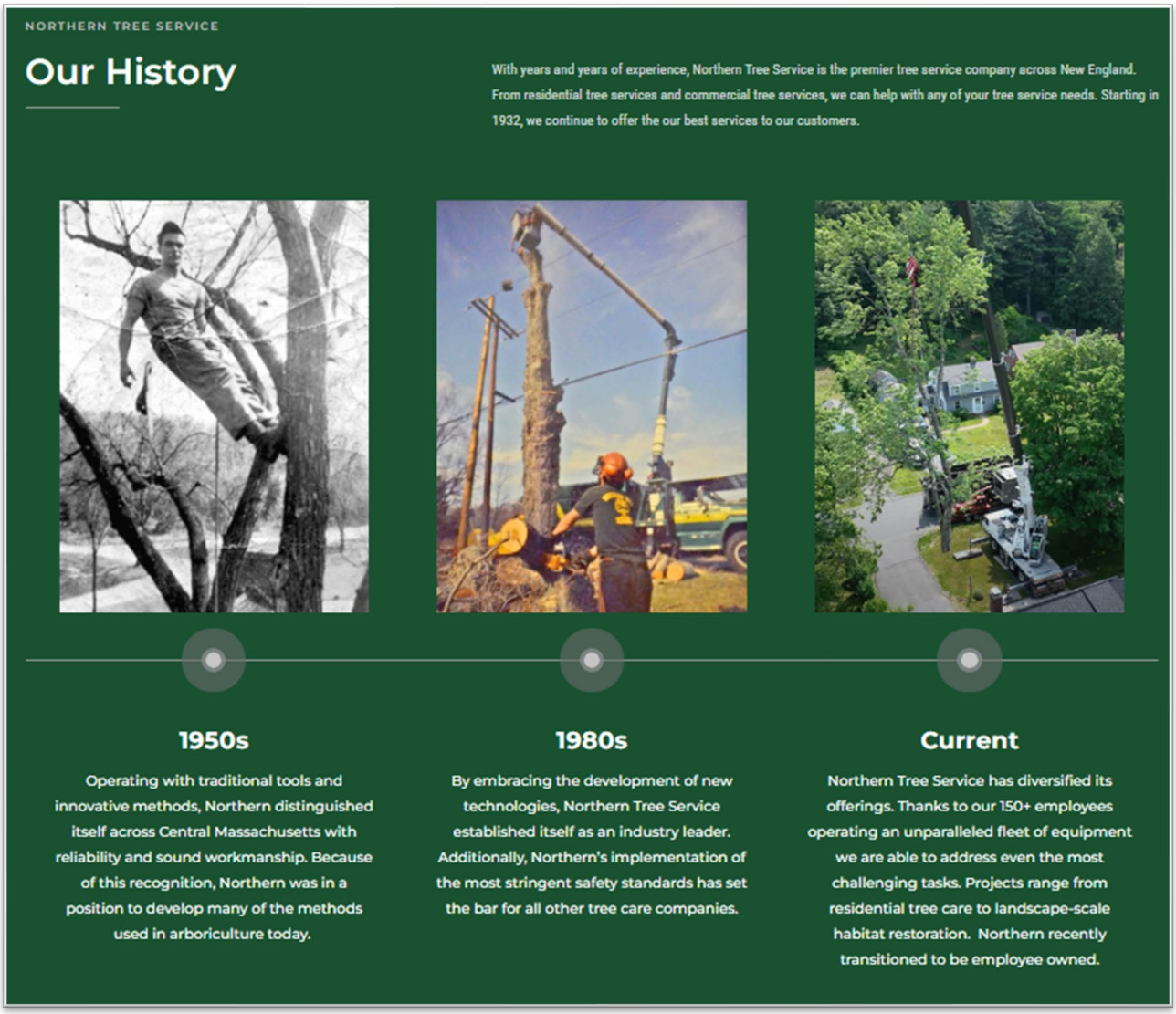


Northern Tree Service	1290 Park Street, Palmer, MA 01069
	ROW debris collection, hazardous tree and limb removal, and haul-out services.

From its humble foundation in 1932, Northern Tree Service, Inc. has grown to become the most diversified tree care company in the industry. Servicing clients across the nation, Northern provides the most skilled personnel operating the latest equipment in order to address any measure of work. To support this continued growth Northern has become an employee-owned, ESOP company.

AshBritt utilized Northern Tree Service in multiple jurisdictions in response to the following disaster events:

- 2022 Hurricane Ian
- 2018 Hurricane Michael
- 2017 Hurricane Irma
- 2017 Hurricane Harvey
- 2016 Hurricane Matthew
- 2012 Hurricane Sandy
- 2011 CT & MA Severe Storms
- 2008 Hurricane Ike
- 2005 Hurricane Katrina
- 2005 Hurricane Wilma
- An array of other projects



	494 Harvest Dr., Rockwood, PA 15557
	ROW debris collection and debris site management

Paul Bunyan, Inc. is a small, Somerset, Pennsylvania-based disaster recovery firm specializing in emergency work and debris removal and has worked with AshBritt performing load and haul services and specialty hazardous tree removal on all major projects since 2001. Paul Bunyan, Inc. is our go-to subcontractor and can be relied upon to bring nearly unlimited resources when the event demands unrelenting high performance.

AshBritt utilized Paul Bunyan in multiple jurisdictions in response to the following disaster events:

- 2024 Hurricane Helene
- 2024 Hurricane Beryl
- 2022 Hurricane Ian
- 2022 Kentucky Floods
- 2018 Hurricane Michael
- 2017 Hurricane Irma
- 2017 Hurricane Harvey
- 2016 Hurricane Matthew
- 2012 Hurricane Sandy
- 2011 CT & MA Severe Storms
- 2008 Hurricane Ike
- 2005 Hurricane Katrina
- 2005 Hurricane Wilma
- Hurricane Jeanne

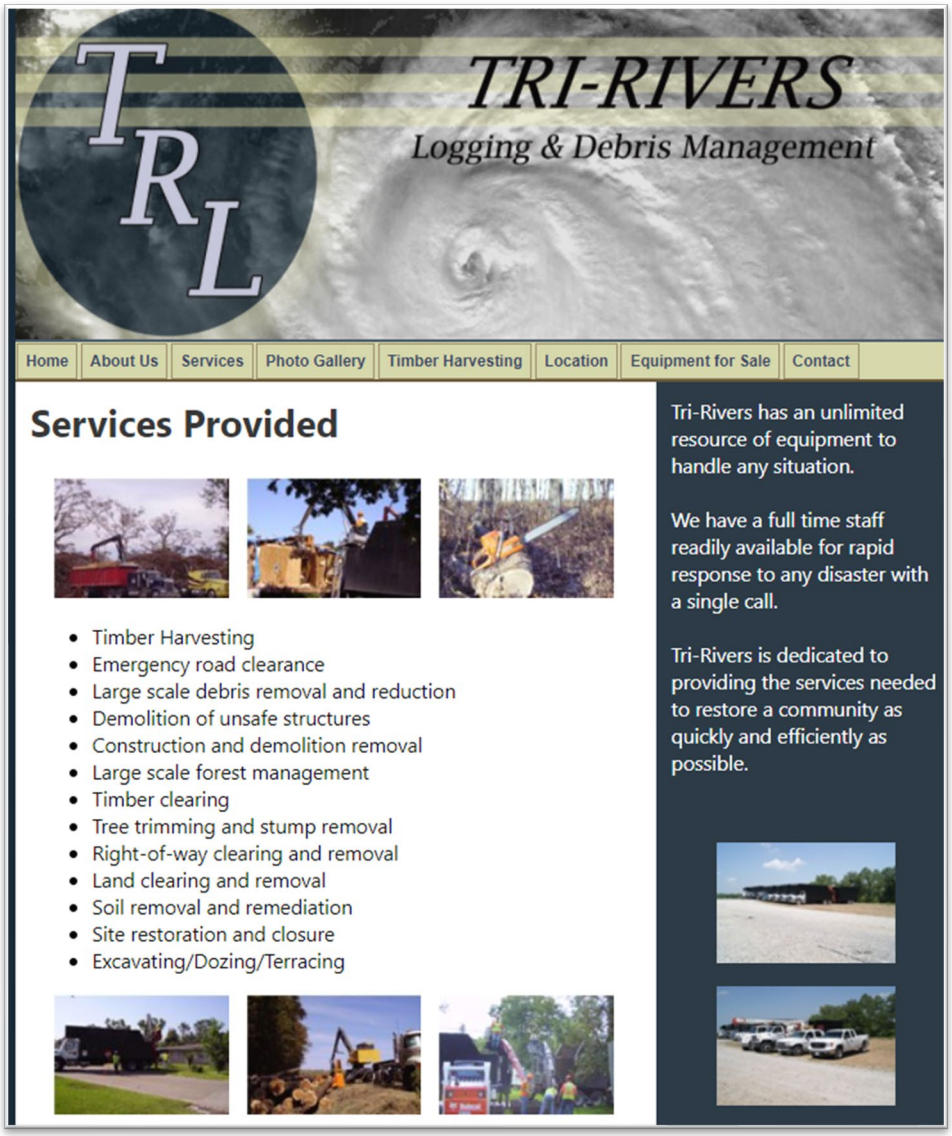


TRI-RIVERS Logging & Debris Management	P.O. Box 553 Cameron, MO 64429
	ROW debris collection, debris site management, and hazardous tree removal.

Tri-Rivers Logging Inc. Tri-Rivers has provided services to help states and local governments overcome the devastation left behind after a natural disaster since 1983. Tri-Rivers has the strong personnel, equipment, and financial resources to provide complete, efficient management of a project from start to finish.

AshBritt utilized Tri-Rivers in multiple jurisdictions in response to the following disaster events:

- 2024 Hurricane Helene
- 2019 Hurricane Dorian
- 2018 Hurricane Michael
- 2017 Hurricane Harvey
- 2016 Hurricane Matthew
- 2003 Hurricane Isabel



	1505 Merriam Ln, Kansas City, KS 66103
	ROW debris collection, debris site management, and hazardous tree removal.

Kansas City Tree is a full-service disaster response firm that: is a licensed and insured disaster debris contractor with access to 150+ bucket trucks, and 100+ hauling trucks; has an army of highly trained, experienced tree professionals; and is experienced in responding to ice storms and other severe storms.

AshBritt utilized Kansas City Tree in response to the following disaster events:

- 2024 Hurricanes Helene & Milton
- 2024 Hurricane Beryl
- 2024 Nationwide Spring Storms and Flooding
- 2022 Hurricane Ian
- 2018 Hurricane Michael
- 2016 Hurricane Matthew
- 2014 Winter Storm Pax
- 2011 CT/MA Severe Storms



3.12 Current and Future Contractual Obligations

The below report contains a listing of AshBritt's current debris management contractual obligations. AshBritt does not currently have any nearby coastal accounts through which we serve as the primary contractor for a population exceeding 20,000, meaning we have the capacity to prioritize the City of Destin should a multi-regional event impact the area.

Client	St.	Location	Begin Term	End Term	Max Duration
Alameda County	CA	Alameda County	8/1/2011	7/31/2026	7/31/2026
Orange County	CA	Orange County	11/22/2021	11/22/2026	11/22/2026
State of Connecticut	CT	Multi Counties	10/31/2023	10/30/2026	10/30/2029
Alachua County	FL	Alachua County	10/4/2016	9/30/2028	9/30/2034
Lynn Haven	FL	Bay County	8/1/2019	7/31/2025	7/31/2025
Bay County (Marine Debris)	FL	Bay County	8/13/2019	12/31/2025	12/31/2025
Bay County	FL	Bay County	6/1/2021	5/31/2026	5/31/2026
Callaway	FL	Bay County	5/31/2024	5/30/2027	5/30/2029
Springfield	FL	Bay County	1/1/2024	12/31/2028	12/31/2028
Fort Lauderdale	FL	Broward County	5/7/2024	5/6/2027	5/6/2029
Tamarac	FL	Broward County	6/10/2024	6/9/2027	6/9/2033
Deerfield Beach	FL	Broward County	9/20/2024	9/20/2027	9/20/2031
Charlotte County	FL	Charlotte County	7/6/2020	12/31/2025	12/31/2030
Punta Gorda	FL	Charlotte County	7/3/2024	7/2/2027	7/2/2030
Collier County	FL	Collier County	1/12/2016	1/11/2026	1/11/2026
Escambia County	FL	Escambia County	8/18/2022	8/17/2025	8/17/2027
Gulf County	FL	Gulf County	7/10/2022	7/9/2025	7/9/2028
Hillsborough County	FL	Hillsborough County	6/2/2017	5/31/2025	5/31/2025
Tampa	FL	Hillsborough County	12/21/2023	12/20/2025	12/20/2029
Leon County	FL	Leon County	12/1/2022	11/30/2027	11/30/2027
Tallahassee	FL	Leon County	1/1/2023	12/31/2027	12/31/2027
Bradenton Beach	FL	Manatee County	8/1/2024	7/31/2026	7/31/2029
Martin County	FL	Martin County	5/25/2021	5/24/2026	5/25/2026
Coral Gables	FL	Miami-Dade County	8/21/2018	11/30/2025	11/30/2025
Miami Lakes	FL	Miami-Dade County	2/21/2023	2/20/2026	2/20/2028
Miami	FL	Miami-Dade County	4/29/2022	4/28/2027	4/28/2033
Key Biscayne	FL	Miami-Dade County	6/28/2024	6/27/2027	6/27/2029
Islamorada	FL	Monroe County	9/5/2017	9/4/2025	9/4/2025
Key West	FL	Monroe County	7/1/2021	6/30/2026	6/30/2026
Monroe County	FL	Monroe County	8/1/2023	7/31/2028	7/31/2033
FDEP (Upland Debris)	FL	Multi Counties	3/12/2021	3/12/2026	3/12/2031
FDEP (Waterway Debris)	FL	Multi Counties	8/6/2020	8/5/2026	8/5/2026

Client	St.	Location	Begin Term	End Term	Max Duration
Okaloosa County	FL	Okaloosa County	10/1/2022	12/31/2025	12/31/2027
Orlando	FL	Orange County	6/7/2021	6/6/2025	6/6/2026
Orange County	FL	Orange County	6/1/2024	5/31/2027	5/31/2029
Palm Beach County (Emergency Standby Materials and Services)	FL	Palm Beach County	4/19/2024	6/14/2025	6/14/2028
Boca Raton	FL	Palm Beach County	9/10/2017	9/9/2025	9/9/2027
Delray Beach	FL	Palm Beach County	11/11/2018	11/27/2025	11/11/2028
Palm Beach County (SWA)	FL	Palm Beach County	5/8/2022	5/7/2028	5/7/2028
Seminole	FL	Pinellas County	6/23/2023	2/27/2028	2/27/2028
Polk County	FL	Polk County	2/15/2021	2/15/2026	2/15/2026
St Johns County	FL	Saint Johns County	1/31/2019	1/31/2026	1/31/2026
Port St Lucie	FL	Saint Lucie County	9/11/2024	9/10/2027	9/10/2029
Chatham County	GA	Chatham County	3/25/2022	3/25/2026	3/25/2027
Pooler	GA	Chatham County	10/1/2024	3/25/2026	3/25/2027
Savannah	GA	Chatham County	7/2/2019	6/30/2025	6/30/2025
Chatham County (Temporary Support Facility)	GA	Chatham County	3/1/2024	3/1/2026	3/1/2029
Cobb County	GA	Cobb County	2/15/2024	2/14/2026	2/14/2027
Lowndes County	GA	Lowndes County	6/25/2024	6/25/2025	6/25/2029
Valdosta	GA	Lowndes County	8/19/2024	6/25/2025	6/25/2029
Johnson County	KS	Johnson County	11/5/2020	11/4/2025	11/4/2025
Overland Park	KS	Johnson County	4/1/2024	11/4/2025	11/4/2025
Louisville	KY	Jefferson County	2/10/2021	2/8/2026	2/8/2026
Livingston Parish	LA	Livingston County	6/27/2024	6/27/2027	6/27/2027
State of Massachusetts	MA	Multi Counties	12/10/2021	11/30/2026	11/30/2032
Montgomery County	MD	Montgomery County	8/29/2015	8/28/2025	8/28/2025
Rockville	MD	Montgomery County	11/16/2016	8/29/2025	8/29/2025
State of Maryland, GSA	MD	Multi Counties	10/1/2018	6/30/2026	6/30/2026
Laurel	MD	Prince Georges County	10/1/2018	12/31/2024	12/31/2024
Talbot County	MD	Talbot County	2/9/2024	8/29/2025	8/29/2025
Diamondhead	MS	Hancock County	8/28/2021	8/27/2025	8/27/2026
USACE NWD	MULTI	Multi Counties	11/10/2021	11/9/2026	5/9/2027
USACE MVD	MULTI	Multi Counties	11/10/2021	11/9/2026	5/9/2027
USACE SAD	MULTI	Multi Counties	11/10/2021	11/9/2026	5/9/2027

Client	St.	Location	Begin Term	End Term	Max Duration
USACE SWD	MULTI	Multi Counties	11/10/2021	11/9/2026	5/9/2027
State of New Jersey	NJ	Multi Counties	7/1/2024	6/30/2027	6/30/2029
State of New Mexico (post event)	NM	Chavez County	1/31/2025	5/31/2025	5/31/2025
Nassau County	NY	Nassau County	6/22/2022	6/21/2025	6/21/2027
New York City	NY	Queens County	4/1/2021	3/31/2026	3/31/2026
State of Oklahoma	OK	Multi Counties	9/24/2019	9/23/2025	9/23/2025
Pottawatomie County	OK	Pottawatomie County	6/18/2024	6/17/2025	6/17/2030
Clackamas County	OR	Clackamas County	11/8/2021	9/30/2026	9/30/2026
Eugene	OR	Lane County	5/12/2021	5/1/2026	5/1/2026
State of Rhode Island	RI	Multi Counties	11/7/2022	11/30/2026	11/30/2026
Westerly	RI	Washington County	11/21/2022	11/21/2025	11/21/2027
Charleston	SC	Charleston County	5/12/2020	5/11/2025	5/11/2025
Charleston County	SC	Charleston County	7/1/2020	6/30/2025	6/30/2025
Colleton County	SC	Colleton County	9/10/2020	9/9/2025	9/9/2025
Greenville County	SC	Greenville County	7/1/2024	6/30/2025	6/30/2029
Fountain Inn	SC	Greenville County	10/3/2024	6/30/2025	6/30/2029
South Carolina Dept. of Transportation	SC	Multi Counties	10/8/2020	10/7/2025	10/7/2025
Sumter County	SC	Sumter County	11/13/2024	11/13/2029	11/13/2029
Sumter	SC	Sumter County	12/16/2024	12/16/2029	12/16/2029
Freeport	TX	Brazoria County	7/18/2022	7/17/2025	7/17/2027
Cameron County	TX	Cameron County	9/6/2022	9/5/2027	9/5/2027
Fort Bend County	TX	Fort Bend County	2/1/2025	1/31/2028	1/31/2030
Harris County	TX	Harris County	6/6/2023	6/5/2025	6/5/2028
Pasadena	TX	Harris County	6/20/2018	6/20/2025	6/20/2025
Jersey Village	TX	Harris County	10/20/2020	1/31/2027	1/31/2027
Houston	TX	Harris County	5/31/2024	5/30/2027	5/30/2029
McAllen	TX	Hidalgo County	3/14/2022	3/22/2026	3/13/2027
Weslaco	TX	Hidalgo County	7/19/2022	7/18/2025	7/18/2027
Hidalgo County	TX	Hidalgo County	9/27/2023	9/26/2025	9/26/2026
Edinburg	TX	Hidalgo County	7/5/2022	9/30/2025	9/30/2025
Orange County	TX	Orange County	6/27/2023	6/26/2026	6/26/2026
Refugio County	TX	Refugio County	11/7/2022	11/6/2027	11/6/2027
Pflugerville	TX	Travis County	2/12/2024	2/12/2026	2/12/2027
Victoria County	TX	Victoria County	6/1/2020	6/1/2026	6/1/2027
Victoria	TX	Victoria County	6/3/2020	6/3/2026	6/3/2027
Alexandria	VA	Alexandria County	7/6/2021	6/30/2026	6/30/2026

Client	St.	Location	Begin Term	End Term	Max Duration
Southeastern Public Service Authority (SPSA)	VA	Chesapeake City County	7/3/2024	4/13/2026	4/13/2028
Chesapeake	VA	Chesapeake City County	5/25/2023	9/28/2025	9/28/2027
Fairfax County	VA	Fairfax County	7/6/2021	6/30/2026	6/30/2026
Fairfax	VA	Fairfax County	11/9/2021	6/30/2026	6/30/2026
Isle of Wight	VA	Isle of Wight County	9/5/2024	4/13/2026	4/13/2028
Virginia Peninsulas Public Service Authority (VPPSA)	VA	Multi Counties	4/14/2023	4/13/2026	4/13/2028
State of Virginia	VA	Multi Counties	9/29/2022	9/28/2025	9/28/2027
Norfolk	VA	Norfolk City County	3/21/2024	3/20/2029	3/20/2029
Portsmouth	VA	Portsmouth City County	9/16/2022	9/28/2025	9/28/2027
Southampton County	VA	Southampton County	9/9/2024	4/13/2026	4/13/2028
Stafford County	VA	Stafford County	6/10/2024	9/28/2025	9/28/2027
Virginia Beach	VA	Virginia Beach City County	9/15/2023	4/13/2026	4/13/2028

- **a. Assurance That We Will Meet Our Contractual Obligations to the City of Destin**

AshBritt, Inc. understands the critical nature of timely and effective responses in the face of any challenge. We want to assure the City of Destin that, regardless of existing contractual commitments, we possess the resources and capabilities necessary to successfully complete any project you entrust to us.

Our commitment to the City of Destin is unwavering. We boast a proven track record of successful disaster response operations within Okaloosa County and the Florida Panhandle, consistently exceeding expectations and delivering exceptional results. This dedication extends beyond our internal capacities. We leverage a vast network of pre-qualified and extensively vetted subcontractors, ensuring access to a diverse pool of specialized equipment, manpower, and logistical expertise. This extensive network allows us to seamlessly scale our operations up or down to meet the specific needs of each situation. Whether it's a smaller debris removal project or a large-scale disaster response, we have the flexibility and agility to mobilize quickly and efficiently.

Rest assured; **Destin will be a top priority for AshBritt.** We are confident in our ability to deliver exceptional service, regardless of existing commitments, thanks to our extensive resources, subcontractor network, and unwavering commitment to your community.

- ## b. Plan for Managing Multiple Florida- and Alabama-Based Contracts

When disaster strikes, it is most common that multiple jurisdictions are left with the daunting task of picking up the pieces, each with its own unique needs and challenges. Over three decades, AshBritt has refined our methods to simultaneously serve diverse clients within a single disaster zone. Our symphony of resource flexibility, cutting-edge technological tools, and expert manpower ensures no client gets left behind.

Adapting to Client Needs



Client-Focused Teams: Following the Incident Command Structure, our staffing plan is modeled in a top-down, modular fashion that allows for both expansion and contraction depending on the size and complexity of the event to which we respond. We have a base organization structure and staffing plan for sole contract activations, and an expanding structure for regional, statewide, or multi-state activations.



Resource Agility: Our robust network of subcontractor resources, depots, and mobile offices allows us to dynamically allocate resources across regions. This ensures each jurisdiction will receive timely and efficient service, even when demands fluctuate throughout the recovery process.

Technology Drives Efficiency



Damage Mapping: We can use drones to survey damage and prepare comprehensive maps of the disaster zone. Such data will inform resource allocation, allow us to prioritize critical tasks, and ensure efficient debris removal across the City.

Resource Forecasting: AshBritt has developed a proprietary forecasting tool that will be used to pre-determine resource requirements. Planning assumptions, which consider average truck capacities, quantities of truckloads of debris over time, crew composition, and Quality Control personnel, are developed by AshBritt's management team. These assumptions are input into our tool which forecasts resources for multiple debris scenarios from a single debris-generating event. Our team uses this tool to determine the amount of personnel and equipment that must be allocated to each location to guarantee expeditious and efficient recovery.

Project Management Software: See Tab 4, Section 3 – Methods Used to Complete Assigned Tasks for details regarding our technological capabilities.

Expertise Guides the Way



Specialized Crews: From arborists to demolition experts, our expansive team of diverse professionals possesses the specialized skills and regional knowledge to tackle every aspect of disaster debris removal. We can ensure that each jurisdiction receives the expertise needed for a safe and efficient recovery**.**



Collaborative Response: We foster open communication and collaboration with state representatives, local authorities, and emergency responders. This unified approach will optimize disaster response, maximize efficiency, and ensure the City's needs are met during this critical time.



Safety Informs Efficiency: We believe that investing in safety is not just an ethical imperative, but a strategic advantage. From meticulously planning disaster response routes to implementing rigorous equipment maintenance schedules, every aspect of our work is infused with a safety-first mindset. This dedication prevents accidents, saves time, and ensures the smooth execution of overlapping missions.

Multi-Jurisdictional Disaster Response Experience

We have been able to scale up our capacity to conduct simultaneous operations from 1-2 jurisdictional projects to over 60 concurrent projects across multiple states. AshBritt can do this by maintaining a team of experienced project managers across the nation that can be activated at a moment's notice. The table below demonstrates our experience in successfully expanding our management teams to accomplish concurrent mission activations within and across states.

Year	Disaster	EM/DR/FM #	State	Jurisdictions Worked	Debris Removed
2024	Hurricane Milton	4834	FL	13	6,500,000+ CY (ongoing, concurrent disaster operations)
2024	Hurricane Helene	4828	USACE	21 (NC & GA)	
		4828	FL	6	
		4830	GA	9	
		4829	SC	6	
		4827	NC	5	
2024	Hurricane Debby	4806	FL	2	24,310 CY
2024	Hurricane Beryl	4798	TX	6	3,643,320+ CY
2024	Nationwide Severe Storms and Tornadoes	N/A	GA	1	13,200 CY
		4794	FL	1	353,812 CY
		4782	KY	2	127,293 CY
		4800	KS	1	13,000 CY
		4781	TX	4	1,162,402 CY
2023	Hurricane Idalia	4738	GA	3	1,185,289 CY
		4734	FL	3	118,130 CY
2023	Straight-Line Windstorm	4747	KS	2	67,000 CY
2022	Kentucky Flooding	4663	KY	8	663,000 Tons
2022	Hurricane Ian	4673	FL	15	9,500,000 CY
2021	Tropical Storm Isais	4580	CT	2	16,050 CY
2021	Wildfires	4562	OR	2	328,145 Tons
2021	Hurricane Ida	4614	NJ	3	54,676 CY
2020	Hurricane Laura	4559	TX	3	732,064 CY
2019	Hurricane Dorian	4468	SC	2	619,000 CY
2018	Hurricane Michael	4399	FL	14	12,523,753 CY
			GA	2	31,286 CY
2017	Hurricane Harvey	4332	TX	14	1,785,363 CY
2017	Hurricane Irma	4337	FL	61	10,430,086 CY
		4346	SC	1	41,282 CY
		4338	GA	2	13,731 CY
2017	Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fires	4344	CA	4	770,000 Tons
2016	Winter Storm Jonas	4261	MD	6	Emergency Snow Clearance
		4262	VA	3	Emergency Snow Clearance

Year	Disaster	EM/DR/FM #	State	Jurisdictions Worked	Debris Removed
2016	Hurricane Matthew	4283	FL	15	3,497,175 CY
		4284	GA	2	1,633,573 CY
		4286	SC	6	617,568 CY
2015	Valley Fire	4240	CA	2	193,216 CY
2014	Winter Storm Pax	4165	GA	3	645,869 CY
		4166	SC	6	418,484 CY
2013	Winter Storm Nemo	4106	CT	3	Emergency Snow Clearance
2012	Severe Storm and Snowstorm	4051	MA	21	1,777,274 CY
2012	Hurricane Sandy	4086	NJ	58	4,400,573 CY
		4087	CT	9	40,078 CY
		4092	VA	2	Emergency Road Clearance
2011	Tornado	1994	MA	3	373,881 CY
2011	Hurricane Irene	4023	CT	4	4,647 CY
		4024	VA	2	62,791 CY
		4028	MA	State Contract	Emergency Road Clearance/Repair
2011	Severe Storms	4046	CT	17	1,492,787 CY
2010	Snow and Ice Storm	1910	MD	5	Emergency Snow Clearance
2008	Hurricane Ike	1791	TX	16	1,878,800 CY
2008	Tropical Storm Fay	1785	FL	2	75,877 CY
2005	Hurricane Katrina (USACE)	1602	FL	11	393,776 CY
		1603	LA	14	21,500,000 CY
		1604	MS	16	
2005	Hurricane Wilma	1609	FL	19	4,928,645 CY
2004	Hurricane Charley	1539	FL	3	3,274,186 CY
2004	Hurricane Frances	1545	FL	5	1,623,961 CY
2003	Ice Storm	1451	SC	2	108,000 CY
2003	Hurricane Isabel	1490	NC	2	53,000 CY
2002	Ice Storm	1401	OK	4	465,000 CY
2002	EF5 Tornado	1409	MD	2	131,000 CY
2002	Hurricane Lili	1437	LA	3	448,000 CY
2002	Ice Storm	1448	NC	4	100,000 CY
1999	EF5 Tornado	1272	OK	2	444,000 CY
1999	Hurricane Floyd	1292	NC	3	37,000 CY
1999	Hurricane Irene	1306	FL	4	205,000 CY
1992	Hurricane Andrew	955	FL	3	265,000 CY

c. Minimum Disaster Debris Management Contracts

AshBritt is currently the primary disaster debris management contractor for the following government entities with populations exceeding 50,000:

Client	State	Population
Orange County	CA	3,151,000
Bristol	CT	61,330
Norwalk	CT	91,401
State of Connecticut	CT	3,626,000
Alachua County	FL	284,030
Boca Raton	FL	99,009
Charlotte County	FL	202,661
Collier County	FL	397,994
Coral Gables	FL	51,503
Deerfield Beach	FL	86,772
Delray Beach	FL	67,030
Fort Lauderdale	FL	183,146
Martin County	FL	162,006
Orlando	FL	316,081
Palm Beach County (SWA)	FL	1,518,000
Polk County	FL	787,404
Port St. Lucie	FL	245,021
St Johns County	FL	306,841
Tamarac	FL	71,912
Chatham County	GA	301,107
Lowndes County	GA	119,739
Savannah	GA	148,004
Valdosta	GA	55,074
Louisville	KY	624,444
State of Massachusetts	MA	6,982,000
Montgomery County	MD	1,053,000
Pottawatomie County	OK	75,533
Clackamas County	OR	423,177
Eugene	OR	177,923
Charleston County	SC	419,279
Sumter County	SC	104,012
Cameron County	TX	425,208
Edinburg	TX	104,294
Fort Bend County	TX	889,146
McAllen	TX	144,579
Orange County	TX	84,934
Pasadena	TX	147,662
Pflugerville	TX	65,556
Victoria	TX	65,372
Victoria County	TX	91,065
Alexandria	VA	155,525

TAB
4

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



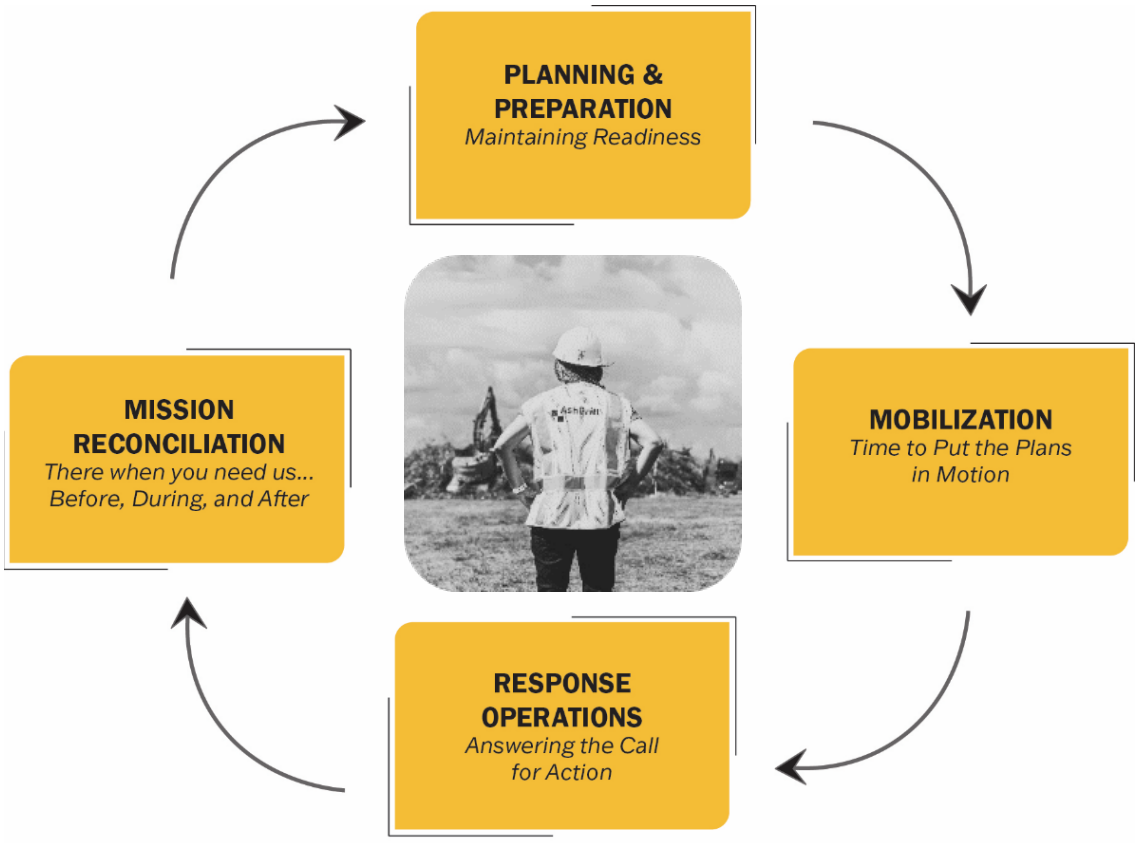
AshBritt

OPERATIONAL PLAN

Tab 4. Operational Plan

4.1 AshBritt's Operational Cycle

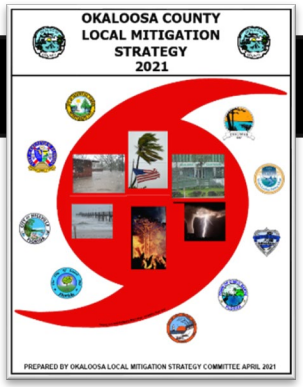
AshBritt is always there when you need us... before, during, and after disasters. To ensure that we stay ahead of the City's needs, we have developed a Debris Management Plan that keeps AshBritt's Project Management Team and City disaster response staff in a cycle of continual preparation and improvement, regardless of whether a disaster has struck. It is important to us that every person who may be involved in the activation of this contract is familiar with our procedures and has the training and confidence to actively participate in each phase of the disaster response cycle provided below.



Pre-Planning Services

Over the past 32 years, AshBritt has been able to swiftly help communities recover from disasters and successfully meet our contractual obligations because we understand that **our mission starts before a disaster strikes**. Response and recovery efforts are most successful when built upon pre-developed strategies and existing partnerships; thus, we will engage with the City and other available stakeholders before a disaster occurs to finetune our plans and ensure that we are all prepared for future events.

CLIENT RESEARCH: City of Destin, FL



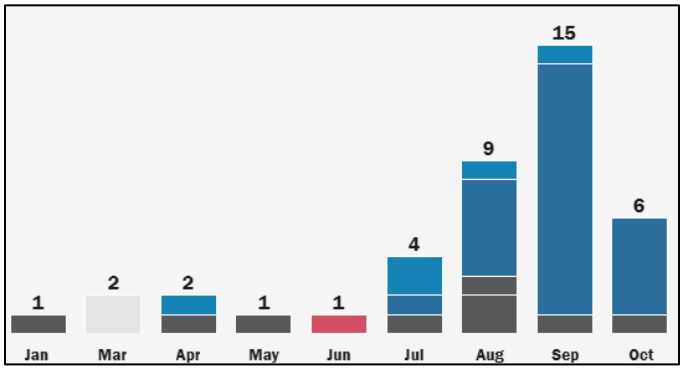
We have reviewed Okaloosa County's **Local Mitigation Strategy (2021)** to better understand the types and potential severity of debris-generating hazards facing the City of Destin. Notably, we are accustomed to providing disaster debris management services to communities in the Florida Panhandle. As a Florida-based disaster debris management firm, we have a wealth of expertise and experience in responding to all hazards Destin may face.

Primary attention is given to hazards considered reasonably possible to occur in the City of Destin. These hazards include:

- Hurricanes and Tropical Storms
- Storm Surge
- Flooding
- Dam Safety
- Land Erosion
- Severe Storms
  - Tornados and Waterspouts
  - Thunderstorms and Lightning
  - Winter Storms
- Heat Wave and Drought
  - Heat Wave
  - Drought
- Wildfires
- Beach Erosion

The following hazards have minimal or no risk to the City of Destin: sinkholes, expansive soils, earthquakes, avalanches, land subsidence, landslides, volcanoes, and tsunamis. Therefore, these hazards are not analyzed in any depth in the hazard analysis. Further explanation is provided in the "Other Hazards" section.

In line with hurricane season, FEMA's online disaster data (see below) indicates that the City is most at risk of being impacted by debris-generating events between August and October; however, the City of Destin also faces increased severe storm and wildfire risk from late Spring to early Summer.



PLANNING, TRAINING, AND COORDINATION STRATEGIES

Annual Strategy and Training Meetings

At no additional cost, AshBritt will coordinate annually with the City of Destin to review and revise the logistical, operational, and administrative elements of potential response and recovery plans. Similar coordination will also take place upon potential activation. During these training and coordination meetings, we will achieve the following:

- Verification of key team member contact information.
- Understanding of the City's expectations, including safety and environmental concerns.
- Complete review of the City of Destin's emergency response plans, providing feedback as requested.
- Identification of nearby debris management sites, recycling facilities, and their classifications, final disposal sites, and potential base camps for personnel.
- Identification of critical facilities.
- Development of route clearance, geographic sectoring, and infrastructure maps (i.e., GIS review).
- Confirmation of Logistical Staging Areas and Points of Distribution.
- Understanding of the community and the public warning systems.



Operations Manager, Dow Knight, provides Debris Refresher Training in Key West, FL - 2024

Our sessions provide a valuable platform for addressing and verifying the following:



- Specific operational needs and resource requirements.
- AshBritt's services and capabilities.
- FEMA guidelines and eligibility requirements.
- Activation requirements.
- Pre-approved DDMS locations.
- Lessons learned from previous response and recovery missions.
- Storm preparedness outreach and training resources are available through online training, sample PSAs, media campaigns, residential guides, and other educational material.

Our training sessions are current and topical, and carefully address the current state of FEMA guidance and policy concerning the Public Assistance Program. It also addresses the requirements of other emergency relief programs, such as the FHWA Emergency Relief and NRCS Grant Programs. We largely customize the training to meet the needs of our clients, and it is thorough, informative, and entertaining. A general survey of disaster response clients will show that AshBritt has the best reputation in the industry for delivering this vital preparation and pre-planning.

Pre-Disaster Employee Training

In today's competitive disaster recovery landscape, AshBritt recognizes that true strength lies in our workforce. We foster a welcoming and accepting environment that celebrates diversity, understanding that a multitude of perspectives and backgrounds fuels our ability to deliver superior service. This commitment to inclusion allows us to attract and retain the best talent, ensuring we're fully equipped to handle any disaster our clients may face.

Developing Future Leaders – Through the AshBritt Foundation, our team is involved in preparing future leaders to work in the emergency response and disaster debris management industries. Our senior team members have provided guest lectures, internship opportunities, and site visits to actively mentor the next generation of emergency managers. For example, AshBritt has partnered with Savannah State University, an HBCU, for many years. One of the tenets of this partnership is our employment of Savannah State Homeland Security and Emergency Management students as Quality Control personnel to support the verification of field systems and processes.



AshBritt hosts 2-day excursion to active Hurricane Michael Operations for Savannah State students

Recruitment – AshBritt will utilize innovative means to ensure that we maintain ample local resources for potential activation. As an example of this, we created a workforce re-entry program in partnership with the Kentucky State Department of Corrections offices for justice-involved individuals and hired them to assist with debris removal projects. We also often utilize workshops to recruit local subcontractors and personnel before and after disasters.

Training – All our personnel undergo rigorous training programs covering debris identification, equipment operation, emergency response procedures, and interaction with affected communities. We conduct regular refreshers and scenario-based exercises to ensure skills stay sharp and adaptability remains high. Our training regimen encompasses the following courses/certifications (with specific requirements tailored to individual positions):

- NIMS Certification
- USACE – Construction Quality Management for Contractors, #784
- IS-632 – Intro to Debris
- FEMA Professional Development Series
- First Aid, CPR
- HAZWOPER 40-Hr
- OSHA 30-Hr
- SILICA – Gen Ind. or Construction
- FEMA IS-800 Series (ESF)

Professional Development and Retention – At AshBritt, we are committed to recognizing potential and seeing it to fruition. We are proud to say that many of our core team members started as Operations Managers or Reservists in our workforce who worked their way up to permanent, leadership positions. Our senior leadership team has worked together for over 20 years. We can foster this dedication to the company by encouraging professional development at every stage of employment. Below are just some of the ways that we support employee growth at AshBritt:

- **Mentorship**: Our senior leadership team is hands-on. Having started in operational roles, they have the background knowledge to encourage and support team members on their path to success.
- **Training Reimbursement**: AshBritt reimburses personnel for classes and certifications that will support their operational expertise and growth within the company.
- **Strategic Development Opportunities**: We develop well-rounded personnel by encouraging attendance at industry events, such as conferences and workshops. Exposure to industry trends and innovative solutions not only improves operational efficiency but also fosters a sense of accomplishment and value within the team.

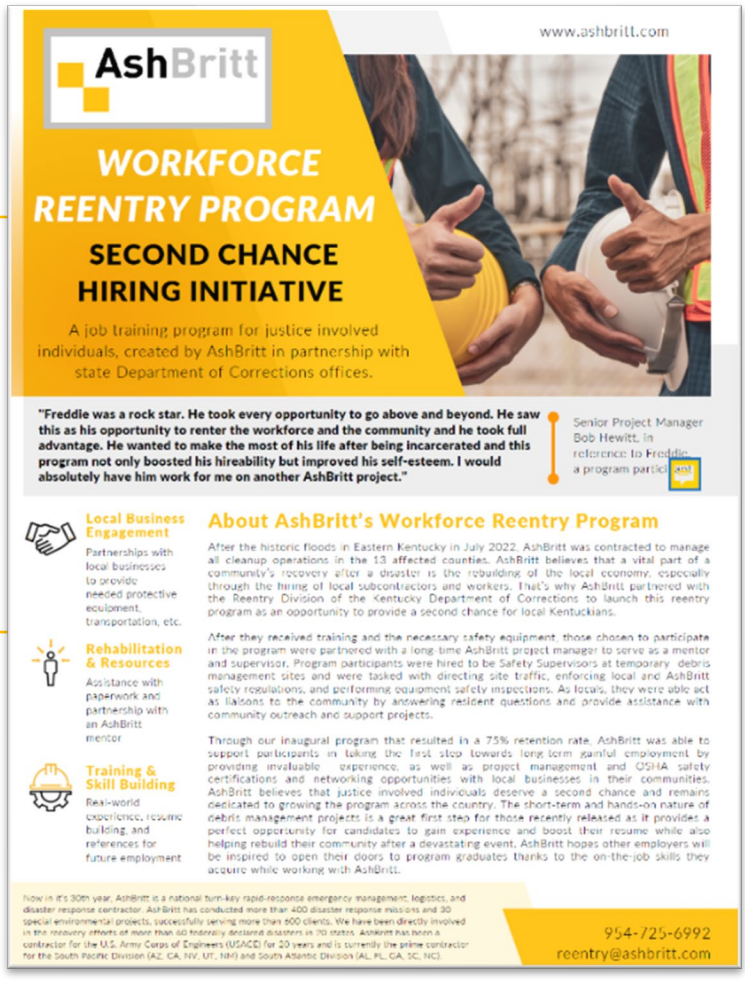
Subcontractor Outreach

During our annual training/coordination meetings with the City, AshBritt will identify, screen, and engage local subcontractors for future work. Contractors recommended by the City will be given first consideration; however, we will also pre-emptively reach out to potential subcontractors via workshops and other initiatives to supplement our standby workforce.



Workshops – AshBritt often utilizes workshops to reach out to potential subcontractors. To the left is news coverage of one of the workshops we held in Walton County, FL to recruit local personnel and subcontractors before hurricane season. We also recently held a workshop in partnership with the City of Asheville Business Inclusion Office to provide opportunities for local MWBE subcontractors with opportunities to participate in our U.S. Army Corps of Engineers Hurricane Helene debris management projects in North Carolina. Please see the following page for a flyer from that event.

Other Initiatives – AshBritt will utilize innovative means to ensure that we maintain ample local resources for potential activation. As an example of this, we created a workforce re-entry program in partnership with the Kentucky State Department of Corrections offices for justice-involved individuals and hired them to assist with debris removal projects (see right).



CITY OF ASHEVILLE
Business Inclusion Office

AshBritt
There When You Need Us

MWBE DEBRIS REMOVAL CONTRACTING OPPORTUNITIES



AshBritt is contracted with the **U.S. Army Corps of Engineers** to support the debris management operations in Western North Carolina. Join the **City of Asheville and AshBritt at the City's Minority/Women Business Enterprise (MWBE) Debris Removal Contracting Opportunities Event for:**

- Recruiting opportunities for contractors: waterway debris removal, land based debris removal, and private property debris removal (PPDR)
- Meet and greet with City and AshBritt leadership
- On-hand: Subcontractor agreements, equipment rental assistance - to support immediate engagement
- Training and learning opportunities

Event Timeline:
6:30pm - 7:00pm: Introductions and Presentation
7:00pm - 7:20pm: Q & A
7:20pm - 8:00pm: Administrative Items; Networking; Representatives from AshBritt's partner, Sunbelt, to provide rental information and assistance.

WHEN:
December 18th, 6:30pm - 8:00pm

WHERE:
Dr. Wesley Grant Southside Community Center
285 Livingston St,
Asheville, NC 28801

CONTACTS:
MARCUS KIRKMAN
MKIRKMAN@ASHEVILLENC.GOV
828.450.2928

NCRESPONSE@ASHBRITT.COM

ABOUT ASHBRITT: AshBritt is a national rapid-response emergency management, turn-key logistics, and disaster debris removal contractor. The AshBritt team has been directly involved in the recovery efforts of more than 108 federally declared disasters in over 30 states, and it proud to support Western North Carolina today. Learn more at AshBritt.com and ABMLresponse.com.

Community Outreach



The best way to serve a community during activation is to be fully immersed in their culture and aware of their needs before disaster strikes. At AshBritt, we guarantee that our team members will gain an in-depth understanding of the City of Destin's unique history and requirements. We will achieve this not only through thorough research of City infrastructure and emergency operations plans but also through active participation in community meetings and dedicated contribution to local organizations. By prioritizing this immersion, we can guarantee the most effective response.

Left: AshBritt attended and sponsored the "Light Up Sistrunk" event in the historic Sistrunk neighborhood of Fort Lauderdale.

Family Preparedness Campaign

The latest enhancement to our educational outreach efforts is the Family Preparedness Campaign. Designed to engage both young and older audiences, this campaign features animated characters who deliver concise messages to help families prepare for storm events. It is versatile for use across multiple platforms, including print, social media, and government websites, and can be personalized with logo insertion.



Stronger Than the Storm is a child-centric resource dedicated to addressing mental health and the effects of storm events on young minds. It is designed to assist children in recovering, reconnecting, and developing resilience during tough times. After many years of experience living and working in communities after crisis events, one commonality has emerged—regardless of the disaster type—is the importance of determining the right time and approach to discussing these traumatic events with children. The **Kids Can Be Hero Helpers** activity book serves as a supportive tool for initiating these vital conversations within families, schools, or communities.

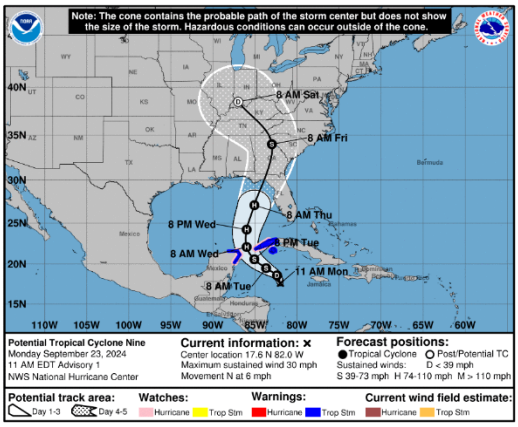
- Serve as a communication and learning tool for kids and caregivers in planning for or responding to disasters.
- Provide something for children to do post-disaster when they need safe, kid-friendly, low-tech activities and when parents need to do the "adult things" in response and recovery.





Ready-and-Watch Phase

As hurricane season approaches, AshBritt enters a ready-and-watch stage. During this time, our management team will complete the following:



- Use official weather tracking data, such as that provided by the National Oceanic and Atmospheric Administration (NOAA), to stay up to date on any weather systems that may threaten the City of Destin.
- Audit systems and procedures.
- Perform maintenance on equipment and other assets.
- Replenish supplies and consumables.
- Poll teaming partners, subcontractors, suppliers, and reserve personnel.
- Increase the frequency of planning and operations meetings for optimal synchronization.
- Meet with first responder subcontractors to debrief them on any relevant modifications to our response plans for the upcoming season.

Mobilization Timeframes

Our 32 years of acclaimed experience assisting jurisdictions across the nation respond to various disaster events is a true testament to the efficiency of our response and mobilization efforts. We are modeled as a mobile workforce with the ability to:



- Respond to any disaster, anywhere.
- Expedite all response actions to minimize further risk and prevent recovery delays.
- Mobilize to the affected area as rapidly as the prevailing conditions allow.

We follow established base guidelines to ensure that our response, mobilization, and approach to all disasters (pre- and post-event) is uniform and consistent. AshBritt's critical personnel, pre-identified first-responder subcontractors, essential supplies, and materials are always ready to deploy. Operational prepositioning allows us to mobilize immediately upon the issuance of a work order or Notice-to-Proceed (NTP). Our tiered approach, outlined below, ensures that our resource deployment is commensurate with anticipated damage and debris quantities.

AshBritt's designated Project Manager, **Matt Gierden**, will be the official point of contact for all potential or formal Notices to Proceed. His 24/7 contact information is located below; however, it is our goal to always be the first to make contact. Our continuous monitoring will ensure that we are in communication with the City at the first sign of an imminent threat so that we can be available to assist both before and after any crisis that may impact the area.



Contact Information for Notices to Proceed

Matt Gierden – Project Manager
24/7 Phone: 239-229-5829
Email: response@ashbritt.com

TIERED MOBILIZATION PROCEDURES

Tier One — Activation in response to an anticipated event, such as an approaching hurricane, which is within 72 hours of the City. At Tier One activation, the following actions will be taken:

- AshBritt's Project Manager will contact the City to discuss current emergency planning, potential evacuations, and special needs, and to confirm emergency phone contacts.
- The Tier One telephone contact and email cascade will be initiated, issuing activation notifications to all AshBritt Disaster Response Team(s) members, personnel reservists, technical compliance personnel, subcontractor partners, and resource and supply chain vendors.
- Critical personnel will receive confirmation of impending deployment orders, with consideration given to devising the most efficient and safe travel methods.
- All team members will check their fly-away gear and ensure it is thoroughly prepped and ready.
- AshBritt Pre-Planning Team will be placed on standby for deployment.
- The initial response resource plan will be devised based on known factors of the imminent event and its prevailing state (e.g., wind speeds, tides, projected path, etc.). Forecasting models generated by USACE will also be reviewed for resource planning.
- Our Quality Control Manager and other support personnel will very stock levels of necessary disaster operation supplies. Applicable resource vendors will be notified of looming events and a possible consignment of vital supplies and materials.
- Equipment inventories, internal and external, will be reviewed and verified by location, particularly those of regional first responders. We will update the preliminary subcontractor crew and equipment deployment databases and report list.
- We will run a preliminary AshBritt model for debris stream projections and production crew matrix to gauge needed resources.

Tier Two — Activation in response to an anticipated disaster event, such as an approaching hurricane, which is within 36 hours of the City. At Tier Two activation, the following actions will be taken:

- AshBritt's Project Manager will contact the City to discuss current emergency plans for conducting an initial damage assessment, special needs, and the potential location of the planning meeting.
- The Tier Two telephone contact and email cascade will be initiated, issuing activation notifications to all AshBritt Disaster Response Team(s) members, personnel reservists, technical assistance personnel, subcontractors, and resource and supply chain vendors. All will be directed to prepare for a post-event response, and AshBritt aircraft and flight crews will be placed on standby status. Crews commence flight planning operations into the potential impact area or vicinity.
- We will formulate and prioritize critical personnel travel arrangements (air and ground travel arrangements are solidified, and assignments and preliminary rendezvous points are established).
- We will consider contingency routes and alternative travel means in case access routes are impaired.
- Local temporary lodging contracts will be activated. Regional and local temporary lodging contingency plans (i.e., man camps or established shelters) may be considered.
- Regional and local first-responder subcontractors will be activated. Out-of-area first responders will be alerted for potential responses based on initial needs.
- Preliminary staging areas will be identified and established outside of the potential strike area.
- Equipment transportation permits will be ordered, and current rules and regulations disseminated to all deployed AshBritt crews.
- We will confirm equipment staging areas in safe zones within proximity of the disaster area.

- Subcontractors will be instructed to converge at the pre-identified locations to allow for immediate and systematic post-event response.
- The surety will be notified of potential activation and ensure bond documents are prepared. The insurance company is notified of potential activation and needs to provide necessary equipment and personnel coverage in the affected area.

Tier Three	Activation in response to a previously unknown disaster or a request for immediate assistance. This Tier is activated when we have been issued a work order by the City to mobilize and are thereby at full operational status. All applicable Tier One and Two activities not referenced below will be compressed and accelerated to affect the most rapid and effective response. At the Tier Three activation, the following actions will be taken:

- **AshBritt will be present at the City EOC within 24 hours of any event of significant impact** to discuss current emergency plans for conducting an initial damage assessment, special needs, and the potential location of the planning meeting.
- Initiate Tier Three telephone contact and email cascade down the chain of command, issuing activation notifications to all AshBritt Disaster Response Team(s) members, personnel reservists, technical compliance personnel, subcontractors, and resource and supply chain vendors.
- All Tier One and Two activities not referenced below, as applicable, are compressed and accelerated to affect the most rapid and effective response.
- Monitor local law enforcement (affected area) for route information and road closures.
- Deploy the Pre-Planning Team to meet with the City's response team at the designated location.
- Activate expedited travel (corporate and chartered aircraft, mobile command centers, and ground transportation). AshBritt Disaster Response Team(s) will deploy to the scene by whatever reasonable and safe means of transportation are currently available.
- Prepare, present, and recommend as requested for the development of the Debris Recovery Resource Plan.
- Dispatch national and regional subcontractors, crews, equipment, supplies, materials, and personnel as indicated by the approved Debris Recovery Resource Plan. Staging areas and rally points will be established with instructions disseminated to all deployed parties on where to report and to whom to report to.
- Activate local temporary lodging contracts if possible and where applicable. Local temporary lodging contingency plans (i.e., man camps or established shelters) can be activated as necessary. The supply chain for all emergency response goods and services will be administered.
- Activate local subcontractor first-responder partners; commence promotional and public information campaigns for the recruitment of additional local subcontractors and recovery assistance personnel.
- Preposition emergency road clearance crews for potential tasking. The objective of the clearance operations is to remove debris and obstructions from primary roadways to allow for emergency vehicular traffic. Debris is cut to a manageable size and stacked on the right of way for subsequent collection.
- **At least 50% of debris management resources will be mobilized and operational within 72 hours of the issuance of a Notice to Proceed.**
- **100% of the required resources will be operational within 144 hours of the Notice to Proceed.**

Operating Plan

Following a debris-generating disaster's impact, AshBritt will promptly provide the following services to the City of Destin. Our Response Operations are broken down into phases to sufficiently address each operational stage.



PHASE 1: Emergency Operations

Damage Assessments

- Coordinate with the City to provide or supplement initial damage assessments, if required.
- Deploy vehicles, vessels, aircraft (i.e., helicopters), and/or drones, to assist the City with surveying and damage assessments.
- Work with the City to modify the pre-existing geographic area management (i.e., zoning) plan for first push and debris sectoring if the need is identified upon surveying.

Ordering, Staging, and Coordinating Resources

- Assess pre-designated staging areas for continued viability while simultaneously instructing local subcontractors to ramp up.
- Identify, prepare, and transport key equipment for the debris management response, including support equipment required by our staff and subcontractors.
- Notify primary first-responder subcontractors to deploy for certification from pre-positioned locations.
- Order supplemental support and reserve staff to begin deployment, as needed.
- Check-in and orient subcontractors and personnel.

Certifying Equipment

- Establish equipment certification areas at select staging sites to 1) examine the operability and safety of our hauling vehicles, and 2) measure and assign load-carrying capacity. This certification becomes the official tracking identification for all loads that a particular vehicle hauls. The measured capacity of all hauling vehicles is identified on the truck certification form and a placard affixed to each vehicle.
- Assign certified haulers to a zone according to the pre-established or modified geographic area management plan.
- Certification tracking is customarily duplicated by the client or their monitoring firm. Note: AshBritt maintains a very diligent protocol for field data collection, processing, and reporting.

Housing and Self-Sufficiency



AshBritt staff and subcontractors will maintain self-sufficiency with regard to housing, sanitation, food, and lodging. The staff will also maintain self-sufficiency with equipment safety, maintenance, repair, and fuel by means that are consistent with local requirements to minimize adverse effects and further disruption in the City of Destin. We have extensive and recent experience establishing both full turnkey base camps and temporary lodging sites and can provide similar services to accommodate our workforce if needed.

Emergency/Exigent Road Clearance

Emergency road clearance activities (i.e., first "push") will ensure that priority routes are cleared and passible within the approved timeframe established by the City. First push efforts will proceed as follows:



- Work with the City to confirm route priorities.
- Coordinate with the various stakeholders involved in emergency response efforts. Our forces will not interfere with the vital rescue and recovery efforts of other organizations and agencies within the City of Destin.
- Direct our ground crews to systematically cut, toss, and clear debris from vital travel lanes and critical facilities, as requested by the City.
- Implement traffic safety control methods.
- Enforce safety protocols and the use of pertinent safety equipment. AshBritt maintains the highest levels of safety, quality, and integrity in conducting our services while adhering to operational guidelines set forth by OSHA.
- Work closely with the City to document all activities for FEMA cost reimbursement.

Establishing DDMS



- Assess pre-designated DDMS sites for continued viability.
- Identify other private and public land options for DDMSs, if needed.
  - When required, we will identify alternative locations by reviewing parcels of land in the affected area. Once we identify available land, we will send the information to the City for approval. Upon approval, the parcels will be cross-referenced with the overseeing wetland agency to ensure the land is not encroaching on any areas of concern. Thereafter, the landowner will be contacted to verify the land's availability and the owner's authorization of DDMS utilization. Once the approval and legal documents have been signed, AshBritt will send an email with the appropriate documentation to the FDEP regional office and/or appropriate environmental agency to attain the pre-authorization for the DDMS.
  - For publicly owned land, AshBritt can conduct a very similar process by assisting the public entity with the permitting process once land use authorization is received. Authorizations are sometimes approved within 24 hours, depending on the magnitude and severity of the storm. We do not anticipate any issues identifying and attaining additional locations for the City of Destin.
- Acquire all permits required to fully comply with local, state, and federal guidelines, such as:
  - Temporary land-use permits.
  - Land-use variances.
  - Grading permits.
  - Building permits (for temporary structures).
  - Electrical permits.
  - Waste processing permits.
  - Recycling operations permit.
  - Water and air quality permits.
  - Fire department permits (hydrant use).
  - Traffic permits.
  - Hazardous waste permits.
  - Coastal Commission land-use permits.
  - National Environmental Policy Act (NEPA) compliance permits.
  - EPA, FDEP, USACE, UFWS, and NMFS permissions.

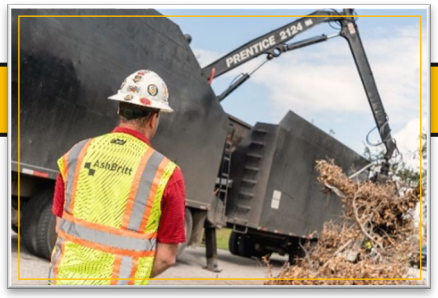
- Coordinate with City representatives to identify any official waivers that may affect our operations.
- Consult with regional environmental consulting firms that have extensive experience in preparing and obtaining regulatory permits in Florida. We have teaming partners on standby for this critical task. These firms are experts in the interpretation of federal the Clean Water Act, Sections 401 and 404, the National Environmental Policy Act, the National Historic Preservation Act, the Endangered Species Act, the Department of Fish and Game Code, and other relevant state and local statutes and regulations. They also have strong working relationships with federal and state regulatory agency staff.
- Provide copies of all permits to the City before commencing work under the applicable work order.
- Catalog baseline data (e.g., site video/photographs, documentation of physical features, historical and archeological investigations, and soil and water samples).
- Identify ingress and egress routes.
- Contact 811 and any other utility company to identify existing utility lines and components.
- Establish site layout to lessen unwanted operational effects that might irritate occupants of neighboring areas.
- Establish or modify the road system, if needed.
- Determine traffic flow and establish control and safety measures.
- Identify the following:
    - Debris separation area(s).
    - Location for reduction operations.
    - Hazardous material, e-waste, and white goods containment area.
    - Above-ground fuel tank containment area.
    - Inspection tower location(s). We will provide the requisite amount of monitoring towers to comply with FEMA guidelines.



Lowndes County, GA DMS
Hurricane Idalia (2023)

Ashbritt has successfully sourced and operated private and public DMS locations for 160 disaster debris management projects in the last five years.

PHASE 2: ROW and Special Operations



Right-of-Way (ROW) Debris Removal

Debris stacked on public ROW can pose significant health and safety risks. To minimize these concerns and expedite the recovery process, our team has a comprehensive plan for efficiently removing this type of debris. AshBritt will ensure the following while performing ROW collection in the City of Destin:

- All work is properly documented for payment; no debris shall be collected without the presence of a monitor.
- Only eligible debris is collected and transported to DDMSs or final disposal sites under the City's directives and Debris Plan.

- Vegetative debris is segregated from other debris types for transport to DDMSs or final disposal.
- Work is performed per applicable federal, State, and local laws and regulations.
- Our teams never collect or manage ineligible debris.
- Resources are efficiently allocated through consistent surveying and reporting.
- Work is completed on time and in compliance with all safety protocols.
- The City provides daily/weekly/monthly production rate and progress status reports.
- Our crews expeditiously repair/replace any damage that results from the debris operations.

Geographic Area Management: The general process of separating an operational area into smaller divisions to manage recovery operations.

The City will define the boundaries of the geographic working area in the work order by identifying the municipality, region, or agency, and the respective area of jurisdiction. AshBritt will assist the City in divvying up sectors using a grid system that acknowledges City roadways, neighborhoods, major thoroughfares, waterways, and other natural boundaries within the task area.



Staffing and Management

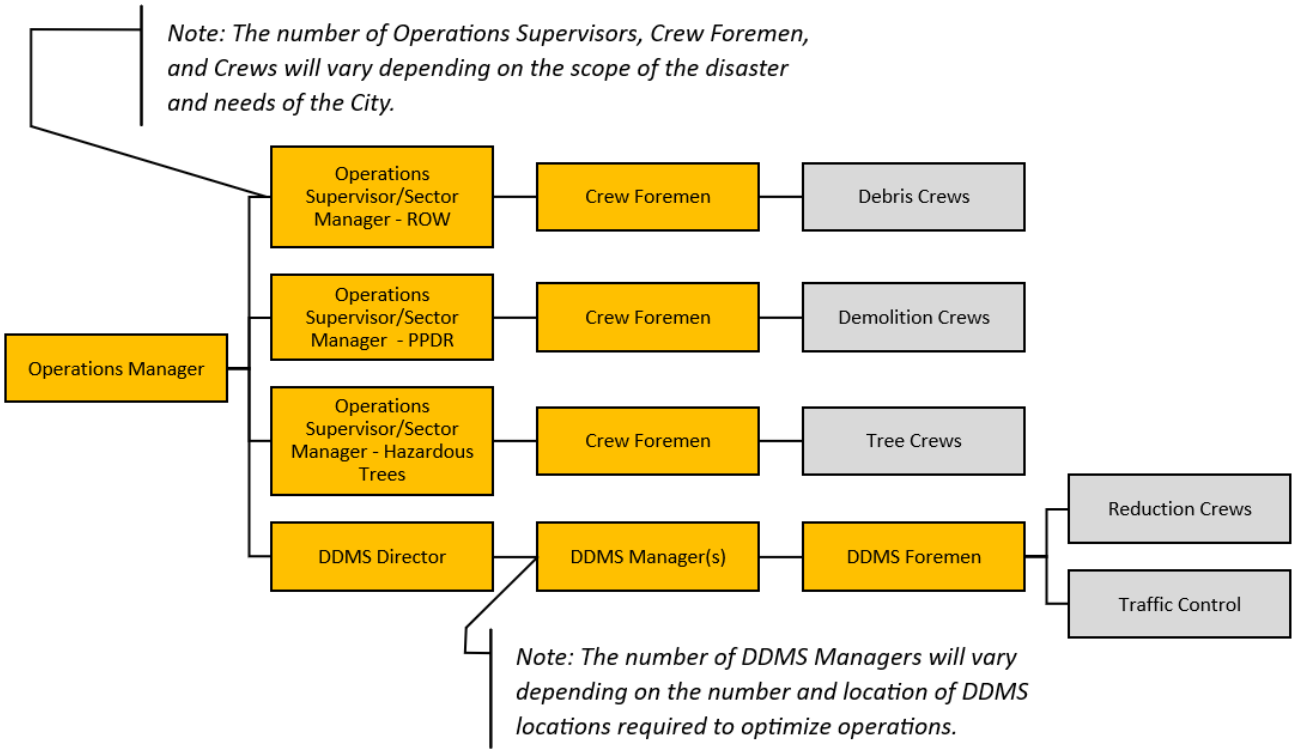


Figure 1. Onsite Debris Management Structure

Operations Supervisors/Sector Managers – Responsible for tracking the daily process of work to ensure the geographic management plan is followed. They:

- Collect information via observations and joint surveys with the City, other site managers, or monitoring firms;
- Use AshBritt's tracking system to crosscheck production requirements and determine if modifications could increase productivity or prevent delays;
- Engage with the City daily to discuss individual sector successes and opportunities for improvement; and
- Finalize areas for closeout by developing a ROW Closeout Plan in coordination with the City.

Crew Compositions – Crews are assigned a specific zone within a sector with the initial intention of having all zones completed at the same time. As individual zones are completed, crews are reassigned to other zones.



Possible crew compositions:

- Grapple truck (1)
- Grapple truck (1), skid steer loader (1)
- Knuckle boom loader (1), dump trucks (3-5) *
- Front End Loader (1), end dumps (3-5) *
- Excavator (1), end dumps (3-5) *

**Depending on haul distances and truck capacity.*

Crews are accompanied by appropriate pedestrian and traffic control personnel and devices (i.e., flagmen, cones, signage, PPE) in compliance with the Florida Department of Transportation Manual of Uniform Traffic Control Devices (MUTCD) for Construction and Maintenance Work Zones. AshBritt determines the number of crews for each sector upon considering the following:

- Type(s) of debris in the sector (e.g., vegetative, C&D, white goods, e-waste, HHW, etc.).
- The concentration of debris (sectors with higher quantities of debris will require more crews).
- Haul distance (further haul distances may require more crews to ensure production levels).

Rapid Response Crew – We will provide one or more Rapid Response Crews (RRC) depending on the scope of the recovery. The purpose of the RRC will be to respond immediately to disaster-related debris piles as directed by the City.

Multiple Scheduled Passes – During the second and third passes of debris collection, we can deploy ROW crews to remove hazardous stumps, dangerous leaning trees, and hanging limbs. We can also initiate other specialized operations, such as removing debris from drainage systems, sewers, culverts, catch basins, canals, streams, or other designated waterways. The City may also issue work orders for the removal of hazardous trees and debris from other public facilities, such as parks, trails, utility infrastructure (e.g., water plants), or even private properties. The debris created from this work typically becomes part of the general ROW debris stream. At the DDMS, we can implement processes to reduce and recycle white goods and other metals and reusable materials that may have been collected in the debris stream. These are typically segregated during the ROW mission on-site or at the debris site.

Clean-As-You-Go (C-A-Y-G) – We enforce our Clean-As-You-Go (C-A-Y-G) Policy with all working parties during every phase of a project. C-A-Y-G is incorporated in our Quality Control Plan and epitomizes the value of "do it right the first time." AshBritt field personnel are always directed to complete assignments and cleanup activities as thoroughly as practicable during each stage of work to avoid do-overs, inefficiencies, and delays. C-A-Y-G does not interfere with the concept of multiple debris passes, but emphasizes the objective of removing all accessible and eligible debris during each respective pass, sometimes employing necessary hand laborers and tools. Maintaining C-A-Y-G objectives is especially

crucial for debris work in emergencies and significant disasters where the restoration of critical public functions is the highest priority. AshBritt personnel and subcontracted partners are expected to abide by this policy. If, after orientation and performing under the C-A-Y-G concept, worksite conditions do not reflect the objectives of this policy, AshBritt personnel and subcontractors are subject to corrective action, which may include dismissal from the project.

Private Property Debris Removal (PPDR)

The City may assign a variety of PPDR tasks to AshBritt, from debris and hazardous tree removal to demolition. Much of this work requires specialized and certified crews. PPDR tasks must be thoroughly assessed, documented, and monitored, and meet specific eligibility guidelines for FEMA reimbursement; thus, they are usually conducted during the third pass (or more) of the mission. Pursuant to FEMA guidance, AshBritt recognizes the need for:

- Right-of-Entry (ROE) forms
- PPDR assessments
- Environmental and historical review
- Site photographs

AshBritt completed over 900 ROE/demolitions for the Florida Division of Emergency Management in response to Hurricane Ian in 2022 (190 RACM and Non-RACM properties).

Ancillary Services and Special Ops

For information regarding AshBritt's approach to ancillary services and special ops, please refer to **Tab 4, Section 4.4 – Aspects of Proposed Project.**

DDMS Operations

- Ensure DDMSs are fully managed with supervisory, monitoring, and safety personnel; security; and operators and spotters.
  - Each site will be staffed with management personnel responsible for day and night shifts as well as the overall management of the DDMS operations.
- Ensure that all vehicular and pedestrian traffic control at DDMS is accomplished in conformance with the latest edition of the MUTCD.
- Ensure entering and exiting debris trucks stop at the vehicle inspection tower for debris load verification by a monitor.
- Perform debris reduction by burning, air curtain incineration, and/or mechanical means (i.e., chippers, grinders, and shredders), as specified in the work order.
- Ensure unprocessed debris is continually reduced, and processed debris is hauled to the final disposal location at a timely pace.
- Monitor any equipment storage, fueling, or equipment repair areas to prevent spills.
- Maintain spill kits to mitigate petroleum products or hydraulic fluid spills.
- Avoid operations that significantly modify the landscape, such as soil compaction and over-excavation of soils when loading debris for final disposal.
- Coordinate safety and compliance inspections with State and FEMA personnel.



Quality Assurance/Quality Control



AshBritt conducts work under the highest levels of safety, quality, and environmental stewardship. We hold all our employees and subcontracting partners responsible for meeting these standards. We enforce comprehensive Health and Safety, Quality Control, and Environmental Control Plans. AshBritt will supervise and direct all work using skilled labor and proper equipment for each task. We take safety and environmental concerns seriously in any disaster recovery operation and have an impeccable record to show for it.

We pride ourselves on continually training our personnel and extending that knowledge to our subcontractors through written plans, on-the-job training, and outside education. Our management staff is NIMS and ICS certified, and most of our field personnel are HAZWOPER and OSHA 40 certified. Some team members hold more specialized distinctions, such as Certified Arborists. More important than any written plan or certificate of training, however, is their application. It is the diligence that our safety managers, supervisors, quality control personnel, and all other staff and partners exhibit in the field that leads to our unparalleled achievements.

We foster an environment of best safety practices and individual responsibility and maintain a swift and appropriate system for rewards and penalties. Our plans collectively encompass some of these critical aspects:

- Safe work practices.
- Accident prevention education.
- Safe certification of all operating equipment and follow-up inspections.
- Debris transportation supervision by our QCRs to prevent overloading and falling debris.
- Traffic control to include flag persons and traffic maintenance devices
- Site security.
- Fire protection and air monitoring.
- Hazard identification and mitigation.
- Activity hazard analysis for operational tasks.
- Respiratory protection procedures.
- Accident investigation and reporting.
- Noise mitigation.
- Emergency response actions.



Safety Pays Program: Our innovative Safety Pays Program rewards proper safety behavior by distributing gift cards and recognizing outstanding safety acts on each job.

Left: An image from one of our Safety Pays Program meetings in Valdosta, GA during our 2023 debris management operations for Hurricane Idalia. Based on his exceptional teamwork and situational awareness, this operator was recognized as a Safety/Quality Control Pays Recipient and received a gift card to a local eatery.

AshBritt maintained less than 0.01 percent of lost-time injuries to total man-hours worked during our management of Hurricane Katrina under USACE.

Importantly, our plans address vital environmental and infrastructure protection measures and pollution controls and include provisions such as:

- All environmental materials handling and land-use permits and licenses must be procured, and regulatory updates disseminated, before operations.
- Field staff and subcontractors must work to protect and preserve the surrounding ecosystem and

natural habitats, and consider implications to surface and groundwater; air quality; soil control and ground cover; fish and wildlife; designated historical areas; and community living areas (e.g., residential, public, etc.).
- Field staff and subcontractors must work to reduce the environmental impacts of collecting and containing hazardous debris materials.

Our plans also mandate that our management team considers the following when working with the City to establish a DDMS and reduction methods:
- Proximity to occupied dwellings and safety buffer zone availability.
- Location and distance from water bodies, such as rivers, lakes, streams, or wetlands.
- Accessibility and closeness of obstructions and power lines.
- Presence of on-site underground utilities or storage tanks.
- Stability of soil strata and erosion and sedimentation control.

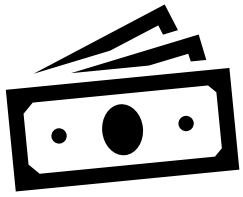
The various methods of debris processing and handling are also evaluated pursuant to our plans, such as:
- Air curtain incineration and open burning impacts (with attendant testing and disposition of ash).
- Grinding impacts (with attendant considerations of noise, dust, particulate matter, disposition, and beneficial reuse).
- Storage, decontamination, and recovery of white goods (i.e., refrigerant-containing appliances that require special handling) and recycling of such.
- Household hazardous waste storage, containment, and approved disposal.
- Hazardous materials containment, storage, remediation, and approved disposal.



Lastly, our plans require that all attendant soil and ash testing is completed under federal and state environmental guidelines with the closure and restoration of a DDMS to ensure that no ecological contamination is left after operations. Any remediation and monitoring will be coordinated with state and federal environmental protection agencies. AshBritt management and staff stay apprised of current Environmental Protection Agency (EPA) specific guidelines, rules, and laws as they relate to disaster recovery and debris management. We also stay informed through our work on other special environmental projects, which often correlate with disaster recovery work, and through our association, affiliation, and contacts with the American Public Works Association (APWA)—various Chapters.

FEMA Reimbursement Assistance

AshBritt's team has intimate knowledge of current regulations and policy pertaining to FEMA's Public Assistance Program, Hazard Mitigation Grant Program, and Fire Management Assistance Grant Program; the Disaster Recovery Reform Act; the Sandy Recovery Improvement Act; the Federal Highway Administration's Emergency Relief Program; and many other relevant federal programs. To guarantee the best results, we have incorporated these programmatic guidelines into every aspect of **AshBritt's Disaster Response Cycle.**



In addition to having AshBritt's CEO serving as a member of FEMA's National Advisory Council, we have expert personnel that administered many of these recovery programs for state emergency management divisions and FEMA. This firsthand experience with program administration allows AshBritt to navigate complex grant procedures and secure maximum funding for our clients, expediting their recovery. We continually work with our clients to maximize their federal reimbursement by assisting

them with a variety of necessary quality control checks, including but not limited to:

- Reviewing FEMA Grants Manager Projects (GMP)/Project Worksheets (PW) for accurate Scopes of Work and unit costs.
- Creating a document management plan to process and archive all daily logs and field/contractor tickets generated during the recovery process.
- Performing daily, weekly, and final reconciliation of debris removal ticket ledgers and disposal ledgers (DDMS to final disposal), per FEMA requirements.
- Providing FEMA Category A project submittals, including final inspection reports.
- Reviewing project documentation for consistency, compliance, and completeness.
- Assisting with the submission of Requests for Payment, if necessary.
- Making recommendations to City representatives for reimbursement tasks.
- Providing management staff, applicable jurisdictional staff, and elected officials with pre-event training and recovery overview as needed.
- Briefing the City Debris Management Coordinator on the recovery process, critical meetings, required procedures, and the current disaster recovery environment to maximize reimbursements through federal programs.
- Providing recommendations for and assisting with the organization of a community disaster recovery program and team.
- Briefing the local disaster recovery team for key FEMA meetings, including the Applicant Briefing and the Recovery Scoping Meeting.
- Assisting regional staff with the preparation of preliminary documentation for the development of GMPs/PWs, a critical undertaking to ensure full reimbursement.
- Assisting and supporting the local recovery team for as long as needed.
- Providing guidance related to the availability of alternate grants (e.g., NRCS, FHWA, State DOT, et al.) and/or mitigation opportunities, such as the Hazard Mitigation Grant Program (HMGP).
- Conducting an exit interview with community managers and/or local recovery team members.
- Preparing an after-action report for community management.
- Remaining available for after-the-fact assistance and guidance, such as audit responses and appeals.



DISPOSAL AND EVENT CLOSURE

Recycling and Final Disposal

Major disasters can yield massive and unwieldy amounts of debris. It is important when planning for the disposition of disaster debris to remain environmentally conscious and to maximize, to the greatest extent possible, the diversion of debris from disposal in landfills. With sufficient pre-planning, more options can be made available for the potential to recycle or to find beneficial uses for a greater percentage of the disaster debris stream. Though a challenging goal, maximizing diversion will minimize landfill space utilization, recover usable resources, conserve natural resources, and potentially reduce the costs of the overall recovery.

We will employ a variety of means to lessen the burden on local landfills and to encourage the recycling and reuse of debris. AshBritt's responsible approach to reducing our environmental burden resonates through our corporate vision and is accomplished in an environmentally responsible manner through landfill diversion, waste reduction, reuse, and recycling. Our Corporate Sustainability Program conserves biodiversity and promotes the preservation of natural resources and valuable landfill airspace for future generations.

Below are the main debris classifications for processed material and potential methods for recycling/disposal.

Debris Type	Recycling/Disposal Method(s)
Vegetative Mulch	► Agricultural Applications: Ground or chipped vegetative debris can be used as mulch in farming and gardening, suppressing weeds, retaining soil moisture, and enriching the soil as it decomposes. ► Waste Conversion to Energy: Woody biomass can be used as a feedstock for biomass power plants, generating renewable energy through combustion or gasification. ► Vegetative Waste Receiving Facility: These specialized facilities are designed to process large volumes of green waste through chipping, grinding, and composting. The resulting material can be used for landscaping, soil amendment, or other beneficial purposes. ► Landfill Cover: In some cases, processed vegetative debris can be used as a daily or final cover material in landfills, helping to control erosion and suppress odors. ► Erosion Control: Chipped or shredded vegetation can be spread on slopes or disturbed areas to prevent soil erosion caused by wind and water.
Ash from Incineration Operations	► Agricultural Applications: Depending on its composition and after proper testing to ensure safety, ash can sometimes be used as a soil amendment, providing nutrients like potassium and phosphorus. ► Landfill: Incineration ash that does not meet the criteria for beneficial reuse is typically disposed of in permitted landfills.
C&D Debris	► Recycling Facility: C&D recycling facilities sort and process various materials like wood, concrete, metals, asphalt, cardboard, and drywall. These materials are then cleaned, crushed, and prepared for reuse in new construction projects or other applications. ► Landfill: Non-recyclable C&D debris is disposed of in landfills specifically permitted to accept this type of waste.
Hazardous Materials	► Recycled: Some hazardous materials, such as certain metals and batteries, can be recycled through specialized processes to recover valuable components. ► Incinerated: Certain hazardous wastes are incinerated at high temperatures in permitted facilities to destroy them. ► Landfill (Appropriately Permitted): Hazardous wastes that cannot be recycled or incinerated are disposed of in specially designed and permitted hazardous waste landfills, which have stringent containment measures to prevent environmental contamination.
White Goods	► Recycling Facilities for Metals and Refrigerants: Appliances like refrigerators, washing machines, and ovens are processed to recover valuable metals (steel, aluminum, copper). Refrigerants are carefully extracted and managed to prevent ozone depletion. ► Proper Disposal of Non-Recyclable Components at Permitted Landfills: After the removal of recyclable materials and any hazardous components (e.g., PCBs in older appliances), the remaining non-recyclable parts are disposed of in permitted landfills.
E-Waste	► Specialized Electronic Waste Recycling Facilities for Material Recovery:

Debris Type	Recycling/Disposal Method(s)
	These facilities dismantle and process electronic devices (computers, phones, televisions) to recover valuable metals (gold, silver, copper, platinum), plastics, and glass. ► Proper Handling and Disposal of Hazardous Components According to Regulations: E-waste often contains hazardous substances like lead, mercury, and cadmium. These components are carefully handled and disposed of according to environmental regulations to prevent harm to human health and the environment.
Vessels & Vehicles	► Dismantling and Recycling of Metals and Other Recoverable Components at Permitted Facilities: End-of-life boats and vehicles are dismantled to recover metals (steel, aluminum), plastics, and other reusable parts. ► Proper Draining and Disposal of Fluids (Fuel, Oil): Before dismantling, all fluids, including fuel, oil, antifreeze, and brake fluid, are drained and managed according to environmental regulations. ► Landfill Disposal of Non-Recyclable Materials per Local, State, and Federal Regulations: Components that cannot be recycled are disposed of in permitted landfills following all applicable regulations. This may include fiberglass boat hulls or certain vehicle parts.

DDMS Restoration and Closeout

After all debris is removed from the DDMS, we will restore the site to pre-use condition or better. First, we will remove all equipment and site resources, such as the inspection tower and any fencing or erosion control devices. We will then finalize the environmental baseline data checklist to verify that the work did not alter the soil or air in any adverse manner. AshBritt's DDMS Manager and Operations Manager will conduct a final closeout inspection with a City representative, and execute a final release upon determination that the site meets approval criteria. AshBritt shall prepare and maintain before and after documentation (e.g., photographs, soil sampling, water sampling, etc.) to demonstrate that the DDMS was properly closed. We will also obtain written approval from the City confirming that the site has been properly closed and has been returned to its pre-disaster condition.



Project Reconciliation

Our mission is not over after the DDMS has closed. Our team will remain on standby to help resolve any outstanding issues that the City may be presented with concerning our work, such as FEMA eligibility evaluations and audits. We will also ensure that the lessons learned from our project are noted and applied to future projects.

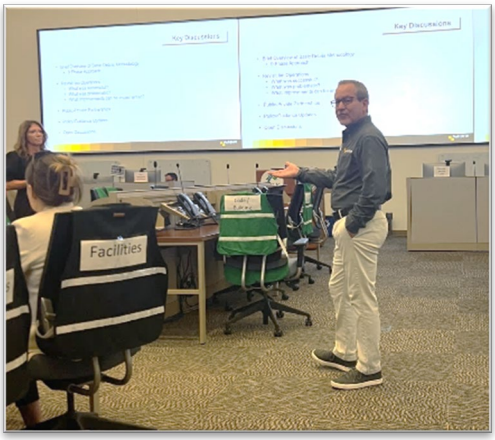
We support our clients facing eligibility reviews and audits by adhering to the following standards:

1st Level of Support: Avoid Conflicts
► Know the rules and comply with them. ► Follow federal procurement guidelines. ► *Document.* Get it all in writing. ► Be thorough - no incomplete paperwork. ► Track all project costs.
2nd Level of Support: Audit Interfacing
► Validate project data continually throughout the recovery process. ► Use multi-part forms as "checks-and-balances." ► Scan and record all project paperwork for efficient filing and reference. ► Implement data swaps and cross-checking exercises. ► Perform pre-invoice reconciliations to ensure accurate billing and supporting backup data. ► Use common data formats and flow processes.

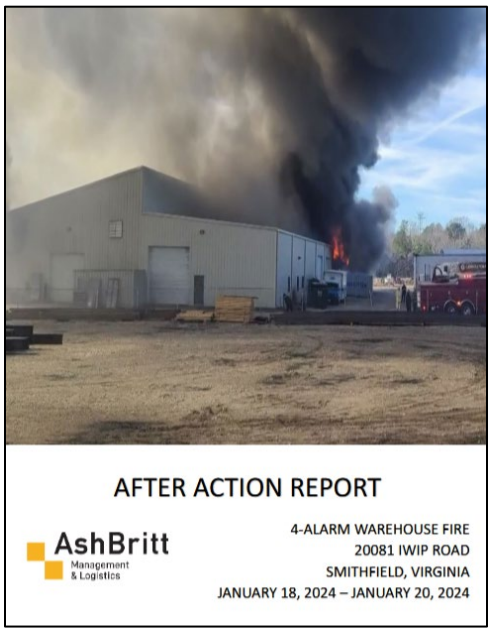
Our Technical Assistance Team will be available if the City requires direct assistance in these matters. Our team can decipher requests and ensure that the appropriate documentation is presented to support the work at issue.

After Action Support

We know that post-disaster discussions regarding performance and lessons learned are integral to a community's successful response to future events. Where AshBritt's Project Management Team is concerned, the end of one project is just the start of another planning and preparedness cycle. We can meet with City staff as soon as practicable to discuss our collective strengths and weaknesses and support the preparation of an After-Action Report. We are eager to participate in the success of future missions.

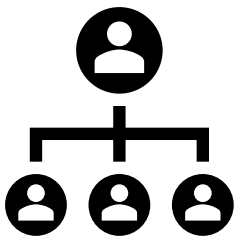


AshBritt attends an After Action/Hot Wash following Hurricane Ian (May 2023)



4.2 Organizational Structure, Chain of Command, and Subcontractor Plan

Operational Organization



AshBritt's organizational structure and chain of command for field operations aligns with our established organizational chart (see **Tab 3, Section 10 – Organizational Chart**) and adheres to Incident Command System (ICS) principles, ensuring clear communication channels and efficient decision-making.

This ICS-based approach offers several key advantages:

- **Alignment with Governmental Operations:** Following ICS ensures our on-site teams speak the same language as local and federal agencies, facilitating a smooth and coordinated response.
- **Scalability:** The ICS framework allows us to effortlessly expand or contract our operations depending on the size and complexity of the disaster event. This ensures we have the necessary resources in place to effectively manage any debris removal situation in the City of Destin.

Subcontractor Plan

AshBritt runs a fully functional, efficient, and self-sustaining operation during all activations. Our small business and subcontracting plans are designed to provide the maximum resources necessary to effectively carry out debris management tasks. To ensure seamless integration of subcontractor resources and compliance with ICS principles, we follow a structured mobilization and organization process:

1. **Pre-Qualification and ICS Training:** We maintain a pre-qualified pool of subcontractors who have attended ICS training and/or AshBritt workshops, ensuring familiarity with the standardized approach to emergency response.
2. **Activation and Integration:** Upon activation for a City of Destin debris management contract, we will promptly engage qualified subcontractors based on the specific needs of the project. Each subcontractor will be assigned a designated role within the ICS framework, ensuring clear reporting structures and aligned operations.
3. **Onboarding and Coordination:** A dedicated Operations Manager will serve as the primary point of contact for all subcontractors. He will oversee onboarding procedures, ensure adherence to ICS protocols, and facilitate communication between AshBritt's command structure and subcontractor teams.
4. **Daily Operations and Communication:** Daily briefing sessions will be conducted to ensure all parties are informed of operational plans, safety protocols, and any changes in debris management priorities. Clear communication channels will be established to foster collaboration and efficient problem-solving throughout the project.

By adhering to these protocols, AshBritt effectively integrates subcontractors into the ICS framework, guaranteeing a unified and efficient debris removal operation that meets the specific needs of Destin following a disaster event.

4.3 Methods Used to Completed Assigned Tasks

For our standardized debris management methods, please see Tab 4, Section 1 – AshBritt's Operational Cycle (Operating Plan). We also use various performance optimization solutions to ensure the efficiency and effectiveness of operations. Please see below for the project management systems utilized by AshBritt.

Microsoft Power BI

Microsoft Power BI is a data tracking solution that can be used via mobile device to supplement ADMS'. This powerful tool combines cutting-edge interactive visualizations with robust data querying and modeling capabilities, offering real-time data analysis and visualization. It plays a crucial role in quality control and daily operational data verification, ensuring the accurate tracking of production rates.

Power BI excels at transforming data from various sources into dynamic dashboards and reports. This capability enables timely access to critical insights; monitoring operational improvements; project timelines; ROW collection efficiency; haul-out production rates; quantities of debris types; and geographical mapping by debris categories, such as trees, stumps, white goods, and more.

Furthermore, the application easily identifies any irregularities in the operational process and serves as a valuable tool for monitoring project costs. This functionality is essential for aligning project expenses with assigned purchase orders, a vital requirement for projects carried out. Below are example maps and reports from the Power BI application that were used in our recent response to Hurricane Ian for Charlotte County, FL.

Figure 1. ROW Collection Map

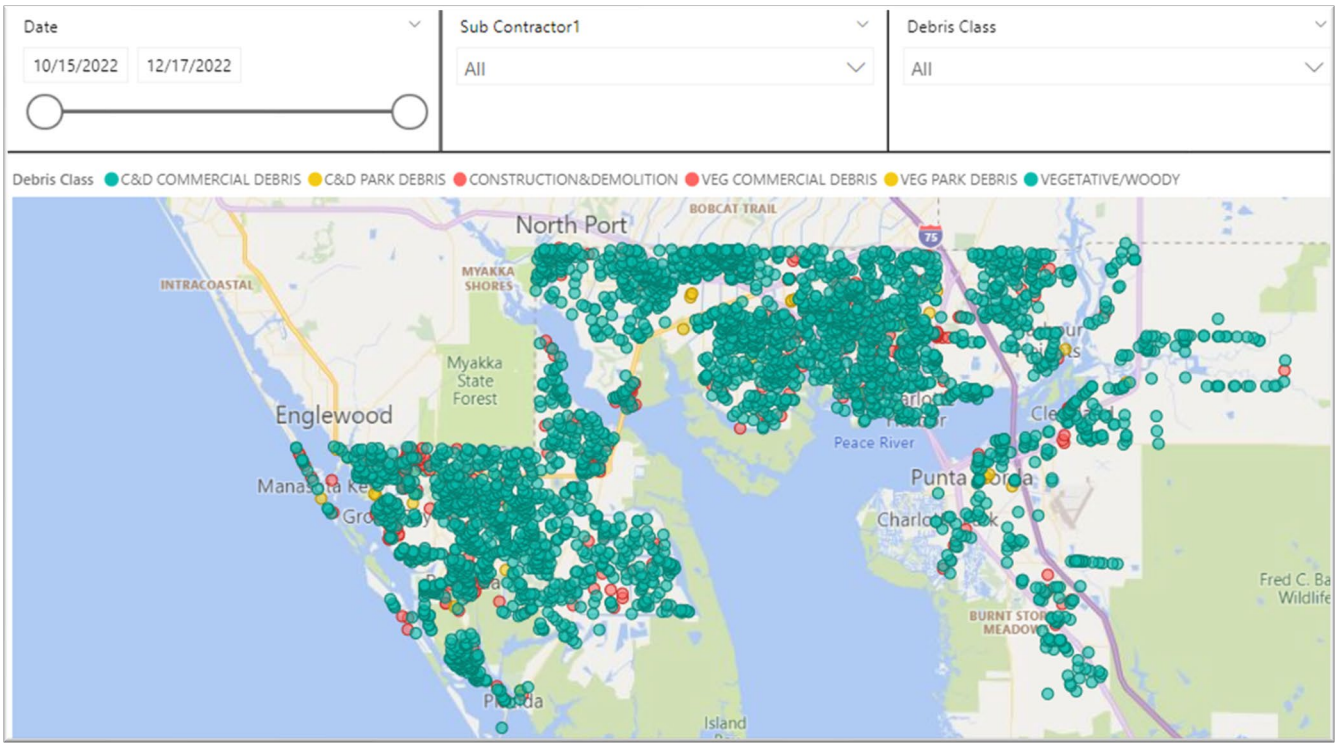
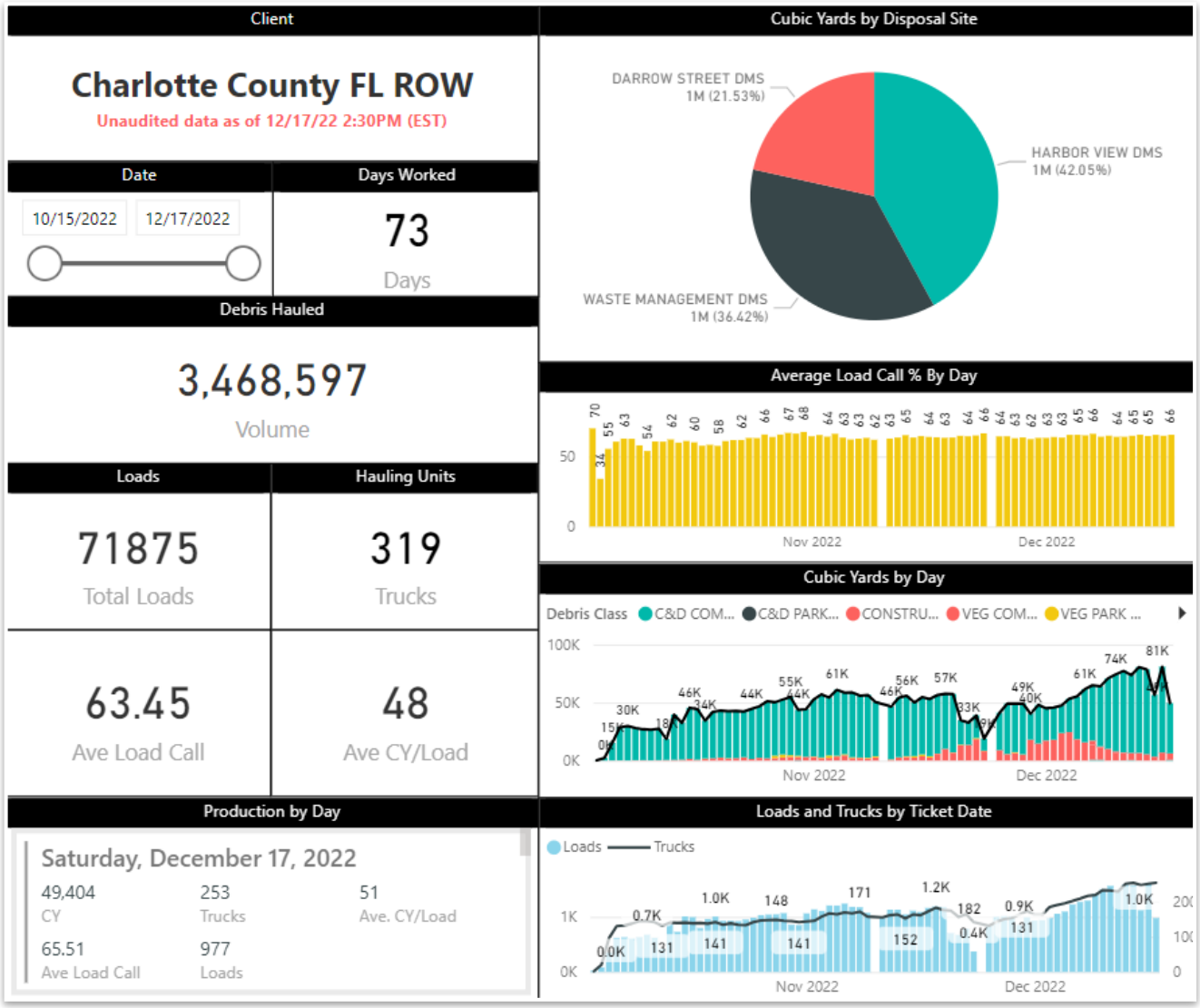


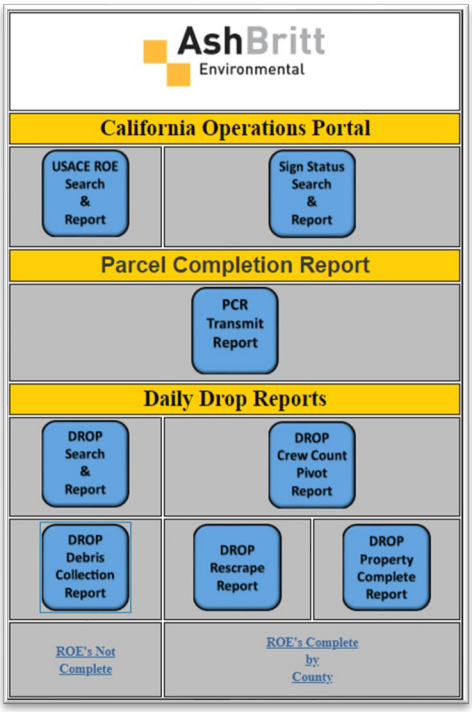
Figure 2. A Power BI dashboard page visualizing ROW data from a recent project AshBritt completed in Charlotte County, FL.

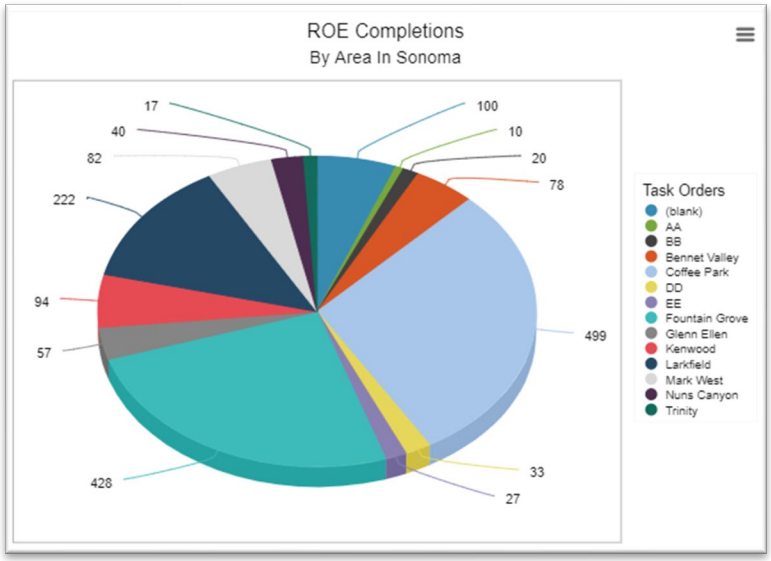


Caspio

Caspio is a cloud-based system that allows AshBritt to create custom applications for our specific project management needs, without needing a programmer. These custom apps are like digital tools specifically designed for debris removal. For example, we can build apps with forms for crews to report their progress on the job, or maps that show where debris needs to be collected. Caspio even lets us create databases to store all this information in one place. The beauty of Caspio is that these apps are easy to use on any device, whether it is a phone or a laptop, so crews can stay connected in the field.

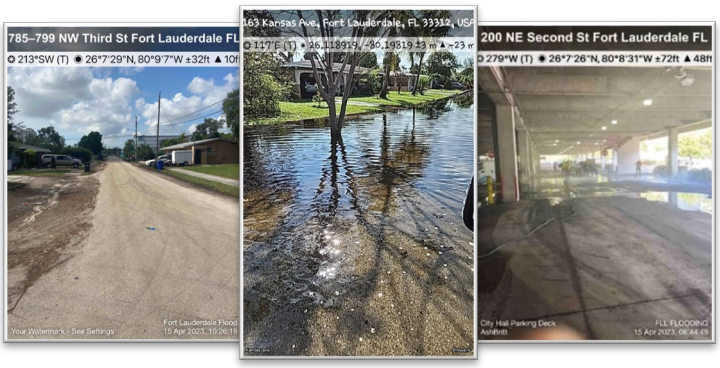
This eliminates the need for complicated software or weeks of development time. In the past, building these tools could take months. Caspio lets AshBritt do it in just hours or days, saving valuable time and money during critical disaster response. As a bonus, Caspio can connect to other services AshBritt already uses, like Dropbox or Google Drive, keeping all our data organized and readily accessible. This ensures a smooth and efficient operation when it matters most.





Solocator Application

AshBritt uses the Solocator Application to capture and geotag debris piles and assets throughout daily operations/activities. This enables us to offer real-time updates to our team and the client, facilitating the accurate location and status of our assets. Through the compilation of multiple geotags, we can thoroughly analyze the status and location of equipment, various debris types, and their distribution across the City.



Time Station

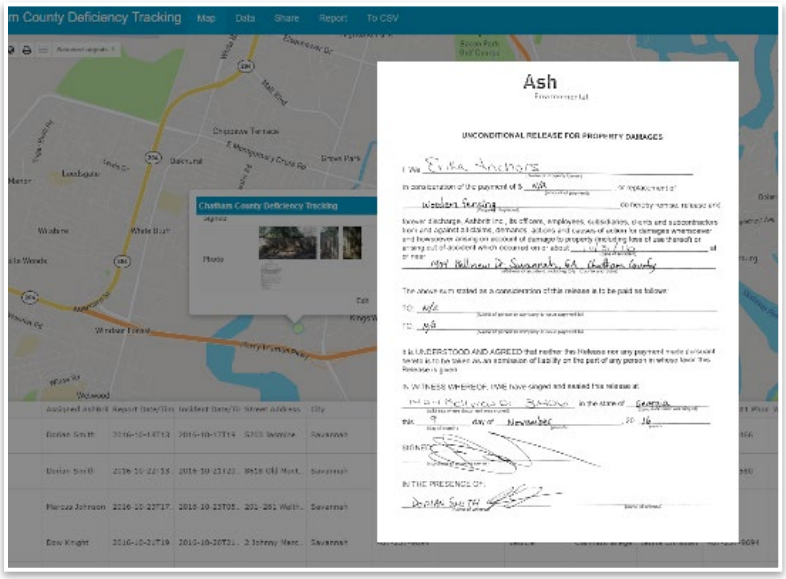
Time Station is a mobile time and attendance system that is compatible with smartphones and tablets. This cloud-based system allows for real-time tracking, supported by Fast-Scan Technology and GPS Location/Geoscan Tagging via the Time Station Mobile App. AshBritt incorporated this innovative technology during our 2015 California operations. In total, we meticulously monitored over $15 million worth of hourly work which encompassed a substantial workforce and wide-ranging geographic area. AshBritt has utilized this technology across multiple states since 2015.

Deficiency Tracking Application – GIS Cloud

AshBritt also utilizes a deficiency tracking application utilizing the GIS platform to reduce time spent transferring data. This system allows AshBritt to make deficiency reports in the field and upload them to the GIS cloud so that all reports are stored for easy reference in case action is needed by a Quality Control Manager/Representative.

Example Deficiency Tracking Report and GIS Map Documentation

#	ID	Report Date/Time	Incident Date/Time	Street Address	City	Phone	Email	Type of Damage	Description of Incident	Assigned AshBritt Representative	Subcontractor Responsible	Subcontractor Equipment #	Description of Damage	Repair Cost Estimate	Repair Completed	Release Signed
9		2016-11-28T17:15:00.000Z	2016-11-22T19:30:00.000Z	7410 Skidaway Rd	Savannah	(208) 819-7823		Building or Structure	Cutting leaning tree that was over ROW of Skidaway Rd. All necessary precautions were taken, however while limbs of tree were cut away they fell on to these structures	Dorian Smith	Beeghly Trees	590117	Damage to in-ground light fixture. Requires reconnecting electric wiring and possible replacement of fixture. Significant damage to marquee signage. Signage made of styrofoam.	Med ($200-$1000)		
13		2016-12-16T21:15:00.000Z	2016-11-15T22:18:00.000Z	115 Riverview Rd	Savannah	+1 (912) 398-6111		Other	When the truck was performing a k turn, it backed into the mailbox.	Marcus Johnson	County Waste		Mailbox broken	Low (<$200)		
14		2017-01-03T18:41:00.000Z	2017-01-03T21:39:00.000Z	102 half moon river ct	Savannah			Land or Grounds	According to homeowner a fallen tree landed on storm drainage cover.	Marcus Johnson	None		According to homeowner a fallen tree landed on storm drainage cover.			



4.4 Aspects of Project Proposed



SCOPE OF SERVICES

- **Vegetative Debris**

We will remove vegetative debris from the ROW primarily using grapple trucks. AshBritt follows best management practices to maximize the diversion of recyclable material by sorting curbside before loading and hauling. This is done to keep mixed loads to a minimum. However, it is important to note that, due to work environment and safety concerns, it may not always be possible to sort this debris curbside if it has not been done so by the property owner. In such cases, the debris is sorted once it has been taken to the DDMS(s).

- **Construction and Demolition (C&D) Debris**

AshBritt will provide all labor, materials, equipment, tools, traffic control, signage, and any other incidental items to collect and remove eligible disaster debris from the City's ROW and transport eligible disaster-related C&D debris to a City-approved DDMS or final disposal site according to all federal, state, and local rules and regulations. AshBritt will only remove eligible C&D debris that is placed within the City's ROW. All eligible C&D debris will be removed from each loading site before proceeding to the next loading site. AshBritt will, to the extent possible, keep separate C&D materials from other debris so that loads are primarily of similar materials.

Asbestos Containing Materials (ACM) – In the event AshBritt identifies ACM, we will follow applicable regulations for managing and handling its removal. Federal asbestos regulations are contained in 40 C.F.R., Part 61, Sections 61.140-61.160. Employers of workers who handle ACM are also regulated by OSHA asbestos guidelines, listed in 29 C.F.R. Parts 1910.1001 and 1926.1101. Everyday guidance on federal regulations concerning the disposal of structures that contain asbestos is found in the EPA's Guide to the Asbestos NESHAP. Designated AshBritt personnel are conversant with and consult this guide. AshBritt adopts, incorporates, and complies with all EPA and OSHA standards and rules and employs licensed asbestos subcontractors and personnel for such work.

Scrap Metal – AshBritt will bring scrap metal collected during demolition or ROW operations to the DDMS to be sorted and recycled (i.e., sold to a dealer who will smelt the metal for reuse). In the event AshBritt collects motors, all liquids will be drained before disposal, as required in this solicitation.

- **Hazardous Trees, Limbs, and Stumps**

Pursuant to FEMA's PA Program, eligible vegetative debris includes tree limbs, branches, stumps, or trees damaged to the extent they pose an immediate threat. These items are not eligible if the hazard existed before the incident, or if the item is in a natural area and does not extend over improved property or public-use areas. This includes areas such as trails, sidewalks, or playgrounds. Bracing a tree is eligible (as Category B) only when doing so is less costly than removal and disposal. If the City chooses to brace a tree rather than remove it, the tree is not eligible for removal later if it dies. Pruning, maintenance, trimming, and landscaping are not eligible. AshBritt adheres to the Public Assistance Program and Policy Guide (PAPPG), Version 4, and FEMA Fact Sheet, Public Assistance: Category A – Debris Removal Including Private Property Debris ("Cat A Fact Sheet") (which eliminated size requirements for hazardous tree, limb, branch, and stump removal) for work. This will allow the City to streamline the entire process of identifying, removing, and properly documenting eligible limbs, hangers, and stumps.

Hazardous Trees – Trees qualify for FEMA reimbursement if they have a split trunk or broken canopy.

- **50% or more of the root ball exposed**: Removing the tree and root ball, and filling the root ball hole, are eligible. FEMA will not reimburse two separate unit costs to remove the tree and its root ball.
- **Less than 50% percent of the root ball exposed**: FEMA provides PA funding to flush cut the stem at ground level and dispose of the cut portion. Grinding any residual stump after cutting the tree is not eligible.



Hurricane Idalia – Valdosta, GA (2023)
Conducting Hazardous Limb Removal

Hazardous leaning trees on public ROW will be identified and documented by the City. Our crews will cut only as necessary to facilitate loading. Leaning trees on private property that are encroaching onto the ROW will be cut at the private property line when safe to do so. Only the encroaching portion will be removed. Hazardous trees on private property that pose an immediate threat are addressed on a per-case basis.

Hazardous Limbs – Limbs are eligible for FEMA reimbursement if they are broken and hanging over improved property or public-use areas, such as trails, sidewalks, or playgrounds, and cause injury or damage.

AshBritt deployed and managed more than 150 ISA-certified arborists for the evaluation and removal of fire damaged trees following CA's 2018 Camp Fire. In addition, AshBritt has a full time certified arborist on staff.

Hazardous Stumps

- **50% or more of the root ball exposed**: Eligible for the stump's removal and filling in the root ball hole. Voids created by stump extractions are filled with comparable and suitable material. Ruts and depressions inadvertently caused by contractor equipment and voids created by stump removal are filled with suitable material and reasonably compacted to grade. If grinding a stump in place is less costly than extraction, grinding is eligible.
- **Less than 50% of the root ball exposed**: FEMA only provides PA funding to flush cut the stem at ground level and dispose of the cut portion based on volume or weight. Grinding is ineligible.

Other eligibility factors:

- Stump removal in areas with known or high potential for archaeological resources usually requires FEMA evaluation and consultation with the State Historic Preservation Officer (SHPO) or Tribal Historic Preservation Officer (THPO). If we discover any potential archaeological resources during a stump removal, we advise clients to immediately cease work and notify FEMA.
- If the City requests PA reimbursement for such work on a per-stump basis, FEMA limits PA funding based on a unit price for volume or tons, calculated using the Stump Conversion Table.
- GPS coordinates and notes regarding the stump's specific hazard must be added to the special stump load ticket for proper documentation. Proper documentation for eligible hazardous stumps is paramount for FEMA reimbursement.

Demolition of Structures



After significant, wide-scale disaster events, demolitions of entire structures are sometimes necessary. Demolitions may include public, private, or commercial properties, and may or may not be part of an established Right-Of-Entry (ROE) program. Before demolitions take place, a determination must be made that the properties pose a threat to the life, safety, and health of the public. The City or its monitoring firm will issue demolition orders for residential properties and be responsible for identifying other public or private properties that may be eligible for demolition under an ROE program; however, AshBritt personnel can assist the City in assessing and identifying properties that may need to be demolished.

Of the over 29,000 Right-Of-Entry's we completed in Mississippi for our Hurricane Katrina mission, over 3,000 entailed demolition work for RACM and Non-RACM properties.

Our certified and licensed crews can assist the City in determining if structures contain Asbestos-Containing Materials (ACM) before any demolition takes place. When it is determined that no asbestos is at a property identified for demolition, the site will be considered a Construction & Demolition (C&D) demo site. When Regulated Asbestos-Containing Material (RACM) is found on-site, AshBritt crews will follow all local, state, and federal guidelines for RACM demolitions. Regardless of the scope, RACM or non-RACM demo, AshBritt is highly experienced in both residential and commercial demolition.

In response to Hurricane Ian in 2022, AshBritt demolished over 150 homes and commercial structures for the Florida Division of Emergency Management. 55 of them were Asbestos Containing Material demolitions.

Demolition Procedures – AshBritt personnel and crews will maintain demolition worksites to appropriate local, state, and federal use standards, safety standards, and regulatory requirements. All demolition debris and materials will be removed, hauled, and disposed of according to applicable federal, state, and local requirements. AshBritt will comply with all federal, state, and local requirements related to structure demolition and removal, including, but not limited to, requirements of the OSHA, EPA, and FDEP. These requirements will include the best demolition practices.

Following are the basic steps and considerations for demolition procedures:

1. Survey and identification of properties for demolition (City/AshBritt).
2. Establishment of Right-of-Entry (ROE) program, as applicable (City).
3. Pre-inspect properties and sample debris for ACM (AshBritt).
4. Notifications to FDEP, in compliance with state regulation and federal asbestos NESHAP (AshBritt/City).

No Asbestos: C&D demo (all debris)
Yes Asbestos: RACM demo (asbestos debris)
Unable to Sample: RACM demo (all debris)
Unable to Segregate: RACM demo (all debris)

C&D Demolitions	
► Administer documentation. ► Coordinate utility disconnects (i.e., water, sewer, gas, power, telephone). ► Maintain personnel and bystander safety (i.e., PPE and site barriers). ► Removal/segregation of household hazardous waste, white goods, E-waste, tires, etc. ► Control of dust emissions (wetting debris). ► Load, cover, and transport debris to approved landfill, and site cleanup.	
RACM Demolitions	
► Administer documentation. ► Coordinate utility disconnects (i.e., water, sewer, gas, power, telephone). ► Maintain personnel and bystander safety (i.e., PPE, site barriers, containment areas). ► Proper barrier fencing, tape, warning signage, and labels. ► Only licensed and certified workers are allowed in RACM containment areas. ► Removal/segregation of household hazardous waste, white goods, e-scrap, tires, etc., as applicable (all debris may be treated as RACM). ► Wetting of structures to control asbestos emissions into the air. ► Best demolition practices (minimize excessive breaking of debris). ► Removal, loading, and bagging/wrapping of RACM. ► Labeling, transport, and disposal of RACM at a certified and approved landfill. ► Manual cleaning of the RACM demo site.	
Friable and Nonfriable Cat II ACM	**Nonfriable Cat I ACM**
► Wet removal ► Containerize in plastic bags or "burrito wrap" ► Labeled bags ► Asbestos warning ► Generator name & address ► Active landfill with asbestos area ► Trench, covered daily	► Wet removal ► Containerize in plastic bags or "burrito wrap" ► Labeled bags ► Asbestos warning ► Generator name & address ► Removal intact to C&D (or active landfill)

• Transport and Disposal of Household Hazardous Waste

According to the PAPPG, the following activities related to the removal and disposal of pollutants and hazardous substances are eligible:

- Separation of hazardous materials from other debris.
- Specialized procedures for handling and disposing of hazardous materials.
- Control or stabilization of hazardous material.
- Pumping and treating water contaminated with hazardous material.
- Cleanup and disposal of hazardous material.

AshBritt established separate hazardous material areas to prevent substances/units from comingling with debris during for Hurricane Ian projects in Charlotte and Collier County, FL

AshBritt will construct a containment area at the reduction site to store hazardous materials. This area will consist of an earthen berm with a non-permeable soil liner. The containment area will be protected and sealed off by a non-permeable cover. All materials that are classified as hazardous waste will be reported immediately to the City. This material will be segregated from the remaining debris using a method that allows the remaining non-hazardous waste debris to be processed. All hazardous debris is moved and placed in the designated containment area.

Household Hazardous Waste (HHW) – After a disaster event, destroyed residences, residential garages, sheds, or storage facilities can produce quantities of household hazardous waste (HHW) that must be separated from storm-generated debris. AshBritt crews have been trained to identify and segregate HHW during ROW and PPDR collection, as well as during DDMS debris separation activities. If HHW is identified, it will be separated on the ground, where applicable, and the crew foreman will notify the PM, who will, in turn, dispatch the HHW Crew to collect the waste.

A typical HHW Crew consists of:

- Pickup truck, small dump trailer (7x14 with hydraulic dump), skid steer, and operator.
- 2 specialized laborers with appropriate training.

AshBritt removed 11,225 pounds of HHW from Collier County, FL in response to Hurricane Ian.

Each member of the crew will be trained according to EPA requirements for handling HHW materials. These crews will meet all standards and provide services in a manner consistent with applicable local laws, regulations, and policies. Trucks and trailers will be equipped with separate compartments, drums, or containers to allow for the separation of the HHW.

Hazardous Waste and Spills Reporting – We will take immediate action to remediate any hazardous waste spills or leaks that occur as a result of our operations at no additional cost to the City and in full compliance with applicable laws and regulations; however, we will not respond to oil or hazardous material spills that are covered under a separate FDEP contract. AshBritt will report any spills to the City and the Florida Department of Environmental Protection (FDEP) upon discovery.



We will then submit a written follow-up report to the City no later than seven days after the initial report. The report, at a minimum, will include the following information:

- A description of the material spilled, including the identity, quantity, manifest number, etc.
- Whether the amount spilled is EPA/FDEP reportable, and when and to whom it was reported.
- The exact time and location of the spill, including a description of the area involved.
- Receiving stream or waters.
- The cause of the incident and the equipment and personnel involved.
- Injuries or property damage.
- The duration of the discharge and initiated containment procedures.
- A summary of all communications AshBritt has had with media, agencies, or government officials other than the City.
- A description of the cleanup procedures that were employed or will be employed at the site, including the disposal location of spill residue.

• Removal of Vehicles and Vessels

Vehicles – AshBritt will work with City Code Enforcement Officers to move vehicles and mobile structures deemed abandoned to the nearest pre-approved aggregation site. If towing companies are hired as subcontractors, we will make all the financial arrangements. We will also issue work orders containing all pertinent data supplied by the state to any subcontracted licensed towing companies. Towing companies are responsible for evaluating environmental and safety issues. If the towing company finds any major threats to health, safety, or the environment, the vehicle or mobile structure will



not be moved, and state authorities will be immediately notified. Once all concerns are addressed, the vehicle will be lifted, properly secured, and transported to the assigned aggregation site using the safest and most direct route.

AshBritt will coordinate with the City to establish central aggregation points for the temporary storage of abandoned vehicles, RVs, campers, or mobile homes. We will ensure that these storage areas are secure and implement a program to inventory and index these items. This will include recording and data entry for a license plate, make, model, color, and VIN. Vehicles will be staged and indexed for easy location and retrieval. We will assist the City and any involved departments with the dissemination of information, contacting property owners, and any investigations necessary to assist in the proper disposition of these items.

Following Hurricane Sandy (2012), we removed 3,780 vehicles in New York City.

Lastly, we will arrange for the scrapping of unclaimed vehicles and mobile structures, and ensure the following materials are properly recovered: gasoline and diesel fuel, refrigerants, lubricating oils, mercury ABS switches, mercury convenience switches, lead-acid batteries, brake and transmission fluid, antifreeze, and tires. Propane tanks and large appliances in recreational vehicles will also be removed and disposed of lawfully at approved sites. We will decontaminate vehicles before they are allowed to leave the aggregation site.

Vessels – We have extensive experience removing derelict vessels from waterways and shorelines following disasters. Recently, we removed over 100 vessels from Florida properties and waterways while responding to Hurricane Ian.

We will remove vessels from local waterways that have been identified by local authorities. All associated labor, equipment, and resources are AshBritt's responsibility, including all permitting and operating instructions required by state, local, or federal government agencies.

AshBritt has the recovery equipment and capability to recover vessels from public rights-of-way and waterways (note: vessel removal from public rights-of-way is limited to recreational boats). The recovery process will be as follows:

1. Identify the vessel using GPS coordinates.
2. Inspect the vessel.
3. Record vessel location, description, registration number, and the type and extent of damage.
4. Mitigate any fluid leaks, tilt outboard motors, and disconnect batteries.
5. Transport the vessel to an aggregation site.
6. Process vessels at aggregation site.



AshBritt will comply with all provisions of State law on the disposition of vessels deemed abandoned under Florida Statutes.

• Dead Animal Carcasses

AshBritt can collect and lawfully dispose of animal and fish carcasses from public property and ROW. We will provide specialized crews (makeup will be determined by the type of animal) to be dispatched to specific locations where remains have been identified to collect, haul, and dispose of all carcasses as directed by the City of Destin. While responding to Hurricane Katrina in Louisiana, we collected and

lawfully disposed of over 19 tons of contaminated frozen chickens from a commercial warehouse facility. In October 2018, we collected, removed, and disposed of 87,000 pounds of dead fish for St. Lucie County, FL following red tide.

White Goods

Household appliances (i.e., white goods) will only be loaded and hauled when declared as eligible debris. White goods should be divided into two categories: 1) non-refrigerant containing; and 2) refrigerant containing. Refrigerant-containing white goods have two sub-categories:

Within the last 5 years, AshBritt has removed over 7,000 white goods throughout Florida.

- **Clean** – clean refrigerant-containing white goods usually consist of air conditioning units but may also include empty refrigerators and freezers.
- **Dirty** – dirty refrigerant-containing white goods consist of refrigerators and freezers in which food products and contents remain inside.

White goods categorized as containing refrigerant will be collected in such a manner that the refrigerant system will not be breached (i.e., the coils or condenser will not be ruptured or broken).

AshBritt removed 23,940 pounds of putrescent debris from the City of Key West in response to Hurricane Irma.

Putrefied Goods – AshBritt will prepare a task-specific site plan for the handling of putrefied goods. We will take necessary precautions to ensure that the contents of dirty refrigerant-containing white goods are not spilled. If not already sealed, such units will be bound to prevent spillage by securing tape, ratchet straps, rope, or similar materials to minimize the spilling of contents. We will then collect the units using ½ to 1-ton pickup trucks or van trucks with installed lift gates or ramps. The items will be loaded with the aid of appliance dollies, securely strapped into place to prevent spillage, and hauled to a facility designated by the City. The management and processing of white goods will also depend on their categorization.

- Non-refrigerant white goods will be segregated into the recyclable metals pile.
- White goods categorized as containing refrigerant will have the refrigerant removed per EPA regulatory requirements for freon reclamation before being segregated into the recyclable metal pile (see below).
- Dirty refrigerant-containing white goods will be cleaned before their removal. These metals will then be compacted into bales and transported to the nearest recycling facility as long as the recyclable market remains positive.

AshBritt will ensure full compliance with OSHA and USEPA requirements for handling this debris.

Freon Reclamation Process – The entire freon recovery/reclamation process is governed by EPA regulations outlined in Title VI of the Clean Air Act, which guide AshBritt's below protocol:

- Use Level D PPE.
- Connect and operate freon Reclamation Units as prescribed by the manufacturer and according to EPA regulations.
- Record of the manufacturer, model number, and serial number of the appliance on a running log to be presented upon job completion or request. Units received with the freon already vented must be similarly recorded.
- Identification of the appliance as reclaimed.
- Recovered/Reclaimed freon be transferred to an EPA-certified refrigerant reclaimer for processing.

AshBritt removed 5,000 units of freon during our Hurricane Katrina mission.

Electronic Waste (E-Waste)

E-waste (e.g., CRTs, monitors, circuit boards, computer components and peripherals, batteries, etc.) presents an environmental health, and safety concern owing largely to the toxicity of substances from the parts if not processed correctly. If tasked with e-waste removal by the City, we will follow the below guidelines while managing the materials and preparing for transport to a recycling facility.

AshBritt removed numerous units of Electronic Waste during our Hurricane Ian and Michael missions throughout the State of Florida in 2018 and 2022.

- Provide gaylord or similar type boxes, pallets, and stretch wrap to pre-sort, pack, and load materials.
- Pack electronics into gaylords (which can be double-stacked).
- Load into transport trailers – two rows in length, double stacked in height.
- TVs over 25" diagonally will be stacked and securely wrapped (with stretch wrap) on a pallet no higher than 4 feet (this will allow it to be stacked on top of the gaylord box)
- Big screens (2 per pallet) will be placed on pallets back-to-back and securely stretch-wrapped. There must be no more than six pallets per trailer to maximize trailer weight.

Ancillary/Other Services as Requested

In addition to the host of standard debris management equipment that we have access to, AshBritt maintains supplementary equipment and facility resources that can be used to support debris removal efforts via non-traditional methods. **AshBritt is a full-service emergency disaster response contractor**. We can coordinate and deliver turnkey emergency response, environmental remediation, recovery, and restoration services whenever needed. Through our resources and teaming partners, we ensure that these vital services are delivered expeditiously and professionally. We have outlined how some of these resources can be used to better support the City of Destin on the following pages.

Temporary Support Facilities and Base Camps – One of AshBritt's logistical specialties is the provision of full-service, turnkey base camps. The below table documents the numerous unique services AshBritt has provided in response to migrant support services, earthquakes, hurricanes, COVID-19, and wildfires.



SUMMARY OF PAST TEMPORARY SUPPORT FACILITY/BASE CAMP OPERATIONS			
Service(s)	**Year**	**Event/Project Description**	**Client**
Office Trailers and Volunteer Village	2024	Hurricane Milton	Florida Division of Emergency Management
Base Camps (2), Points of Distribution, and Other Logistical Items		Hurricane Helene	Virginia Department of Emergency Management; Chatham County, GA; Florida Division of Emergency Management
Base Camps (5)	2024	Hurricane Debby	Florida Division of Emergency Management (Ocala and Suwanee, Taylor, and Madison

SUMMARY OF PAST TEMPORARY SUPPORT FACILITY/BASE CAMP OPERATIONS			
Service(s)	**Year**	**Event/Project Description**	**Client**
			Counties)
Base Camp	2023	Hurricane Idalia	Florida Division of Emergency Management (Suwannee County, FL)
Comfort Stations	2023	Historic Flooding	City of Fort Lauderdale, FL
Base Camp	2023	Tornado Response	Texas Division of Emergency Management
Migrant Support Base Camp (ongoing)	2023	A full-service support camp for the U.S. Army Airborne Division & Florida Highway Patrol Department	Florida Division of Emergency Management (Monroe County, FL)
Base Camps (3)	2022	Hurricane Ian	Florida Division of Emergency Management (Charlotte, Leon, and Lee County, FL)
Vaccination Sites (8)	2020	COVID-19	Florida Division of Emergency Management
Vaccination Sites (Mobile) (10)	2021	COVID-19	Harris County, TX
Monoclonal Antibody Infusion Centers (3), Alternate Care Sites (2)	2021	COVID-19	Texas Division of Emergency Management
Buildout of Vaccination Sites (mobile and fixed)	2021	COVID-19	Virginia Department of Health
Buildout Vaccination Sites (mobile and fixed) (72 Cities)	2021	COVID-19	FEMA National Vaccination Program
Management of Vaccination and Testing Sites (temporary structures, mobile and fixed)	2021	COVID-19	Virginia Division of Emergency Management
Buildout of Monoclonal Antibody Infusion Centers	2022	COVID-19	State of Nevada
Establishment of Monoclonal Antibody Infusion Centers (8)	2021	COVID-19	Louisiana Department of Health
Establishment and Management of Alternate Care Shelter Site	2020	COVID-19	Massachusetts Emergency Management Agency
Base Camps	2017	Hurricane Irma	Monroe County, FL
Base Camps	2017	Hurricane Irma	Collier County, FL
Shelter Site	2016	Blue Cut Fire	San Bernardino County, CA
Base Camps	2010	Haiti Earthquake	Haiti

OTHER ANCILLARY SERVICES		
Scope	**Description**	**Recent Applicable Experience**
 **Emergency Water/Ice**	Water in gallons, 2-liter bottles, or bulk potable water tankers; bagged ice (50-100lb); and/or reefers/fridges delivered to central distribution points. Logistical managers and Point of Distribution supervisors oversee the orderly distribution and tracking of provisions.	**2023 (Florida Flooding)** Water & Ice for the City of Ft. Lauderdale, FL **2017 (Hurricane Harvey)** Water & Ice for TX Jurisdictions
 **Mobile Kitchen & Shower Units**	As an extension to camps, these units may serve local relief representatives, workers, volunteers, and residents. They can be delivered, set up, and powered by generators. Multiple configurations and outputs are available. Full oversight and maintenance of facilities are included.	**2023 (Migrant Support)** Mobile Kitchen & Shower Units FDEM-Florida Keys **2022 (Hurricane Ian)** Mobile Kitchen & Shower Units throughout FL **2017 (Hurricane Irma)** Mobile Kitchen & Shower Units for Monroe County, FL **2016 (Blue Cut Fire)** Portable Toilets & Showers for San Bernardino County, CA
 **Pandemic Response Services**	We can provide medical support via treatment infusion centers, testing centers, alternate care facilities, and vaccination centers. Our team previously engaged in supporting cities, counties, and states with a spectrum of COVID-19 response efforts. We provided over 1,000,000 vaccines.	**2019 – 2022 (COVID-19)** Infusion centers, alternate care facilities, and vaccination centers in the states of FL, MS, TX, VA, NJ, KY, MD, MA, IN, NC, ME, WI, AL, MN, VT, MI, NH, PA, and LA.
 **Canteen, Commissary, and Meals Ready-to-Eat (MRE)**	Full canteen and commissary services that serve hot breakfast, lunch, and dinner, as well as mid-rations, can be established and expanded to support local relief representatives, workers, volunteers, and residents. MREs and heated meals can also be systematically distributed.	**2020 (COVID-19)** Emergency meal delivery to FDEM **2017 (Hurricane Harvey)** MRE's to TX Jurisdictions

OTHER ANCILLARY SERVICES		
Scope	**Description**	**Recent Applicable Experience**
 **Emergency Power Generation**	Temporary power generation for critical facilities can be delivered, set up, and maintained if the regular power supply is disrupted. Emergency light towers can be provided and distributed throughout the affected area and work sites.	**2023 (Florida Flooding)** Generators for the City of Ft. Lauderdale, FL **2020 (Hurricane Laura)** Generators to TX jurisdictions **2017 (Hurricane Irma)** Generators to Florida jurisdictions **2017 (Hurricane Harvey)** Generators to TX jurisdictions
 **Light Sources**	Light and power sources are available. Ashbritt can supply these items to multiple locations simultaneously without interruption.	**2023 (Florida Flooding)** Light towers for the City of Ft. Lauderdale, FL
 **Satellite Service / Communication Infrastructure**	Satellite telecommunication services can be provided, based on the magnitude of the event and the scope of the damage. Services will support telephone and online internet access. Various equipment/configurations are available, depending on the scenario.	**Utilized and available throughout all projects**
 **Emergency Fuel Supply**	Through strategic coordination and partnerships with wholesale fuel distributors, fuel can be immediately provided, when needed, to maintain the continuity of vital services.	**2017 (Hurricane Irma)** Fuel Trucks for Collier County, FL **2016 (Blue Cut Fire)** Fuel trucks for San Bernardino County, CA
 **Temporary Offices, Warehousing, and Container Storage**	Mobile command centers, temporary offices, critical document and asset warehousing, and storage containers (CONEX or other) can be supplied in any configuration to meet local needs. Temporary prison facilities can also be delivered and maintained.	**2023 (Florida Flooding)** Multiple command centers for the City of Ft. Lauderdale, FL

OTHER ANCILLARY SERVICES		
Scope	**Description**	**Recent Applicable Experience**
 **POD Manpower & Equipment**	All necessary manpower, management, equipment, and supplies (i.e., forklifts, pallet jacks, lighting, hygiene stations, traffic devices, trash collections, etc.) can be supplied. Community relations, security personnel, or other provisions needed to safely and efficiently deliver water, ice, meals, tarps, food supplies, or any other commodity may be employed.	**2010 (Haiti Earthquake)** Site Security Team, lighting, and hygiene stations provided for Haiti.
 **Emergency Barge Transport**	When major bridges and access routes to areas surrounded by water are damaged, and transportation is impeded due to disaster damage, Ashbritt can transport vital equipment and supplies by barge.	**2010 (Haiti Earthquake)** 15 shipments of heavy equipment to Haiti.
 **Emergency Roof Tarping and Repair**	We can coordinate temporary roof patching when permanent repairs cannot be immediately implemented, mitigating against further damage. Multiple experienced crews can be deployed, and tarps can be distributed to residents from Points of Distribution.	**2004 (Hurricane Charley)** Emergency roof repairs for Charlotte County, FL EOC.
 **HVAC**	Comprehensive implementation of temporary HVAC support. For the City of Fort Lauderdale, this resulted in the installation of a 400-ton chiller to deliver temporary cooling capabilities to City Hall.	**2023 (Florida Flooding)** Chiller installation for the City of Ft. Lauderdale, FL
 **Fire Suppression Support**	Water trucks and personnel can be provided, as necessary, to augment local water supply systems. Ashbritt has access to trucks with minimum capacities of 2,000 gallons that are filled and outfitted with valves compatible with fire hose connections, meeting National Fire Protection Association (NFPA) standards.	**2024 Virginia Warehouse Fires**

OTHER ANCILLARY SERVICES		
Scope	**Description**	**Recent Applicable Experience**
 **Sewer/Catch Basin Clearing**	Removal of disaster-generated sediment/debris from stormwater sewer systems aids in the prevention of secondary flooding. The clearing is typically accomplished using industrial Vac Trucks.	**2023 (Florida Flooding)** Vac Trucks - Ft. Lauderdale, FL **2022 (Hurricane Ian)** Vac trucks - Collier County, FL **2018/2017/2016/2015 (Flooding Event)** Vac Trucks - Hidalgo County, TX **2018 (Flooding Event)** Vac Trucks - Charleston, SC
 **Oil Spill Recovery**	AshBritt can deploy booms and utilize other methods to mitigate the spread of an oil spill	**2010 (Oil Spill)** Deployed and maintained 106,000 linear feet of oil deflection boom for Bay and Gulf County, FL.
 **Marine Recovery and Debris Removal**	We can conduct underwater search and rescue, vessel recovery, underwater welding and salvage, and debris removal from canals, and waterways. We are also able to deploy divers, remotely operated vessels (ROV), barges, and landing craft as work platforms for equipment and supply transport.	**2022 (Hurricane Ian)** Waterway debris removal throughout Southwest FL for FDEM **2017 (Hurricane Irma)** Waterway debris removal throughout Collier County, FL **2012 (Hurricane Sandy)** Waterway debris and Vessel removal throughout the State of New Jersey and New York City
 **Dredging**	Mechanical and hydraulic dredging of canals, marinas, and navigable waterways	**2012 (Hurricane Sandy)** Dredging mission throughout the State of New Jersey.
 **Mass Decontamination**	Decontamination of buildings and facilities after the detection of bio/chem toxic, harmful agents.	**2020 (COVID-19)** Decontamination of schools in Miami, FL.

OTHER ANCILLARY SERVICES		
Scope	**Description**	**Recent Applicable Experience**
 **Drying in Services**	Emergency dry-in of public facilities, including the removal and disposal of affected building materials, securing structural openings, dehumidification, and moisture abatement	**2023 (Florida Flooding)** Drying in services for the City of Ft. Lauderdale, FL **2008 (Hurricane Ike)** Building restoration for `17 government buildings for Orange County, TX.
 **Mold Remediation**	Identification and remediation of mold in buildings and facilities	**2017 (Hurricane Harvey)** Mold remediation services for Orange County, TX

4.5 Approach and Work Plans

The details of AshBritt's established Work Plan are included in **Tab 4, Section 4.1 – AshBritt's Operational Cycle**. To reduce redundancy, this section focuses on AshBritt's Project Management Approach and specific plans relating to data management, and environmental preservation.

• Project Management Approach

We will deploy a **Project Management Team(s) (PMT)** to the City that is proportionate with the severity of the disaster event. Disaster debris stream quantities, makeup, and overall post-disaster conditions will *always* vary. AshBritt will respond individually and proportionately to any recovery with the appropriate personnel, organizational structure, equipment assets, communications, resources, and systematic plans for execution. For a large-scale recovery operation, a larger, more specialized PMT will be deployed to handle the complexity of the expanded recovery mission. For smaller events, such as when the recovery response is limited to the collection of vegetative debris, a smaller PMT will be deployed. During a minor recovery event, the Project Manager will assume a more significant share of the Operations Manager's responsibilities. Any deployed PMT will likely expand and contract throughout the recovery, smoothly transitioning to achieve the optimal level of personnel. AshBritt explicitly assures the City that the management deployed for any recovery in the City will design and execute the best Management and Operations Plan for the City's needs.

As the City's future contractor, we will uphold the standards detailed on the following page in all recovery efforts.

Rapid Deployment & Accessibility	The quantity, quality, and speed of deployed resources will meet or exceed AshBritt's commitment to the City. We will conduct an expeditious, safe, and cost-effective recovery. Our senior management is available 24/7 throughout the project via various channels.
Common Framework	Best practices of cooperation, clear communication, collaboration, accountability, and efficient use of shared and owned resources will be followed. Flexibility, visibility, and accessibility will be maintained throughout.
Project Responsibility	AshBritt senior management will take full responsibility for work operations and all subcontractors and teaming partners involved in the recovery efforts.
Regulatory Compliance	Recovery operations will be conducted according to federal (e.g., FEMA) requirements, Florida statutes, and the City of Destin laws, regulations, and guidelines. Any deviation from the guidelines will be reported, addressed, and corrected immediately.
Self Sufficiency	AshBritt staff and subcontractors will maintain self-sufficiency with regard to housing, sanitation, food, and lodging. We will also manage our own equipment safety, maintenance, repair, and fuel by means that are consistent with local requirements to minimize adverse effects and further disruption in the City of Destin.
Timely & Accurate Reporting	Our daily, weekly, or other cumulative reporting, accounting, and reconciliation will satisfy the City's standards using the best available technology and systems. All data, documentation, and invoices will be timely and accurate. We will accomplish documentation and reporting transparency by use of our information management system.
Financial Control & Integrity	The most cost-effective means of recovery is ensured through the employment of our Standard Operating Procedures and Plan which is administered and enforced by our PMT. With our sound financial standing, lines of credit, and streamlined tracking system, we will rapidly and accurately compensate our subcontractors during the outset of any disaster event. Moreover, our system seamlessly segregates debris quantities from multiple contracts.
Qualified Technical Assistance	The guidance offered by our Technical Assistance Team will be timely, consistent, thorough, and accurate, resulting in the full realization and reimbursement of all eligible claims. Members of our team have worked for State Divisions of Emergency Management and FEMA. They will participate to the greatest extent allowable by the local, state, and federal authorities to offer support and assistance throughout the funding process while maintaining the highest levels of neutrality and integrity.
Safety & Health	AshBritt abides by all OSHA regulations and other federal and state agency guidelines when conducting an operation. Operational safety, health, and accident prevention measures will be in effect and reinforced daily by all active personnel. These measures and procedures will be reiterated weekly during planning meetings, or as needed. All PMT members and all AshBritt personnel, not just our Environmental Health and Safety Manager, will be empowered to address any potentially unsafe conditions or actions. Immediate and swift action will be taken to correct any safety deficiency while maintaining the utmost respect for all members of our workforce. All actions will be documented, and the safety of citizens will be considered paramount.
Deficiency Response	Should any project deficiencies occur (i.e., public or private collateral damage), they will be posted, tracked, and reported promptly to the City. Reports will describe the deficiency and document corrective actions taken to prevent future occurrences. All repairs and related reports will be provided to the City in a timely fashion.

Data Management Plan

The accurate and efficient documentation and invoicing of recovery activities are vital to a successful recovery mission and the attendant reimbursement process. Although federal and/or state reimbursement for emergency efforts can lag, our experience working on hundreds of disaster projects has affirmed that preparing, organizing, and submitting proper documentation to the appropriate authorities will speed up the delivery of funds. We use our records and reporting system to ensure that recovery progresses, and reimbursement is obligated as quickly as possible. The City will be able to access our records and reporting system to monitor applicable projects and track all work being done, from the ROW to the DDMS(s), ensuring a smoother reimbursement process.

The Data Capture Process for Debris Operations

> "A load ticket provides the most comprehensive information and a paper trail for FEMA PA program reimbursement." – ***Public Assistance Debris Monitoring Guide*** (2021)

Loading and Ticketing:

- Monitors record location, truck info, and debris type, and verify quantities at loading sites.
- Carbon copies of completed tickets are distributed for record-keeping.

Data Entry and Processing:

- Tickets are scanned and uploaded to our data management system.
- Manual and system checks ensure accuracy before payments are processed.
- Paper and electronic invoices are provided to subcontractors for streamlined reconciliation.
- *The process of scanning paper tickets and entering them into the system is eliminated when an ADMS system is used.*

Reporting: Variance reports identify and correct any data entry errors.

Automated Debris Management System (ADMS)

ADMS is a technology that eliminates the need for paper-based tickets during a disaster recovery mission. ADMS operates using a mobile device (i.e., smartphone, personal digital assistant (PDA), or other portable hardware), allowing Field Monitors to easily capture pertinent information, such as GPS location, date/time, equipment number, and photographs. Current systems even utilize bar code technology, QR codes, or smart cards for faster input. This functionality reduces data entry errors and allows for near real-time operational data review. It also significantly reduces discrepancies, resulting in cost savings. Lastly, ADMSs' improve production assessments and are a beneficial tool for developing public information messages.

AshBritt has worked with nearly every monitoring firm and ADMS in the business. Our processes ensure successful coordination with the City's monitor during contract activation.

Reporting and Budget Controls

With AshBritt's extensive experience and advanced information management systems, we can ensure streamlined and accurate reporting and invoicing that adhere strictly to established FEMA and FHWA guidelines. We can also accommodate any frequency of billing cycles that are preceded by pre-invoice data reconciliations. The streamlined process that we use for all invoice submittals has been field-tested over many years. To effectively control project costs, AshBritt continuously monitors daily operational/financial reports generated from either our or the City's monitoring firm system to ensure that we remain under authorized Purchase Order (PO) amounts. We will take the production rates from

these daily operational/financial reports and use them to forecast our final project costs to the City, allowing us to prevent any project overruns.

Billing Overview

AshBritt's billing process is transparent and efficient:

- We separate debris service costs on invoices with detailed backup (logs, tickets, reports).
- We adapt to your preferred billing procedures.
- For, monthly invoices come with comprehensive backup:
  - Equipment logs/timesheets (emergency clearing).
  - Scanned truck measurements/load tickets (manual backups available).
  - Quality control and safety reports.
- We provide sufficient documentation for debris handling and reimbursement.
- Backups include hard copies and Excel spreadsheets.
- Pre-invoice reconciliation ensures fast-tracked approvals. We correct any errors promptly.
- We only bill for authorized debris within designated zones and avoid duplicates.
- All records will be retained for a minimum of 10 years.

• Environmental Preservation Plan



NEPA Compliance

The National Environmental Policy Act (NEPA) establishes national environmental policy and goals for the protection, maintenance, and enhancement of the environment. It also provides a process for the state to implement these objectives. AshBritt will execute operations of its assigned tasks in such a manner that is practicable and will minimize any significant effect on the environment. AshBritt will provide information relevant to its operations to the state and assist as directed in supporting the environmental assessments, analysis, and impact statements.

AshBritt's plan for compliance includes but is not limited to the following considerations:

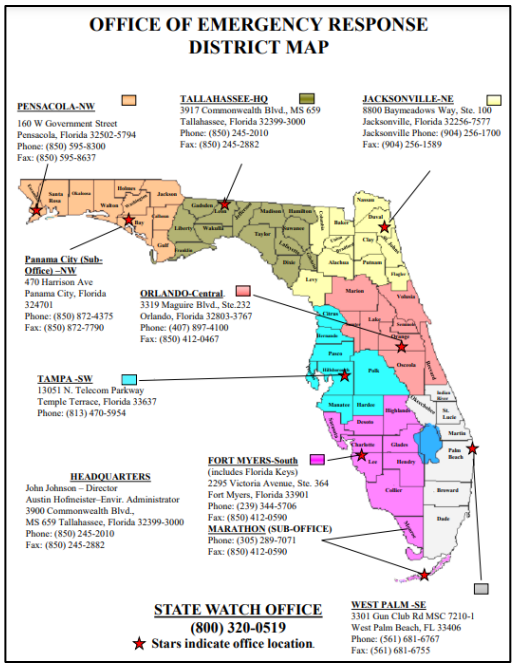
Natural Environment	Physical Environment	Human Environment
Terrestrial Ecology Wetlands and Aquatic Ecosystems Coastal Zone Management Marine Mammals Plants (Natural and Invasive Species) Threatened and Endangered Species	Groundwater Surface water (lakes, sound, streams, rivers) Soils Topography	Air quality National Pollutant Discharge Elimination System (NPDES) – Stormwater runoff Land use – Zoning Demographics Cultural and historical resources Environmental Liability

In addition to NEPA, AshBritt will abide by all requirements established by the Florida Department of Environmental Protection's Office of Emergency Response

Permits - AshBritt will acquire all permits necessary to complete the recovery in the City in full compliance with all local, state, and federal guidelines. We will be responsible for determining what permits are necessary to perform specific work under the contract. Permits that may be expected include:

- Temporary land-use permits
- Land-use variances
- Grading permits
- Building permits (for temporary structures)
- Electrical permits
- Waste processing permits
- Recycling operations permits
- Water and air quality permits
- Fire department permits (hydrant use)
- Traffic permits
- Hazardous waste permits
- Coastal Commission land-use permits
- FDEP Emergency Debris Site Request Form
- National Environmental Policy Act (NEPA) compliance permits
- EPA, USACE, UFWS, and NMFS permissions

Waivers may be granted by governing bodies for specific permits and regulations directly related to recovery operations. The AshBritt team will coordinate with the City and state representatives to identify any official waivers that may affect the recovery. AshBritt often employs the services of environmental consulting firms with extensive experience in preparing and obtaining regulatory permits in the state of Florida. We have teaming partners on standby for this critical task. These firms are experts in the interpretation of federal Clean Water Act Sections 401 and 404 regulations, the National Environmental Policy Act, the National Historic Preservation Act, the Endangered Species Act, and Department of Fish and Game Code, and all state and local statutes and regulations. These firms have strong working relationships with federal and state regulatory agency staff.



Copies of all permits will be submitted to the City before the commencement of work under the applicable task order. AshBritt will promptly correct any citations, notices, or violations, inadvertent or otherwise, regarding issues with permits or licenses when received during the performance of the contract. As operations proceed throughout the debris removal and reduction process, AshBritt's project and Site Foreman will direct additional data to be collected throughout the project for closeout and quality assurance reasons. These data can be compared to previously established baseline information to determine remediation that may be necessary.

- **Sketch Site Operation Layout.** DDMS operations may grow, shrink, or shift on the site. It will be essential to track reduction, hazardous waste collection, fuel, and equipment storage to sample soil and water for contaminants. AshBritt Quality Control (QC) personnel will periodically map or sketch activity locations, so areas of concern can be pinpointed later for additional sampling and testing.
- **Document Quality Assurance Issues.** QC personnel will document operation activities that will have an on-site bearing closeout. This may include items such as petroleum spills at fueling sites and hydraulic fluid spills at equipment breakdowns. In addition, the installation of water wells for stockpile cooling or dust control, the discovery of HHW, and commercial, agricultural, or industrial hazardous and toxic waste storage and disposal will be documented.
- **Plan Environmental Remediation.** The final site restoration will be conducted by AshBritt personnel and equipment. The site will be put back into the same or better condition when it is turned over to AshBritt. Final seeding/grassing is difficult to discuss before DDMS selection; therefore, it will be addressed with the job closeout.

4.6 Issues or Concerns of Significance

The City of Destin is vulnerable to flooding due to a combination of factors: its low, flat elevation nestled between bays and a river makes it susceptible to storm surges and rising sea levels, while heavy rainfall overwhelms the drainage system due to high groundwater levels and minimal slope for water to flow. Fortunately, AshBritt possesses the expertise and resources to tackle these flooding challenges. Our disaster debris management solutions can mitigate flooding impacts.

Cleaning and Clearing of Stormwater Piping, Catch Basins, and Inlets – In the face of any major disaster, particularly when it involves heavy rainfall, the risk of flash floods or widespread flooding increases significantly. Such events often push stormwater management systems beyond their limits, especially those that are either undergoing upgrades or are ill-equipped to handle significant weather phenomena. The runoff generated by these weather events tends to sweep debris into the stormwater management infrastructure, leading to blockages not just in the catch basins and inlets but within the stormwater pipes as well. These obstructions restrict water flow, exacerbating the risk of flooding. Even with regular and thorough maintenance, stormwater systems are severely tested in the aftermath of storms.

During our 2022 Hurricane Ian response in Polk County, FL we cleaned 258 catch basins utilizing Vac Trucks.



In preparation for imminent events like hurricanes, if time permits, many local authorities will mobilize and stage vacuum trucks or trailers to address areas known to be at elevated risk for flooding, aiming to reduce potential damage. AshBritt has assisted many clients with such efforts and is ready to offer both pre- and post-landfall assistance, as well as support during significant rainfall events. AshBritt employs VacTruck units, as shown in the accompanying photo, to manage not only catch basins and inlets but also to clear stormwater pipes of blockages by "jetting," minimizing the need for deploying additional equipment.

AshBritt recommends that the City consider pre-staging vacuum trucks near stormwater prone areas where flooding is a known challenge (see map on the right).

With such staging, our teams could take immediate action to reduce water levels and hasten recovery efforts following floods.



TAB
5

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

PREVIOUS EXPERIENCE

Tab 5. Previous Experience

5.1 Over Ten Years in Full-Time Disaster Debris Management

AshBritt has provided disaster debris management services to governmental entities throughout the United States for over 31 years. The below graphic summarizes our experience in responding to disasters throughout the U.S.



5.2 Projects Exceeding $25 Million

The table below identifies AshBritt's disaster debris management projects exceeding $25 million for which we performed as the primary contractor.

Client	St.	Event	Services	Project Cost
US Army Corps of Engineers	MS & LA	Hurricane Katrina (2005)	Initial Response Contractor for LA (11 Jurisdictions) and MS (16 Jurisdictions). Tasks included: identification and designation of collection zones; provision of emergency quarters and hygiene facilities for 300+ personnel; commissary (10,000+ meals); 50,000 gallons of fuel; 78 DDMS across both s; removal of 19 tons of putrescent material from commercial cold storage facilities in Orleans Parish; collection, hauling, and processing of approx. 21 million CY of vegetative debris and wreckage; and management of 12,000+ certified vehicles.	$650 million
Florida Division of Emergency Mgmt/Florida Department of Environmental Protection	FL	Hurricane Ian (2022)	Waterway debris removal across 3 counties. AshBritt deployed 75 mechanical barges and employed helicopters to remove debris from environmentally sensitive locations.	$300 million
US Army Corps of Engineers	CA	Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fire (2017)	Private property debris removal across four counties. AshBritt removed contaminated soil, ash, metal, concrete, and other related materials from 1,900 properties and implemented air monitoring and erosion control.	$300 million
Bay County	FL	Hurricane Michael (2018)	Removed various debris types (i.e., vegetative, C&D, hazardous trees/limbs, stumps, white goods, e-waste, etc.) and operated 5 DDMS locations throughout the affected area. AshBritt always performed marine debris removal totaling 973,914 CY of waste.	$146 million
Kentucky Transportation Cabinet	KY	July 2022 Flooding	Conducted vegetative, C&D, and waterway debris removal operations across the state while operating 8 DDMS. AshBritt also performed demolition at 273 private properties.	$135.7 million
Ocean County	NJ	Hurricane Sandy (2012)	Performed ROW debris removal, debris management and disposal, hazardous tree removal, and storm drain clearing. AshBritt also operated DDMS in multiple locations.	$87 million

Client	St.	Event	Services	Project Cost
Charlotte County	FL	Hurricane Ian (2022)	Conducted emergency road clearance, ROW vegetative and C&D debris removal, hazardous tree and limb removal, and white goods and freon removal across the county. Provide DDMS management services (including reduction and disposal).	$79.8 million
Collier County	FL	Hurricane Irma (2017)	Managed six DDMS locations and conducted emergency road clearance, ROW vegetative and C&D debris removal, hazardous tree and limb trimming, and white goods removal across the county. AshBritt also performed waterway debris removal and provided generators, toilets, shower facilities, vacuum trucks, traffic signal inspections, food and water for over 1,800 people, temporary fencing, and other ancillary services.	$62.7 million
Florida Division of Emergency Management	FL	Hurricane Ian (2022)	Mass PPDR and CPDR operations in Ft. Myers Beach and the islands of Sanibel, Captiva, North Captiva, and Useppa.	$61 million
Charlotte County	FL	Hurricane Charley (2004)	Collected and processed vegetative waste and C&D and managed 4 DDMS. Disposed of debris at 3 final disposal sites, with portions of reduced vegetative debris diverted for beneficial agricultural use and fuel source. Additionally, AshBritt provided emergency dry-in services and roof tarping for several County properties.	$57 million
Escambia County	FL	Hurricane Ivan (2004)	Collected and processed vegetative waste and C&D debris and managed 4 DDMS and 3 citizen drop-off sites. Overall, 95,631 loads were managed for both debris collection and disposal, utilizing over 700 collection trucks and 350 disposal trucks. Debris was disposed of at 16 final disposal sites. A significant portion of reduced vegetative debris was diverted for beneficial use.	$44 million
Gulf County	FL	Hurricane Michael (2018)	Conducted ROW vegetative debris collection, hazardous tree and limb removal, DDMS management, reduction of debris through grinding and compaction, haul out, and disposal. AshBritt also conducted a waterway debris removal project that was funded by the NRCS EWP Program while working with flooding that later occurred due to Hurricane Sally.	$40 million
Oregon Department of Transportation (ODOT) - Jackson County	OR	Wildfires (2021)	Remediated over 2,100 parcels of all wildfire-generated debris and contaminants and removed 2,360 hazardous trees. All parcels had erosion control BMPs applied after soil testing had been completed.	$39 million

Client	St.	Event	Services	Project Cost
Hillsborough County	FL	Hurricane Milton (2024)	Collected and managed ROW vegetative and C&D debris, citizen drop-off debris, leaners and hangers, and stump removal. AshBritt has removed 16,788 hanging limbs, 36 trees, and 4 stumps and managed 3 DMS.	$32.2 million
South Carolina Department of Transportation	SC	Hurricane Helene (2024)	Provided emergency push crews and ROW crews to clear and remove debris from state roads in the following counties: Anderson, Abbeville, McCormick, and Edgefield.	$30.8 million
Broward County	FL	Hurricane Wilma (2005)	Collected/hauled debris using 187 trucks and managed 2 County DDMS, each of which accepted debris from municipalities within the County, including debris collected from other contractors.	$28 million
Harris County	TX	Hurricane Beryl (2024)	Removed vegetative and C&D debris from the ROW, managed 6 DMS, and removed leaners, hangers, and stumps. All vegetative debris was reduced and utilized for beneficial reuse.	$27.7 million
City of Houston	TX	Hurricane Beryl (2024)	Removed vegetative and C&D debris from the ROW, managed 3 DMS, removed 16,377 hangers and 200 trees, and reduced and hauled 294,842 CY of mulch.	$26.5 million
Collier County	FL	Hurricane Ian (2022)	Conducted ROW vegetative and C&D debris collection, DDMS management, reduction of debris through grinding and compaction, hazardous tree and limb removal, and haul-out and disposal services.	$26 million
City of Springfield	MA	MA Severe Storm & Snow (2011)	Emergency Road Clearance, ROW debris removal, management, disposal, hazardous tree removal, and DMS operations.	$25.6 million
Orange County	FL	Hurricane Charley (2004)	Collected and processed vegetative waste and C&D, managed 7 DDMS sites, reduced debris via grinding and compaction, and disposed of debris at 5 final disposal sites. AshBritt utilized over 500 collection trucks and 200 disposal trucks. In addition, AshBritt conducted emergency pumping operations and vacuum truck catch basins and sewer clearing.	$25.3 million

5.3 References

Charlotte County, FL



Contact Information
John Elias
Phone: (941) 575-3600
Fax: (941) 637-9265
Email: John.Elias@charlottecountyfl.gov
Address: 7000 Florida St, Punta Gorda, FL 33950

Project Information – Hurricane Milton
Project Dates: 10/07/2024 – Ongoing
Project Details: Hurricane Milton – 344,117 CY ROW Debris
Size of Project: 680 sq miles, 206,134 residents
Cost: Pending

Scope of Project: Following Hurricane Milton, AshBritt provided comprehensive debris removal and restoration services, including the removal of 344,117 CY of right-of-way and barge debris from barrier islands, screening and stockpiling over 180,000 CY of sand on Manasota Key and Don Pedro Knight Island, clearing 131 inlets/catch basins and 8,456 linear feet of stormwater pipes of sand and silt, demolishing and removing 10,690 sq. ft. of damaged boardwalk at Chadwick Park, and clearing mud and silt from streets and key public facilities in Punta Gorda.

Project Information – Hurricane Ian
Dates: 09/30/2022 – 04/10/2023
Details: Hurricane Ian – 4,672,700 CY
Size of Project: 680 sq miles, 206,134 residents
Cost: $79,835,000

Scope of Project: AshBritt performed collection of vegetative and construction debris from public streets, rights of way, and hauled debris to temporary debris staging and reduction locations. The geographic response area for AshBritt's contract with Charlotte County, FL covered 858 square miles. Resource requirements were determined, immediately mobilized, and assigned to zones. The 4,672,700 cubic yards of debris collected included vegetative and construction debris types. Temporary debris staging and reduction sites were identified, permitted, operated, and closed successfully. Vegetation debris brought to these sites was managed and reduced by grinding. Construction debris was hauled directly to a permitted landfill. We also removed 38,000 hazardous hanging limbs and 13.000 hazardous leaning trees, and 1,885 white goods.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Matt Gierden, Project Manager
Dilia Camacho, Operations Manager

Additional Projects Completed for Client
2004 – Hurricane Charley – 1,800,000 CY

Collier County, FL



Contact Information
Dan Rodriguez (Former County Manager - recently retired)
Phone: (239) 249-1380
Fax: (239) 252-3991
Email: danrodriguez11@outlook.com

Project Information
Dates: 10/03/2022 – 02/08/2023
Details: Hurricane Ian – 1,371,000 CY
Size of Project: 1,996 sq miles, 375,761 residents
Cost: $26,130,026

Scope of Project: AshBritt performed collection of vegetative and construction debris from public streets, and rights of way, and hauled debris to temporary debris staging and reduction locations The geographic response area for AshBritt's contract with Collier County, FL covered 2,305 square miles. AshBritt's management team arrived before official activation at no additional expense to the County. Temporary debris staging and reduction sites were identified, permitted, operated, and closed successfully. Vegetation debris brought to these sites was managed and reduced by grinding. Construction debris was hauled directly to a permitted landfill. We also removed hazardous hanging limbs and trees, white goods, 11,225 pounds of household hazardous waste, and provided vacuum trucks for water relocation services and emergency fuel distribution.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Matt Gierden, Project Manager
Jason Haynie, Environmental Health and Safety Officer

Additional Projects Completed for Client
2024 – Hurricane Helene/Milton – Ancillary Services
2017 – Hurricane Irma – 3,600,000 CY
2016 – Severe Storm – 44,000 CY
2008 – Tropical Storm Fay – 15,077 CY
2005 – Hurricane Wilma – 1,278,000 CY

Florida Division of Emergency Management

Contact Information
Stephanie Stachowicz-Twomey, Esq.
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Email: stephanie.stachowicz@em.myflorida.com
Address: 2555 Shumard Oak Blvd, Tallahassee, FL 32399



Project Information
Dates: 11/19/2022 – 10/21/2023
Details: Hurricane Ian – 1,283,562 CY
Size of Project: 3,888 sq miles, 1,442,854 residents
Cost: $300,000,000

Scope of PPDR Project: AshBritt performed Private Property Debris Removal (PPDR) and Commercial Property Debris Removal (CPDR) for FDEM in Fort Myers Beach and on the islands of Sanibel, Captiva, North Captiva, and Useppa. Altogether we demolished 213 residential and commercial properties.

Scope of Waterway Project: Hurricane Ian brought challenges with high winds and a storm surge of nearly 12 feet in some areas, causing complicated debris issues in the waterways of Lee, Charlotte, and Collier counties. AshBritt deployed over 75 mechanical barges and additional equipment to collect nearly 1 million cubic yards of diverse debris, including vegetation, construction materials, hazardous waste, and vehicles. This large-scale debris removal mission required precision and expertise. Additionally, due to the presence of vessels in protected mangrove areas along the coast of Southwest Florida, AshBritt utilized aerial vessel and debris removal operations, employing helicopters to lift and transport sections of vessels and debris from these sensitive areas to aggregation sites for dismantling, recycling, and disposal.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Rob Ray, Project Manager
Matt Gierden, Operations Manager
Dow Knight, Operations Manager
Dilia Camacho, Operations Supervisor
Jason Haynie, Environmental Health and Safety Officer

Additional Projects Completed for Client
2024 – Hurricane Milton – Base Camps, Office Trailers, Showers, Water/Ice
2024 – Hurricane Helene – Waterway Debris (258,000+ CY), Base Camps, Landfill Management
2024 – Hurricane Debby – Base Camps
2024 – Hurricane Idalia – Base Camps
2023 – Migrant Support Camp in Monroe County (ongoing)

Gulf County, FL



Contact Information
Warren Yeager
Phone: (850) 899-7337
Email: wyeager7337@gmail.com
Address: 1000 Cecil G. Costin Sr. Blvd # 302, Port St Joe, FL 32456

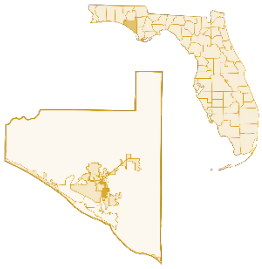
Project Information
Dates: 10/18/2018 – 10/28/2020
Details: Hurricane Michael – 1,975,000 CY
Size of Project: 745 sq miles, 16,100 residents
Cost: $40,113,590

Scope of Work: AshBritt removed vegetative and construction debris from public streets and ROWs, and hauled debris to two temporary debris staging and reduction sites. The geographic response area for AshBritt's contract covered 756 square miles. Due to lodging constraints, AshBritt activated our temporary lodging plan to procure temporary lodging facilities (mobile homes). For debris removal operations, AshBritt identified and designated 13 collection zones throughout the County. We employed and managed over 130 debris hauling units and 6 tree crews which removed 16,848 hazardous leaning trees and 9,139 hazardous hanging limbs. We also handled numerous special debris waste streams on this project, including white goods and e-waste.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Matt Gierden, Project Manager
Jeff Campbell, Operations Manager

City of Springfield, FL



Contact Information
Ralph Hammond
Phone: (850) 890-2694
Email: rhammond@springfield.fl.gov
Address: 6603 E Highway 22, Panama City, FL 32404

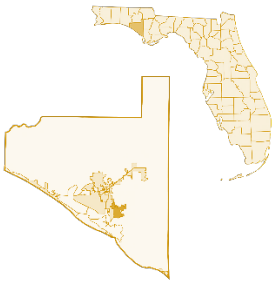
Project Information
Dates: 10/23/2018 – 09/04/2020
Details: Hurricane Michael – 716,000 CY
Size of Project: 4.6 sq miles, 9,426 residents
Cost: $13,961,186

Scope of Work: AshBritt collected vegetative and construction debris from public streets and ROWs and ensured that the debris was properly hauled to one DDMS. The geographic response area for AshBritt's contract covered 4.6 square miles. Due to lodging constraints, we activated our temporary lodging plan to procure temporary lodging facilities (mobile homes). For debris removal operations, he oversaw the removal of 1,307 hazardous leaning trees and 789 hazardous hanging limbs. He also handled numerous special debris waste streams on this project, including the removal of 331 white goods, asbestos removal, and PPDR.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Matt Gierden, Project Manager
Bob Hewett, Operations Manager

City of Callaway, FL



Contact Information
Eddie Cook, City Manager
Phone: (501) 605-2752
Email: citymanager@cityofcallaway.com
Address: 6601 East Hwy. 22, Callaway, FL 32404

Project Information
Dates: 10/11/2018 – 09/04/2020
Details: Hurricane Michael – 1,130,000 CY
Size of Project: 9.6 sq miles, 13,300 residents
Cost: $21,103,771

Scope of Work: AshBritt collected 1,130,000 cubic yards of vegetative and construction debris from public streets and ROWs and ensured that the debris was properly hauled to one DDMS. The geographic response area for AshBritt's contract covered 9.6 square miles. Due to lodging constraints, we activated our temporary lodging plan to procure temporary lodging facilities (mobile homes). For debris removal operations, we removed 2,653 hazardous leaning trees and 3,795 hazardous hanging limbs. He also handled numerous special debris waste streams on this project, including the removal of white goods, asbestos removal, and PPDR.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Matt Gierden, Project Manager
Bob Hewett, Operations Manager

Leon County, FL



Contact Information
Brent Pell
Phone: (850) 354-2252
Email: pellb@leoncountyfl.gov
Address: 2280 Miccosukee Rd, Tallahassee, FL 32308

Project Information
Dates: 05/15/2024 – 08/08/24
Size of Project: 667 sq miles, 296,913 residents
Details: Severe Storms and Tornadoes – 353,812 CY
Cost: $28,234,232

Scope of Project: Following the touchdown of severe storms and sporadic tornados, AshBritt removed vegetative debris from the ROW, managed one temporary debris storage and reduction site, reduced vegetative debris via mulching, removed hazardous leaners/hangers, and hauled off reduced vegetative material to a beneficial reuse location. AshBritt also removed approximately 7,500 hazardous limbs from ROWs and parks.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Brian Thomason, Project Manager
Vonda Smith, Operations Manager

Additional Projects Completed for Client
2024 – Hurricane Helene – 36,895 CY
2024 – Hurricane Debby – 14,966 CY
2023 – Hurricane Idalia – 22,807 CY
2018 – Hurricane Michael – 903,000 CY
2017 – Hurricane Irma – 27,282 CY

Lowndes County, GA



Contact Information
Ashley Tye
Phone: (229) 671-2400
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Address: P.O. Box 1349, Valdosta, GA 31603

Project Information
Dates: 10/04/2024 – 11/21/2024
Details: Hurricane Helene – 3,043,692 CY
Size of Project:511 sq miles, 122,082 residents
Cost: $37,276,482

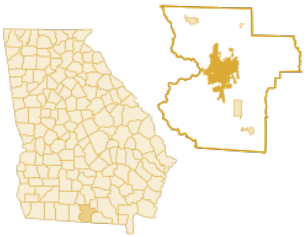
Scope of Project: Following Hurricane Helene, AshBritt was activated by Lowndes County to perform debris collection, management, reduction, and disposal across the county and its municipalities (i.e., Valdosta, Dasher, Lake Park, Hahira, and Remerton). Prior to the U.S. Army Corps of Engineers (USACE) regional contract activation for the County, AshBritt performed 3,043,692 CY of ROW vegetative debris removal; established and managed five temporary debris staging and reduction locations; and removed 2,886 fallen trees, 29,288 hazardous hanging limbs, and 5,290 hazardous trees. AshBritt is continuing to perform work in the area under contract with USACE.

Performed Work As: Prime Contractor

Key Personnel Assigned:
Matt Gierden, Project Manager
Danny Demidio, Operations Manager
Jason Haynie, Health and Safety Officer

Additional Projects Completed for Client
2023 – Hurricane Idalia – 1,161,903 CY

City of Valdosta, GA



Contact Information
Richard Hardy
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Address: 216 E. Central Ave, Valdosta, GA 31601

Project Information
Dates: 09/10/2023 – 02/15/2024
Details: Hurricane Idalia – 490,683 CY
Size of Project: 36.4 sq miles, 55,025 residents
Cost: $7,250,000

Scope of Project: AshBritt performed ROW vegetative debris removal; established and managed two temporary debris staging and reduction locations; removed 2,102 hazardous hanging limbs, 39 hazardous leaning trees, and 52 hazardous stumps; and performed disposal (including recycling of mulched debris).

Performed Work As: Prime Contractor

Key Personnel Assigned:
Matt Gierden, Project Manager
Danny Demidio, Operations Manager
Jason Haynie, Health and Safety Officer

Additional Projects Completed for Client
2024 – Hurricane Helene – 1,330,000+ CY (ongoing – converted to a USACE mission)
2024 – Severe Storms and Tornados – 13,200 CY

- Referral Letters and Accolades

AshBritt lands FEPA Award for Excellence in Emergency Management

FLORIDA POLITICS

Staff Reports

February 5, 2024

4 min

AshBritt | COVID-19 | Emergency Management | FEPA | Florida Emergency Preparedness Association | Harvey | Hurricane Irma | Hurricanes | Ian | Michael | Sara Perkins

'Membership in FEPA ensures coordination and collaboration across the public and private sectors, working relationships that are critical to supporting communities across Florida.'

AshBritt, a national rapid-response emergency management and disaster debris removal contractor, has been honored with the Award for Excellence in Emergency Management from the Florida Emergency Preparedness Association (FEPA) in recognition for its contributions to the field.

AshBritt has long been involved with FEPA, contributing to its mission to foster an educational network among emergency management professionals, in a state that is no stranger to emergency management needs.

The FEPA network spans federal, state, county, municipal, tribal, volunteer and private sectors.

"We at AshBritt are honored by this distinction from FEPA. FEPA is an important association. FEPA trains, educates and supports those in the front lines of planning for, responding to and recovering from emergency disaster events," AshBritt Vice President of Business Affairs **Sara Perkins** said.

"Membership in FEPA ensures coordination and collaboration across the public and private sectors, working relationships that are critical to supporting communities across Florida. We are proud of this award, given by our colleagues in the industry, and that it recognizes the leadership and values of our company."

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by disaster.

The company emphasizes its commitment to veterans and includes second chance programs in its business model to uplift the formerly incarcerated. The company utilizes an array of training and mentoring programs for small, local and minority-owned businesses.

The company also employs innovative partnerships with nonprofit organizations and community-based organizations to optimize access to key resources — such as logistics, financial support, temporary infrastructure and meals — to reach communities hit hardest by disaster as quickly as possible.

AshBritt was established in 1992 and, since then, has conducted more than 460 disaster response missions and 30 special environmental projects. It has successfully served more than 600 clients across the U.S., including direct involvement in recovery efforts related to 85 federally declared disasters in more than 30 states.

AshBritt has responded to major weather events — such as Hurricanes Ian, Harvey, Irma and Michael — and to wildfires in northern California, historic flooding in Kentucky, and vaccine administration in 12 states during the COVID-19 pandemic.

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The company has invested more than $10 million across the U.S. to support communities where its team lives and works.

CHIEF FINANCIAL OFFICER
JIMMY PATRONIS
STATE OF FLORIDA

February 9, 2024

Brittany Perkins Castillo
CEO, AshBritt, Inc.
565 East Hillsboro Blvd
Deerfield Beach, Florida 33441

Dear Mrs. Castillo,

With great pleasure and admiration, I extend my heartfelt congratulations to you and your esteemed team at AshBritt, Inc. for being awarded the prestigious Award for Excellence in Emergency Management by the Florida Emergency Preparedness Association (FEPA). This accolade reflects AshBritt's outstanding contributions to emergency management and its unwavering dedication to enhancing the safety and resilience of our communities.

Your leadership at AshBritt, Inc., has been instrumental in steering the company to remarkable success in emergency response and disaster recovery. Under your guidance, AshBritt has excelled in its operations and embodied the spirit of innovation and excellence this award seeks to recognize. Your commitment to providing rapid, effective, and compassionate services during times of crisis has made a significant difference in the lives of countless individuals and communities across Florida and beyond.

The FEPA Award for Excellence in Emergency Management is a testament to your vision, leadership, and the collective effort of the entire AshBritt team. It acknowledges your vital role in setting new emergency preparedness and response standards, fostering a culture of excellence, and contributing positively to the field.

On behalf of the state of Florida, I commend your outstanding achievements and thank you for your continued service and dedication to emergency management. Your contributions are invaluable to our state's resilience and the well-being of our citizens.

Please accept my congratulations once again on this well-deserved recognition. I look forward to witnessing AshBritt, Inc.'s continued success and impact under your exemplary leadership.

Warmest regards,

Jimmy Patronis
Chief Financial Officer

CC: Holly Raschein, Government Relations Director

DEPARTMENT OF FINANCIAL SERVICES
THE CAPITOL, TALLAHASSEE, FLORIDA 32399-0301 • (850) 413-2850 FAX (850) 413-2950

Charlotte County Government
"To exceed expectations in the delivery of public services."
www.CharlotteCountyFL.gov

RE: Letter of Recommendation
April 9, 2025

To Whom it May Concern:

I am pleased to write a letter of recommendation on behalf of AshBritt. AshBritt performed hurricane debris removal services for Charlotte County following the aftermath of Hurricanes Helene and Milton. Charlotte County has had an outstanding relationship with AshBritt for over a decade, and their service to our community has consistently been professional, effective, and greatly appreciated.

Prior to landfall, AshBritt staff maintained constant communication with County officials, and they had a representative in the Emergency Operations Center immediately following both hurricanes to assist in the development of a recovery plan. Their responsiveness and commitment during these events went above and beyond in this extremely challenging time for our residents and businesses.

Following Hurricane Helene, AshBritt immediately conducted debris removal, collecting 1,049 cubic yards (CY) of construction and demolition (C&D) debris across 24 loads before demobilizing to prepare for the impacts of Hurricane Milton, just two week later. After Hurricane Milton made landfall, AshBritt began an extensive and complex debris removal operation in Charlotte County. To date, they have removed 341,115 CY across 11,157 loads, including vegetative debris, C&D, and private property debris removal (PPDR). This marked the County's first experience with PPDR efforts, and AshBritt skillfully managed the logistical challenges of operating on our bridgeless barrier islands, including Little Gasparilla Island.

AshBritt also undertook significant sand recovery work. Between December 9, 2024 and January 31, 2025, they sifted and returned 127,654 CY of sand (4,627 loads) to the beach at Chadwick Park and collected 5,276 CY from the right-of-way on Manasota Key. A similar operation is currently underway on Palm Island, where two sand sifters are in use, with the northern portion nearing completion.

In addition to these efforts, AshBritt supported County staff in facilities and parks and recreation cleanup operations, further demonstrating their flexibility and commitment to service.

AshBritt's professionalism, responsiveness, and capability were evident throughout the recovery process. Their team handled every challenge with efficiency, from complex logistics to inter-agency coordination. We remain grateful for the leadership of Governor Ron DeSantis and Director Kevin Guthrie of the Florida Division of Emergency Management, whose support was vital to the success of these operations.

I highly recommend AshBritt to any jurisdiction seeking a capable and dependable disaster recovery contractor.

Sincerely,

Hector Flores

Hector Flores
County Administrator

Charlotte County Florida

PROCLAMATION

WHEREAS, Ashbritt is now in its 30th year of operations for services including national rapid-response emergency management and logistics, pre-positioned debris management, debris removal, and related natural disaster activities; AshBritt is a national leader in disaster response and recovery services in terms of experience, capacity, quality of service, operational innovation, and financial strength; and

WHEREAS, through proficiency in natural disaster rapid-response emergency management and logistics, AshBritt has supported all of Charlotte County in emergency management recovery efforts, including debris removal, hauling and citizen drop off sites; and

WHEREAS, during the most recent natural disaster, Hurricane Ian, AshBritt immediately responded and mobilized, continuously communicated with Charlotte County staff starting prior to landfall, and assisted with removal of more than 4.7 million cubic yards of debris; and

WHEREAS, AshBritt has demonstrated its commitment to supporting Charlotte County in hiring local businesses first and strengthening the local workforce; and

WHEREAS, AshBritt continues to support local charities such as the Charlotte County Boys & Girls Club, Keep Charlotte Beautiful, the United Way of Charlotte County, the Charlotte County Sheriff's Office, and was a proud sponsor of Charlotte County's Centennial Gala; and

WHEREAS, AshBritt has provided work and supporting documentation to maximize FEMA reimbursements for all eligible services and materials totaling more than $79 million.

NOW, THEREFORE, BE IT PROCLAIMED that the month of June 2023 shall be known in all of Charlotte County as

AshBritt Month

and is congratulated for 30 years of business and 13 years of serving Charlotte County.

PASSED AND DULY ADOPTED this 23rd day of May 2023

BOARD OF COUNTY COMMISSIONERS
OF CHARLOTTE COUNTY, FLORIDA

Office of the County Manager
Mark Isackson
3299 Tamiami Trail East, Suite 202 • Naples Florida 34112-5746 • (239) 252-8383

April 25, 2022

Re: Reference for Ashbritt, Inc.

To Whom It May Concern:

The Board of County Commissioners approved AshBritt, Inc. (AshBritt), to provide disaster debris management and removal services for the 2017 hurricane season. AshBritt Inc. has been providing debris removal services for Collier County since the early 2000's. AshBritt has conducted 3 disaster debris removal projects for the County beginning with Hurricane Wilma. AshBritt has removed and managed over 4,500,000 cubic yards of disaster debris for the County. Since then, AshBritt has participated in numerous training and planning sessions with the County and is regularly engaged in the business of providing disaster debris removal services.

For the activation of Hurricane Irma in 2017, AshBritt provided exceptional and professional post-disaster debris collection, removal, and disposal services. AshBritt was able to provide immediate preemptive services that facilitated the overall success of the debris mission with no additional cost to the County. The county was divided into 58 work zones. Once activated, AshBritt quickly began with emergency road clearing services, which included 45 wheel loaders and over 100 chainsaw men. Following the road clearing, AshBritt began debris removal operations, over 40 tree crews removed more than 1,300 hazardous trees and over 22,000 hazardous limbs. Additionally, AshBritt included 128 generators, 352 chemical toilets, 2 shower facilities, 75 vacuum trucks, traffic signal inspections, fuel delivery, over 10,000 meals, temporary fencing, and raw sewage collection from overflowing manholes and lift stations.

With the tireless effort of the AshBritt's team, the county's six temporary debris staging sites and five residential storm debris drop-off locations were reviewed and surveyed. A complete restoration of all eleven sites was done in a timely manner. Debris was collected and disposed was in full compliance with FEMA rules and regulations, qualifying Collier County for maximum reimbursement of federal and state emergency funds. The County received 50 million dollars in reimbursements for the hurricane debris mission.

Office of the County Manager
Mark Isackson
3299 Tamiami Trail East, Suite 202 • Naples Florida 34112-5746 • (239) 252-8383

The collection and monitoring of approximately 3.6 million cubic yards from Hurricane Irma-generated debris was completed in 3 months, with the debris staging sites cleared shortly thereafter. AshBritt provided an excellent FEMA liaison and worked effectively with FEMA representatives, operating within FEMA's guidelines to optimize the county's eligibility for reimbursement. AshBritt's contract pricing included stumps, collection, processing, and disposal. Hurricane Irma's debris recovery cost was estimated at $64 million dollars.

AshBritt also provided exceptional and professional debris collection and removal services following Tropical Storm Fay in 2008, collecting and disposing of an estimated 20,000 cubic yards of debris at an estimated cost of $403,500. In 2005, post Hurricane Wilma, Ashbritt provide debris collection, processing and disposal services collecting over 1 million cubic yards of debris, receiving reimbursements of $24 million from FEMA and the State of Florida, with only $1,000 disallowed due to rounding errors.

AshBritt was deployed in response to a severe windstorm that hit Collier County during the pre-dawn hours on January 17, 2016. AshBritt had skillful staff quickly mobilized for debris collection and removal, collecting and disposing of an estimated 44,032 cubic yards of debris at an estimated cost of $465,152 proving they can handle both major and minor storm events.

The AshBritt Environmental Team is one of the best debris recovery businesses in the industry. Having 29 years in public service, I can vow for their ability to resource any emergency event and ensure that FEMA guidelines are strictly adhered to. Both the FEMA Administration and the State of Florida have recognized Collier County Government as one of the best debris management teams' thanks in great part to our contractor, AshBritt Environmental Inc.

Respectfully,

Daniel R. Rodriguez, M.B.A., CFM
Deputy County Manager – Collier County

BOARD OF COUNTY COMMISSIONERS
GULF COUNTY, FLORIDA

FROM THE DESK OF
Austin Horton, Mosquito Control Director

725 Knowles Ave., Port St. Joe, Florida 32456
PHONE: (850) 227-1401/639-5754 • FAX (850) 665-3429
WEBSITE: www.gulfcounty-fl.gov • EMAIL: ahorton@gulfcounty-fl.gov

To Whom It May Concern:

I am writing this letter to thank your company, AshBritt Environmental, for the job well done in the removal of debris from waterways in Gulf County through the USDA's NRCS Grant during the year 2020. During the 5-month span of the project, AshBritt Environmental demonstrated efficiency and dedication to complete work, which will greatly benefit the residents of Gulf County in many aspects.

In spite of the flooding associated with Hurricane Sally, your team was able to complete the project in a timely manner. The attention to detail shown by your team, resulted in a job well done.

Project managers Bob Hewett and Brett Postelli exhibited a can-do, willing to serve attitude that made the project a pleasure to be a part of. They were both very professional in any dealings with Gulf County and displayed genuine concern and interest to provide Gulf County with the very best product that could be provided.

Again, I would like to express the gratitude that we have for AshBritt in giving this project a 100% effort in helping to restore waterflow to some of the major ditches throughout Gulf County that was left from the destruction that Hurricane Michael caused.

Feel free to contact me any time.

Sincerely,

DAVID RICH
District 1

WARD McDANIEL
District 2

PATRICK FARRELL
District 3

SANDY QUINN
District 4

PHILLIP McCROAN
District 5

CITY OF CALLAWAY
CITY HALL
6601 EAST HIGHWAY 22, CALLAWAY, FL 32404
PHONE 850-871-6000 • FAX 850-871-2444
WWW.CITYOFCALLAWAY.COM

MAYOR
PAMN HENDERSON

COMMISSIONERS
SCOTT DAVIS
DAVID GRIGGS
RON FAIRBANKS
MIKE JONES

November 11, 2019

AshBritt, Inc.
Attn: Mr. Matt Gierden, Vice President
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Subject: Debris Removal - Hurricane Michael

I just wanted to take a moment to thank you and extend my sincere appreciation for all of your personnel and crews on the outstanding assistance they provided with the debris removal from Hurricane Michael.

Bob Hewett did an outstanding job of managing the recovery process for the City of Callaway. Not only did he keep me updated with the constant communication, but he also went above and beyond to address any questions or concerns. He is true professionals that made this process seamless.

Should we need debris removal support in the future, I would actively seek AshBritt's assistance and request Matt Gierden & Bob Hewett as my project managers. Their actions exemplify dedication and commitment to excellent customer service.

If you have any questions, you can contact me at (850)-871-6000 or by email at citymanager@cityofcallaway.com.

Sincerely,

Ed Cook
City Manager
City of Callaway

FIRE DEPARTMENT P: 850-871-5300 F: 850-871-5564
LEISURE SERVICES P: 850-874-0031 F: 850-874-9977
PLANNING / CODE ENFORCEMENT P: 850-871-4672 F: 850-871-2404
PUBLIC WORKS P: 850-871-1033 F: 850-871-2416
ARTS & CONFERENCE CENTER P: 850-874-0035 F: 850-874-0706

"This institution is an equal opportunity provider and employer."

The North Carolina Arboretum
An Affiliate Institution of the University of North Carolina System

To whom it may concern,

I am writing to wholeheartedly recommend AshBritt for their exceptional work with the Army Corps of Engineers in the recovery efforts following Hurricane Helene, particularly in the cleaning of debris from The North Carolina Arboretum.

Throughout the project, AshBritt demonstrated an unwavering commitment to excellence and efficiency. Their team's professionalism and expertise were evident in their meticulous approach to debris removal, ensuring that the arboretum was restored to its former beauty in a timely manner. The scale of the destruction was significant, yet AshBritt's strategic planning and execution allowed the recovery process to proceed smoothly, minimizing disruptions to the local environment and community.

In addition to their technical skills, AshBritt showcased outstanding leadership and collaboration, working seamlessly with the Army Corps of Engineers and other stakeholders. Their ability to coordinate resources and communicate effectively contributed greatly to the success of the operation. The team's dedication not only to the task at hand but also to the well-being of the community was truly commendable.

The positive feedback from local residents and stakeholders speaks volumes about the impact of AshBritt's work. They have not only facilitated the physical restoration of the arboretum but have also fostered a sense of hope and resilience within the community.

I have no doubt that AshBritt will continue to excel in future projects, and I highly recommend them for any endeavors they pursue. I especially want to thank Jason Fawcett and Ken Jones for raising the bar here at the arboretum day after day. Their commitment to quality, community, and collaboration makes them an invaluable asset in disaster recovery efforts.

Thank you for considering this recommendation. Should you require any further information, please feel free to contact me.

Sincerely,

Drake Fowler
Executive Director of The North Carolina Arboretum

100 Frederick Law Olmsted Way, Asheville, NC 28806-9315 Voice: 828.665.2492 www.ncarboretum.org

Leon County
Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5300 www.leoncountyfl.gov

Leon County Public Works
2280 Miccosukee Road
Tallahassee, Florida 32308
(850) 606-1500

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At-Large
Chair

BRIAN WELCH
District 4
Vice Chairman

BILL PROCTOR
District 1

CHRISTIAN CABAN
District 2

RICK MINOR
District 3

DAVID T. O'KEEFE
District 5

NICK MADDOX
At-Large

VINCENT S. LONG
County Administrator

CHASITY H. O'STEEN
County Attorney

Ms. Vonda Smith
AshBritt

Dear Ms. Smith,

The purpose of this letter is to express my sincere appreciation and gratitude to you and the AshBritt Team for your assistance with vegetative debris removal, reduction and disposal services from the unincorporated areas of Leon County from Hurricane Helene that impacted our area.

Your and Brian Thomason's response to our needs was greatly appreciated and was performed with great professionalism.

Sincerely,

Brent Pell, P.E.
Director Public Works

People Focused. Performance Driven.

THE TOWN OF
HIGHLANDS

December 4, 2024

To: Whom it may concern

It is with much enthusiasm that I am writing to recommend the services of Ashbritt.

Macon County used USACE and its contractor Ashbritt to clean up storm debris from the Helene storm that was stored in the Town of Highlands Recreation Department overflow parking lot. We were able to overcome many major obstacles including major throughfares that were washed out, to be the first task order completed by the USACE of the Hurricane Helene recovery mission. The debris was transported to Macon County Land Fill for grinding. My contact with Ashbritt was Rick Headrick, when they were awarded the contract Rick came and introduced himself and we drove down and looked at the site. Rick made contact with me several times throughout the project to keep me informed and to see if I had any problems with the way things were going. Ashbritt has been great to work with.

I'm happy to recommend the services of Ashbritt. If you have any questions, please feel free to contact me.

Respectfully,

Lester Norris

Recreation Director, Town of Highlands

Po Box 460

Highlands, NC 28741

828-526-3556

x 460 Highlands, North Carolina 28741 (828) 526-2118 (828) 526-5266 Fax (828) 526-2595

TOM S. RAMSEY, P.E.
HARRIS COUNTY
PRECINCT 3
COMMISSIONER

Mrs Perkins-Castillo,

4 February 2025

First and most importantly, we wanted to express our deepest condolences to you, your family, and the AshBritt team on the passing of your father, we were so saddened to hear that news.

We know you and your team have moved on to other projects since leaving Harris County, most likely to events more catastrophic than Beryl, but we wanted to make sure that we had an opportunity to recognize the hard work, professionalism, and expertise that AshBritt brought to precinct 3's debris response.

Summer of 2024 was challenging because precinct 3 experienced three separate disasters back to back, the East Fork flood, Derecho, and Hurricane Beryl. When AshBritt was brought on for Beryl, you stepped into an operational environment where the debris response had already begun, strategic and tactical decisions had already been made during Derecho that you were forced to work with, and constituents and county employees had moved past the honeymoon phase of vegetative debris pick up. There were challenges with establishing debris management sites, debris zones had already been started by other entities, and you were asked to work in precincts split between contractors.

Precinct 3 has 47% of the unincorporated Harris County area. We have 1.2 million residents, over 6800 miles of road right of way, 15 watersheds to include Lake Houston and the San Jacinto river, and over a hundred 30-50 year old neighborhoods replete with dense, mature tree cover. Precinct 3 is geographically very spread out, it can sometimes take two hours to drive from one end to the other during peak traffic.

Despite the difficult environment you walked into, AshBritt continually demonstrated the highest level of knowledge, professionalism, and dedication to customer service. Your response team led an amazing recovery operation focused on safe, efficient, thorough work; specifically Rob Ray, Jason Haynie, Ian Brennan, Jimmy Starr, and Jason Sanders. These professionals worked directly with the precinct to deconflict in-house road and bridge assets, stand up smart DMS locations, and used their experience to place the right number of trucks in the right zones. They answered their phones and they understood political and constituent pressure. They took time to explain their operation, understanding that the more the client understands about how the business works, the better a partner they can be. They finished debris removal well ahead of expectation and their adherence to FEMA rules and regulations ensured maximum potential reimbursement.

While we are not looking forward to the next disaster, when precinct 3 is again impacted by a flood or wind event, we would be blessed to have AshBritt back as our response contractor. Thank you again for your dedication and partnership.

Sincerely,

Jennifer Almonte
Director, Road and Bridge

1414 Wirt Road | Houston, TX 77084 | (281) 463-6300 | Fax: (281) 463-8502
Pct3@pct3.hctx.net | www.pct3.com

City of Pasadena
Office of Emergency Management
www.readypasadena.org

Street Address:
1201 Davis St.
Pasadena, TX 77506

Mailing Address:
P.O. Box 672
Pasadena, TX 77501

Office: 713-475-5588 Fax: 713-477-9364

November 22, 2024

To whom it may concern,

It is my privilege to recommend AshBritt for their exemplary contributions and commitment to excellence in disaster response and recovery efforts, particularly during Hurricane Beryl. Their professionalism and dedication have significantly benefited our community and emergency management operations.

Throughout the hurricane recovery, AshBritt demonstrated exceptional communication skills, ensuring that critical information was promptly shared with all stakeholders. Their guidance in navigating the complexities of recovery operations in debris management was instrumental in minimizing disruption and expediting relief efforts and assisted in the rapid restoration of our city.

Moreover, AshBritt's involvement in our community went above and beyond expectations. They engaged daily with our organization and leaders fostering a sense of trust and collaboration that was critical during such a challenging time. Their ability to seamlessly integrate with local efforts and provide tailored solutions showcased their commitment to the well-being of the residents of Pasadena.

The support provided by AshBritt during Hurricane Beryl has left a lasting positive impact on our community and our future recovery efforts, and I am confident that their expertise will continue to benefit others in similar situations.

I wholeheartedly endorse AshBritt and strongly encourage you to consider them for future disaster management partnerships or endeavors. Should you have any questions or require further information, please do not hesitate to contact me directly.

Sincerely,

Azell Carter

Azell J. Carter Jr., MSc, CEM®, TEM©
Emergency Management Coordinator
Pasadena Office of Emergency Management

"Protecting the citizens of Pasadena before, during, and after any and all disasters."

FORT BEND COUNTY ROAD & BRIDGE DEPARTMENT
Fort Bend County, Texas

SCOTT WIEGHAT
Road Commissioner

(281) 342-4513

November 20, 2024

To whom it may concern,

Fort Bend County was severely affected by Hurricane Beryl on July 7, 2024 and a Federal Declaration was declared. With the help of AshBritt, lead by Jaime Robbins, vegetative debris started being collected with 96 hours of Landfall. With a total of 557,000 Cubic yards of Vegetative and Construction and Demolition Debris removed off of Fort Bend County Road Right of Ways in less that 45 days.

This was a phenomenal task that was completed in a very professional manner by Jaime Robbins.

Best Regards,

Scott Wieghat

Scott Wieghat
Road Commissioner
Fort Bend County Road & Bridge
281-238-3607 direct
832-473-2961 cell

201 Payne Lane • Richmond, Texas 77469 • P.O. Box 148 • Richmond, Texas 77406-0148

1834 W. Sycamore Rd, FRESNO, TX 77545
PHONE: 281-431-2451
WWW.FRESNOFIRETX.COM

8/14/2024

Ashbritt Inc.
Mr. Brian Thomason
Ms. Vonda Smith
Mr. Osbaldo Leon

To Whom It May Concern,

My name is Anthony Bates, I am the Fire Chief for Fort Bend ESD 7 Fresno Fire and Rescue. First, I would like to express my sincere gratitude to your company for coming out and assisting with the removal of the tree that fell on our shed due to hurricane Beryl's high winds. We know you all have been working diligently and hard because of the storm, but I wanted to give you a little feedback on our experience with your company. Your team was very responsive and professional during the time they were working at our station. We were excited to see the project was completed so quickly and efficiently.

Again, I would just like to say a "big thanks" to every one of you!

Sincerely,

Anthony Bates, Fire Chief
FBCESD 7 FRESNO FIRE & RESCUE
281-431-2451

CITY OF FREEPORT
FREEPORT FIRE & EMS DEPARTMENT
131 East 4th Street
Freeport, Texas 77541
Phone (979) 233-2111
Fax (979) 233-4103

Christopher Motley
Chief / EMC

Mike Praslicka
EMS Coordinator

Jason Shafer
Fire Marshal

November 22, 2024

Ashbritt, Inc.
565 East Hillsboro Blvd
Deerfield Beach, FL 33441

Dear Jaime Robbins,

Thank you for reaching out to discuss the City of Freeport's experience with Ashbritt following Hurricane Beryl. Having dealt with major hurricanes such as Katrina (2005), Rita (2005), and Ike (2008), Freeport has prioritized readiness by maintaining prepositioned debris removal and monitoring contracts since 2009. These contracts were successfully activated during Hurricane Nicholas (2021) and most recently during Hurricane Beryl (2024).

Preplanning, including having prepositioned contracts in place, is critical for addressing crisis that overwhelm local resources during natural disasters. The recovery phase alone, when community infrastructure is severely taxed, poses significant challenges. In anticipation of Hurricane Beryl's impact, Freeport declared a disaster prior to landfall to secure necessary state and federal support.

Hurricane Beryl left Freeport facing widespread vegetative debris, disrupted critical infrastructure (power, water, sewer), and heightened safety risks for residents. AshBritt responded with a level of professionalism and efficiency that significantly bolstered our recovery efforts.

Key Contributions by AshBritt, Inc services:

- Strategic Preparedness: Before landfall, AshBritt's management team engaged extensively with Freeport's Office of Emergency Management (OEM) to develop a detailed debris removal strategy. This allowed for the seamless mobilization of resources once the storm subsided.
- Comprehensive Debris Removal: Their systematic approach cleared roadways and public spaces efficiently, reducing safety hazards and expediting the community's return to normalcy.
- Post-Storm Collaboration: Throughout the recovery, AshBritt maintained continuous communication with Freeport OEM, providing updates and adapting strategies as needed to address evolving priorities.
- Community-Centered Execution: Beyond technical expertise, AshBritt's team demonstrated empathy and understanding, providing reassurance to residents during a challenging time.
- Reimbursable Expenses: Post-disaster debris collection, monitoring, and disposal services were maintained in compliance with FEMA, TCEQ, and local standards. Currently, we are in the process seeking reimbursement from FEMA and TECQ in debris collection and disposal.

Thanks to their proactive and collaborative methods, Freeport's recovery proceeded faster and more efficiently than anticipated. AshBritt set a high standard for disaster response operations, underscoring the importance of prepositioned contracts and a prepared partner in crisis situations.

Freeport is grateful for AshBritt. expertise, responsiveness, and commitment make them a vital resource in emergency response operations.

If you have any questions or would like further details about AshBritt's response during Hurricane Beryl, please do not hesitate to contact me.

Sincerely,

Christopher D. Motley
Fire Chief / EMC

Visit us online at www.freeport.tx.us
facebook.com/FreeportFire
fire@freeport.tx.us

Scott James Matheson
Mayor

CITY of VALDOSTA, GEORGIA

PROCLAMATION

WHEREAS, on Wednesday, August 30, 2023, Hurricane Idalia made landfall as a Category 3 Hurricane near Keaton Beach, Florida, causing storm surge inundation of 7 to 12 feet and widespread rainfall which caused flooding in Florida and throughout the Southeast; and

WHEREAS, Hurricane Idalia moved through Valdosta and Lowndes County as a Category 2 storm with maximum sustained winds of 105 miles per hour and poured approximately seven inches of rain into our community causing life-threatening flooding; and

WHEREAS, over a thousand power poles in Valdosta and Lowndes County were snapped and thousands of trees were uprooted leaving 97% of our community in the dark; and

WHEREAS, the City of Valdosta selected AshBritt, a national leader in disaster response and recovery operations, to assist our community in the aftermath of Hurricane Idalia; and

WHEREAS, AshBritt's response to this disaster was truly amazing as they moved in with self-loading grapple and Paul Bunyan trucks and began to remove the huge trees, limbs, and debris from the roadways; and

WHEREAS, AshBritt conducted their work with diligence, respect, integrity, and professionalism, and we will always be forever grateful for their assistance in helping our community return to normal after this disaster; and

WHEREAS, AshBritt also has a philanthropic arm that supports four primary areas which include Disaster Impacted Communities, Vocational Schools and Technical Training, Youth Education, and Mental Health, and they are to be commended for their generous donation to the Greater Valdosta United Way.

NOW, THEREFORE, I, Scott James Matheson, Mayor of the City of Valdosta, do hereby proclaim Tuesday, December 12, 2023 as

ASHBRITT DAY

in Valdosta and call upon all citizens to join me as we honor this organization for the exceptional work they did in our community after Hurricane Idalia and thank them for their selfless service and dedication in helping to make Valdosta, once again, a great place to live, work, and play.

SO PROCLAIMED, this 12th day of December, 2023.

Scott James Matheson, Mayor
City of Valdosta, Georgia

CITY OF VALDOSTA, GEORGIA

Certified City of Ethics

RICHARD L. HARDY
CITY MANAGER

May 23, 2024

Mr. Jason Haynie
Project Manager
AshBritt, Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Dear Mr. Haynie:

The purpose of this letter is to express our sincere appreciation and gratitude to AshBritt, Inc. for your assistance in removing tons of fallen trees and debris from the City of Valdosta streets and rights-of-way after a horrific storm with straight-line winds hit our community on March 27, 2024. AshBritt's response to this disaster was truly amazing as they moved in with their trucks and equipment to assist us in removing huge pine trees, limbs, and other storm debris from the roadways.

AshBritt conducted their work with diligence, respect, integrity, and professionalism, and we will always be forever grateful for their assistance in helping our community return to normal after this disaster.

Sincerely,

Richard Hardy
City Manager

tsb

Post Office Box 1125 • 216 East Central Avenue • Valdosta, GA 31603-1125
Telephone (229) 259-3500 • rhardy@valdostacity.com
An Equal Opportunity Employer

VALDOSTA
A City Without Limits

Lowndes County
Board of Commissioners
Bill Slaughter, Chairman

Joyce E. Evans, District 1
Scott Crenstein, District 2
Mark Wisenbaker, District 3
Demarcus Marshall, Ph.D. Distr.
Clay Griner, District 5

Post Office Box 1349 • Valdosta, GA 31603-1349 • Phone (229) 671-2400 • Fax (229) 245-

January 23, 2024

RE: Letter of Recommendation

To Whom It May Concern:

It is with great satisfaction that I extend this letter of recommendation for AshBritt. After Hurricane Idalia, AshBritt efficiently carried out hurricane debris removal services in Lowndes County. Over the past two years, under a contractual agreement, Lowndes County has maintained a highly positive and cooperative relationship with AshBritt.

Before Hurricane Idalia struck, the team at AshBritt maintained constant communication with our county staff. Following the hurricane, they swiftly positioned a representative in our Emergency Operation Center to formulate an action plan.

The level of professionalism demonstrated by AshBritt in the aftermath of Hurricane Idalia was outstanding. Their efforts enabled the opening two Debris Management Sites (DMS) across Lowndes County, covering various municipalities. Impressively, AshBritt managed the removal and processing of over 1.1 million cubic yards of debris while successfully implementing a program for leaners, hangers, and stumps across the county. Their senior project management and liaison teams were always responsive and collaborated seamlessly with our county staff in every project phase.

AshBritt's contribution significantly alleviated the challenges of a difficult situation. I am grateful for the ongoing professional relationship we share with them.

Sincerely,

Ashley Tye

GA-Professional Certified Emergency Manager
Emergency Management Director
Lowndes County Board of Commissioners

ISLE OF WIGHT COUNTY
FIRE RESCUE

LETTER OF COMMENDATION
ASHBRITT, INC.

To Whom it May Concern,

I am writing to express my sincere appreciation and commendation for the exceptional response to the recent warehouse fire in Isle of Wight County, VA. Your team's swift and effective actions played a crucial role in mitigating the impact of this unfortunate incident.

The professionalism and dedication exhibited by Ashbritt, Inc. during this challenging situation did not go unnoticed. Your prompt mobilization, efficient coordination with local authorities, and the tireless efforts of your personnel were instrumental in containing the fire and minimizing potential damage.

While en route to this incident, I declared a Local State of Emergency. I did this for several reasons but one in particular was because of the need to call for more advanced resources. When I arrived on scene, I was immediately tasked with ordering heavy resources needed to reach the seat of the still burning fire and mitigating the HAZMAT concerns from run off. From prior conversations with Jason Fawcett, I knew that I could make one phone call and have all the resources I need; Ashbritt was that one phone call.

In times of crisis, the importance of capable and responsive organizations like Ashbritt, Inc. becomes evident. Your commitment to community safety and your ability to execute a well-coordinated emergency response have undoubtedly made a positive difference in Isle of Wight County.

Please convey my gratitude to all the individuals involved in this operation. Their commitment to excellence reflects positively on your organization and contributes significantly to the well-being of the communities you serve.

Respectfully,

William D. Drewery, CEM
Emergency Management Coordinator
PO Box 109
17130 Monument Circle
Isle of Wight VA, 23397

Ken Hagan
County Commissioner
District 2

March 13, 2023

RE: Letter of Recommendation

To Whom it May Concern:

I am pleased to write a letter of recommendation on behalf of AshBritt. AshBritt performed hurricane debris removal services for Hillsborough County following the aftermath of Hurricane Ian, and I am extremely pleased with their service quality.

Prior to landfall of Hurricane Ian, AshBritt staff was in constant communication with County staff. AshBritt also had an available representative, if needed, in the Emergency Operation Center immediately following the hurricane to develop a plan of action.

The professionalism AshBritt exhibited after Hurricane Ian was greatly appreciated. While the damage in our community was not as extensive as in the neighboring counties to the south of us, we did experience a significant amount of downed trees, property damage, and flooding. AshBritt was able to remove over 700,000 tons of debris and worked across the many diverse communities in Hillsborough County to complete the work. Senior project management and liaisons were always very responsive and worked well as a team with the county in all aspects of the project.

The project was extremely successful and should AshBritt's services be needed in the future we look forward to the opportunity to work with their team again. From previous hurricane experiences, AshBritt made a bad situation extremely manageable, and I continue to appreciate the working relationship we have with this company.

Sincerely,

Ken Hagan

Ken Hagan, Chairman
County Commissioner
District 2

County Center 601 E. Kennedy Blvd. 2nd Floor • Tampa, Florida 33602
Telephone (813) 272-5452 Fax (813) 272-7047
HaganK@HCFLGov.net • HCFLGov.net

THE CITY OF KEY WEST
1600 N. Roosevelt Blvd. Key West, FL 33041-1409 (305) 809-3933

To: Holly Raschein
From: Greg Barroso Emergency Manager / KWFD Division Chief
Date: 1/2/2023

Reference: AshBritt Letter of Appreciation

Ms. Raschein:

I wanted to thank you, Brian Thomason, and all at AshBritt that helped with the rapid response to Key West for storm debris removal. In the days before land fall of Hurricane Ian, Mr. Thomason contacted me to assure me that AshBritt was monitoring TD Ian and was staged and ready to respond. Immediately after Hurricane Ian, AshBritt responded as promised and began working on Key West's storm debris cleanup priorities. Throughout the entire cleanup effort, AshBritt maintained constant communication and reported their daily progress to me. At times, AshBritt diverted their resources to address immediate priorities of cleaning a particular area within the city. Although this storm veered west of Key West, our island sustained flooding and widespread debris. In the day and weeks following, I witnessed AshBritt's project managers work with our city employees and local partners as a team to successfully carry out their mission.

I write this letter of appreciation as both the Emergency Manager for the City of Key West and as a resident who lives and works in this community. I truly appreciate how quickly AshBritt cleaned up the storm debris from our streets and sidewalks. This quick response and thorough clean up allowed for residents, employees, students, and visitors of Key West to return to their normal daily routine of traversing Key West.

Sincerely,

Greg Barroso
Emergency Manager / KWFD Division Chief of Training
gbarroso@cityofkeywest-fl.gov
Office: 305-809-3942
1600 N Roosevelt Blvd
Key West, FL 33040
Serving the Southernmost City

KEY WEST FIRE

Key to the Caribbean – average yearly temperature 77 ° Fahrenheit.

William D. Beasley
County Manager

Deputy County Managers:
Todd J. Bond
Joe N. Halman, Jr.
Ryan J. Taylor

POLK COUNTY

Board of County Commissioners
330 West Church Street
PO Box 9005 • Drawer CA01
Bartow, Florida 33831-9005

PHONE: 863-534-6444
FAX: 863-534-7069
www.polk-county.net

January 19, 2023

Jamie Robbins – Texas Director of Operations
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Re: Reference for AshBritt, Inc.

To Whom it may concern:

On September 23, 2022, Polk County, Florida sustained severe damages resulting from Hurricane Ian, a category 4 storm. The federal government declared Polk County as a major disaster area and approved 100% federal reimbursement through December 7, 2022. Prior to activation, AshBritt actively sought out local subcontractors to assist them with the debris removal operations; and once activated, they quickly began with debris removal services. At their peak, AshBritt had more than 90 units simultaneously in use ultimately collecting and removing more than 1 million cubic yards of debris in just a little over three (3) months' time.

County staff coordinated with the AshBritt Team on the optimal temporary debris management sites (TDMS) and residential storm debris drop-off locations. A total of six TDMS were established, and a complete restoration of each site was done in a timely manner. The debris that was collected and disposed was carefully observed to comply FEMA rules and regulations, putting Polk County in the best position to receive maximum reimbursement of federal emergency funds.

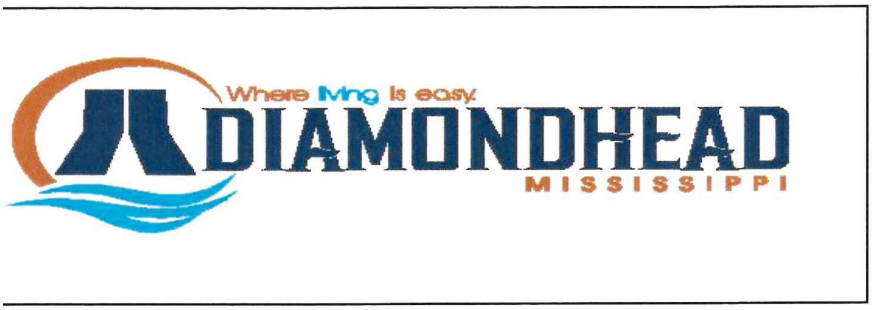
AshBritt was extremely proactive, provided exceptional communication to the County throughout the mission, and facilitated successful debris removal keeping Polk County's fiscal liability in mind every day.

While I do not look forward to the next major storm event, when it does happen I will not be concerned with debris removal services with AshBritt under contract. I would recommend AshBritt to anyone looking for debris removal services. If any further information is needed, please feel free to contact me.

Sincerely,

Ryan J. Taylor
Deputy County Manager - Infrastructure

COMMISSIONERS: George Lindsey III, Chair • Rick Wilson • Bill Braswell, Vice Chair • Martha Santiago • Neil Combee



5000 Diamondhead Circle
Diamondhead, MS 39525-3260
Phone: 228.222.4626 Fax
228.222.4390
www.diamondhead.ms.gov

December 6, 2021

To whom it may concern:

I am writing to recommend Ashbritt as a debris removal contractor for your city.

The City of Diamondhead recently pre-arranged our debris hauling contractor as well as FEMA consultant and debris monitoring firms. We had to activate this contract once for Hurricane Ida, and Ashbritt was professional in helping us clean our streets.

Although I hope we do not need their services any time soon, I am comforted to know that Ashbritt is part of our team in the event of a disaster.

If you have any questions, please contact me at 228-222-4626.

Sincerely,

Michael J. Reso
City Manager

FLORIDA DEPARTMENT OF Environmental Protection

Marjory Stoneman Douglas Building
3900 Commonwealth Boulevard
Tallahassee, FL 32399

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Noah Valenstein
Secretary

September 23, 2020

Mr. Dow Knight
Senior Vice President
AshBritt, Inc.
565 E. Hillsboro Blvd.
Deerfield Beach, FL 33441

RE: Letter of Recognition – Econfina Creek, Hurricane Michael, Waterway Debris Project

Dear Mr. Knight,

In response to Hurricane Michael, which made landfall October 11, 2018, AshBritt was provided a notice to proceed on February 1, 2019, from the State of Florida's Department of Environmental Protection to perform waterway debris removal operations along a 14-mile segment of Econfina Creek in Northwest Florida.

AshBritt's operations started on February 4th, with a kick-off meeting with the Department's project management team, waterway debris removal crews, state and federal representatives to review scopes of work, approaches and methodology, debris monitoring, and state and federal guidelines. The creek segment was divided into 7 sectors, and each sector was assigned a debris removal crew. In total, roughly 82,000 cubic yards of vegetative debris was collected from the waterway, transported to one of the six access points using shallow draft grapple barges, offloaded and transferred into grapple trucks, and hauled to a permitted disposal facility. The Department, through its monitoring firm, employed an Automated Debris Management System to track the debris from origin to final disposal.

The Econfina Creek waterway debris clean-up project was handled efficiently with care given to limiting damage to the fragile habitat, addressing boater safety and citizen's concerns, and maximizing debris removal within budget. The Department was able to receive full reimbursement from FEMA for this clean-up project and appreciates Ashbritt's ongoing communication, timely reporting and professional efforts throughout the project.

Please accept this letter of recognition of AshBritt' efforts regarding the clean-up of the Econfina waterway debris and we will continue to work with you on our current contract with your firm.

Sincerely

Scott Woolam
Senior Program Analyst
Division of State Lands

/sew

EMERGENCY MANAGEMENT
WALTON COUNTY

April 28, 2020

Ashbritt, Inc.
Mr. Matt Gierden, Vice President
565 East Hillsboro Blvd
Deerfield Beach, FL

Subject: Waterway Debris Removal - Hurricane Michael

Dear Mr. Gierden,

I would like to take a moment to thank and extend our appreciation to you and the entire Ashbritt staff who assisted in the waterway debris removal from Clay's Bayou following hurricane Michael.

In October of 2018, Hurricane Michael gave mild to moderate impacts to Walton County. Our Public Works Department was able to handle all the debris that was left behind except for approximately 400 – 500 cubic yards of debris in Clay's Bayou, a non-navigable waterway.

Since this was a non-navigable waterway, FEMA refused to let us put this in as a PA project. After 17 months, emails, phone calls, and constant requests for documentation assistance from you, we were able to get the project funded by NRCS under the EWP program.

You, Bob Hewitt, Mark Dotson, and Kevin Spindler did an amazing job during the recovery process. Your assistance and the assistance of your team was phenomenal! The patience and help you gave us ensured the process moved along seamlessly.

This was the first project that Walton County has worked with Ashbritt on and this was by far the best partnership we have experienced. The communication and commitment to ensure debris removal was completed as fast as possible so that our residents could start using the waterway for kayaking and to help restore the area back to its natural habitat was outstanding.

Should Walton County need assistance in the future we would seek out the help of Ashbritt. On behalf of Walton County, I would like to thank Ashbritt Environmental, Mr. Gierden and all the other employees who assisted my County during our time of need. Thank you for your dedication, commitment and excellent customer service you provided during this event.

If you have any questions, please feel free to contact me at jeff@waltoncountyem.org or 850-307-4121.

Respectfully,

Jeffrey M. Goldberg, FPEM, FMI
Director
Walton County Emergency Management

75 South Davis Lane DeFuniak Springs, FL 32435
(850) 892-8065

JOHN J. TECKLENBURG
Mayor

City of Charleston
South Carolina
Department of Public Service

THOMAS F. O'BRIEN
Director of Public Service

Ashbritt, Inc.
Attn: Mr. Matt Gierden, Vice President
565 East Hillsboro Blvd
Deerfield Beach, FL

1/13/2020

Subject: Debris Removal – Hurricane Dorian

The City of Charleston would like to take a moment to thank and extend our appreciation to the entire Ashbritt staff who assisted in the City's debris removal following hurricane Dorian.

On September 5th 2019 Hurricane Dorian impacted the City of Charleston and left a significant amount of debris in its wake. Due to the amount of debris left behind from Dorian the City of Charleston decided to participate in Charleston County's debris removal contract. On September 6th Matt Gierden of Ashbritt Environmental was already in contact with city officials and had begun the staging of debris removal equipment while the city began the process of debris removal and started hauling debris to our storage site at Sumar St.

Matt Gierden, Dilla Camacho and Geno Hernandez did an amazing job during the recovery process. Mr. Gierden and Mrs. Camacho attended our morning meetings every day answering any questions we had and addressing any concerns that may have come up from the previous day. Mr. Gierden and Mrs. Camacho were in constant contact with the City of Charleston throughout each day to ensure the process moved along seamlessly.

The City of Charleston has worked with Ashbritt on previous events and this was by far the best partnership we have experienced. The communication and commitment to ensure debris removal was completed as fast as possible so that our city could get back to normal was outstanding.

Should the City of Charleston need assistance in the future we would seek out the help of Ashbritt. The City of Charleston also would like to thank Ashbritt Environmental, Mr. Gierden and all of the other employees who assisted the city during our time of need. Thank you for your dedication, commitment and excellent customer service you provided during this event.

Michael Metzler
Interim Director, Public Service
City of Charleston

2 George Street, Suite 2100, Charleston, SC 29401-3506 · Phone (843) 724-3754 · fax (843) 973-7261

Office of the County Manager
840 West 11th Street
Panama City, Florida 32401
Telephone: (850) 248-8145

November 19, 2019

BOARD OF COUNTY COMMISSIONERS

www.baycountyfl.gov

840 WEST 11TH STREET
PANAMA CITY, FL 32401

COMMISSIONERS:

TOMMY HAMM
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PHILIP "GRIFF" GRIFFITTS
DISTRICT V

ROBERT J. MAJKA JR.
COUNTY MANAGER

AshBritt, Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Re: Hurricane Michael Debris Removal

Bay County would like to thank you and your staff for the exceptional job in assisting with the debris removal and cleanup efforts from Hurricane Michael.

Hurricane Michael devastated Bay County and the surrounding areas and has been determined to be the largest local led debris removal operation in history. Your team came onboard immediately following the storm and expedited the setup and operations to remove debris from our roadways to allow for immediate cleanup efforts.

We would like to personally thank Matt Gierden and Bob Hewett for their assistance and sincerely appreciate their support. Matt was instrumental in the setup of operations to begin the debris removal process in our County. Additionally, Bob Hewett, as Project Manager, provided seamless onsite day-to-day management of the debris removal. Bob worked very well with staff and citizens addressing hundreds of calls and requests for debris removal assistance. Their efforts were professional and well organized.

We would like to commend Matt Gierden, Bob Hewett and the Ashbritt Team for their assistance and continued efforts throughout the disaster recovery process. Should Bay County need debris removal support in the future, we would gladly pursue Ashbritt's assistance.

Sincerely,

Joel Schubert
Assistant County Manager

Beach Management
Storm Water Management
Facilities & Infrastructure
Capital Projects

21 Center Street
Folly Beach, SC 29439
843-588-2477
elutz@cityoffollybeach.com

Department of Public Works

AshBritt, Inc.
Attn: Mr. Matt Gierden, Vice President
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

10/30/2019

Subject: Debris Removal - Hurricane Dorian To Whom It May Concern

I just wanted to take a moment to thank you and extend my sincere appreciation for all of your personnel and crews for the outstanding assistance they provided with the debris removal from Hurricane Dorian.

Geno Hernandez and Trey Davis did an outstanding job of expediting the recovery process. Not only did they keep me updated with the constant communication, but they also went above and beyond to address any citizen questions or concerns. They are true professionals and made this process seamless.

This project has been our second opportunity to work with AshBritt, the first one being after Hurricane Matthew in 2016. We could not have asked for a more professional team to work with as we quickly and efficiently put the City of Folly Beach back together with an impressively short recovery period.

Should we need debris removal support in the future, I would actively seek AshBritt's assistance and request Matt Gierden, Geno Hernandez, and Trey Davis as my project managers. Their actions exemplify dedication and commitment to excellent customer service.

If you have any questions, you can contact me at (843) 708-9982 or by email at elutz@cityoffollybeach.com.

Sincerely,

Eric Lutz CBO, CFM
Director Public Works

JIPSD
James Island Public Service District
Dedicated to Public Service Excellence

October 14, 2019

Ashbritt, Inc.
Mr. Eugenio "Geno" Hernandez, Project Manager
Mr. Matt Gierden, Vice President
565 E. Hillsboro Blvd.
Deerfield Beach, Fl 33441

RE: Debris Removal – Hurricane Dorian

Gentlemen:

I just wanted to take a moment to thank you both and all of your crews, equipment operators and laborers for the outstanding assistance they provided with the debris removal from Hurricane Dorian.

Geno did an outstanding job staying in touch with myself and Mr. Hood at all times keeping us updated on daily progress. On the rare occasion he wasn't available by phone he called back within minutes. Geno also did a great job keeping up with the debris from the staging site and making sure it was clean every Friday.

We greatly appreciated your flexibility and your attention to detail. It did not go unnoticed by the residents that we serve.

Both of you were a pleasure to work with, and we hope if needed in the future we will have the ability to work together again.

Sincerely,

Walter Desmond
Director of Solid Waste Services

1739 Signal Point Road | P.O. Box 12140 | Charleston, SC 29422-2140 | P 843-795-9060 | F 843-762-5240 | www.jipsd.org

JIPSD is an Equal Opportunity Employer and Provider, an At-Will Employer and a Drug-Free Workplace. We participate in E-Verify.

facebook.com/JamesIslandPSD instagram.com/JamesIslandPSD twitter.com/JamesIslandPSD

Town of Meggett

Harry V. "Buster" Herrington III
Mayor

Stephanie Smith, Town Administrator
W. Andrew Gowder, Jr., Town Attorney
Ali Ravenel, Town Clerk

Tommy Butler, Mayor Pro Tem
Tom Hutto, Council Member
Keith McCarty, Council Member
Angela Watts, Council Member

September 27, 2019

AshBritt, Inc.
Mr. Jason Haynie, Project Manager
Mr. Matt Gierden, Vice President
565 E. Hillsboro Boulevard
Deerfield Beach, Fl 33441

RE: Town of Meggett, Debris Removal
Hurricane Dorian

Dear Mr. Haynie and Mr. Gierden,

The debris removal in Meggett, SC by AshBritt, Inc. was completed in the time frame promised. Mr. Gierden, Mr. Haynie and their crews were professional and easy to work with through the debris removal process. They were available when contacted and quickly addressed our concerns. Mr. Haynie contacted my office when specific concerns were addressed and to verify our satisfaction for the work performed by their crew.

Additionally, their crews had to work amongst a bridge replacement crew and utility line tree trimming operations. They did so in a professional manner and keep their goal in front of them through, what I am sure were, obstacles created by the extra presence in our town.

Sincerely,

Stephanie Smith

Stephanie Smith
Town Administrator – Meggett, SC

4776 Hwy 165, Meggett, SC 29449 phone 843-889-3622 fax 843-889-6873

PATRICK M. O'NEIL
MAYOR

TOWN COUNCIL
CHAUNCEY CLARK, MAYOR PRO TEM
SARAH CHURCH
GREG HAMMOND
TIM REESE
BACHMAN SMITH, IV
KAYE SMITH

TOWN OF SULLIVAN'S ISLAND

ANDY BENKE
TOWN ADMINISTRATOR

JASON BLANTON
DEPUTY ADMINISTRATOR/COMPTROLLER

LAWRENCE A. DODDS
TOWN ATTORNEY

GREG GRESS
WATER AND SEWER MANAGER

JOE HENDERSON
DIRECTOR OF PLANNING AND ZONING

CHRISTOPHER GRIFFIN
CHIEF OF POLICE

COURTNEY LILES
TOWN CLERK

RANDY ROBINSON
BUILDING OFFICIAL

M. ANTHONY STITH
FIRE CHIEF

October 11, 2019

Mr. Matt Gierden, Vice President
Mr. Eugenio "Geno" Hernandez, Project Manager
Ashbritt, Inc.
565 E. Hillsboro Blvd.
Deerfield Beach, FL 33441

In reference: Debris Removal

Dear Messrs. Gierden and Hernandez,

It is with great pleasure that I send this note of appreciation thanking both of you, your crews, administrators, mechanics, and all involved at AshBritt who made it possible to provide the support and assistance afforded Charleston County for debris removal on Sullivan's Island following Hurricane Dorian.

As noted, Sullivan's Island is a small littoral municipality that funds its services on ad valorem property taxes. Additionally, Sullivan's Island is a community where residents take great pride in the appearance of their property. Once FEMA made the declaration to assist municipalities with the debris cleanup there was great interest in restoring the Island to its pre-storm order. To that end the Town is very thankful for your quick response to remove the debris and to do so quickly, efficiently and without disturbance to the right-of-way.

Following declaration, I was in daily communication with Joe Neris who was very responsive to all of my requests for assistance. The work was done as explained and on time. The Ashbritt team was a pleasure to work with during a very stressful time following this natural disaster.

Once again, thank you for the outstanding effort on Sullivan's Island.

With kind regards, I am

Very truly yours,

TOWN OF SULLIVAN'S ISLAND

Andy Benke

Andy Benke

Town Administrator

WWW.SULLIVANSISLAND.SC.GOV
P.O. BOX 427 • SULLIVAN'S ISLAND, SC 29482
(843) 883-3198 • FAX (843) 883-3009

SAPSD
St. Andrews Public Service District

October 9, 2019

Ashbritt, Inc.
Mr. Eugenio "Geno" Hernandez, Project Manager
Mr. Matt Gierden, Vice President
565 E. Hillsboro Blvd.
Deerfield Beach, FL 33441

RE: Debris removal - Hurricane Dorian

Gentlemen:

I just wanted to take a minute to thank both of you and all of your crews, administrators, mechanics, and everyone involved at AshBritt who made it possible for you to provide the support and assistance that was afforded Charleston County, specifically St. Andrews Public Service District, following Hurricane Dorian.

As I personally shared with each of you, SAPSD is a very small, frugal, and cost effective government servicing approximately 22,000 residents West of the Ashley. Our sole revenue source is property taxes. Period. As a result, we must be very financially responsible, which is why we requested minimal assistance from AshBritt until President Trump/FEMA made the declaration to assist municipalities with the debris cleanup.

I appreciate your flexibility in working with us prior to the declaration in a manner that was best for our residents in the interest of cost. I am also very thankful for your quick response when assistance was needed with the extremely large trees and of course, clearing the area on North Westchester daily.

Following declaration, I was in daily communication with Gino and he was very responsive to all of my requests for assistance, including several idiosyncrasies within the district. Matt, you and Gino were a pleasure to work with during a very stressful time following this natural disaster.

Again, thank you for all you have done and hopefully will continue to do as long as you are here in Charleston County helping us keep West Ashley clean!!

Sincerely,

St. Andrews Public Service District

Christie Holderness

CEO/District Manager

Address: 1775 Ashley River Road Charleston, SC 29407 Phone: 843-556-6310 Fax: 843-769-2404 www.standrewspsd.org

AshBritt Environmental
Mr. Matt Gierden, Vice President
Mr. Joe Nerris, Project Manager
565 East Hillsboro Blvid
Deerfield Beach, FL 33441

Subject: Debris Removal- Hurricane Dorian

To Whom It May Concern,

Please extend my sincere and personal appreciation to everyone involved at AshBritt Environmental who made it possible for you to provide the outstanding service with debris removal following Hurricane Dorian's aftermath.

Dorian skimmed the South Carolina coast on September 4th and 5th 2019. As part of Charleston County's emergency debris removal contract, Matt Gierden of AshBritt Environmental was in contact with Town officials on September 6th and was staging debris removal equipment on September 7th. Initial coordination took place between the Town and Matt, who then assigned Joe Neris as the Project Manager for the area east of the Cooper River.

Joe seamlessly integrated AshBritt's resources into the Town's debris removal efforts. He is a true professional who provided sound advice, based on his years of experience with natural disasters.

Joe attended a daily coordination meeting with Town staff where we synchronized the efforts of Town Waste Management Division crews and the crews provided by AshBritt. We divided the Town into sectors and cleared debris by neighborhood, ensuring debris was removed in an efficient and timely manner.

Joe also supervised the temporary Debris Management Site that the Town established for the town/county's debris removal efforts. This site was incredibly efficient and processed 103,805 Cubic Yards of Debris while keeping the facility clean and orderly.

This has been our second opportunity to work with Matt and Joe, the first one being after Hurricane Mathew in 2016. We could not have asked for a more professional team to work with as we tried to put the Town of Mount Pleasant back together after the storms.

Should we need debris removal support in the future, I would actively seek AshBritt Environmental's support and request Matt Gierden and Joe Neris to work with. Their actions exemplify dedication and commitment to excellent customer Service.

Many thanks for a job well done.

If you have any questions, you can contact me at (843) 849-2022 or by email at jpeele@tompsc.com.

Sincerely,

Jody Peele
Director, Public Services Department
Town of Mount Pleasant, SC

100 ANN EDWARDS LANE. MOUNT PLEASANT. SC 29464 TEL: (843) 884.8517 WWW.TOMPSC.COM

Collier County
Public Utilities Department

October 8, 2020

To Whom It May Concern:

The Board of County Commissioners approved AshBritt, Inc. (AshBritt), to provide disaster debris management and removal services for the 2017 hurricane season. Ash Britt Inc. has been providing debris removal services for Collier County since the early 2000's. AshBritt has conducted 3 disaster debris removal projects for the County beginning with Hurricane Wilma. AshBritt has removed and managed over 4,500,000 cubic yards of disaster debris for the County. Since then, AshBritt has participated in numerous training and planning sessions with the County and is regularly engaged in the business of providing disaster debris removal services.

For the activation of Hurricane Irma in 2017, AshBritt provided exceptional and professional post-disaster debris collection, removal, and disposal services. AshBritt was able to provide immediate preemptive services that facilitated the overall success of the debris mission with no additional cost to the County. The county was divided into 58 work zones. Once activated, AshBritt quickly began with emergency road clearing services, which included 45 wheel loaders and over 100 chainsaw men. Following the road clearing, AshBritt began debris removal operations, over 40 tree crews removed more than 1,300 hazardous trees and over 22,000 hazardous limbs. Additionally, AshBritt included 128 generators, 352 chemical toilets, 2 shower facilities, 75 vacuum trucks, traffic signal inspections, fuel delivery, over 10,000 meals, temporary fencing, and raw sewage collection from overflowing manholes and lift stations.

With the tireless effort of the AshBritt's team, the county's six temporary debris staging sites and five residential storm debris drop-off locations were reviewed and surveyed. A complete restoration of all eleven sites was done in a timely manner. Debris was collected and disposed was in full compliance with FEMA rules and regulations, qualifying Collier County for maximum reimbursement of federal and state emergency funds. The County received 50 million dollars in reimbursements for the hurricane debris mission.

Administration • 3339 Tamiami Trail East, Suite 301 • Naples, Florida 34112-5361 • 239-252-2540 • FAX 239-252-6474

Collier County
Public Utilities Department

The collection and monitoring of approximately 3.6 million cubic yards from Hurricane Irma-generated debris was completed in 3 months, with the debris staging sites cleared shortly thereafter. AshBritt provided an excellent FEMA liaison and worked effectively with FEMA representatives, operating within FEMA's guidelines to optimize the county's eligibility for reimbursement. AshBritt's contract pricing included stumps, collection, processing, and disposal. Hurricane Irma's debris recovery cost was estimated at $64 million dollars.

AshBritt also provided exceptional and professional debris collection and removal services following Tropical Storm Fay in 2008, collecting and disposing of an estimated 20,000 cubic yards of debris at an estimated cost of $403,500. In 2005, post Hurricane Wilma, Ashbritt provide debris collection, processing and disposal services collecting over 1 million cubic yards of debris, receiving reimbursements of $24 million from FEMA and the State of Florida, with only $1,000 disallowed due to rounding errors.

AshBritt was deployed in response to a severe wind storm that hit Collier County during the pre-dawn hours on January 17, 2016. AshBritt had skillful staff quickly mobilized for debris collection and removal, collecting and disposing of an estimated 44,032 cubic yards of debris at an estimated cost of $465,152 proving they can handle both major and minor storm events.

The AshBritt Environmental Team is one of the best debris recovery businesses in the industry. Having 29 years in public service, I can vow for their ability to resource any emergency event and ensure that FEMA guidelines are strictly adhered to. Both the FEMA Administration and the State of Florida have recognized Collier County Government as one of the best debris management teams' thanks in great part to our contractor, AshBritt Environmental Inc.

Respectfully,

Daniel R. Rodriguez, M.B.A., CFM
Public Utilities Deputy Department Head
Cell: (239) 253-0866

Administration • 3339 Tamiami Trail East, Suite 301 • Naples, Florida 34112-5361 • 239-252-2540 • FAX 239-252-6474

SWA
SOLID WASTE AUTHORITY
YOUR PARTNER FOR
SOLID WASTE SOLUTIONS

February 21, 2018

To: Whom it May Concern

From: John Archambo, Director
Customer Relations

Subject: Ashbritt, Inc. Emergency Debris Management Services

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

The Solid Waste Authority of Palm Beach County (SWA) is the agency responsible for the cleanup of storm debris impacting the County. Ashbritt, Inc. played a key role removing, processing and transporting eligible storm debris material to a final destination in a very safe and timely manner. They also operated temporary debris disposal sites in a safe and efficient manner.

Ashbritt, Inc.'s constant communication before, during and after Hurricane Irma provided a true sense of confidence in the task before us. They are a proven and experienced disaster response team that will exceed a customer's expectations at every turn. Ashbritt, Inc.always provides a very high quality team of managers that communicate and organize an outstanding cleanup effort.

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

It is truly a pleasure working with the Ashbritt, Inc.team and I can assure you this company will not disappoint.

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

7501 North Jog Road, West Palm Beach, Florida 33412 • (561) 640-4000 • FAX (561) 640-3400
Customer Information Services: (561) 697-2700 • Toll-Free: 1 (866) 792-4636

Recycled Paper

CITY OF HOLLY HILL

The City with a Heart
1065 Ridgewood Avenue ♥ Holly Hill, Florida 32117
www.hollyhillfl.org

Building, Zoning, Licensing & Inspections
386-248-9442
Fax 386-248-9498

City Clerk
386-248-9441
Fax 386-248-9448

City Manager
386-248-9425
Fax 386-248-9448

Economic Development
386-248-9444
Fax 386-248-9446

Finance
386-248-9427
Fax 386-248-9497

Human Resources
386-248-9440
Fax 386-248-9448

Information Technology
386-248-9459
Fax 386-248-9448

Public Works
386-248-9463
Fax 386-248-9499

Utility Billing
386-248-9432
Fax 386-248-9458

Mayor & City Commission
386-248-9441
Fax 386-248-9448

July 13, 2017

Mr. Ralph Dahlgren
Ash Britt Environmental
565 East Hillsboro Blvd.
Deerfield Beach, Florida 33441

Re: Letter of Recommendation

Dear Ralph,

I want to take this opportunity to thank you and all those involved with Ash Britt Environmental for the fantastic job done cleaning up our City as a result of Hurricane Matthew.

Prior to the storms arrival on Friday October 7, 2016, you maintained contact with me to let me know you were closely monitoring Matthew's storm track and that Ash Britt Environmental was ready and prepared to assist our City when called upon. As it became evident that Holly Hill was in the direct path of the storm, our contract with you was activated and true to your word you arrived the next day.

Beginning with the 72 hour push and continuing right on through until the last limb was picked up, Ash Britt Environmental was on the job every single day. For more than 3 months, working 7 days a week sun up to sun down, your crews worked diligently removing debris expeditiously and efficiently. The debris was hauled to our Debris Management Site (DMS) where it was ground and chipped to be hauled to its final resting place. I especially want to thank Mr. John Nobile Sr. for his efforts overseeing the DMS operations and his coordination with City Staff working to clean our City.

I greatly appreciate the hard work and dedication of Ash Britt Environmental assisting in our recovery from Hurricane Matthew and would not hesitate to utilize your services again if necessary. Thanks again for everything you do!

Sincerely,

Mark T. Juliano, PWLF
Public Works Director
The City of Holly

Providing a safe, vibrant, affordable and diverse community in which all generations may enjoy a secure quality of life.

BEAUFORT COUNTY PUBLIC WORKS
Solid Waste and Recycling
120 Shanklin Road
Beaufort, South Carolina 29906
Voice (843) 255-2800 Facsimile (843) 255-9435

July 17, 2017

Mr. John Noble
Ashbritt Environmental Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Dear Mr.Noble:

I am writing to express my appreciation for the performance of the entire team from Ashbritt in the marine debris removal operations for Hurricane Matthew. As our marine debris removal firm the level of support and professional performance provided has been outstanding. My direct points of contact with your firm were Project managers Dan Strode at the beginning and Blake Riley. Both supported the County in an outstanding manner. They are both professional in all respects and helped to establish a high standard for compliance. On a personal level, Blake was extremely responsive to answer any questions and provide the assistance I required. As the Debris Manager I am not exaggerating when I state that without his diligence, knowledge, and ability to gain the cooperation within the team we would not have been as effective. I am sure you are aware of the challenges presented in just dealing with 6-8 foot tide changes every 6 hours. All observers of our operation remarked that "Beaufort County had their operation together". Blake played a huge part in making that happen.

Providing Ralph Dahlgren to assist with the process allowed the County to get a jump on a difficult task. Ralph provided essential high level technical support and coordination for the debris removal operation. His experience and knowledge enabled the entire team to work seamlessly. His professionalism, personality and ability to communicate with our citizens kept things moving smoothly. Ralph handled the most difficult situations with ease which I sincerely appreciated. His ability "To Make the Noise Stop" was exceptional. I would also be remiss if I did not mention your safety officer Brett Postelli who did an outstanding job in all respects.

Bottom line, Ashbritt did an exceptional job and I am thankful for each member of your team. You completed a very difficult project with superlative results and continue to provide us with excellent customer service. I am forwarding a copy of this letter to our Administration and Purchasing Department for future reference.

Regards

James S. Minor Jr.

JAMES S. MINOR, JR
SOLID WASTE / DEBRIS MANAGER

JAMES W. CAMPO, CFP
Mayor

PAUL LUGER
Vice Mayor

VINCENT N. BARILE
Commissioner

FRANK FENDER
Commissioner

DAN MORRIS
Commissioner

TOWN OF SEWALL'S POINT

PAMELA MAC'KIE WALKER
Town Manager

LAKISHA Q. BURCH, CMC
Town Clerk

TINA CIECHANOWSKI
Chief of Police

JOHN ADAMS
Building & Facilities Director

April 21, 2017

Mr. Randal Perkins
AshBritt Environmental
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Re: Mr. Chris Holsinger

Dear Mr. Perkins:

As you know, the Town of Sewall's Point recently utilized the services of AshBritt Environmental for the cleanup of our town following Hurricane Matthew. We are very grateful for the services performed by your company, but particularly appreciate of the guidance and expertise we received from Mr. Chris Holsinger.

Having served in various executive capacities in local and regional government agencies for many years, I have had the opportunity to work with many knowledgeable professionals in a wide variety of capacities. Mr. Holsinger's expertise and proficiency, however, were notably remarkable. In every conversation with Chris, with every problem or concern that arose, Chris had the solution. And not only did he know the answer, he could quote the section and verse of the code that supported his position.

In the pitfall-laden world of FEMA reimbursement, having a person with the knowledge and expertise of Chris Holsinger was immeasurably reassuring. I could not let the opportunity pass to commend you for providing such outstanding service to the Town of Sewall's Point, and to congratulate you on having a consummate professional in the person of Chris Holsinger representing your company during the challenging times of disaster recovery.

Very truly yours,

Pamela Mac'Kie Walker
Town Manager

One South Sewall's Point Road, Sewall's Point, Florida 34996
Town Hall (772) 287-2455 • Fax (772) 220-4765 • E-Mail: pwalker@sewallspoint.org
Police Department (772) 781-3378 • Fax (772) 286-7669 • E-Mail: sppd@sewallspoint.org

SCDOT
South Carolina
Department of Transportation

March 17, 2017

AshBritt, Inc.
565 E. Hillsboro Blvd.
Deerfield Beach, Florida 33441

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

To Whom It May Concern:

In October of 2016, Hurricane Matthew brought high winds and heavy rainfall to South Carolina. The effects of this hurricane resulted in flooding and wind damage resulting in many downed trees; breached dams; and rivers that burst their banks washing away roads, bridges, and flooding homes. As a result, the South Carolina Department of Transportation (SCDOT) activated AshBritt's pre-positioned contract for Disaster Recovery Assistance to provide debris management services to Dillon, Dorchester, and Marlboro counties.

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

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

Sincerely,

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

Post Office Box 191
Columbia, South Carolina 29202-0191

Phone: (803) 737-2314
TTY: (803) 737-3870

AN EQUAL OPPORTUNITY
AFFIRMATIVE ACTION EMPLOYER

February 24, 2017

Dear Sir/ Madam,

I am writing this letter to recommend the services of AshBritt. During this past hurricane season we were hit by Hurricane Matthew. It had a serious impact on our community and brought significant damage to the City.

From the beginning, AshBritt was knowledgeable and helpful with many aspects of reimbursement through FEMA. Specifically, Dow Knight made sure we were on the path to have things done right the first time. He assisted greatly in the finalization of our contract and worked tirelessly to get the ball rolling.

AshBritt sent professionals to work in our community. They were adamant about being notified of any concerns and never complained when we sent more work their way. Project managers were diligent about checking in and keeping us up to date with progress. AshBritt fulfilled each detail of their contract and went above and beyond with their service. If you need a disaster professional, then I would highly recommend them to you.

Best Regards,

Matthew E Saxon

Matthew E. Saxon

Assistant City Manager

City of Pooler

CHATHAM COUNTY
DEPARTMENT OF PUBLIC WORKS

Robert W. Drewry
Director

William E. Wright
Deputy Director

March 30, 2017

Mr. John Noble
AshBritt Inc.
565 E. Hillsboro Boulevard
Deerfield Beach, FL 33441

Dear Mr.Noble,

On October 11, 2016 Chatham County issued your Notice to Proceed to remove debris as a result of Hurricane Matthew. Your company deployed resources immediately and when all was said and done, AshBritt collected and processed more than 1.6M cubic yards of vegetative debris over a 130 day period. The volume of debris from this storm far exceeded our expectations.

Chatham County was extremely pleased with the response from AshBritt. Project Manager Dow Knight was always professional, thorough, organized and responsive. As you know, demands and expectations from the public are high during difficult situations. Under immense pressure AshBritt remained respectful and steadfast from beginning to end.

On behalf of Chatham County, I thank you for the work AshBritt performed for our citizenry and I appreciate the significant amount of work it took to complete this project.

Sincerely,

Robert W. Drewry

"Dedicated and Committed"

P.O. Box 8161• Savannah, GA • 31412 • (912) 652-6840 • FAX (912) 652-6845
http://publicworks.chathamcounty.org

St. Johns County Board of County Commissioners

Public Works | Engineering Division

January 13, 2017

RE: Recommendation – AshBritt Environmental, Inc.

AshBritt Environmental, Inc.
565 East Hillsboro Blvd. Deerfield Beach, FL 33441
Re: Hurricane Matthew 2016 - 2017

I would be remiss if we did not take the time to commend your company and express how grateful and appreciative we are of the amazing operation your company ran here during Hurricane Matthew from October 2016 – January 2017

Ash Britt provided outstanding service during a time of urgency for our county after it was impacted by Hurricane Matthew. AshBritt Environmental worked quickly and efficiently to remove debris on the Right of Way, as well as worked diligently and carefully during a beach clean-up mission from the storm. AshBritt Environmental helped St. Johns County provide the most efficient and expeditious debris removal services to its residents.

Your assistance in our time of need meant a great deal not only to our Department but to our community as well. The clean-up efforts were overwhelming yet the competency, structure and organizational skills displayed by Ash Britt were excellent and helped our county return to its normal state as quickly as possible.

Sincerely,

Greg Caldwell, MPA
St. Johns County Public Works Department
Assistant Public Works Director
gcaldwell@sjcfl.us
Office: (904) 209-0132
Mobile: (904) 669-5221

2740 Industry Center Road, St. Augustine, FL 32084
P: 904.209.0110 | F: 904.209.0140
www.sjcfl.us

Collier County
Public Utilities Department
Solid & Hazardous Waste Management Division

Company Name: ASHBRITT, INC.

Comments:

The Board of County Commissioners approved AshBritt, Inc. (AshBritt) as our primary contractor to provide disaster debris management and removal services for the 2016 hurricane season. AshBritt has been under contract with Collier County for eleven years.

Following Hurricane Wilma in 2005, AshBritt provided exceptional and professional post-disaster debris collection, monitoring, and disposal services. The county was divided into 58 work zones. Debris was collected and disposed of in full compliance with FEMA rules and regulations, qualifying Collier County for maximum reimbursement of federal and state emergency funds. The county's four temporary debris staging sites were reviewed and surveyed. A complete restoration of all four sites was done in a timely manner.

The collection and monitoring of approximately 1 million cubic yards of Hurricane Wilma-generated debris was completed in 45 days, with the debris staging sites cleared shortly thereafter. AshBritt provided an excellent FEMA liaison and worked effectively with FEMA representatives, operating within FEMA's guidelines to optimize the county's eligibility for reimbursement. AshBritt's cradle-to-grave contract price included stumps, collection, processing, and disposal. Following the project's final audit, Collier County received a reimbursement of $24 million, with only $1,000 ineligible.

AshBritt also provided exceptional and professional debris collection and removal services following Tropical Storm Fay in 2008, collecting and disposing of an estimated 20,000 cubic yards of debris at an estimated cost of $403,571.

Reduce...Reuse...Recycle
Solid and Hazardous Waste Management Division • 3339 Tamiami Trail East, Suite 302 • Naples, Florida 34112-5361 • 239-252-2508 • FAX 239-774-9222

AshBritt was deployed on January 17, 2016 for a severe wind storm event that unexpectedly hit Collier County during the pre-dawn hours of that day. AshBritt was outstanding and had skillful staffing quickly mobilizing the debris collection and removal, collecting and disposing of an estimated 25,000 cubic yards of debris at an estimated cost of $450,000.

Collier County Solid & Hazardous Waste Management

By: Sue Zimmerman
Sue Zimmerman, CPM, Planner

Colleton County
Office of the County Engineer
403 E. Washington St, Suite B
Walterboro, South Carolina 29488
Phone: 843-782-3104

October 6, 2014

Mr. Matt Gierden, Vice President
AshBritt, Inc
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

RE: Winter Storm PAX 2014

Dear Mr. Gierden,

On behalf of Colleton County, I extend our thank you and appreciation for the services provided by AshBritt, Inc amidst our time of emergency during the Winter Storm PAX which occurred in February 2014. In addition to the immediate disaster relief, I thank you for the continued clean-up efforts and coordination that took place over the following weeks.

It has been a long time since the County has experienced a natural disaster of this magnitude. Most of the personnel in leadership roles that were present during the last disaster are no longer with the County. Needless to say, there was a steep learning curve for us current County employees tasked with leading the relief efforts. I am most grateful and appreciative how AshBritt came along side our staff with support and direction, helping us navigate the detailed FEMA procedures required in order to later seek potential federal aid reimbursements for our clean-up efforts.

In addition to the debris management services, I am thankful for the coordination effort extended by AshBritt as we worked through payment. Colleton County is a large rural county with a small operating budget. The disaster and clean-up efforts from Winter Storm PAX were not a planned expenditure. AshBritt worked with the County as we sought federal reimbursement and reallocated funds from the operating budget to cover the incurred expenses.

In all, we are pleased with the excellent services provided and are confident we can rely on AshBritt in the wake of any future disaster.

Sincerely,

Jared Fralix

Jared Fralix, PE
County Engineer

Georgetown County
Department of Public Services
Innovative Leadership & Teamwork!

June 11, 2014

Mr. Matt Gierden, Vice President
AshBritt, Inc.
565 East Hillsboro Blvd.
Deerfield Beach, FL 33441

Re: Winter Storm PAX 2014

Dear Mr. Gierden:

Georgetown County would be remiss if we did not take the time to commend your company and express how grateful and appreciative we are of the amazing operation your company ran here during Winter Storm PAX in February 2014.

AshBritt provided outstanding service during a time of urgency for our county after it was impacted by damaging snow and ice. AshBritt worked quickly and efficiently to remove broken limbs and roadside debris, as well as worked diligently and carefully at cutting dangerous limbs left in trees from the storm. AshBritt helped us ensure and provide the most efficient and expeditious debris removal services to Georgetown County and its residents. Your assistance in our time of need meant a great deal not only to our Department but to our community as well. The clean-up efforts were overwhelming yet the competency, structure and organizational skills displayed by AshBritt were excellent and helped our county return to its normal state as quickly as possible.

Beyond Winter Storm PAX, AshBritt has provided excellent training services to us in the past and I feel confident that we can rely on AshBritt in the future. Thank you again for all of your support and efforts to keep our county safe.

Sincerely,

Ray C. Funnye, Director
Department of Public Services

Administration
108 Screven Street • PO Drawer 421270 • Georgetown, SC 29440
Phone: 843-545-3325 • Fax: 843-545-3648 • email: rcfunnye@gtcounty.org

TAB
6

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

FINANCIAL CAPABILITY

Tab 6. Financial Capability

Financial Status and Access to Operating Capital

Access to immediate operational funds and longer-term credit is one of the most vital factors in ensuring the swift initiation and continued progress of response and recovery efforts. Following any large-scale, widespread disaster event, the City's resources, infrastructure, and processes may become overwhelmed. Reliable financial support and sound management are vital to a successful mission. As the nation's leading provider of disaster debris management services, AshBritt has substantial financial resources, capabilities, and experience. Our historical record and supporting financial documentation demonstrate these strengths. Importantly, we have the capital strength to accommodate increased cash flow demands throughout any disaster recovery mission and the capacity to assume extensive expenditures for prolonged periods (historically exceeding 150 days) before receiving any funds for our services.

Bonding: Single Job - $1 Billion / Aggregate - $2 Billion
Working Capital: Over $100 Million
Underwrote $100 Million for USACE Katrina Mission

- Bank Letter and Proof of Bonding Capacity

** Please see the following pages for AshBritt's Bank and Bond Letters **

- Certificate of Insurance

** Please see the following pages for AshBritt's Certificate of Insurance **

BANK OF AMERICA

Kimberly Bryson
Senior Vice President
Senior Relationship Manager

Business Banking
FL6-812-09-1 | 401 E. Las Olas Blvd., 18th Floor
Fort Lauderdale, FL 33301
T 954.765.2014 F 704.208.2955 M 954.599.1197
kimberly.bryson@bofa.com

April 30, 2025

To: City of Destin
4200 Indian Bayou Trail
Destin, Florida, 32541

Re: AshBritt Inc
565 E Hillsboro Blvd
Deerfield Beach FL 33441-3543

I, Kimberly Bryson, a Senior Vice President of Bank of America, N.A. ("Bank of America"), confirm that AshBritt Inc. maintains balances with Bank of America in the eight figures. AshBritt Inc. has a Low to Mid Eight Figure Line of Credit Facility with Bank of America that has been handled as agreed. Ashbritt Inc. has been a very valued client of Bank of America since January 1999. Ashbritt Inc. has always handled their accounts and credit facilities as agreed.

This information is being delivered to you at the request of AshBritt Inc. Please note that the information set forth in this letter is subject to change without notice and is provided in strictest confidence to you for this limited purpose and your use only, without any responsibility, guarantee, commitment, or liability on the part of Bank of America, its affiliates or any of its or its affiliates' directors, officers, or employees. Bank of America cannot provide any credit ratings or opinions of the creditworthiness of AshBritt Inc, and the above information does not constitute an opinion of Bank of America of the ability of AshBritt Inc. to successfully perform any obligations under any agreement it may enter into with you, Bank of America, or any other entity. Finally, Bank of America undertakes no responsibility to update the information set forth in this letter.

If you have any additional questions, please do not hesitate to contact me.

Regards,

Kimberly Bryson

Senior Vice President
Senior Client Manager
Commercial Banking
Bank of America, N.A.
401 E. Las Olas Blvd., 18th Floor
Fort Lauderdale, FL 33301
kimberly.bryson@bofa.com
Ph. 954-765-2144
Fax. 866-596-6847

If anyone needs to confirm the validity of this document they may contact Kimberly Bryson, SVP via email or phone*

Liberty Mutual Surety

Marc Davis
Field Product Line UW Specialist

Marcus.Davis@LibertyMutual.com
Phone # 601-503-1172
Cell # 601-812-9885

May 1, 2025

City of Destin
4200 Indian Bayou Trail
Destin, Florida, 32541

RE: AshBritt, Inc.

Dear Sir/Madam:

It is a privilege of Liberty Mutual Insurance Company to provide surety support for AshBritt, Inc. for the past 15 plus years. We are pleased to share with you our favorable experience and high regard for AshBritt, Inc. AshBritt, Inc. is a stable company with an extremely strong financial position. AshBritt, Inc. continues to handle their obligations in an exemplary fashion.

While we would certainly consider higher limits should the occasion arise, we currently have AshBritt, Inc. on a single job program exceeding $1,000,000,000 with an aggregate program exceeding $2,000,000,000.

Should any projects be awarded to and accepted by AshBritt, Inc. we are prepared to provide the required bonds on their behalf within the 72 hours required. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of AshBritt, Inc.

This letter is not an assumption of liability and is issued only as a prequalification reference request from our client. Any arrangement for bonds is strictly a matter between AshBritt, Inc. and Liberty Mutual Insurance Company.

Liberty Mutual Insurance Company is licensed in all 50 states and listed on the U.S. Treasury Departments' Listing of Approved Sureties Department Circular 570. Liberty Mutual Insurance Company is rated A (Excellent) Financial Size Category XV ($2Billion or greater) by A.M. Best Company.

Thank you,

Marc Davis
Field Product Line UW Specialist

Client#: 1095194 ASHBRINC

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 04/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Michele N Poysell	
USI Insurance Services, LLC 6001 Broken Sound Parkway Suite 320 Boca Raton, FL 33487	PHONE (A/C, No, Ext): -	FAX (A/C, No):
	E-MAIL ADDRESS: Michele.Poysell@usi.com	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
AshBritt, Inc 565 East Hillsboro Blvd Deerfield Beach, FL 33441	INSURER A : Colony Insurance Company	39993
	INSURER B : Westchester Surplus Lines Insurance Co.	10172
	INSURER C : QBE Insurance Corporation	39217
	INSURER D : Federal Insurance Company	20281
	INSURER E : Everest National Insurance Company	10120
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER: 49102524** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY	X	X	PACE4287406	06/06/2024	06/06/2025	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$100,000
	X $10,000 BI/PD DED						MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$2,000,000
	OTHER:							$
D	AUTOMOBILE LIABILITY	X	X	CF3CA00336241	06/06/2024	06/06/2025	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY X SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	UMBRELLA LIAB X OCCUR	X	X	EXC4287407	06/06/2024	06/06/2025	EACH OCCURRENCE	$5,000,000
B	X EXCESS LIAB CLAIMS-MADE	X	X	G47471643001	06/06/2024	06/06/2025	AGGREGATE	$5,000,000
	DED RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N		X	202000242	06/06/2024	06/06/2025	X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N	N / A					E.L. EACH ACCIDENT	$1,000,000
	(Mandatory in NH)						E.L. DISEASE - EA EMPLOYEE	$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT	$1,000,000
A	Professional Liab	X		PACE4287406	06/06/2024	06/06/2025	1,000,000	
A	Pollution Liab			PACE4287406	06/06/2024	06/06/2025	1,000,000	
E	Inland Marine			6639855EUC	05/22/2024	05/22/2025	See Below	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

General Liability, Professional Liability include additional insured, primary & non-contributory and waiver of subrogation. Auto includes additional insured and waiver of subrogation. Workers compensation includes waiver of subrogation. Inland Marine equipment coverage - leased/rented equipment $500,000. 10 day notice of cancellation for non-payment; 30 days for all other

CERTIFICATE HOLDER

City of Destin
Department of Human Resources
4200 Indian Bayou Trail
Destin, FL 32541

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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Financial Resources and Ability to Fund Multiple Projects

AshBritt has a strong, steady record of paying all vendors and subcontractors following executed contracts. Moreover, we work with small businesses to accommodate shorter payment terms, as needed, to ensure that all companies, large and small, can actively participate in our recovery efforts and projects. With our capital reserves and our significant line of credit, as well as the ability to draw on resources from some of our long-standing business partners, we can simultaneously maintain and finance multiple large, extended projects. Examples of AshBritt's ability to initiate and maintain a strong workforce and financial stability include:

DEMONSTRATED ABILITY TO MANAGE CASH FLOW DURING MULTI-PHASE OR LARGE-SCALE PROJECTS		
Year	**Disaster(s)**	**Funds**
2022	Hurricane Ian and Kentucky Flooding Size of Workforce Managed: Over 1,000 pieces of heavy equipment	$649,509,554
2018	Hurricane Michael Size of Workforce Managed: Over 800 pieces of heavy equipment	$274,468,728
2017	USACE Northern California Wildfires Size of Workforce Managed: Over 2,000 pieces of heavy equipment	$307,166,947
2017	Hurricane Irma Size of Workforce Managed: Over 1,500 pieces of heavy equipment	$181,024,248
2016	Hurricane Matthew Size of Workforce Managed: Over 500 pieces of heavy equipment	$88,610,796
2012	Hurricane Sandy Size of Workforce Managed: Over 1,800 pieces of heavy equipment	$228,621,575
2005	Hurricane Katrina Size of Workforce Managed: Over 12,400 pieces of heavy equipment	$733,700,702

Litigation or Bankruptcy History

AshBritt has never filed for bankruptcy. Throughout the years, AshBritt has had hundreds of employees working on a variety of projects across the United States. We are proud to have a litigation record well under the industry average, particularly when it comes to matters relating to safety and the scope of work this contract covers. Further, we have never had a lawsuit filed against us relating to performance. In the past 5 years, AshBritt has been a defendant in 4 lawsuits. Two have been dismissed and two are pending.

Evidence of Strong Financial Position

AshBritt's financial documents are confidential and are being provided for evaluation purposes only and shall not be disclosed under any public records request. Section 119.0715, Florida Statutes (the "Trade Secrets Exemption"), provides that a "trade secret" is confidential and exempt from disclosure pursuant to Section 119.07(1), Florida Statutes, which requires disclosure of public records.

In addition, any financial statement or other financial information necessary to verify the financial adequacy of a prospective bidder which an agency requires a prospective bidder to submit in order to prequalify for bidding or for responding to a solicitation for a road or any other public works project is exempt from s. 119.07(1) and s. 24(a), Art. I of the State Constitution.

**** AshBritt has enclosed its confidential financial statements under a separately sealed envelope in the pocket of the original binder and a redacted copy in the redacted binder****

TAB
7

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

PROJECT COST

Tab 7. Project Cost

**** Please see the following pages for AshBritt's Price Proposal Form and Cost Information ****

PRICE PROPOSAL FORM

The Price Proposal Form for RFP # 25-05-PW is attached as EXHIBIT "A".

All Proposers **must fill out the Price Proposal Form** (EXHIBIT "A") and submit the completed and signed form with the Proposal.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$8.75	3,940,000	$34,475,000.00
16-30 miles	$9.00	500,000	$4,500,000.00
31-60 miles	$9.75	50,000	$487,500.00
61+ miles	$10.50	10,000	$105,000.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$8.90	50,000	$445,000.00
16-30 miles	$9.10	700,000	$6,370,000.00
31-60 miles	$10.00	700,000	$7,000,000.00
61+ miles	$10.75	50,000	$537,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$21.00	10,000	$210,000.00
16-30 miles	$22.99	90,000	$2,069,100.00

31-60 miles	$25.95	90,000	$2,335,500.00
61+ miles	$28.95	10,000	$289,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$39.00	10,000	$390,000.00
16-30 miles	$41.00	90,000	$3,690,000.00
31-60 miles	$44.00	90,000	$3,960,000.00
61+ miles	$47.00	10,000	$470,000.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$5.00	4,400,000	$22,000,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$4.00	50,000	$200,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH CONTROLLED OPEN BURNING Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$2.95	50,000	$147,500.00

HAUL-OUT OF REDUCED ELIGIBLE DEBRIS TO A COUNTY DESIGNATED FINAL DISPOSAL SITE Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$5.75	100,000	$575,000.00
16-30 miles	$6.50	450,000	$2,925,000.00
31-60 miles	$8.50	450,000	$3,825,000.00
61+ miles	$10.75	120,500	$1,295,375.00

REMOVAL OF ELIGIBLE HAZARDOUS LEANING TREES AND HANGING LIMBS Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	$90.00	200	$18,000.00
13” to 24” diameter	$195.00	500	$97,500.00
25” to 36” diameter	$250.00	200	$50,000.00
37” to 48” diameter	$395.00	100	$39,500.00
49” and larger diameter	$545.00	50	$27,250.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$275.00	100	$27,500.00
37" to 48" diameter	$395.00	50	$19,750.00
49" and larger diameter	$575.00	50	$28,750.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound		$13.95	$13.95

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$110.00	500	$55,000.00
All other white goods	$70.00	500	$35,000.00
	$70.00	1000	$70,000.00

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$35.00	500	$17,500.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$159.00	950	$151,050.00
Large animals more than 101 pounds	$195.00	50	$9,750.00
	$195.00	1000	$195,000.00

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$75.00	10,000	$750,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$42.50	1000	$42,500.00

EXHIBIT "A" Price Proposal **PROPOSER:** AshBritt, Inc.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES

FOR THE CITY OF DESTIN, FLORIDA

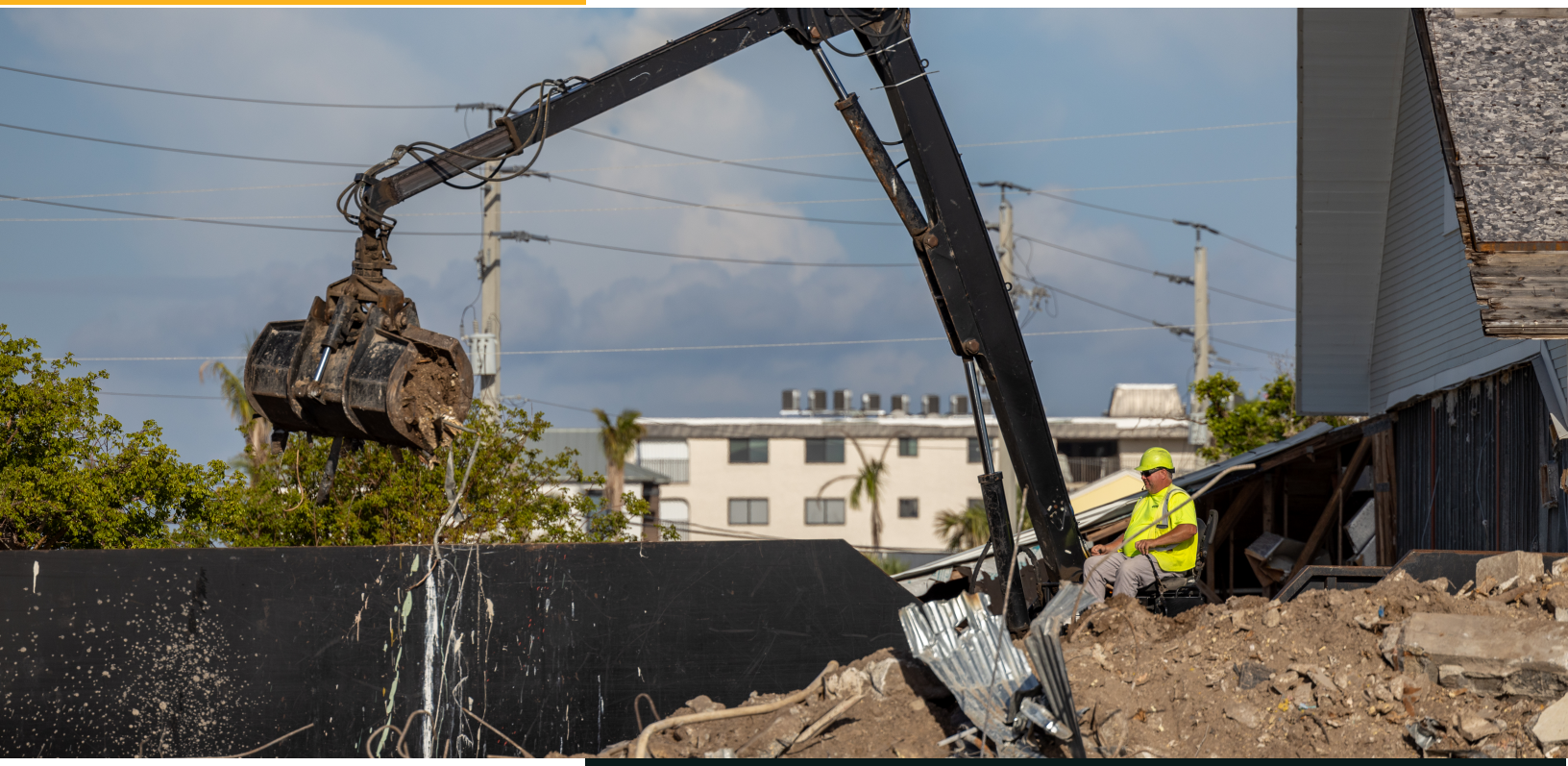
SIGNATURE: Christina Demidio

Date: 04/30/2025

Name: Christina Demidio	Address: 565 E. Hillsboro Blvd.	
Title: Treasurer	City: Deerfield Beach	State: FL 33441
Telephone: 954-725-6992	Fax: 954-725-6991	
Email: response@ashbritt.com		

TAB
8

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

BUSINESS STRUCTURE & PROFESSIONAL REGISTRATION CERTIFICATES

Tab 8. Business Structure & Professional Registration Certificates

Licenses to Perform Debris Management Services

Ron DeSantis, Governor

Document last modified: Tue at 10:52 AM

Melanie S. Griffin, Secretary

Florida dbpr

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

CARTER, ROBERT SCOTT

ASHBRITT INC
565 E HILLSBORO BLVD
DEERFIELD BEACH FL 33441

LICENSE NUMBER: CGC1533864

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 07/24/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

Business Tax Office
150 NE 2nd Ave.
Deerfield Beach, FL 33441
Phone: (954) 480-4333
E-mail: web.btr@deerfield-beach.com

Deerfield Beach Florida

Business Tax Receipt License
2024 - 2025
License Number: 2025-465976
Expires: 9/30/2025

Classification: GENERAL CONTRACTOR'S OFFICE

ASHBRITT INC
565 E HILLSBORO BLVD
DEERFIELD BEACH, Florida 33441

Business Location: 565 E HILLSBORO BLVD DFB 33441

Service(s): OFFICE: 1 LIC'D CONTRACTOR

Notice: This Business Tax Receipt License becomes ***NULL*** and ***VOID*** if ownership, business name, or business location has changed. The business owner **must** apply for a Certificate of Use. Once the Certificate of Use has been issued, the business owner **must** apply for the Business Tax Receipt License.

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-357-4829

VALID OCTOBER 1, 2024 THROUGH SEPTEMBER 30, 2025

Receipt #: 189-346925

Business Name: ASHBRITT INC

Business Type: ALL OTHER TYPES CONTRACTOR (DISASTER DEBRIS REMOVER)

Owner Name: ROBERT SCOTT CARTER (QUALIFIER)

Business Location: 565 E HILLSBORO BLVD
DEERFIELD BEACH

Business Opened: 10/01/2024

State/County/Cert/Reg: CGC1533864

Exemption Code:

Business Phone: 954-725-6992

Rooms	Seats	Employees	Machines	Professionals
		28		

For Vending Business Only — Number of Machines: — Vending Type:

Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
81.00	0.00	0.00	0.00	0.00	0.00	81.00

Receipt Fee	81.00
Packing/Processing/Canning Employees	0.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

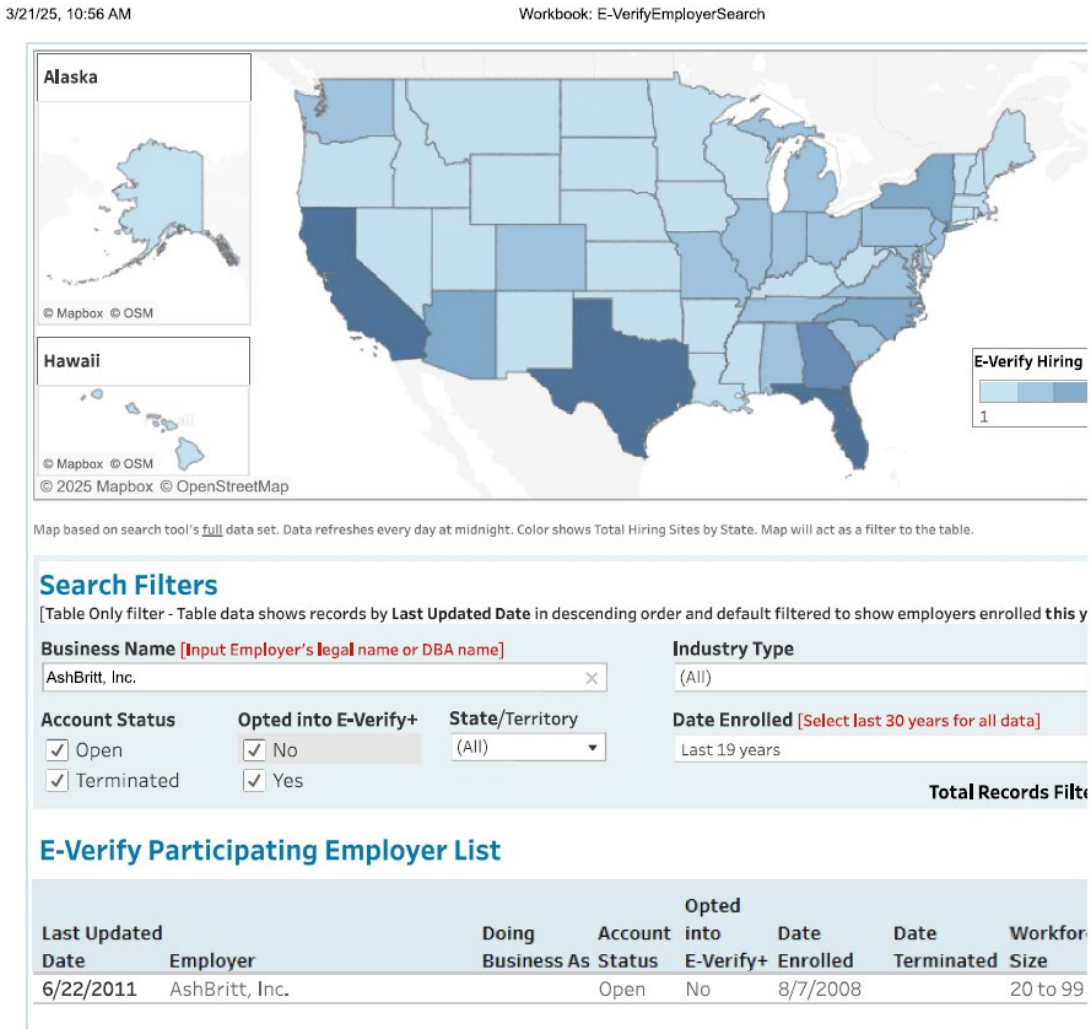
Mailing Address:

ASHBRITT INC
565 E HILLSBORO BLVD
DEERFIELD BEACH, FL 33441

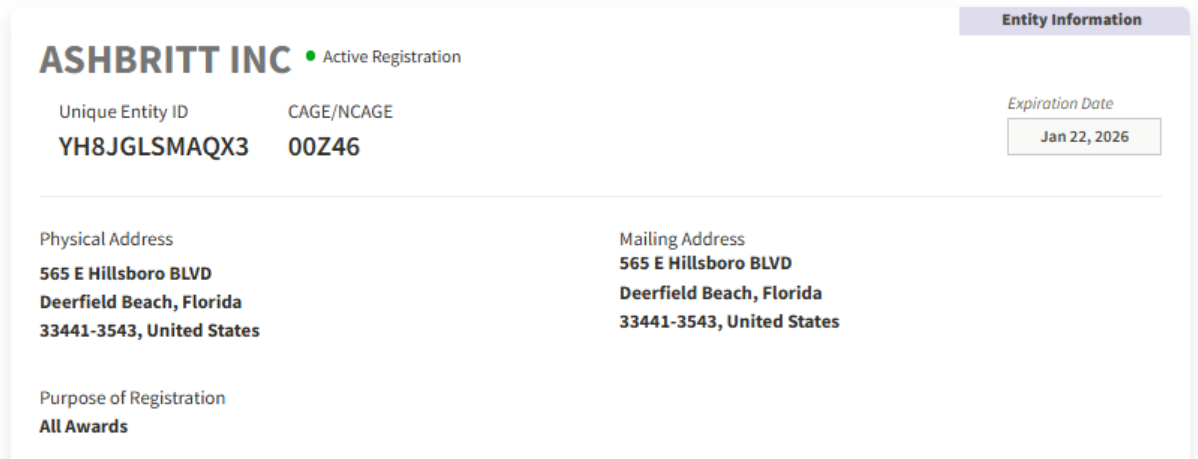
Receipt #13B-24-00000103
Paid 10/02/2024 81.00

2024 - 2025

E-Verify Compliance



SAM.gov



Registration to Practice Profession in Florida

State of Florida
Department of State

I certify from the records of this office that ASHBRITT, INC. is a corporation organized under the laws of the State of Florida, filed on October 28, 1992.

The document number of this corporation is P92000000600.

I further certify that said corporation has paid all fees due this office through December 31, 2024, that its most recent annual report/uniform business report was filed on January 4, 2024, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Thirteenth day of March, 2025

Secretary of State

Tracking Number: 7460629785CU

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

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

Florida Corporate Charter

State of Florida

Department of State

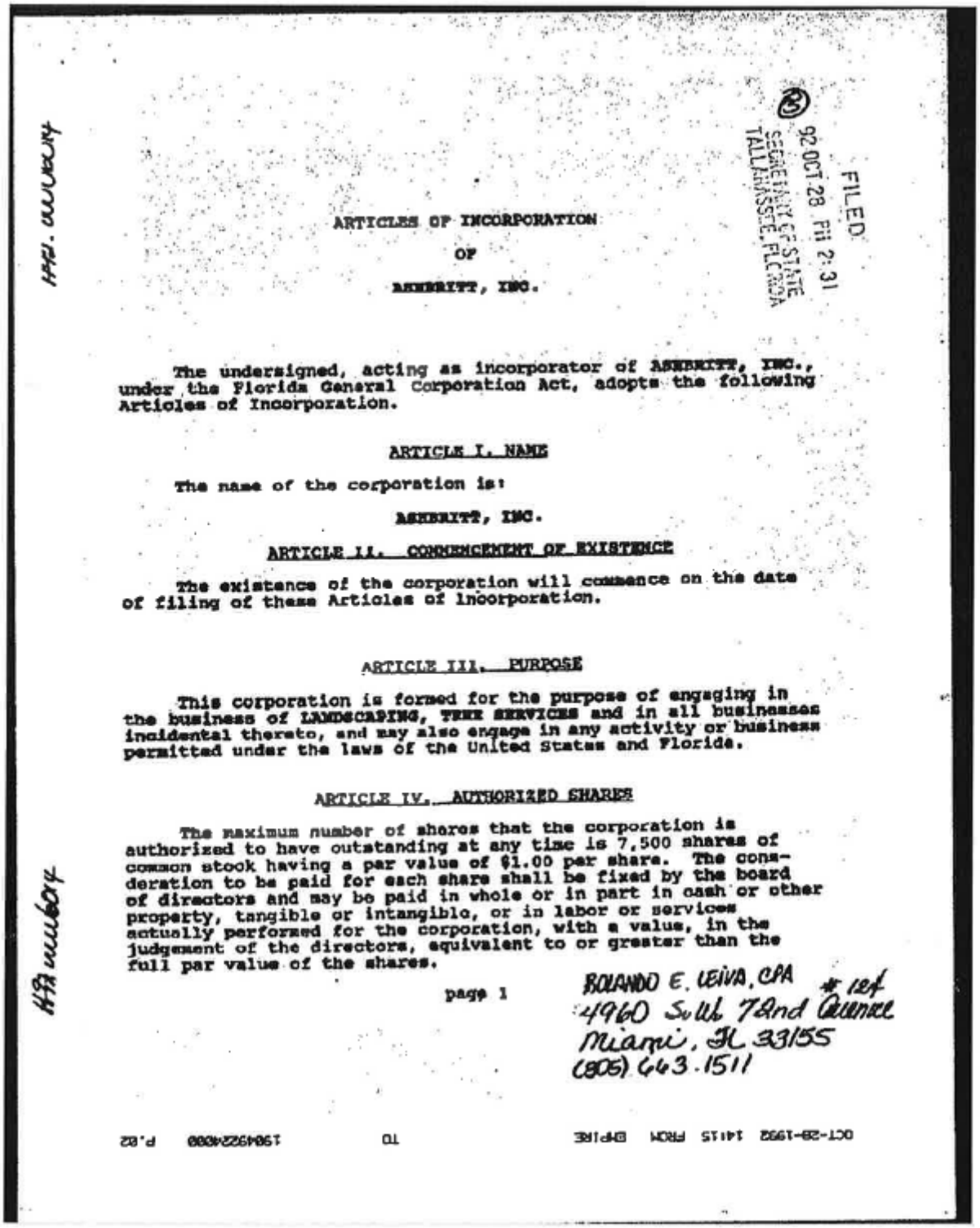
I certify the attached is a true and correct copy of the Articles of Incorporation of ASHBRITT, INC., a corporation organized under the laws of the State of Florida, filed on October 28, 1992, as shown by the records of this office.

The document number of this corporation is P92000000600.

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

Laurel M. Lee
Secretary of State

CR2E022 (01-11)



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SECRETARY OF STATE
TALLAHASSEE, FLORIDA

ARTICLES OF INCORPORATION

OF

ASHBRITT, INC.

The undersigned, acting as incorporator of ASHBRITT, INC., under the Florida General Corporation Act, adopts the following Articles of Incorporation.

ARTICLE I. NAME

The name of the corporation is:

ASHBRITT, INC.

ARTICLE II. COMMENCEMENT OF EXISTENCE

The existence of the corporation will commence on the date of filing of these Articles of Incorporation.

ARTICLE III. PURPOSE

This corporation is formed for the purpose of engaging in the business of LANDSCAPING, TREE SERVICES and in all businesses incidental thereto, and may also engage in any activity or business permitted under the laws of the United States and Florida.

ARTICLE IV. AUTHORIZED SHARES

The maximum number of shares that the corporation is authorized to have outstanding at any time is 7,500 shares of common stock having a par value of $1.00 per share. The consideration to be paid for each share shall be fixed by the board of directors and may be paid in whole or in part in cash or other property, tangible or intangible, or in labor or services actually performed for the corporation, with a value, in the judgement of the directors, equivalent to or greater than the full par value of the shares.

page 1

ROLANDO E. LEIVA, CPA
4960 SW 72nd Avenue
Miami, FL 33155
(305) 663-1511

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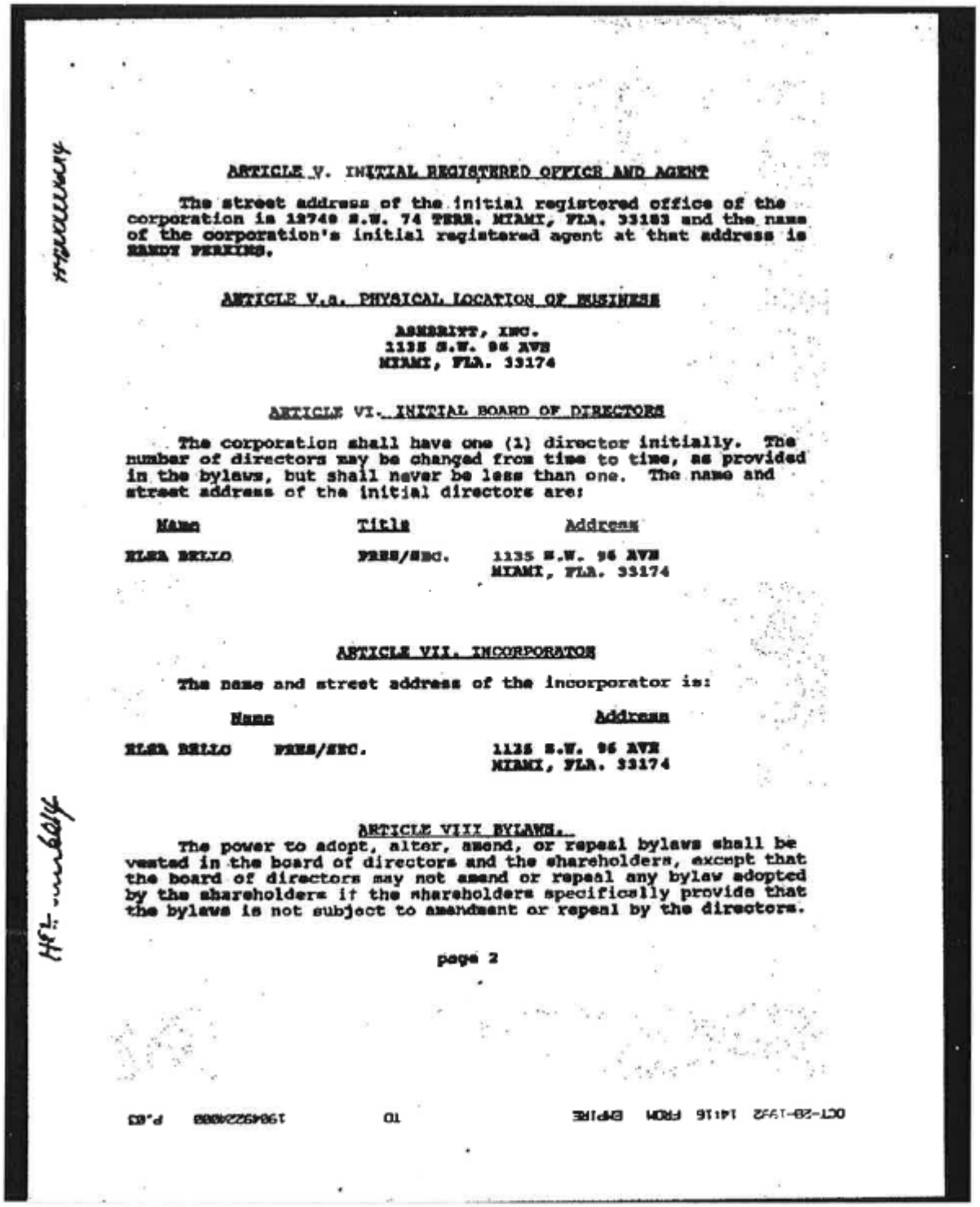

ARTICLE V. INITIAL REGISTERED OFFICE AND AGENT

The street address of the initial registered office of the corporation is 12740 S.W. 74 TERR. MIAMI, FLA. 33183 and the name of the corporation's initial registered agent at that address is RANDY PERKINS.

ARTICLE V.a. PHYSICAL LOCATION OF BUSINESS

ASHBRITT, INC.
1135 S.W. 96 AVE
MIAMI, FLA. 33174

ARTICLE VI. INITIAL BOARD OF DIRECTORS

The corporation shall have one (1) director initially. The number of directors may be changed from time to time, as provided in the bylaws, but shall never be less than one. The name and street address of the initial directors are:

Name	Title	Address
ELSA BELLO	PRES/SEC.	1135 S.W. 96 AVE MIAMI, FLA. 33174

ARTICLE VII. INCORPORATOR

The name and street address of the incorporator is:

Name		Address
ELSA BELLO	PRES/SEC.	1135 S.W. 96 AVE MIAMI, FLA. 33174

ARTICLE VIII BYLAWS.

The power to adopt, alter, amend, or repeal bylaws shall be vested in the board of directors and the shareholders, except that the board of directors may not amend or repeal any bylaw adopted by the shareholders if the shareholders specifically provide that the bylaws is not subject to amendment or repeal by the directors.

page 2

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ARTICLE IX. AMENDMENTS

The corporation reserves the right to amend, alter, change, or repeal any provision in these Articles of Incorporation in the manner prescribed by law, and all rights conferred on shareholders are subject to this reservation. These Articles may be amended prior to the issuance of shares of the corporation by the unanimous approval or consent of the board of directors. There after, every amendment shall be approved by the board of directors, proposed by them to the shareholders, and approved at a shareholders' meeting by the holders of a majority of the shares entitled to vote on the matter or in such other manner as may be provided by law.

IN WITNESS WHEREOF, the undersigned incorporator has executed these Articles of Incorporation this 27 day of October, 1992.

Elsa Bello
ELSA BELLO, PRESIDENT/SECRETARY

STATE OF FLORIDA)
) SS:
COUNTY OF DADE)

The foregoing instrument was acknowledge before me this 22 day of Oct., 1992, by _____.

Notary Public, State of Florida at Large

My commission expires:

page 3

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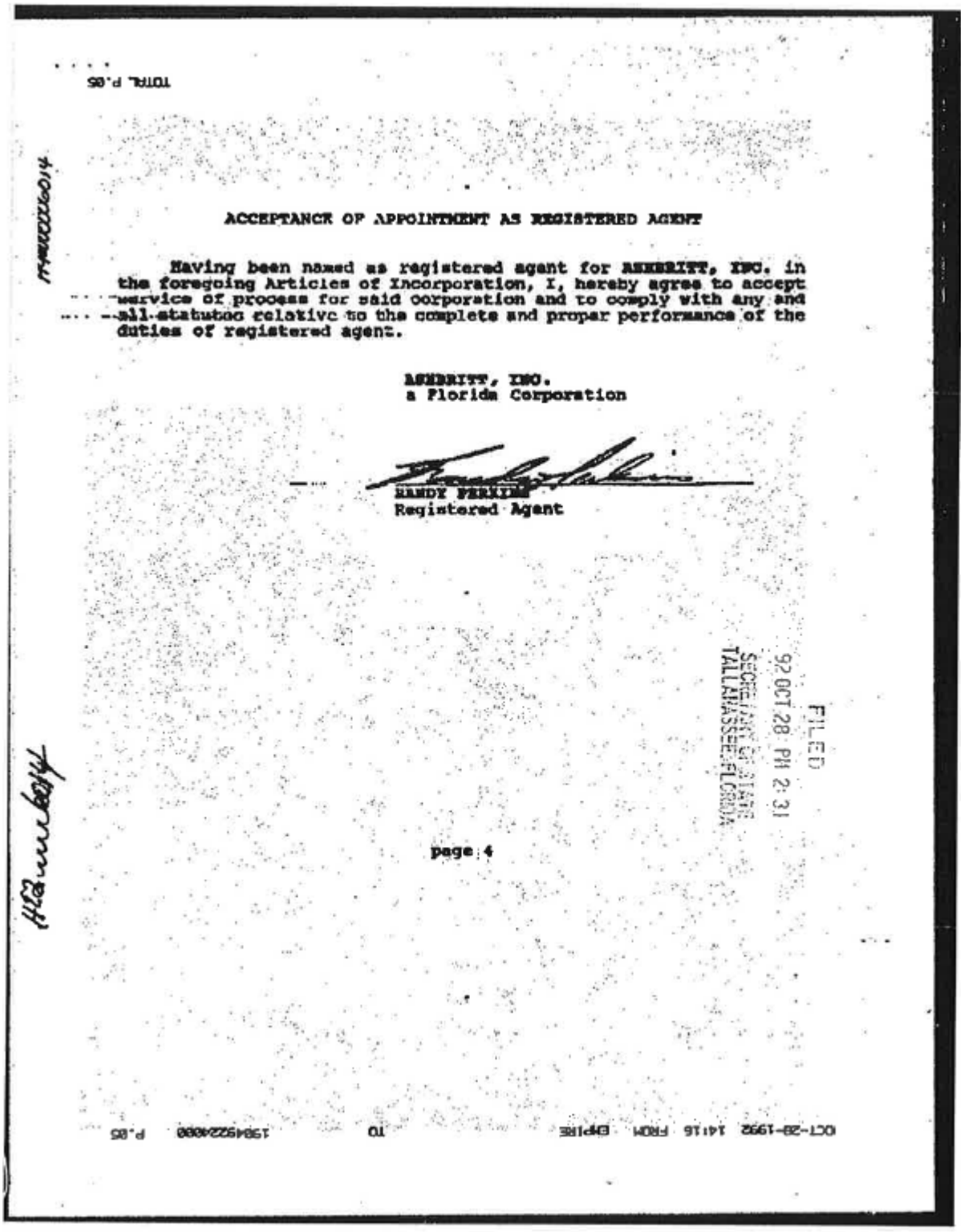

ACCEPTANCE OF APPOINTMENT AS REGISTERED AGENT

Having been named as registered agent for ASHBRITT, INC. in the foregoing Articles of Incorporation, I, hereby agree to accept service of process for said corporation and to comply with any and all statutes relative to the complete and proper performance of the duties of registered agent.

ASHBRITT, INC.
a Florida Corporation

RANDY PERKINS
Registered Agent

FILED
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SECRETARY OF STATE
TALLAHASSEE, FLORIDA

page 4

TAB
9

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

ADDITIONAL INFORMATION

Tab 9. Additional Information

Understanding Impacted Communities and Supporting all Phases of a Disaster

At AshBritt, we understand that disaster strikes more than just infrastructure. It tears at the very fabric of a community, leaving behind heartbreak and uncertainty. That's why our mission extends beyond debris removal. We want to restore the vibrancy of the communities we are privileged to serve.

Even after the debris has been cleared, we continue to provide much-needed community support through community outreach programs, charitable donations, and local event/initiative sponsorships. Our goal is to foster a sense of unity and hope as communities heal and come back even stronger. AshBritt takes pride in supporting communities and has included some brief articles and news reports.

Valdosta, A City Without Limits
25m ·

🌟 Honoring Excellence in Disaster Relief 🌟

In a heartfelt proclamation, Mayor Matheson praised Ashbritt for incredible efforts in aiding our community during the aftermath of Hurricane Idalia, and their generous donation to the United Way's disaster fund. Their support has made a tangible difference in rebuilding and restoring hope in our community.

In times of adversity, it's actions like these that truly make a difference.

#HurricaneIdaliaRelief #CommunitySupport #AshbrittCares



AshBritt donates $20K to Toys for Tots in honor of Mount Pleasant

Story by Tim Renaud • 5d



AshBritt donates $20K to Toys for Tots in honor of Mount Pleasant
© Provided by WCBD Charleston

MOUNT PLEASANT, S.C. (WCBD) – Toys for Tots received a significant donation on Wednesday as they work to ensure every child in the Charleston area receives a toy under the Christmas tree.

AshBritt, which provides rapid-response disaster recovery to communities across the country, made a heartfelt $20,000 donation to Toys for Tots in honor of the Town of Mount Pleasant.

Toys for Tots to hold one-day registration event in North Charleston

Mount Pleasant Mayor Will Haynie and a representative from AshBritt, Sara Perkins, joined Storm Team 2 Chief Meteorologist Rob Fowler and Sgt. Adrian Smith with the U.S. Marines to present the donation during News 2's second annual Toy Drive Blitz.

AshBritt has been the disaster debris contractor for Charleston County for the past 15 years. They are dedicated to supporting local initiatives that bring joy to families in need and decided this year to support the Toys for Tots program in the Lowcountry.

"We love to support communities both post-disaster and in blue skies. So, thankfully, y'all have not had a hurricane since 2019 ... so we have not been in your community as often. So, we reached out to see how we could help the community and found out that Toys for Tots was the big push around the holidays. Not only did we want to support the toy drive, but our company is also very proud of our veteran hiring initiative, so the Marine's Toys for Tots was the perfect organization. We found out this was happening and decided to come out and support in a very big way," said Perkins.

AshBritt Teams up With Operation BBQ Relief and Carhartt to Bring Christmas Meals to Families in Hazard, Kentucky



December 21, 2022 09:00 AM Eastern Standard Time

HAZARD, Ky.--(BUSINESS WIRE)--AshBritt, the national rapid-response emergency management and logistics company, teamed up with Operation BBQ Relief (OBR) and Carhartt on Tuesday to provide Christmas meals to families in Hazard, Kentucky.

"This partnership is another way our team serves the communities in eastern Kentucky on their road to recovery, all the more important during the holiday season."

Tweet this

In July 2022, flash flooding resulted in catastrophic damage across eastern Kentucky. AshBritt is managing the physical recovery, including clearing debris from rivers, creeks, and streams in what is one of the largest, most complex waterway missions in recent U.S. history. In conjunction with the Kentucky Transportation Cabinet, Kentucky Emergency Management Agency, the US Army Corps of Engineers, and FEMA, AshBritt's response includes nine counties.

Throughout this mission, AshBritt remains dedicated to supporting communities and local hiring: 75% of the 500 person AshBritt workforce serving on cleanup efforts in the Commonwealth are Kentuckians. As communities in Kentucky remain on the road to recovery, AshBritt continues to serve those in need.

"AshBritt's mission is to support communities before, during, and after a disaster," **said Brittany Perkins Castillo, CEO of AshBritt.** *"This partnership is another way our team serves the communities in eastern Kentucky on their road to recovery, all the more important during the holiday season."*

This event came during a particularly difficult holiday season for many Kentucky families, as many are still displaced after July's devastating floods. AshBritt's donation of $25,000 to support OBR's holiday events in Eastern Kentucky will ensure that wholesome, warm meals are available to all, regardless of current living situations.

OBR, which was founded in 2011 in Joplin, Missouri, has served nearly 11 million meals across 30 states. The non-profit organization hit the pivotal 10 million meal mark this past October in Port Charlotte, Florida, after a busy summer and fall serving first responders and communities impacted by the floods in Kentucky and Hurricane Ian in Florida.

"Operation BBQ Relief is honored to join forces with AshBritt to serve communities in need," **said Stan Hays, CEO and Co-Founder.** *"A hot meal during the holidays provides much needed comfort and support for families that continue to rebuild following the historic flooding."*

With long-established facilities and deep ties to the community, Carhartt, America's family-owned workwear brand since 1889, supported the event through a $25,000 donation and serving meals.

Wall rebuild in Santa Rosa's Coffey Park to commence with cost up to $650,000



An initial estimate put the cost of new walls at $300,000, not including demolition. Many of the roughly ?40 homeowners said they couldn't afford to pay such an expense and that as individual property owners they lacked the ability to find a solution.

Coffey Strong last winter began seeking partners to rebuild the walls and in March announced a tentative agreement with the nonprofit Rebuild North Bay and AshBritt. The three groups said then that they needed to make more preparations and develop cost estimates before finalizing the rebuild plans.

AshBritt conducted debris removal for upward of 2,000 North Bay properties burned in the October fires. Rebuild North Bay was founded by Darius Anderson, managing member of Sonoma Media Investments, which owns The Press Democrat.

As a next step, Coffey Strong this month will seek to get detailed right-of-entry agreements signed by each affected homeowner. Martin Hirsch of the Santa Rosa law firm of Perry, Johnson, Anderson, Miller and Moskowitz provided pro bono legal aid to draft the agreements, which are tied to each property.

Coffey Strong will apply for a city building permit for the walls and also is seeking city help for related tree removal and sidewalk work along the walls. Assistant City Manager David Guhin said the city has been speaking with Coffey Strong "from day one" to help move the wall project forward.

"I think we've come up with a pretty good plan to make it work," Guhin said.

Okrepkie said Coffey Strong seeks to start the walls' demolition in September. Once the site is cleared, building the new walls is expected to take about eight weeks.

The new walls will be 8 feet tall, compared to 5 to 6 feet for the previous structures. Columns will be spaced every 20 feet, and Coffey Strong is seeking further contributions to place stone veneers on the columns.

The total cost of replacing the walls amounts to about $18,000 per homeowner, the coalition said in a press release.

AshBritt CEO Brittany Perkins called the wall project "a significant symbol of recovery and resiliency for the community."

"AshBritt is proud to partner with Rebuild Northbay and Coffey Strong to make this happen," Perkins said.

Lauren's Kids, AshBritt Break Ground Renovating Children's Advocacy Center Ravaged by Hurricane Michael

JUNE 12, 2020 | POSTED BY: LAUREN BOOK | CATEGORY: NEWS & BLOG



A small group of key stakeholders gathered at a distance in Panama City today to break ground on critical renovations for the Gulf Coast Children's Advocacy Center trauma therapy treatment building, currently uninhabitable due to damage sustained from Hurricane Michael in October of 2018. Once complete, the newly renovated, state-of-the-art building will be named "The AshBritt Environmental & Lauren's Kids Therapy House at the Gulf Coast Children's Advocacy Center" to honor the project benefactors: Florida-based nonprofit Lauren's Kids, which works to prevent child sexual abuse and help survivors heal, and **AshBritt Environmental**, a national disaster and recovery contractor that participated in the debris removal in Bay and Gulf Counties after Hurricane Michael.

"Children's advocacy centers are incredible and truly life-saving places that help children heal from victims of unthinkable crimes into thriving survivors who are stronger in spite of the abuse they have endured," says **Senator Lauren Book**, founder and CEO of Lauren's Kids and a survivor of child sexual abuse herself. "This project holds the same kind of symbolism and spirit of resiliency – after a great storm, the advocacy center is coming back stronger than ever, with a little help from their friends."



SCIENCE MILL PRESENTS FOUNDATION WITH PLAQUE FOR DONATIONS TO VISD FOR STEM SUMMER CAMPS

VISD Communications

JAN 11, 2022

Last week, Science Mill presented Gerardo Castillo and the Ashbritt Foundation with a plaque, thanking them for donating more than $150,000 to provide Victoria ISD with Science, Technology, Engineering and Mathematics (STEM) summer camps since 2019.

Bonnie Baskin, founder of Science Mill, and Bob Elde, interim CEO of Science Mill, presented the plaque to Castillo with VISD's entire Curriculum, Instruction and Accountability department, Superintendent Quintin Shepherd, Administration from Stroman STEM academy, Office of Innovation staff, faculty who worked the STEM summer camps, and students who participated in the summer camps all in attendance.

Castillo and AshBritt Environmental first came to the area during the aftermath of Hurricane Harvey as the debris removal and disaster response contractor for the City of Victoria and Victoria County.

"One of the key goals of our company is to always be able to give back to a community where we work and serve and the community", Castillo said. "Victoria was one of those where we came and helped recover after the hurricane and part of what we wanted to do was find a meaningful way to give back to the community. The Science Mill was that avenue so we could do that. We knew we could make an investment into a long-term benefit for the youth of this community."

The AshBritt Foundation has donated to Victoria ISD since 2019, giving the district the continuous opportunity to annually provide free, week-long STEM summer camps through the Science Mill. The week-long camp is a STEM Career Immersion experience where VISD students make, create and solve problems utilizing skills and equipment needed for the 21st century.

"The Science Mill is a true partner in the education of our students at Victoria ISD. Their commitment to our community and generosity of spirit have allowed for countless opportunities for our students to discover their '&'", said Dr. Shepherd.

AshBritt's Innovative Emergency Management (IEM) Health most recently opened the COVID-19 antibody infusion center in Victoria in September 2021.

AshBritt Foundation

AshBritt Foundation

We are there when you need us.



ABOUT US

AshBritt is a national emergency management, logistics and disaster response contractor. The AshBritt Foundation is the philanthropic arm of the AshBritt organization supporting four primary areas: Disaster Impacted Communities, Vocational Schools and Technical Training, Youth Education, and Mental Health.

MISSION

The AshBritt Foundation supports communities before, during, and after a crisis event.

PRIMARY AREAS OF SUPPORT

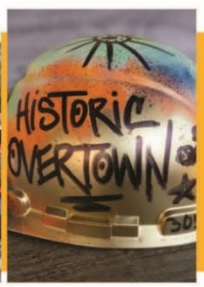
Disaster Impacted Communities
To give back to communities where AshBritt works post-disaster and to support the long-term recovery of disaster impacted communities.

Vocational Schools and Technical Training
To support programs and educational facilities providing technical training skills, and individuals in those programs.

Youth Education
To provide opportunities for young people to learn about emergency management response and recovery and to support STEM learning opportunities.

Mental Health
To provide resources and support to organizations and initiatives that serve the mental health needs of a community.



AshBritt Team Members may only temporarily live and work in disaster impacted regions, but we become forever members of the communities where we live and serve.

COMMUNITYPARTNERSHIPS@ASHBRITT.COM

ASHBRITT COMMUNITY PARTNERSHIPS ASHBRITT.COM

TAB
10

AshBritt
30
YEARS
SUPPORTING
COMMUNITIES
NATIONWIDE



AshBritt

REQUIRED PROPOSAL FORMS

Tab 10. Required Proposal Forms

1	Signature Sheet
2	Appendix A, 44 C.F.R. Part 18 – Certification Regarding Lobbying
3	52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters
4	52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment
5	Drugfree Workplace Certificate
6	Bidders List Form
7	Anti-Collusion Affidavit
8	Anti-Kickback Affidavit
9	Anti-Human Trafficking Affidavit
10	Public Entity Crimes Statement
11	Acknowledgment of Addenda
12	E-Verify System Affirmation Statement

**** Please see the following pages for AshBritt's Forms ****

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

ITEMS REQUIRED		DESCRIPTION OF ITEM REQUIRED	*Verify Document is attached by checking the box
1	Title Page	Must include RFB# 25-05-PW DISASTER DEBRIS MANAGEMENT	☑
2	Table of Contents	TAB 1	☑
3	Letter of Interest	TAB 2: Max 2 pages, Firm Overview, Commitment, Summary of Capabilities, why your Firm is the best fit	☑
4	Experience and Ability	TAB 3: Organizational Background, Staff Resumes, Relevant Certifications, Subcontractor Info, List of Current debris contracts	☑
5	Operational Plan	TAB 4: Approach to debris management, pre-planning, mobilization, training, QA/QC, etc.	☑
6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☑
7	Financial Capability	TAB 6: Financial Status, Line of Credit, Proof of Assets	☑
8	Project Cost/Rates	TAB 7: Exhibit “A” provided	☑
9	Business Structure & Registrations	TAB 8: Business Licenses, Proof of Registration of the State of Florida, Professional Certifications	☑
10	Additional Information	TAB 9: Any pertinent information not required above	☑
Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☑
13	Appendix A – Certification Regarding Lobbying	provided	☑
14	FAR 52.209-5 Certification Regarding Debarment	provided	☑
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☑
16	Drug-Free Workplace	provided	☑
17	Bidders List Form	provided	☑
18	Non-Collusion Affidavit	provided	☑
19	Anti-Kickback Affidavit	provided	☑
20	Public Entity Crimes	provided	☑

	Statement		
21	Acknowledgement of Addenda	provided	☑ Received Q&A. No Addendum issued.
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☑

*If any boxes are left unchecked bid is considered unresponsive.

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: AshBritt, Inc.

Signature: 

Name (type/print): Christina Demidio

Title: Treasurer

Address: 565 E. Hillsboro Blvd.

City: Deerfield Beach State: FL Zip: 33441

Telephone: 954-725-6992 Fax No.: 954-725-6991 Date: 04/30/2025

Email Address: response@ashbritt.com

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, AshBritt, Inc., certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official

04/30/2025
Date

Christina Demidio, Treasurer

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).
This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: AshBritt, Inc. Date: 04/30/2025

Authorized Signature: Christina Demidio Printed Name: Christina Demidio

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

AshBritt, Inc.
Company Name



Authorized Signature

Christina Demidio

Printed Name

04/30/2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Signature

Christina Demidio
Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: AshBritt, Inc.

Business Address: 565 E. Hillsboro Blvd. (Street) Deerfield Beach (City) FL (State) 33441 (Zip)

County Business is located in: Broward

Name of Contact Person: Matt Gierden

Phone: (954) 725-6992 Cell: (239) 229-5829 Fax: (954) 725-6991

Email Address: matt@ashbritt.com or response@ashbritt.com

Is this business certified as a Disadvantaged Business Enterprise? Yes [No]

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ] $2,000,000 to $5,000,000 [✓] Over $5,000,000

Age of Business: 32 Years 7 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

AshBritt, Inc. will provide the full scope as required in this RFP.

Will you subcontract any of your work? [Yes*] No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: [signature] Date: 04/30/2025

Printed Name: Christina Demidio Title: Treasurer

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: County Waste LLC

Business Address: 8040 Mainline Parkway, Ft Myers, FL 33912

Street City State Zip

County Business is located in: Lee County

Name of Contact Person: Matt Woncheck

Phone: (239) 481-3400 Fax: ( )

Email Address: matt@countywasteinc.net

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 24 Years _____ Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

County Waste LLC provides equipment necessary to assist in the collection, processing and haulout of debris from a disaster related event. We have the capabilities of collecting debris by land and water.

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Matthew J Woncheck Date: May 1st, 2025

Printed Name: Matt Woncheck Title: Director of Operations

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Dorado Services, Inc.

Business Address: 195 West Seminole Blvd. Sanford, FL 32771

Street City State Zip

County Business is located in: Seminole

Name of Contact Person: Jose B. Rodriguez Jr

Phone: (321) 299-4996 Fax: (407) 688-0701

Email Address: jose@doradosi.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [X]Over $5,000,000

Age of Business: 26 Years _____ Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Management and Debris Removal

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 5-2-2025

Printed Name: Jose B. Rodriguez Title: VP of Operations

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Kansas City Tree Care LLC

Business Address: 1505 Merriam Lane Kansas City, KS 66103

Street City State Zip

County Business is located in: Wyandotte

Name of Contact Person: Zach Johnson

Phone: (913) 963-9066 Fax: (866) 923-4311

Email Address: zachudr@yahoo.com

Is this business certified as a Disadvantaged Business Enterprise? Yes [No]

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 33 Years 5 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Project management, experienced row & waterway debris collection crews & equipment, bucket trucks & tree arborist, DMS management & processing of debris, & hauling capabilties.

Will you subcontract any of your work? [Yes*] No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Zachary Johnson Date: 5/1/25

Printed Name: Zach Johnson Title: Owner

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Northern Tree Service, LLC

Business Address: 1290 Park Street, PO Box 790, Palmer, MA 01609-1661

Street City State Zip

County Business is located in: Hampden

Name of Contact Person: Timothy Lamotte

Phone: (800) 232-6132 Fax: (800) 283-6386

Email Address: lamotte@northerntree.com

Is this business certified as a Disadvantaged Business Enterprise? Yes [No]

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 59 Years 7 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

ROW debris pickup/haul - grapple/log trucks; hazardous tree/limb removal (bucket trucks); site management

Will you subcontract any of your work? Yes* [No]

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 5-1-2025

Printed Name: Timothy Lamotte Title: President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Paul Bunyan, Inc.

Business Address: 100 Pruden Ave. (Street) Dayton (City) OH (State) 45403 (Zip)

County Business is located in: Montgomery

Name of Contact Person: Eric Davis

Phone: (937) 298-5780 Fax: (937) 938-1622

Email Address: eric@paulbunyaninc.com

Is this business certified as a Disadvantaged Business Enterprise? Yes [No]

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 12 Years 3 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Paul Bunyan, inc. provides storm debris collection, processing, and site management services for FEMA public assistac=nce funded projects.

Will you subcontract any of your work? Yes* [No]

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: [signature] Date: 5/2/2025

Printed Name: Eric Davis Title: President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
~~OKALOOSA~~ Broward

Christina Demidio, being first duly sworn, deposes and says that:

1. (S)He is Treasurer of AshBritt, Inc., the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

Christina Demidio
(Signature)

Treasurer
(Title)

Subscribed and Sworn to before me of this 30th day of April, 2025.

Jacqueline Ryan
(Notary's Signature)

Jacqueline Ryan
(Notary's Stamped or Printed Name)

Notary Public, in and for Broward County,
My commission expires: 04/08/2027

JACQUELINE RYAN
Notary Public
State of Florida
Comm# HH373452
Expires 4/8/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. 25-05-PW

   for Disaster Debris Management Services.

2. This sworn statement is submitted by AshBritt, Inc.
   [name of entity submitting sworn statement]

   whose business address is 565 . illsboro Blvd., Deerfield Beach, FL 33441
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 90-0868875

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(.)

3. My name is Christina Demidio and my relationship to
   [please print name of individual signing]

   the entity named above is Treasurer.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

✓ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

_The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) Treasurer (Title)

Subscribed and Sworn to before me of this 30th day of April, 2025.

(Notary's Signature) Jacqueline Ryan (Notary's Stamped or Printed Name)

Notary Public, in and for Broward County,
My commission expires: 04/08/2027

JACQUELINE RYAN
Notary Public
State of Florida
Comm# HH373452
Expires 4/8/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature) Treasurer (Title)

Subscribed and Sworn to before me of this 30th day of April, 2025.

(Notary's Signature) Jacqueline Ryan (Notary's Stamped or Printed Name)

JACQUELINE RYAN
Notary Public
State of Florida
Comm# HH373452
Expires 4/8/2027

Notary Public, in and for Broward County,
My commission expires: 04/08/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Christina Demidio (insert name) as Treasurer (insert title) on behalf of AshBritt, Inc. (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. AshBritt, Inc. (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, AshBritt, Inc. (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: Christina Demidio
Title: Treasurer
Nongovernmental entity: AshBritt, Inc.
Date: 04/30/2025

STATE OF Florida
COUNTY OF Broward

SWORN TO AND SUBSCRIBED before me ✓ in person or _____ remote notarization by Christina Demidio as Treasurer on behalf of AshBritt, Inc., who is personally known to me or who produced _____ as identification this 30th day of April, 2025.

Notary Public

(Notary Seal)

JACQUELINE RYAN
Notary Public
State of Florida
Comm# HH373452
Expires 4/8/2027

How To Find Participating Employers

Use the E-Verify search tool to find employers who are currently enrolled in E-Verify. Your search will display the following information:

- **Employer name** – The name the employer used when they enrolled in E-Verify. This can be the business' legal name, a trade name, or an abbreviation.
- **Doing Business As (DBA) name** – The name an employer uses publicly. The public may see the DBA, but the employer may have used another name when they enrolled in E-Verify.
- **Account Status** – Indicates whether the account is currently enrolled or terminated.
- **Enrollment date** – The date the E-Verify Memorandum of Understanding is signed.
- **Termination Date** – The E-Verify Memorandum of Understanding termination date.
- **Workforce size** – Appears as long as the employer reported they have at least five employees.
- **Number of hiring sites** – The locations where employers hire employees and where they complete Form I-9.
- **Hiring site locations (by state)** – The geographic location(s) of hiring sites, by state, reported by the employer.

Parameters:

- USCIS updates the search tool data every quarter. However, employer status may be updated as needed.
- Employers report their own data at the time they enroll in E-Verify. The accuracy and completeness of the data depend on what was submitted by employers at the time of enrollment and as reported throughout the employer's relationship with E-Verify.
- Review Employer Data Parameters

Search

Business Name

AshBritt

Primary Industry Type

Select Industry Type(s)

Hiring Site Locations (by state)

Select State(s)

Account Status

- Any -

Items per page

10

SEARCH RESET

Employer	Doing Business As	Account Status	Date Enrolled	Date Terminated	Workforce Size	Number of Hiring Sites	Hiring Site Locations (by state)
AshBritt, Inc.		Open	08/07/2008		20 to 99	1	FL







Thank you.

AshBritt appreciates your time and careful consideration of our proposal. We look forward to serving as your trusted disaster response contractor.





AshBritt

There when you need us...

Proposal in Response to:

City of Destin

RFP# 25-05-PW “Three-Year Prepositioned Contract For Disaster Debris Management Services”

4200 Indian Bayou Trail

Destin, FL 32541

5/8/2025 - 2:00 PM CT

Contact Person

Tia Laurie, Corporate Secretary

contact@ceresenv.com

Tel. (800) 218-4424

Fax (866) 228-5636

6371 Business Boulevard Suite 100

Sarasota, Florida 34240

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CERES ENVIRONMENTAL

May 7, 2025

City of Destin
Attn: City Clerk
4200 Indian Bayou Trail
Destin, FL 32541

RE: **RFP# 25-05-PW Disaster Debris Management Services**
Due: 5/8/2025 at 2:00 PM CT

Dear Evaluation Committee:

We are pleased to submit the enclosed proposal for the **City of Destin RFP# 25-05-PW Disaster Debris Management Services.** Ceres Environmental Services, Inc. is a national leader in disaster recovery and a government contracting firm capable of providing personnel, equipment, and resources to respond to any disaster event rapidly and efficiently. Our services include debris removal and separation, demolition and hazardous material management, debris reduction and site management, hazard tree, limb and stump removal, and the collection/generation of FEMA-required project documentation.

Ceres has a proven history of **48 years** in disaster debris removal and management, including the successful completion of more than 400 FEMA-funded contracts for Government entities. This extensive background provides us with a strong understanding of the work Destin will require in the event of a disaster. Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support the City of Destin in the event of a disaster.

Ceres employs a professional and managerial staff with exceptional experience in the field. Ceres and its family of companies own 2,019 pieces of equipment. Additionally, we have a database of 3,346 subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than $2 billion per project.

In Florida, Ceres has loaded, hauled, managed, reduced, and disposed of over **16,000,000 cubic yards of debris across 81 client activations within the past ten years**. This along with being a Florida-based corporation has helped Ceres build trusted relationships with Florida Division of Emergency Management, Florida Department of Environmental Protection, and Florida Department of Transportation to provide disaster guidance and quickly permit debris sites.

Within the past ten years, Ceres has responded to multiple large-scale events across the U.S. each year with tens of contracts performed simultaneously. The quick bullets highlight Ceres extensive experience and unique capabilities for Destin.

- Across the U.S., Ceres has loaded, hauled, managed, reduced, and disposed of **over 56,000,000 cubic yards of debris**.
- Ceres has managed over **60,000 Right-of-Entries**.
- Ceres maintains **$2 Billion** in bonding capacity. Bonding capacity is indicative of financial health.
- Ceres has a demonstrated ability to maintain account receivables of more than **$188.8 Million** without any work stoppages.
- Ceres owns the largest fleet of equipment in the industry – **2,019 pieces of equipment**.
- Ceres owns the largest internal reduction capacity in the industry – **over 120,000 CYs per day** with 17 grinders and 10 air curtain incinerators.
- Ceres has **61 full-time disaster response field management employees** with specific experience in project management, quality control, and safety practices enforcement. The 16 most senior of our disaster response management team have a **combined 344 years of experience**.
- Ceres received an **"Exceptional"** rating from the U.S. Army Corps of Engineers for projects resulting from Hurricane Michael in Southwest Georgia, Hurricane Irma/Maria in the U.S. Virgin Islands, and Hurricane Katrina in Louisiana.

- During the U.S. Army Corps of Engineers Southwest Georgia Debris Mission following Hurricane Michael, Ceres averaged 769,000 cubic yards of debris for the first 3 weeks of the project with a peak hauling capacity of **140,000 cubic yards in a single day**. This project was performed simultaneously with 4 other projects. When these 4 projects are included, Ceres peak hauling capacity was over **200,000 cubic yards per day**.

Ceres also maintains a database of 3,346 to ensure rapid mobilization during any activation. If awarded, Ceres commits to identify additional MBE, WBE, SBE, and DBE contractors for debris removal, and conducting a subcontractor workshop in Destin within the first year. Local contractor utilization and keeping dollars in the local community is a cornerstone of Ceres response and long-term operations.

Ceres current workload includes activations in jurisdictions in North Carolina, Georgia, and Florida for debris removal following Hurricane Helene. Due to the nature of disaster relief work, it is difficult to project workload; **however, Ceres has the proven resources and experience to handle multiple events and locations.**

In September and October of 2024 Ceres was activated by 47 jurisdictions across Florida and Georgia following the landfalls of Hurricanes Helene and Milton. Just months before, in July, Hurricane Beryl struck Texas, and Ceres was responded to 16 Texas jurisdictions.

In 2023 Ceres managed 24 activations spanning from the East Coast to the West Coast and in Puerto Rico, including responses to Hurricane Idalia in Florida and Georgia, the Great Vermont Flood, Winter Storm Mara in Texas, flooding and mudslides due to the Atmospheric River in California and wildfires in New Mexico.

In 2022 Ceres responded to 27 activations in Florida alone following the landfalls of Hurricanes Ian and Nicole.

Our successful experience in multiple response situations as well as our substantial resources and teaming relationships, assures us that Ceres' performance on this contract will be to the City's utmost satisfaction. **Ceres has never exceeded its capacity to perform on its pre-event and ongoing contractual commitments.**

Ceres' Disaster Recovery Division is headquartered in Sarasota, FL providing an excellent location from which to manage our post-disaster work in Destin. If an event affects our Sarasota office, Ceres maintains other offices in Houma, LA, Houston, TX, Brooklyn Park, MN, and Cameron Park, CA providing us great continuity of operations to quickly step in and assume responsibility for disaster response.

David A. McIntyre, Sole Shareholder and President; John Ulschmid, Vice President; and Tia Laurie, Corporate Secretary have signature authority to bind the company and can all be reached by calling Ceres' toll-free number (800) 218-4424.

We look forward to the opportunity to be your supplier of disaster debris management services.

Sincerely,

Tia Laurie
Corporate Secretary
Ceres Environmental Services, Inc.

Enc.

3 EXPERIENCE AND ABILITY

3.1 Background, History, and Overall Experience

Ceres Environmental Services, Inc. is one of the nation's leading disaster recovery contractors, deploying from its disaster response facilities in California, Florida, Louisiana, Minnesota, Puerto Rico, Texas, the Virgin Islands and Christchurch, New Zealand. Since its founding in 1976, Ceres has been awarded over **$2.5 billion in FEMA-funded disaster recovery projects** across the United States. While under contract for one billion dollars, Ceres was able to complete the work for about half that amount, saving hundreds of millions of dollars for the Government. The U.S. Army Corps of Engineers officially evaluated **Ceres' overall performance during the Katrina cleanup as "Outstanding", the highest rating available at that time**. Ceres was specifically noted for use of local contractors; quality, efficiency, and swiftness of performance; and cooperation while managing a changing and evolving work scope for the single largest geographic area of operation post Katrina.

Disaster Experience – Notable Events

Ceres responded to numerous disaster events, including hurricanes, tornados, floods, winter storms and fires. The following is a selection of major events that Ceres responded to in the past.

Ceres Response to Hurricanes

Hurricanes Beryl, Debby, Helene, and Milton (2024)
Hurricane Idalia (2023)
Hurricane Ian (2022)
Hurricane Ida (2021)
Hurricanes Delta, Hanna, Laura, Sally and Zeta (2020)
Hurricanes Michael and Florence (2018)
Hurricanes Harvey, Irma, and Maria (2017)
Hurricanes Hermine and Matthew (2016)
Hurricanes Sandy and Isaac (2012)
Hurricane Irene (2011)
Hurricane Ike (2009)
Hurricanes Gustav and Dolly (2008)
Hurricanes Katrina and Wilma (2005)

Ceres Response to Winter Storms

Winter Storm Mara (2023)
Winter Storm Uri (2021)
Oklahoma Ice Storm (2020)
Kansas Snowstorm (2019)
Winter Storm Goliath (2015)
Georgia Ice Strom (2015)
Winter Storm Pax (2014)
NC Winter Storm (2014)
Winter Storm Atlas (2013)
Connecticut Winter Storm (2011)
Kentucky Ice Storm (2009)
Oklahoma Ice Storm (2007)

Ceres Response to Tornados and Strong Wind Events

GA, FL, LA, TN, TX Wind Events/Tornados (2024)
Mississippi Tornados (2023)
Tornado following Hurricane Ian (2022)
Iowa Derechos (2022 and 2020)
April Tornados – TN and MS (2020)
Macroburst in Connecticut (2018)
January Tornado – GA and AL (2017)
Spring Tornados – MS and AL (2014)
Macroburst in North Carolina (2013)
April Tornados in Alabama (2011)

Ceres Response to Floods

California & Great Vermont Flood (2023)
Louisiana Floods (2016)
Bastrop County Floods (2016)
Iowa Floods (2008)

Ceres Response to Fires

New Mexico Wildfires (2022)
Cameron Peak Fire in Colorado (2020)
Oregon Wildfires (2020)
Camp Fire (2018)
California Wildfires (2017)

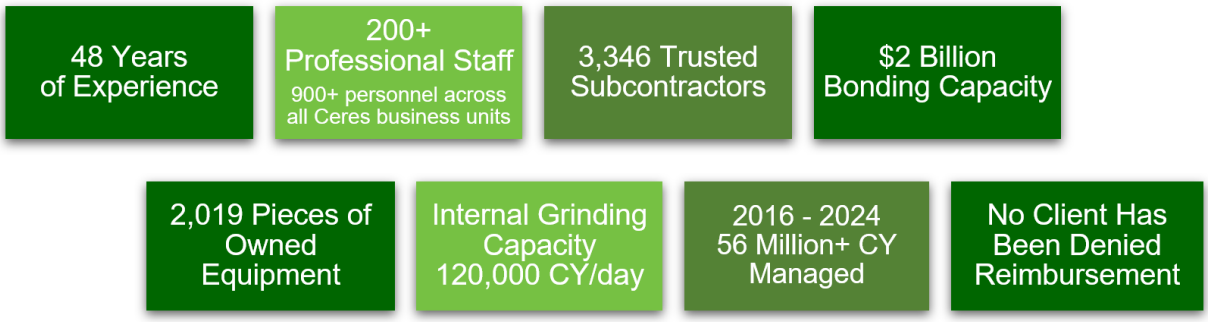
Ceres first began operations in 1976 in response to Dutch Elm disease. Since that time, Ceres has responded to hundreds of disaster events across the U.S., on remote island chains and even in different countries. In that time, Ceres has grown from a single company into a multinational family of companies and divisions that provide resources, support, and services to the Disaster Recovery Division. These business units currently employ a total of more than 600 trained and experienced core personnel; this core team has expanded to over 1,500 when necessary, during recovery response missions. Our team possesses competencies and capabilities in the following areas.

- *The Ground Up* – Houston-based green waste recycling company focusing on yard waste disposal, grinding, and mulching operations.
- *Vesta Equity* – an investment company specializing in finance and real estate. Part of its mission is supplying financing for business operations and real estate ventures. Ceres uses our affiliated company Vesta as a financing resource, allowing Ceres to easily finance our activities. For example, during our 2018-19 storm response, Ceres utilized working capital of approximately $100 million in several instances, including during California wildfire recovery work.
- *C.T.L. Forest Management, Inc.* – California forestry focused company that performs large-scale post-wildfire hazard tree removal programs in Oregon and California and conducts disaster mitigation, such as fuels reduction and fire hardening projects. Ceres/C.T.L. are the largest owner/operator of Sennebogens in the world. This specialty tree removal equipment utilizes a cutter head and elevated cab to limit tree personnel on the ground to remove hazardous trees.
- *Civil Works* – focused on large, horizontal construction projects such as levees, dikes, and other flood control works.
- *Equipment* – supports Disaster Response and Civil Works managing 2,019 pieces of equipment and 33 mechanics, as well as additional support personnel.

The companies fulfilled a long-term Corporate strategic goal of owner and President David McIntyre – to develop a suite of diversified, yet complementary and related businesses to support Disaster Recovery and Response in any large and diverse disaster debris activation(s). Each business unit and division play a vital role in the overall company strategy and Ceres can draw on the strength and synergies of each company to ensure that the personnel, technology, equipment, and finances required to successfully complete large-scale missions. This strategy allows Ceres to:

- Retain long-term employees between disaster recovery assignments
- Keep heavy equipment on-hand, at-the-ready and operational
- Provide financing to ensure that we can pay subcontractors promptly and purchase additional equipment necessary to self-perform

CERES HAS NEVER DEFAULTED ON A CONTRACT OR FAILED TO COMPLETE ANY WORK AWARDED.



Advantages of Ceres

Feature	Benefit to City of Destin	
Solid Experience and Consistent Performance	Low Risk of Poor Performance	Exemplary performance on over 400 FEMA-funded Emergency Debris Management contracts with an awarded value of over $2.5 billion dollars for various government agencies.
Rapid Disaster Response and Mobilization	Improved Safety and Rapid Completion	In October 2018, Hurricane Michael ripped through Georgia leaving damage and destruction in its path, with the hardest hit areas in Southwest Georgia. As a result, Ceres was activated by the U.S. Army Corps of Engineers (USACE) to remove debris in 13 Southwest Georgia counties. We mobilized staff and some equipment prior to the formal Notice to Proceed (NTP). Ceres collected a total of 4.2 million cubic yards of debris in the first 90 days. At the mission's peak, Ceres was able to haul 140,000 CYs – 3.3% of the total project – in a single day. The consistency of this type of significant progress allowed us to finish on schedule with the USACE staff drawdown plan. **Ceres received the highest possible quality rating for this work – Exceptional** – based in part on our high production rates despite numerous scope changes and severe weather**.**
Large Scale Experience and Multiple Event Response	Successful Task Completion	In 2024, Ceres responded to 88 jurisdictions across the U.S. Ceres was activated in 47 jurisdictions in Florida, Georgia, and North Carolina following Hurricanes Helene and Milton. Months earlier, we responded to 16 Texas jurisdictions following Hurricane Beryl, and 4 jurisdictions in Florida and Georgia in response to Hurricane Debby. In addition to hurricane responses, Ceres was activated in Louisiana, Tennessee, and Georgia following tornadoes and severe wind events. Ceres also worked in California completing the response to the Atmospheric River flooding, and in Florida completing private property debris removal from Hurricane Ian. In 2023, Ceres managed 24 activations spanning from the East Coast to the West Coast of the contiguous United States and in Puerto Rico. Ceres provided debris removal services in response to extensive flooding and mudslides in California following the Atmospheric River, wildfires in New Mexico, Winter Storm Mara in Texas, the Great Vermont Flood, and Hurricane Idalia in Georgia and Florida. Additionally, Ceres performed projects focused on waterway debris removal in Louisiana and Florida. In 2022, Ceres responded to 27 contract activations in Florida following the landfalls of Hurricanes Ian and Nicole. During this same period, Ceres continued work on a waterway debris removal project in Livingston Parish, LA and a debris removal project resulting from wildfires in New Mexico. In 2021, Ceres successfully completed over 30 projects resulting from numerous disasters affecting the United States. This includes Hurricane Ida in Louisiana, Winter Storm Uri, and Tropical Storm Nicholas in Texas, a derecho in Iowa, Red Tide in Florida, and the wildfires in Oregon and Colorado. In September of 2017, Ceres responded to 7 jurisdictions in Texas after Hurricane Harvey, and 35 jurisdictions in Florida and 2 jurisdictions in Georgia after Hurricane Irma. Additionally, Ceres worked under the U.S. Army Corps of Engineers (USACE) in Puerto Rico and the Virgin Islands, where both Hurricanes Irma and Maria caused severe damage and devastation. Ceres received an **Exceptional overall rating – the highest possible rating** for the work performed in the Virgin Islands by the U.S. Army Corps of Engineers. In August of the same year, Ceres had already begun recovery work in seven jurisdictions in Texas following Hurricane Harvey.

Feature	Benefit to City of Destin	
Long, Varied History of Disaster Recovery Experience	Maximum FEMA Reimbursement	Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement. Throughout Ceres' history, no client has been denied reimbursement for work Ceres has performed.
Large Number of Accredited Subcontractors	Faster Job Completion	Ceres' subcontractor database comprises 3,346 qualified individuals and companies certified to work in the U.S. These companies have more than 50,000 pieces of debris removal equipment immediately available for disaster recovery work.
Large Disaster Response Equipment Inventory	Faster Job Completion and Added Flexibility	The Ceres family of company owns one of the largest inventories of disaster recovery equipment in the U.S. Ceres Environmental Inc.'s current inventory includes 2,019 pieces of equipment.
Significant Earthquake Recovery Experience	Low Risk of Poor Performance in Earthquake Response	Ceres has conducted operations in New Zealand and in Haiti following earthquake events and is a leader in the reconstruction and upgrade of seismically damaged buildings repairs in Christchurch, New Zealand. Key achievements include New Zealand's first building implosion, Ceres' tallest earthquake damaged building implosion (16 stories); demo of the tallest earthquake damaged building by mechanical means (high reach, 11 stories); and demo of the largest (by footprint) earthquake damaged building by (290,520 sq. ft.). We have performed debris removal, demolition by mechanical or implosion methods, make-safe reconstruction of dangerous seismically damaged buildings in urban areas, reconstruction in heavily damaged areas, and recycling.
Significant Fire Recovery Experience	Low Risk of Poor Performance in Fire Response	From February 2019 through March 2020, Ceres worked in Butte County, California as a part of the CalRecycle Disaster Recovery effort, as one of three prime contractors. Over the course of that time, Ceres managed 3,083 Rights-of-Entry and removed over 768,000 tons of fire debris. This was the largest debris mission in California in more than 100 years. From December 2017 to June 2018, Ceres actively worked in Lake, Mendocino, and Napa (LMN) Counties as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort after the President declared a federal State of Emergency as a result of the Northern California Wildfires. Throughout the performance period, Ceres did not have a single lost time accident while the other two (2) prime contractors were plagued by safety issues.

Our mission is to serve units of Government with time-critical disaster recovery and heavy construction services. We have an enviable reputation for speedy deployment, excellent work, and experienced site management. After 48 years of doing demanding work in almost every U.S. state and territory, Ceres is still known for keeping its promises: **Ceres has never defaulted on a contract, failed to complete a contract, nor had any client denied reimbursement**. An evaluation from the Department of the Navy is typical: *"perhaps the finest contractor I have worked with…."* Ceres always adheres to the highest standards of quality, integrity, and safety.

The core competencies Ceres commits to every project are:

- Rapid Deployment
- Experienced Project Management
- Financial Stability
- Equipment, and
- Trusted Subcontractors

Rapid Deployment

Over the years, we have developed and refined our ability for rapid response mobilizations. Following Hurricane Ian in 2022, Ceres mobilized 13 knuckleboom crews and 3 bucket truck crews within 24 hours of Notice to Proceed to Hardee County, FL. This was one of the very first debris removal projects in the state to start after the hurricane.

Following Hurricane Matthew in 2016, Ceres mobilized staff and equipment to Beaufort County, SC within 24 hours of the Notice to Proceed. Originally, Ceres was under contract to provide 10 emergency debris clearance crews, but when the County's needs changed, we were able to quickly increase the number of crews to 24. That was the largest number of push crews we had provided in 10 years. We set a record again in 2018, when Ceres provided push crews to Jackson County, FL following Hurricane Michael. Ceres received a Notice to Proceed and mobilized over 150 emergency debris clearance crews within 72 hours. Given the severity of the storm, Ceres continued emergency debris clearance for over 100 hours after initial impact maintaining detailed time and materials logs to ensure reimbursement of all eligible costs for Jackson County.

Ceres uses local "teaming partners" as well as strategically placed owned equipment staging and multiple office locations across the country. **Ceres can provide significant equipment and staffing within 24 hours of storm subsidence.**



Ceres collected over 2.4 million cubic yards of Hurricane Ian debris in the City of North Port, FL alone

Experienced Project Management

For the past 5 years, the company has more than 200 full-time professional and managerial staff with disaster experience, many of whom hold degrees in areas such as: Business Administration, Structural and Civil Engineering, Forestry, Geology, Science and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; HAZWOPER certified; NIMS certified through FEMA's Emergency Management Institute; certified in first aid by the Red Cross; and completed OSHA's 40-hour safety training course. Ceres' management is also experienced in a wide variety of geographic conditions. Their work histories include all U.S. states, Puerto Rico, Thule, Greenland, Ascension Island, Haiti, and New Zealand. Ceres maintains a network of highly qualified professionals who work as needed during the high demand periods. **As the company swelled to meet the demand of multiple projects simultaneously, Ceres averaged over 600 employees during busy seasons for the past 5 years.** This included project management personnel, quality control staff, equipment operators, mechanics project accounting employees, logistical support group, and most importantly, a dedicated safety team.

Ceres' management has demonstrated its ability to respond to large-scale events. In 2024 Following Hurricanes Helene and Milton, Ceres was activated in 47 jurisdictions across Florida, Georgia, and North Carolina. We responded to all jurisdictions and have removed over **11.3 million** cubic yards to date. We expect the 4 remaining projects to be completed within the next 30 days.

Following Hurricanes Ian and Nicole in 2022, Ceres received 27 contract activations across Florida. We successfully responded to all our clients. Two of these projects exceeded 2 million cubic yards of debris each.

From October 2018 to March 2019, Ceres was activated in 13 Southwest Georgia Counties for the U.S Army Corps of Engineers following Hurricane Michael. Ceres collected and hauled a total of 4,236,363 cubic yards of debris, with a maximum haul of 140,330 cubic yards in a single day. This was accomplished by utilizing 1,628 hauling vehicles and managing 144 subcontractors. Ceres received an **Exceptional** – the highest possible rating – for quality of service in the face of enormous challenges caused by an increase in the magnitude of project scope and extreme weather conditions.

Between December 2017 and June 2018, Ceres actively worked in Lake, Mendocino, and Napa (LMN) Counties as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort after the President declared a federal State of Emergency as a result of the Northern California Wildfires. During Hurricane Irma and Maria response, Ceres was closing out 8 projects in Texas, 37 projects in FL, and other projects in Louisiana, Georgia, Puerto Rico and the USVI. Throughout the performance period, Ceres did not have

a single loss time accident while the other two (2) prime contractors were plagued by safety issues. This was achieved through effective project management by over 50 project managers of more than 2,500 trucks and hundreds of subcontractors.

In all of 2017, Ceres received more than 50 major contract activations from cities, counties, and the U.S. Army, including an ACI activation in the U.S. Virgin Islands (USVI) for debris removal and off-island debris disposal. For that work, Ceres received the highest possible evaluation **– Exceptional overall rating for its pre- and post-Hurricanes Irma and Maria responses**.

Shortly after Hurricanes Katrina and Rita in 2005, the U.S. Army Corps of Engineers (USACE) awarded Ceres a $1 billion contract for disaster response, including loading, hauling, reducing, and disposing of debris and white goods; trimming and removal of hazardous trees; demolition of storm damaged buildings; collection of household garbage; environmental sampling and monitoring of disposal sites; and life support services. This contract covered 11 Louisiana Parishes and required the operation of 54 reduction/disposal sites. Ceres achieved a record-setting mobilization, hauling more than 45,000 cubic yards of debris in its first day on the job (from Jefferson Parish, LA). Ceres rapidly achieved large-scale capacity, reaching a maximum production of 194,584 cubic yards per day and eventually hauling, reducing, and disposing over 13.4 million cubic yards of debris, over 315,000 units of white goods, while trimming or removing over 165,000 hazardous trees.

Ceres has the resources and experience to handle multiple events and locations. In 2023, Ceres successfully completed multiple projects in 8 different states plus Puerto Rico. This includes responses to Hurricane Idalia in Florida and Georgia, Winter Storm Mara in Texas, Mississippi Tornadoes, the Great Flood in Vermont, a severe Summer Storm in Atlanta, GA, a June Windstorm in Shreveport, LA, Red Tide cleanup in Sarasota, FL., and the Atmospheric River floods in California. Additionally, Ceres performed private property debris removal in Cape Coral, FL, utility line clearing in Puerto Rico and waterway debris removal in two (2) Parishes in Louisiana, including St. Tammany Parish.

In 2021, Ceres successfully completed numerous projects across 9 different states. This includes responses to Hurricane Ida in Louisiana, Winter Storm Uri in Texas and Oklahoma, Tropical Storm Nicholas in Texas, a derecho in Iowa, Red Tide in Florida, and the wildfires in Oregon and Colorado. Additionally, Ceres performed private property debris removal in Puerto Rico, waterway debris removal in Louisiana and assisted its Georgia clients with solid waste removal due to the Covid-19 related shortage of staff.

In 2018-2019, Ceres was activated by the U.S. Army Corps of Engineers in 13 counties located in southwest Georgia following Hurricane Michael, while also performing work for individual jurisdictions in Florida. In addition to this work, Ceres was still actively providing disaster recovery services throughout North and South Carolina as a result of Hurricane Florence. In 2016, Ceres was already working in Louisiana following heavy rains and flooding when Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres responded to several counties in Florida and Georgia after Hurricane Hermine and then to an additional 14 jurisdictions in Florida, Georgia, South Carolina and North Carolina after Hurricane Matthew.

Our successful experience in multiple response situations as well as our substantial resources and teaming relationships, assures that Ceres' performance on this project will be to the Client's utmost satisfaction.

Ceres' management has demonstrated its commitment to safe operations. In 2021, following Hurricane Ida, Ceres performed debris management and removal for much of Louisiana, including three zones in the City of New Orleans and the North and South Shore areas of Lake Pontchartrain. During this response, we had a total of 13 projects with self-performing crews and 75 subcontractors. Ceres worked 71,958 employee hours and incurred 1,706,789 truck miles while hauling 2,630,744 cubic yards of debris. **These projects saw zero recordable or lost time incidents.**

Ceres worked approximately **650,000 manhours without a single lost time injury** in Southwest Georgia in 2018-2019. Our use of equipment safety inspection stickers that were a part of the placarding process ensured that equipment was in good working order, and in total 1,628 vehicles were placarded. Ceres supervised an estimated 1,600 people on this job at its peak. Given the number of people and duration of the project, this is a strong demonstration of Ceres commitment to safety.

Safety is a key component of our company. We bring this emphasis to our debris management work as shown by four important awards. We were a 2015, 2011 and 2009 Recipient of the National Safety Council (NSC) Occupational Excellence Achievement Award. This award recognizes outstanding safety achievements among its members and is designed to help promote the prevention of workplace injuries and illnesses. In 2010, we received a Perfect Record Award for operating an entire year without occupational injury or illness and a Million Mile Club award for driving without a Preventable Incident.



In 2007, Ceres received the Million Work Hours award from the NSC. The award is for 1,000,000 work hours without occupational injury or illness involving days away from work during our Hurricane Katrina debris work.

Ceres' management has demonstrated its commitment to superior performance and customer satisfaction. In 2017-2019, Ceres worked in the U.S. Virgin Islands under the USACE contract. For that work, Ceres received **Exceptional** ratings for nearly all the categories rated, meeting and exceeding contract requirements and achieving the highest ratings available for quality, customer satisfaction, management/personnel/labor, cost/financial management, and safety/security.

Following the devastation of two (2) separate landfalls by Hurricane Irma in Florida on September 10, 2017, all 67 counties and 412 incorporated municipalities in the State of Florida were declared Category A and Category B under the FEMA Public Assistance Program. During this time, Ceres was active in over 50 separate locations throughout the Southern United States. For Seminole County, FL, although Ceres was the secondary contractor, Ceres staff was engaged with the County staff prior to the storm and was activated in place of the primary contractor when they failed to participate in project kickoff procedures. Upon completion, Ceres had managed 786,619 cubic yards of debris, removing on average more than 9,000 cubic yards a day. We cut a total of 25,021 limbs, with a peak day count of 1,353 limbs on September 27.

When Winter Storm Pax struck the southeast in 2014, Ceres' pre-event debris management contract with Columbia County, GA was activated. Ceres responded immediately, mobilizing a work force capable of removing the more than 600,000 cubic yards of debris left behind by the late winter ice storm. During the project, Ceres not only provided the debris management necessary, but also assisted with FEMA documentation and provided zone maps of the County to keep the public informed. Columbia County, at the end of the project, said of Ceres, "From the first day to the last day of our project, they performed their work in an admirable and cooperative manner."

During 2005, Ceres' pre disaster event contracts with Terrebonne Parish, LA and Palm Beach Gardens, FL were activated in response to Hurricanes Katrina and Wilma. Ceres had management staff on the ground before either hurricane made landfall. Katrina and Rita work in other places already had Ceres fully mobilized and in the midst of moving millions of cubic yards of debris and installing thousands of temporary roofs in Mississippi and Florida. Nevertheless, the City of Palm Beach Gardens received such a high level of service that they evaluated Ceres' performance as "Exceptional."

Ceres' management has demonstrated a high level of capability and adaptability. In 2021, following Hurricane Ida in Louisiana, contractors faced shortages of fuel for vehicles and recovery equipment, electrical power outages, and unavailability of rental vehicles and lodging. Ceres promptly adapted to the scarcity of these resources by transporting bulk fuel from outside the affected area and staging onsite for use by company-owned and subcontractor-owned equipment; transporting and utilizing camper trailers for lodging project management and equipment operators; positioning company-owned generators to the Parish; and securing rental vehicles outside the affected area.

In 2018, when subcontractors became increasingly scarce for Hurricane Florence recovery in North Carolina after Hurricane Michael struck the Southeast U.S. in October of that same year. Ceres used its

own equipment and personnel to fulfill all our client commitments without an interruption in service, unlike many other prime contractors, despite extreme weather conditions that caused significant delays.

Ceres was active in Livingston Parish, LA in early 2017 following damages sustained by summer flooding in 2016. Ceres removed and disposed of approximately 1.35 million cubic yards of debris, including 400,000 pounds of putrid food and 20,000 units of white goods. In the middle of clean up, Hurricanes Hermine and Matthew hit the U.S. coast within a month of each other. Ceres extended its services to respond to the needs of more than 20 other jurisdictions while fulfilling all contractual obligations in the Parish. In the words of the Director of Parish Homeland Security, "*[Ceres} showed extreme reliability and dedication in the midst of chaos… Organized and diligent, their team quickly adapted to meet our needs.*"

Ceres' personnel are trained in FEMA regulations and are schooled in the use of FEMA Public Assistance Debris Management Guide FEMA 325, as well as additional resource books Public Assistance Guide FEMA 322 and Public Assistance Policy Digest 321. Ceres personnel are also familiar with the Public Assistance Program and Policy Guide, as well as 2 CFR Part 200 Procurement Standards.

Financial Stability

Ceres' excellent financial stability means that it can provide performance and payments bonds from treasury-listed carriers in amounts **in excess of $2 BIL** per single project. With liquid working capital and additional credit lines in excess of $200M available, a lack of financial resources is never an obstacle for Ceres. The company is able to perform work with its own funds and the timing of payments from customers is a non-issue for the corporation. As an example, in 2017, Ceres was activated simultaneously in 35 jurisdictions throughout the state of Florida, while still completing work in Texas, starting, and sustaining projects in both U.S. Virgin Islands and Puerto Rico. Despite the heavy workload and wide variety in project schedules and invoice payments, Ceres was able to maintain a steady pace in all the recovery projects by ensuring that personnel were provided for, equipment was maintained, and subcontractors received prompt payments. At one point, Accounts Receivable exceeded $105M, and Ceres never had a work stoppage on any project.

Equipment

Ceres and its family of companies own 2,019 pieces of disaster response equipment. Ceres invests heavily in owned equipment because it assures rapid response times and provides additional flexibility as well as direct management control.



Because of its extensive fleet, Ceres can send equipment and personnel to respond to a disaster regardless of the availability of subcontractors.

Following the 2017 storm season, Ceres purchased additional equipment, including self-loading knuckle boom trucks, additional grinders, excavators, and other support equipment. This allowed Ceres to continue to operate projects in the U.S. Virgin Islands and Puerto Rico and respond to Hurricane Florence and Hurricane Michael in 2018.

Much like recovery projects in 2016 and 2017, a large C&D event and a vegetative event occurred in 2018 in North and South Carolina. Subcontracted trucks left many projects in North Carolina, and other primes struggled to close out. Ceres applied the strategy used in 2017 and buoyed by the purchase of additional equipment, Ceres self-performed the closeout of many North Carolina and South Carolina projects.

Ceres has taken numerous steps to mitigate any recurrence of the equipment shortages that have plagued the disaster industry in recent years. We are confident in our ability to rapidly mobilize the magnitude of equipment and personnel necessary to manage the largest projects and we have demonstrated our ability to manage more than 50 government projects totaling approximately $250M concurrently, providing a dedicated Project Manager for each individual project.

Ceres has access to all the life support equipment needed for supporting its own personnel including mobile living quarters, food supply, large potable water supply tanks, and large septic storage systems. These systems have saved valuable management time in responses to such higher category storms as Katrina. Ceres also has available life support systems for project-wide support and Government personnel. In Ceres' Jefferson Parish, LA response following Katrina, for example, Ceres provided total life support for more than 400 people, and subcontractor fueling services for enough equipment to move 70,000 CY of debris per day.

Ceres owns four self-contained office trailers including satellite internet connections and satellite phones as well as additional loaner satellite cell phones for the customers' management teams. Ceres regularly supplies rental satellite phone service to its clients.

Trusted Subcontractors

Ceres maintains one of the industry's largest networks of pre-screened and fully qualified subcontractors, including local vendors and preferred vendors. Our subcontractors are evaluated on many levels, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost. Ceres knows that a big part of local recovery is economic, so Ceres always strives to employ qualified local labor. The subcontractors are also grouped in Response Regions based on distance from City of Destin's service area to facilitate contacts if pre-event mobilization plans are activated.

It is Ceres' formal policy to utilize local subcontract services in the performance of the proposed contract to the maximum extent possible. In the emergency disaster response and recovery activities carried out under the contract, preference will be given, to the extent feasible and practicable, to those organizations, firms, and individuals residing or doing business primarily in the area affected by such major disaster or emergency. Ceres recognizes the advantages obtainable by utilizing other responsible and experienced firms capable of furnishing specialty services and products of high quality, but first priority will be given to those subcontractors who are from the area or regularly do business there. During Ceres' Army Corps contracted disaster relief response in the state of Louisiana following Hurricane Katrina, local contractors received 55.9% of the total dollars paid to Ceres.

In accordance with Ceres Corporate policies, it is our practice to use Local and other Small Businesses (SB) and also HUBZone, Veteran-Owned (VO), Service-Disabled Veteran-Owned (SDVO), Small Disadvantaged (SDB), Women-Owned (WOSB), Historically Black Colleges and Universities (HBCU), and Minority Institutions (MI) for the provision of equipment, labor, services, and supplies to the maximum extent possible. In our most recent reporting on our federal contracts, we exceeded our goals in each of the applicable categories. This report shows that Ceres paid Small Business Concerns 75.6% of the total dollars, with 12.0% going to SDBs, 13% to WOSBs, 3.3% to HUBZone SBs, 11% to VOs, and 9.5% to SDVOs.

While Ceres' database of screened and qualified subcontractors consists of 3,346 firms from across the country, Ceres intends to draw from a more select list of regionally based subcontractors to provide the highest level of performance, including rapid mobilization. Other firms that have shown exemplary performance standards in previous disaster recovery efforts are included in this list.

In Ceres' subcontractor registration process, all potential firms are required to demonstrate their knowledge of the disaster recovery process, including safety, knowledge of FEMA related topics, eligible debris, etc. After scrutiny, the firms that meet Ceres' rigorous standards are added to the list of preferred subcontractors. Additionally, after each disaster recovery project, Ceres managers go through a complete performance evaluation of each subcontractor that worked on the project.

All subcontractors have been screened through the Excluded Parties List System and only those shown to have no history on the list will be chosen for this project.

FEMA Knowledge

Ceres has more than 30 years of successful FEMA-reimbursed disaster work. Ceres' management staff has a long tenure with strong expertise in FEMA requirements for documentation, eligibility, general rules compliance, and methodologies.

Ceres augments staff FEMA experience with certified FEMA training classes for its general management. Project Managers and Project Superintendents are required to take ICS courses through the FEMA's online

Emergency Management Institute (EMI) to better understand NIMS structure and review debris eligibility. Ceres has also retained the former State Response and Recovery Directors, U.S. Army Corps of Engineers Subject Matter Experts, and the former U.S. Army Corps of Engineers Disaster Program Manager (also, co-author of the now superseded FEMA 325 Debris Management Guide). Our personnel are deeply experienced in FEMA's Public Assistance Program, and we continually train managers down to field staff in FEMA eligibility requirements.

Ceres has assisted numerous clients during the post-disaster reimbursement application process, and our clients have never been denied reimbursement for our work. For example, two years after one project was completed, FEMA conducted an audit of one city during which the city was unable to provide complete truck certification logs. FEMA indicated that due to the missing truck documentation, they intended to deobligate over $1,000,000 from the city. When the city notified Ceres about this matter, Ceres was able to provide the missing information from its well-organized records; the city subsequently received all its eligible reimbursement without any deobligation.

Community Relations

One of Ceres' most important support functions in the event of a natural disaster is to help Destin officials engage in community relations. Ceres provides important resources for keeping residents informed on the progress of cleanup.

Toll Free Hotline and E-Mail Management

Large phone and e-mail traffic from concerned residents are a part of every natural disaster. Ceres maintains a toll-free Storm Hotline that is staffed and accessible 24 hours a day, 7 days a week to handle questions, concerns or complaints related to clean-up: **1-877-STORM12**. The number is prominently displayed on all Ceres equipment working the clean-up area. Ceres monitors call and e-mail volume and establishes additional toll-free numbers and enlists additional staff whenever greater capacity is required to ensure maximum community responsiveness.

Call center staff keep a log of incoming calls and e-mails, recording the address of the reported incident, resident's name, reported complaint, date and time of reported incident, and the truck number (if applicable). This group compiles incoming resident communications and organizes them into date/time of receipt and response priorities. Ceres sorts through messages to identify time-sensitive incidents such as broken water lines that need immediate attention. Each incident is investigated, and ultimately, we locate the responsible crew if fault is found. Reports from this database will be accessible daily or weekly and can be disbursed to Destin officials accordingly.

Public Information Campaigns

Having been in business for 48 years and completed more than over 400 disaster contracts, Ceres has participated in and developed a number of public information campaigns. Within the Ceres repository, we maintain debris separation diagrams and videos translated into multiple languages, radio advisories, door hangers, mailbox flyers and various other forms of media. The idea is the City and Ceres must retrain residents to put out disaster debris, given that the residents are accustomed to placing trash out on a certain day of the week. The more we can educate the residents across multiple media types and reinforce the messaging, the faster Ceres can remove debris from the public ROW.

Client Satisfaction-Oriented

Ceres is in business to serve governmental agencies. We recognize that providing customer satisfaction is critical to our success. Our satisfied customers and the commendation letters and evaluations quoted below speak for themselves.

[Ceres] showed extreme reliability and dedication in the midst of chaos… Ceres Environmental has my highest recommendation.

James A. (Jimmie) Stephens, County Commissioner, Jefferson County, Alabama

I would like to officially express my gratitude and admiration for your leadership and expediency of action in providing the Corps of Engineers with logistical and operational support. I feel confident that with leaders like you the Corps of Engineers and the State of Louisiana will have little difficulty in continuing to succeed in the recovery mission.

Wesley Todd, Mission Manager, U.S. Army Corps of Engineers

My experience with this firm is that they are true professionals with a focus on the need of their customers and the community they serve regardless of the circumstances.

Alberto Zamora, Sanitation Division Director, City of Miami Beach, FL

…I would like to thank Ceres and all of its personnel for the services that you provided during this most trying of times. I thought that you and your staff handled yourselves in a most professional manner and it was a pleasure working with you.

Don Brandon, P.E, County Engineer, Chambers County, Texas

Perhaps the finest contractor we've worked with.

Department of the Navy, Naval Facilities Engineering Command, El Centro CA.

While many out of state contractors used this opportunity to take advantage of the situation, your organization rose above the rest with superior customer service...

James A. Randolph, Asst. to the Town Manager, Town of Windsor, VA

As communities seek to incorporate the benefit of a defined and organized emergency debris haul contract, we would promote and recommend that Ceres Environmental be at the forefront of consideration. The company is committed to purpose, responsive to action, and sets the standard of industry excellence.

Joe Mercurio, Project Manager, Emergency Management, City of Port St. Lucie, FL

Ceres has given us exemplary service. They have been responsive to the needs that are unique to our County, they have advised us of FEMA regulations, they have made suggestions to save the County money and most importantly they conducted their business in a professional manner….I have been most impressed by their thoroughness and flexibility.

Donald M. Long, Director of Public Works, County of Isle of Wight, VA

Ceres did an excellent job in the coordination and the removal of tree damage that occurred…. I would highly recommend them for any future cleanup because of the proficiency and timely manner in which they operated.

Tim Stevens, Superintendent of State Highways, Kentucky State Highway Department

3.2 Expertise and Experience Performing Proposed Work

Ceres Environmental Services, Inc. is one of the nation's leading disaster recovery contractors, and with 48 years of disaster debris removal and management experience, and over 400 FEMA-funded projects we have a deep understanding of the scope of work required by the City of Destin. Throughout our proposal, we highlight the experience and capabilities that make us an excellent choice to support Destin in the event of a disaster. **Refer to Section 4.1 Debris Management Operations Plan** for the phases and approaches to the scope of services, and **Tab 5** for our **Previous Experience** where we have performed similar work.

Understanding and Experience in Major Scopes of Work

Emergency Road Clearance	
Ceres has performed emergency road clearance (cut and push) for projects at every scale. Most projects we perform begin with emergency road clearance services. When emergency road clearing is required, separate crews will be allocated and will be available within hours following an event. Ceres typically mobilizes this equipment pre-event based on weather forecasts. Cut and Push Crews will be prepared to work 24-hour shifts (with rotating personnel). Ceres recognizes that to minimize the financial damage to a community, cleanup activities must begin rapidly and proceed without delay. Vital roadways must be cleared to allow safe travel for emergency personnel and first responders.	
Vegetative and C&D Debris Collection, Transportation, & Reduction	
Ceres has collected, transported, and reduced debris from public property for projects at every scale. Every debris management project includes removing vegetative and C&D debris from Public ROW's, and many include public parks, waterways, government buildings and biking and hiking trails. Following Hurricanes Ian and Nicole in 2022, Ceres received 27 contract activations across Florida. Ceres responded to all activations, and two of these projects had over 2 million cubic yards of debris each. From October 2018 to March 2019, Ceres was activated in 13 Southwest Georgia Counties for the U.S Army Corps of Engineers following Hurricane Michael. Ceres collected and hauled over 4 million cubic yards of debris from public property. This was accomplished by utilizing 1,628 hauling vehicles and managing 144 subcontractors.	
Hazardous Tree, Limb and Stump Removal	
Ceres has extensive experience in the removal of hazardous trees, limbs and stumps. In 2022, Ceres removed 9,330 hazardous trees and cut hazardous limbs from 28,227 trees in Cape Coral and North Port following Hurricane Ian. In 2016 following Hurricane Matthew, Ceres removed over 62,000 hazardous trees, limbs, and stumps without a single FEMA deobligation. In the past several years, FEMA has increased the federal cost share for many disasters in the first 30 or 60 days. To maximize the client's reimbursement, Ceres will mobilize and deploy bucket trucks to zones and subzones to remove hazardous leaners and hangers ahead of the haul trucks. This helps front-load debris removal costs with a sizable first pass and hazardous tree work complete.	

Demolition

Ceres has conducted operations in New Zealand and in Haiti following earthquake events and is a leader in the reconstruction and upgrade of seismically damaged buildings repairs in Christchurch, New Zealand. Our 2016 New Zealand demolition project was shortlisted for the World Demolition Awards in London in 2017.

Ceres also worked for United States Air Force for an emergency demolition project at Thule Air Base, Greenland, 700 miles from the North Pole. This difficult demolition project consisted of a large, 158-foot, severely damaged building that was in imminent danger of collapsing on a critical Early Warning Radar station protecting the U.S. East Coast.



Marine Debris Removal

Ceres has extensive experience providing waterway debris removal services under both the FEMA Public Assistance Program and the NRCS Emergency Watershed Protection Program. Ceres cleared canals, rivers, streams, waterways, and oceans.

During our recent project for Cape Coral under the Public Assistance Program, Ceres collected over 740,000 cubic yards from the canal network. With this project, Ceres was responsible for the Federal and State permitting (Section 404 permits from the U.S. Army Corps of Engineers) and identification of the ROEs to access the respective waterbody for debris removal.

Ceres is currently providing Livingston Parish, LA with stream debris removal services completing over 2,000,000 linear feet of waterways, reducing flooding and removing obstructions from over 500 miles of bayous, creeks, rivers, and ditches.



Abandoned Vehicles and Vessels

Following Hurricanes Irma and Maria in 2017, Ceres mobilized to the U.S.V.I. In addition to the over 1 million CY of vegetative and C&D debris, Ceres removed and managed derelict vehicles and vessels.

Ceres processed, in total, 396 derelict vessels including recycling POLs, ferrous and non-ferrous metals, lead keels, C&D, and Fiberglass. Debris slated for final disposal was shredded to accommodate off-island CONUS disposal. Fiberglass is a special waste in the USVI, therefore wet methods were employed to minimize dust emissions.

Following the California wildfires in Butte County, Ceres removed 6,048 vehicles and 98 vessels.



Household Hazardous Waste and Hazardous Waste Removal

During 2020, after the Camp Fire in Paradise, CA, Ceres removed 84,000 tons of hazardous debris which included RCRA 8 Metals, nuisance dust and silica. Additionally, we worked with the California Department of Toxic Substances Control (DTSC) to remove asbestos in accordance with worker safety statutes and regulations.

After Hurricane Laura in 2020, we removed and disposed of 46,180 pounds of HHW in Cameron Parish, LA.



White Goods

Ceres has handed white goods for many projects. White goods include refrigerant containing appliances such as freezers, refrigerators, and air conditioners; and other large appliances such as washers and dryers and small appliances like microwaves, depending on the recycler.

For example. following Hurricane Laura, while under contract with Cameron Parish LA, Ceres removed and disposed 2,293 white goods, many of which included freon.



Electronic Waste	
Electronic waste is separated curbside. During large-scale Right-of-Way debris removal, Ceres has developed sophisticated routing protocols and procedures using state-of-the-art scheduling, separation, tracking and ticketing technologies. Appropriately trained Quality Control personnel help to ensure that materials are managed safely and in accordance with protocols and with state and local requirements and regulations. During 2020, following Hurricane s Laura and Delta in Cameron Parish, Ceres removed and recycled or disposed of 3,058 units of electronic waste.	
Soil, Mud, Sand, and Sediment	
Between 2015 and 2020, Ceres worked in the Kuykendahl -Glen Forest Detention Basin located in Harris County, Texas. The project scope of work involved excavation and hauling of 5.7 million CY of soil and dirt for the construction of a detention basin. Additionally, the project required clearing & grubbing of site. Following Hurricane Matthew, Ceres screened 4,079 CY of sand in Jacksonville Beach, FL. Ceres performed screening totaling 22,000 CY for Point Pleasant Beach and Toms River following Hurricane Sandy During the wildfire recovery project in California, Ceres removed 155,983 CY of contaminated soil.	
Debris Management Sites (DMS)	
Ceres has extensive experience managing disposal sites. Ceres will utilize the DMSs identified by the City. If additional sites are required, Ceres will work closely with the City to secure leasing agreements and permitting for additional facilities. The state or local environmental authority would be notified, and the required information submitted by Ceres. If necessary, Ceres will open additional Debris Management Sites (DMSs), so that the equipment that is on site can make more round trips per day. In this manner daily production can increase as if there was more equipment on site, although what actually happens is that the existing equipment becomes more efficient. Ceres' ACI project in SW Georgia used this method to good success. Ceres opened 32 TDSRS across 13 Counties to keep haul distances short and production high. Both new entrants and the existing haulers mobilized in support for the USACE debris mission. At the mission's peak, Ceres hauled 140,000 CYs in a single day, or 3.3% of the total project. Post-Katrina, Ceres' USACE contract covered 11 Louisiana parishes and required the operation of 54 reduction/disposal sites.	

3.3 Federal and State Reimbursement Experience

From experience on over over 400 FEMA-reimbursed projects, Ceres Environmental Services, Inc. knows that accurate and organized recordkeeping and reporting is vital to successful completion of a project. To fulfill this need, Ceres provides support and assistance through every step of the project. After the project is completed, Ceres will attend post-project briefings and provide our lessons learned and recommendations for the next project to the City of Destin. Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement. **Throughout Ceres' history, no client has been denied reimbursement for work Ceres has performed.**

Ceres has FEMA reimbursement liaison officers on staff that provide expertise to Ceres and the City in order that all Project Worksheet activities and other reimbursement documentation are filed successfully.

Over the past ten years, all of Ceres' clients eligible for FEMA reimbursement have received the maximum amount for which their jurisdiction was eligible, **typically between 75% and 100%** based on FEMA regulations. One of the things that can greatly affect reimbursement is careful recordkeeping. Ceres will assist City of Destin with record keeping ensuring maximum reimbursement. **Ceres will meet all program standards as provided for in the FEMA Public Assistance Program and Policy Guide.**

Even long after Project Worksheet development, submittal and funding, Ceres supports its clients during the closeout and audit process. In 2020, Florida Division of Emergency Management's consultant, KPMG, requested additional information on two projects during closeout – Indian River County, Florida and Palm Beach County, Florida. Ceres was able to assist the client with detailed documentation that met KPMG's needs and resolved the outstanding closeout issues quickly. Similarly, in 2021 and 2022, Ceres assisted Vermillion Parish and Allen Parish with Hurricane Laura/Delta Project Worksheet development and closeout. Because we have great understanding and experience with the FEMA reimbursement process, we keep detailed records during and after the project. When clients like Vermillion Parish or Allen Parish request assistance, Ceres can quickly pull project records and provide them to the client to satisfy State and FEMA requests.

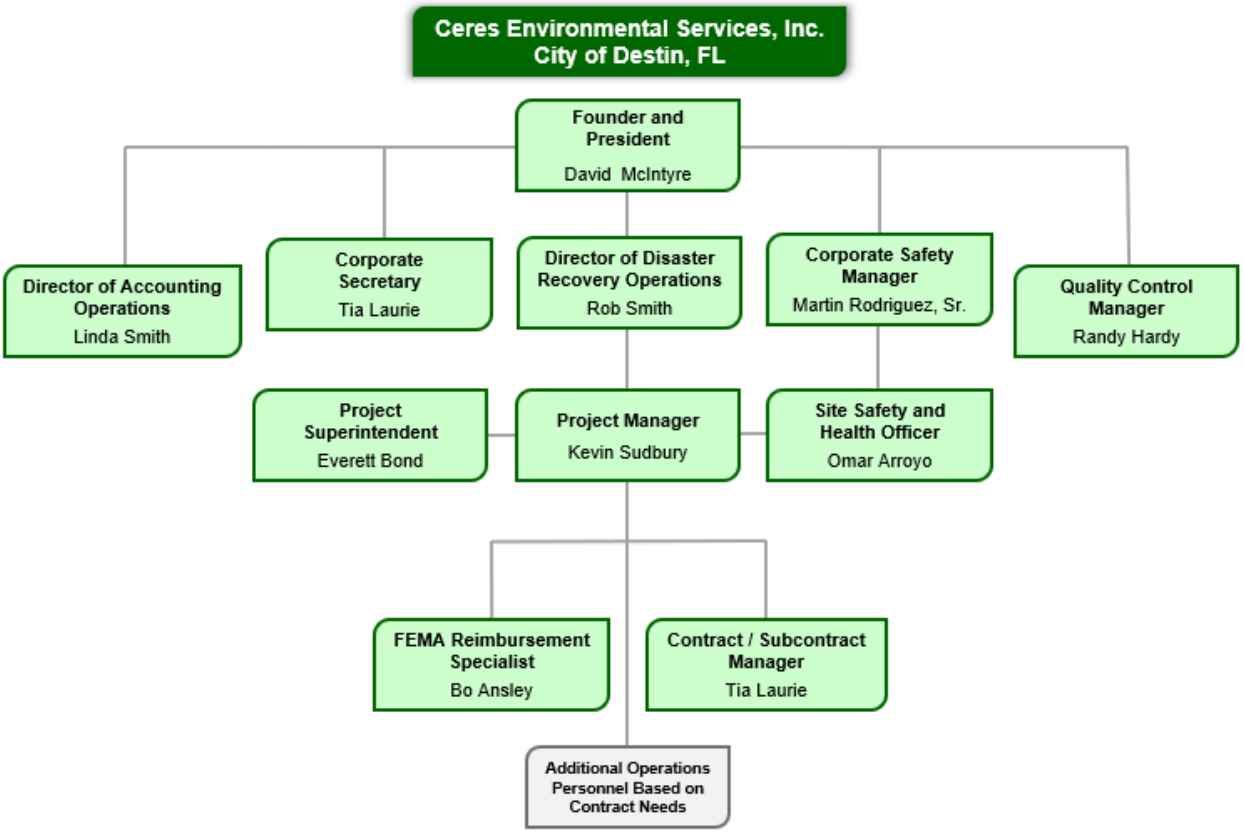
The following are some of the examples of our FEMA reimbursement experience.

Owner	Location	Title of Work	Total Cost of the Project	Time Period	Percentage of Fed and State Funds Received	Description
Cape Coral	Cape Coral, FL	Emergency Disaster Assistance and Debris Removal	$64,888,996	September 2022 – May 2023	100% Fed. for the first 60 days, outside 60 days: 90% Fed., 5% State, 5% Local	Removal of Debris Following Hurricane Ian
North Port	North Port, FL	Disaster Debris Clearance and Removal Services	$42,031,396	October 2022 – March 2023	100% Fed. for the first 60 days, outside 60 days: 90% Fed., 5% State, 5% Local	Removal of Debris Following Hurricane Ian
Livingston Parish	Livingston Parish, LA	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	$24,632,444	August 2021 – January 2022	100% Fed. cost share reimbursement for recovery costs incurred within the first 30 days of the disaster emergency declaration. 90% Fed. reimbursement after the first 30 days	Removal and disposal of debris following Hurricane Ida
Cameron Parish	Cameron Parish, LA	Debris Clearance and Removal Services	$28,880,677	August 2020 – May 2021	100% Fed. for the costliest 30 days, outside costliest 30 days: 90% Fed., 5% State, 5% Local	Removal, reduction, and disposal of debris generated from Hurricane Laura
Linn County	Linn County, IA	Debris Clearance and Removal Services	$9,476,677	August 2020 – January 2021	75% Fed., 12.5% State, 12.5% Local	Removal and disposal of debris resulting from August derecho.

Owner	Location	Title of Work	Total Cost of the Project	Time Period	Percentage of Fed and State Funds Received	Description
U.S. Army Corps of Engineers	13 Counties across Southwest Georgia	ACI Debris Management	$134,159,610	October 2018 – March 2019	100% Fed.	Removal of debris and hauling following Hurricane Michael within 13 Southwest Georgia Counties.
Seminole County	Seminole County, FL	Disaster Debris Hauling Services	$13,151,655.57	September 2017 – January 2018	75% Fed., 12.5% State (90% Fed. for the first 30 days ending 10/18/17; 80% for 60 more days through 12/17/17)	Hauling debris resulting from Hurricane Irma
Columbia County	Columbia County, GA	Removal and Disposal of Disaster Debris	$8,539,038.00	February – August 2014	85% Fed.,8.5% State	Removal, collection, reduction, and disposal of over 500,000 CY of vegetative debris

3.4 Key Staff Qualifications and Certifications

Ceres Environmental Services, Inc., has over 200 employees, many of whom are professional staff. Our staff hold degrees in areas such as Structural and Civil Engineering, Business Administration, Forestry, Geology, Science, and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; are FEMA-certified in NIMS; are Red Cross-certified in first aid; and have completed OSHA's 40-hour safety training course. Ceres' management has worked extensively on FEMA-reimbursed contracts and has demonstrated its ability to respond to large-scale events.



For the City of Destin, Ceres will provide exceptionally qualified personnel to lead the efforts for any event occurring for which our services are required. The following core team will be assigned to Destin for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting Destin.

Mr. David McIntyre is the **Founder and President** of Ceres Environmental Services Inc. Mr. McIntyre created the company in 1976 and has personally managed or supervised over 300 FEMA-reimbursed contracts, the majority of which were disaster debris-related projects. He has performed superbly in hiring, training, and supervising an excellent team of personnel, resulting in Ceres' extensive list of satisfied customers. Mr. McIntyre's history includes his on-the-ground, on-site management of debris contracts during Ceres' large-scale response to several major disasters. The disaster debris projects include major projects for the USACE, including Ceres' 2018 ACI SAD Contract activation in the State of Georgia following Hurricane Michael; USACE work in response to the Northern California Wildfires in 2018; Alabama 2011 tornadoes response; 2008 Hurricane Ike USACE ACI response; 2005 Hurricane Katrina USACE and local jurisdiction debris management projects; and the Hurricane Georges USACE response in 1998. Mr. McIntyre has been Project Manager of many of the debris projects for Ceres and has been Operations Manager of many of them as outlined below. He has also presided over the performance of over 95 additional contracts with branches of the U.S. federal government regarding demolition, grinding, abatement, clearing, and other work. These government branches include the U.S. Army Corps of

Engineers; U.S. Navy, Army, and Air Force; U.S. Department of the Interior; and the U.S. Department of Agriculture.

Mr. Robert Smith is the **Director of Disaster Recovery Operations**. Mr. Smith has a strong history of managing large, complex projects that involve multiple government agencies. He recently oversaw Ceres' successful completion of multiple projects following Hurricane Beryl in Texas. His experience also includes overseeing all aspects of the CalOES/CAL Recycle Camp Fire Debris Removal and Hazardous Tree Removal projects in Butte County as Incident Commander. This was the largest debris removal mission in California in 100 years. Mr. Smith also managed Ceres' response for the USACE USVI project following Hurricanes Irma and Maria. Mr. Smith builds effective teams by focusing on customer needs, setting clear goals, and successfully executing project directives. Since joining Ceres in 2017, Mr. Smith has ensured successful project performance while maintaining safety compliance and a customer-oriented approach.

Mr. Kevin Sudbury is the **Project Manager** assigned to the City of Destin. Mr. Sudbury has a 25-year career that includes a far-reaching understanding of operations and finance as well as cross-functional experience in planning, project management, business administration, public speaking, and client support. He thrives in fast-paced, high-pressure environments. He has a reputation for applying advanced problem-solving techniques that lead to the restoration of smooth-flowing procedures and systems, turning around failing projects and developing innovative solutions to any challenge. Mr. Sudbury possesses a demonstrated capability to analyze and translate complex customer requirements, plan for as well as execute simultaneous projects. He is an articulate communicator who can fluently speak the languages of both people and industry-specific terminology, blending technical expertise with exceptional interpersonal skills to reach the desired outcome. These skills ensure project engagement and cohesion across diverse groups of staff, management, and clients.

Mr. Martin Rodriguez Sr. is the **Corporate Safety Manager**. He has over 30 years of strong and extensive experience in Management and as an Environmental, Health and Safety (EHS) Professional, including experience in the Construction Industry, Environmental and Industrial Hygiene Management. Mr. Rodriguez is also a highly experienced Emergency Response and Disaster Relief Manager and worked in the aftermath of both the 1989 Loma Prieto and 1994 Northridge earthquake relief efforts, including response to super-typhoon Paca and the Korean Airline crash for the US Environmental Protection Agency and Government of Guam. Mr. Rodriguez is also a qualified OSHA and EPA instructor. Other responsibilities include the EHS Management, Supervision and mentoring of safety professionals & loss prevention personnel, Risk Management and Workers' Compensation programs.

Randy Hardy is the **Quality Control Manager**. Mr. Hardy is a resourceful Civil Engineer, Certified Traffic Control Manager, ATSSA-ODOT Traffic Control Flagger Instructor, USACE Construction Quality Manager, EPA Certified Lead/Asbestos Abatement Supervisor with approximately 40 years of CQC Heavy Civil Construction and Disaster Project Management in addition to extensive CQC Planning experience. He has expertise in guiding a wide range of Heavy Civil Project Operations, including Roads/Bridges Construction/Reconstruction, Drainage, Erosion Control, Laboratory Material Testing, CQC Material Sampling, CQC Field Inspection Management and Traffic Control Plans/Management. Mr. Hardy is proficient in construction project layout, concrete/asphalt roadway operations, concrete construction management, elevation management, and electronic milestone tracking and filing systems/document control. He has a proven record of establishing productive relations with jurisdiction owners, engineering management, subcontractors, and regulatory officials, to drive a strong team with multiple trades. He maintains a professional acquaintance towards CSLB with Classifications in reference to Class A General Engineering, C-31 Traffic Control, California Business & Law, and Hazardous Substance Removal in respect to several licenses.

Omar Arroyo, Site Safety and Health Officer (SSHO). Mr. Arroyo has more than 25 years of professional experience in safety management. He has worked in various fields including disaster debris management, civil construction, new construction, and oil. He is a highly trained and experienced site Health and Safety Officer with experience on several large, complex projects, including the CalRecycle Camp Fire Hazardous Tree and Wildfire Structure and Debris removal projects in California, the Oregon DOT Wildfire debris removal project, and multiple expansive Hurricane disaster debris removal projects. Mr. Arroyo was the Safety and Health Officer for Ceres' USACE Virgin Islands response following Hurricanes Irma and Maria.

Mr. Hubert Russell (Bo) Ansley will be the **FEMA Reimbursement Specialist** assigned to Destin. Mr. Ansley worked with the U.S. Army Corps of Engineers (USACE) for 33 years. His experience includes Emergency Management; Technical Support to FEMA applicants, and sub-applicants to ensure FEMA eligibility, compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing documentation for FEMA reimbursement; training sessions with clients; and development of new documentation systems. His experience runs deep both with Ceres and the US Army Corps of Engineers (USACE), where he served as a technical liaison to FEMA for Emergency Support Function 3 (ESF3) – Public Works and Engineering, and a Senior Level Debris Removal Subject Matter Expert (SME).

Ms. Tia Laurie, a West Point graduate, is our **Contract/Subcontractor Manager.** She is responsible for the overall administrative response to all disaster response and recovery missions, including contracting and subcontracting. Ms. Laurie provides a background in several fields including quality control, construction, logistics, management, and contracting. She is adept at ensuring that our subcontractors and equipment are in place and ready to work when needed. She keeps an extensive list of subcontracts, both local and throughout the country, in case specialty work is required. Ms. Laurie understands the importance of local recovery and knows that it means more than just clearing debris – it means providing jobs in the area. She is expert at finding qualified personnel in any area throughout the United States. Ms. Laurie also provides management in the areas of maintaining and upgrading the subcontractor database, registration process, and evaluation criteria, as well as creating and executing applicable training programs for subcontractors. Ms. Laurie will be immediately available to locate and check the credentials of all required subcontractors and to pre-stage necessary equipment, ensuring that City of Destin efforts are well under way within the time frames required.

Linda Smith is the **Director of Accounting Operations**. Ms. Smith has over 30 years of experience in leading accounting teams in day-to-day activities while providing owners, shareholders, and executives with the financial information and guidance required to make informed business decisions. Ms. Smith is a specialist in coordinating with the City's monitoring firm, assuring a smooth billing and reconciliation process.

Ceres' personnel are trained in FEMA regulations and are schooled in the use of FEMA Public Assistance Debris Management Guide FEMA 325, as well as additional resource books Public Assistance Guide FEMA 322 and Public Assistance Policy Digest 321.

For more extensive information on the qualifications of Ceres project management team, please see their resumes within this proposal. Resumes of additional key personnel will be made available depending on the size and severity of the event. If for any reason key personnel named in this proposal are not available for a City of Destin event, or are not acceptable to the City, personnel with equivalent or different backgrounds and skills will be made available and will be presented for approval.

See the table below for our employee's certifications and training including NIMS, FEMA, OSHA USACE and additional Certifications. Additional education and training information is included in their resumes.



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ROBERT E SMITH JR.

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

IS-00100.c
Introduction to Incident Command System, ICS-100

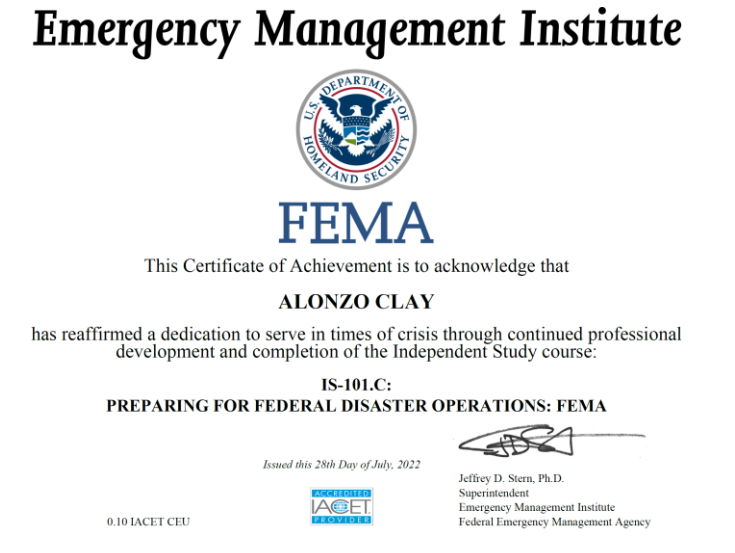
Issued this 20th Day of December, 2019

0.2 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-100 – Introduction to the Incident Command System

- ✓ Stanley Bloodworth
- ✓ Everett Bond
- ✓ Alonzo Clay
- ✓ Chad Dorsey
- ✓ Bryan Fike
- ✓ Joslyn Ginn
- ✓ Michael Hansen
- ✓ Milagros Gonzalez
- ✓ Tammy Hunt
- ✓ Tia Laurie
- ✓ Patricia Macey (Deville)
- ✓ David Preus
- ✓ Michael Randall
- ✓ Linda Smith
- ✓ Marcus Smith
- ✓ Michael Smith
- ✓ Robert Smith
- ✓ Kevin Sudbury
- ✓ Brent Whitten
- ✓ Jay Zulinke



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ALONZO CLAY

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

IS-101.C:
PREPARING FOR FEDERAL DISASTER OPERATIONS: FEMA

Issued this 28th Day of July, 2022

0.10 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-101 – Preparing for Federal Disaster Operations: FEMA

- ✓ Alonzo Clay
- ✓ Chad Dorsey
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA N LAURIE

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

IS-00700
National Incident Management System (NIMS), An Introduction

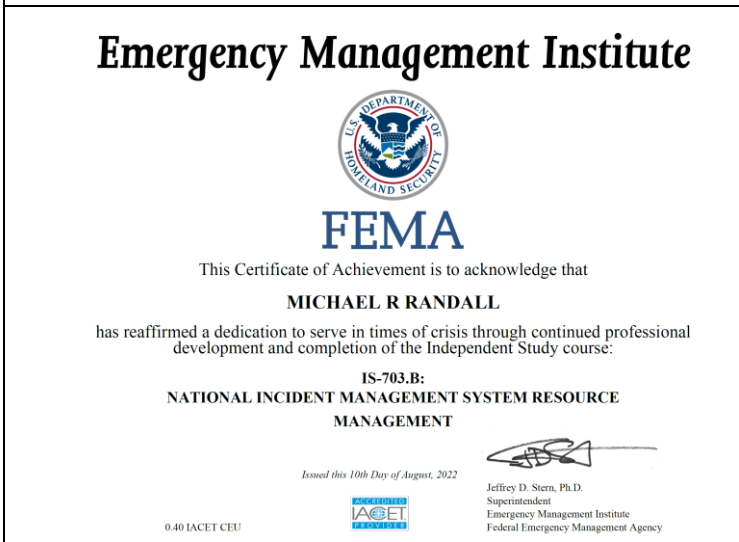
Issued this 22nd Day of December, 2008

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.3 CEU

Ceres Employees Holding:
IS-700 – National Incident Management System (NIMS), An Introduction

- ✓ Alonzo Clay
- ✓ Bryan Fike
- ✓ Michael Hansen
- ✓ Tammy Hunt
- ✓ Tia Laurie
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Linda Smith
- ✓ Marcus Smith
- ✓ Kevin Sudbury



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL R RANDALL

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

IS-703.B:
NATIONAL INCIDENT MANAGEMENT SYSTEM RESOURCE MANAGEMENT

Issued this 10th Day of August, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.40 IACET CEU

Ceres Employees Holding:
IS-703 – National Incident Management System Resource Management

- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL SMITH

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

IS-00120.c
An Introduction to Exercises

Issued this 9th Day of December, 2021

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.3 IACET CEU

Ceres Employees Holding:
IS-120 – An Introduction to Exercises

- ✓ Michael Smith
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

PATRICIA C MACEY

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

IS-00200.b
ICS for Single Resources and
Initial Action Incident, ICS-200

Issued this 22nd Day of December, 2010

Vilma Schifano Milmoe
Superintendent (Acting)
Emergency Management Institute

0.3 IACET CEU

Ceres Employees Holding:
IS-200.b – ICS for Single Resources and Initial Action Incident

- ✓ Milagros Gonzalez
- ✓ Michael Hansen
- ✓ Patricia Macey (Deville)



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL SMITH

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

IS-00200.c
Basic Incident Command System for Initial Response

Issued this 3rd Day of September, 2019

Dr. Jeff Stern
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.4 IACET CEU

Ceres Employees Holding:
IS-200.c – Basic Command System for Initial Response

- ✓ Everett Bond
- ✓ Alonzo Clay
- ✓ Chad Dorsey
- ✓ John Gallicchio
- ✓ Joslyn Ginn
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Michael Smith
- ✓ Robert Smith
- ✓ Jay Zulinke



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

BRYAN S FIKE

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

IS-00242.b
Effective Communication

Issued this 20th Day of July, 2016

Tony Russell
Superintendent
Emergency Management Institute

0.8 IACET CEU

Ceres Employees Holding:
IS-242 – Effective Communication

- ✓ Bryan Fike
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

BRENT WHITTEN

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

IS-00276
Benefit-Cost Analysis (BCA) Fundamentals

Issued this 8th Day of October, 2013

Tony Russell
Superintendent
Emergency Management Institute

0.1 IACET CEU

Ceres Employees Holding:
IS-276 – Benefit-Cost Analysis (BCA) Fundamentals
- ✓ Brent Whitten



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

PATRICIA C DEVILLE

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

IS-42.A:
SOCIAL MEDIA IN EMERGENCY MANAGEMENT

Issued this 28th Day of July, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.30 IACET CEU

Ceres Employees Holding:
IS-42 – Social Media in Emergency Management
- ✓ John Gallicchio
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Robert Smith
- ✓ Jay Zulinke



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ROBERT E SMITH JR.

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

IS-00027
Orientation to FEMA Logistics

Issued this 27th Day of January, 2020

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.4 IACET CEU

Ceres Employees Holding:
IS-27 – Orientation to FEMA Logistics
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Robert Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA LAURIE

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

IS-00018
Equal Employment Opportunity (EEO) for Employees

Issued this 21st Day of December, 2009

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.1 IACET CEU

Ceres Employees Holding:
IS-18 – Equal Employment Opportunity (EEO) for Employees
- ✓ Tia Laurie
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

BRYAN S FIKE

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

IS-00800.b
National Response Framework, An Introduction

Issued this 12th Day of June, 2017

Tony Russell
Superintendent
Emergency Management Institute

0.3 IACET CEU

Ceres Employees Holding:
IS-800 – National Response Framework, An Introduction
- ✓ Everett Bond
- ✓ Alonzo Clay
- ✓ Bryan Fike
- ✓ Tia Laurie
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Linda Smith
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL R RANDALL

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

IS-5.A:
AN INTRODUCTION TO HAZARDOUS MATERIALS

Issued this 07th Day of July, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

1.00 IACET CEU

Ceres Employees Holding:
IS-5 – An Introduction to Hazardous Materials
- ✓ John Gallicchio
- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA N LAURIE

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

IS-00010
Animals in Disaster, Awareness and Preparedness

Issued this 31st Day of December, 2008

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

1.0 CEU

Ceres Employees Holding:
IS-10 – Animals in Disaster, Awareness, and Preparedness

- ✓ Tammy Hunt
- ✓ Tia Laurie
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

KEVIN SUDBURY

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

IS-00020.19
Diversity Awareness Course 2019

Issued this 11th Day of April, 2019

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.1 IACET CEU

Ceres Employees Holding:
IS-20 – Diversity Awareness Course

- ✓ Kevin Sudbury
- ✓ Jay Zulinke



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

BRYAN FIKE

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

IS-00033.16
FEMA Initial Ethics Orientation 2016

Issued this 23rd Day of July, 2016

Tony Russell
Superintendent
Emergency Management Institute

0.1 IACET CEU

Ceres Employees Holding:
IS-33 – FEMA Initial Ethics Orientation

- ✓ Bryan Fike
- ✓ Kevin Sudbury



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL R RANDALL

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

IS-37.22:
MANAGERIAL SAFETY AND HEALTH

Issued this 02nd Day of September, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.20 IACET CEU

Ceres Employees Holding:
IS-37 – Managerial Safety and Health

- ✓ Alonzo Clay
- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA LAURIE

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

IS-00102
Deployment Basics for FEMA Response Partners

Issued this 2nd Day of January, 2009

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.1 CEU

Ceres Employees Holding:
IS-102 – Deployment Basics for FEMA Response Partners

- ✓ Alonzo Clay
- ✓ Tia Laurie
- ✓ Michael Randall
- ✓ Kevin Sudbury
- ✓ Marcus Smith
- ✓ Linda Smith
- ✓ Brent Whitten



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL R RANDALL

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

IS-212.B:
INTRODUCTION TO UNIFIED HAZARD MITIGATION ASSISTANCE (HMA)

Issued this 02nd Day of September, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.30 IACET CEU

Ceres Employees Holding:
IS-212 – Introduction to Unified Hazard Mitigation Assistance (HMA)

- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

BRYAN S FIKE

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

IS-00230.d
Fundamentals of Emergency Management

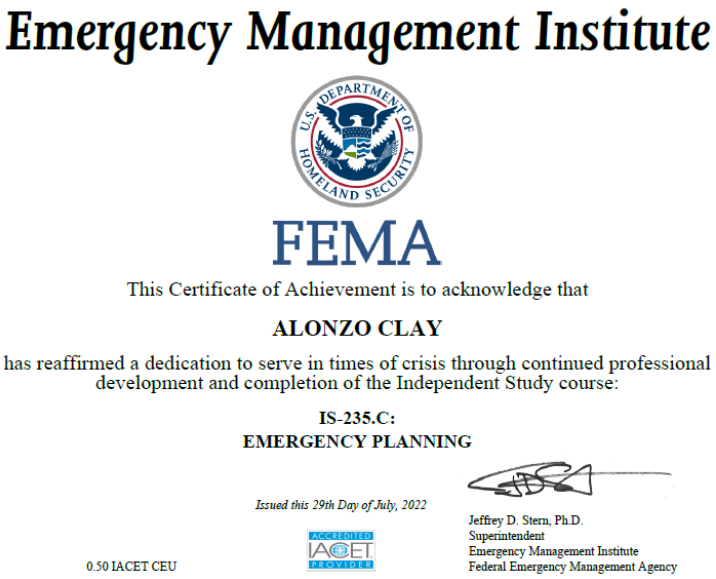
Issued this 21st Day of July, 2016

Tony Russell
Superintendent
Emergency Management Institute

0.6 IACET CEU

Ceres Employees Holding:
IS-230 – Fundamentals of Emergency Management

- ✓ Alonzo Clay
- ✓ Chad Dorsey
- ✓ Bryan Fike
- ✓ John Gallicchio
- ✓ Tammy Hunt
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ALONZO CLAY

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

IS-235.C:
EMERGENCY PLANNING

Issued this 29th Day of July, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.50 IACET CEU

Ceres Employees Holding:
IS-235 – Emergency Planning

- ✓ Alonzo Clay
- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

CHAD L DORSEY

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

IS-241.C:
DECISION MAKING AND PROBLEM SOLVING

Issued this 29th Day of August, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.20 IACET CEU

Ceres Employees Holding:
IS-241 – Decision Making and Problem Solving

- ✓ Chad Dorsey
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

BRYAN S FIKE

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

IS-00035.21
FEMA Safety Orientation 2021

Issued this 8th Day of June, 2021

0.2 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-35 – FEMA Safety Orientation

- ✓ Alonzo Clay
- ✓ Bryan Fike
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Jay Zulinke



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ROBERT E SMITH JR.

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

IS-00240.b
Leadership and Influence

Issued this 29th Day of December, 2019

0.3 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-240 – Leadership and Influence

- ✓ Chad Dorsey
- ✓ Patricia Macey (Deville)
- ✓ Linda Smith
- ✓ Marcus Smith
- ✓ Robert Smith
- ✓ Michael Randall



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL R RANDALL

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

IS-253.A:
OVERVIEW OF FEMA ENVIRONMENTAL AND HISTORIC PRESERVATION REVIEW

Issued this 23rd Day of July, 2022

0.40 IACET CEU

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-253 – Overview of FEMA Environmental and Historic Preservation Review

- ✓ Marcus Smith
- ✓ Michael Randall



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

TIA LAURIE

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

IS-00630
Introduction to the Public Assistance Process

Issued this 21st Day of December, 2009

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.2 IACET CEU

Ceres Employees Holding:
IS-630 – Introduction to the Public Assistance Process

- ✓ Tia Laurie
- ✓ Patricia Macey (Deville)



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

BRENT S WHITTEN

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

IS-00631
Public Assistance Operation I

Issued this 10th Day of February, 2008

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.7 CEU

Ceres Employees Holding:
IS-631 – Public Assistance Operation I

- ✓ Brent Whitton



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ROBERT E SMITH JR.

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

IS-00632.a
Introduction to Debris Operations

Issued this 5th Day of November, 2019

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Ceres Employees Holding:
IS-632 – Introduction to Debris Operations

- ✓ Alonzo Clay
- ✓ Chad Dorsey
- ✓ Bryan Fike
- ✓ Tammy Hunt
- ✓ Tia Laurie
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Robert Smith
- ✓ Kevin Sudbury
- ✓ Brent Whitten



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

KEVIN SUDBURY

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

IS-00633
Debris Management Plan Development

Issued this 11th Day of April, 2019

0.6 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-633 – Debris Management Plan Development

- ✓ Bryan Fike
- ✓ Patricia Macey (Deville)
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Kevin Sudbury
- ✓ Jay Zulinke



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

KEVIN SUDBURY

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

IS-00634
Introduction to FEMA's Public Assistance Program

Issued this 22nd Day of April, 2019

0.4 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-634 – Introduction to FEMA's Public Assistance Program

- ✓ Kevin Sudbury



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ROBERT E SMITH JR.

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

IS-00552
The Public Works Role in Emergency Management

Issued this 6th Day of November, 2019

0.2 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Ceres Employees Holding:
IS-552 – The Public Works Role in Emergency Management

- ✓ Robert Smith



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

KEVIN SUDBURY

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

IS-00559
Local Damage Assessment

Issued this 22nd Day of April, 2019

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Ceres Employees Holding:
IS-559 – Local Damage Assessment
- ✓ Marcus Smith
- ✓ Kevin Sudbury



Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

MARCUS SMITH

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

IS-907:
ACTIVE SHOOTER: WHAT YOU CAN DO

Issued this 24th Day of August, 2022

Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.10 IACET CEU

Ceres Employees Holding:
IS-907 – Active Shooter: What You Can Do
- ✓ Tammy Hunt
- ✓ Marcus Smith
- ✓ Jay Zulinke



U.S. ARMY CORPS OF ENGINEERS
USACE LEARNING CENTER
HUNTSVILLE, ALABAMA

NAVFAC

CERTIFICATE

Everett Bond

MVN-01-23-00944

has completed the Corps of Engineers and Naval Facility Engineering Command Training Course

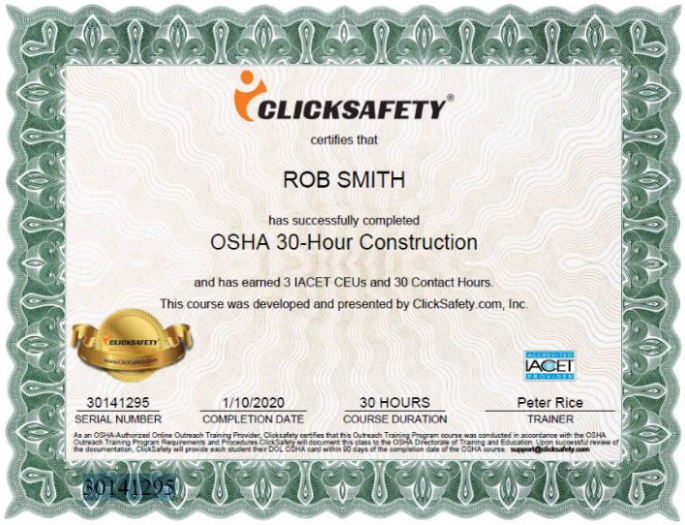
CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS - #784

New Orleans, Louisiana	20- 21 OCT 2022	New Orleans District - MVN	Leslie Nuccio
Location	Training Date(s)	Instructional District/ NAVFAC	CQM-C Manager
Jaime Wright		(504) 862-2415	WRIGHT.JAIME.LEROY.1374289337 Digitally signed by WRIGHT.JAIME.LEROY.1374289337 Date: 2022.10.24 14:31:48 -05'00'
Facilitator/Instructor	Email	Telephone	Facilitator/Instructor Signature

THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE
CQM-C Recertification online course: https://www.myuln.net

Chief, USACE Learning Center
Jeffrey D. Dziedzic

Ceres Employees Holding:
USACE – Construction Quality Management for Contractors
- ✓ Everett Bond
- ✓ Alonzo Clay
- ✓ Bobby Harrell
- ✓ Tammy Hunt
- ✓ Tia Laurie
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Michael Smith
- ✓ Kevin Sudbury
- ✓ John Ulschmid
- ✓ Brent Whitton
- ✓ Jay Zulinke


CLICKSAFETY

certifies that

ROB SMITH

has successfully completed

OSHA 30-Hour Construction

and has earned 3 IACET CEUs and 30 Contact Hours.

This course was developed and presented by ClickSafety.com, Inc.

30141295	1/10/2020	30 HOURS	Peter Rice
SERIAL NUMBER	COMPLETION DATE	COURSE DURATION	TRAINER

As an OSHA-Authorized Online Outreach Training Provider, Clicksafety certifies that this Outreach Training Program course was conducted in accordance with the OSHA Outreach Training Program Requirements and Procedures.ClickSafety will document this class to the OSHA Directorate of Training and Education. Upon successful review of the documentation, ClickSafety will provide each student their DOL OSHA card within 60 days of the completion date of the OSHA course. support@clicksafety.com

30141295

Ceres Employees Holding:
OSHA 30

- ✓ Omar Arroyo
- ✓ Alonzo Clay
- ✓ Chad Dorsey
- ✓ Randy Hardy
- ✓ Patricia Macey (Deville)
- ✓ Ricky Morales
- ✓ Michael Randall
- ✓ Marcus Smith
- ✓ Michael Smith
- ✓ Robert Smith
- ✓ Kevin Sudbury
- ✓ Brent Whitten
- ✓ Jay Zulinke


CLICKSAFETY

TRAINING. COMPLIANCE. YOUR FUTURE.

certifies that

Mike Randall

has successfully completed

HAZWOPER 40-Hour for All Industries

In accordance with the requirements of 29 CFR 1910.120(e) and has earned 4.00 IACET CEUs and 40.00 Contact Hours. This course was developed and presented by ClickSafety.com, Inc.

ACCREDITED IACET PROVIDER

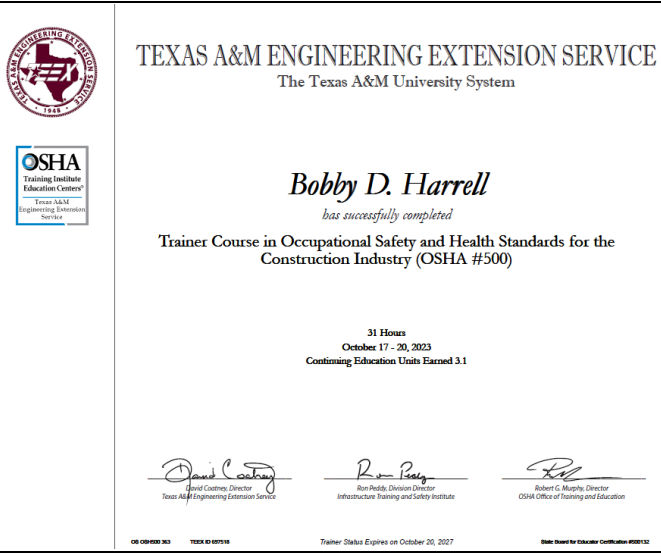
I confirm that I personally took the course listed above.

Mike Randall

1241034360	09/09/2024	40.00 Hours	Student Signature
Serial Number	Completion Date	Course Duration	

Ceres Employees Holding:
HAZWOPER 40

- ✓ Omar Arroyo
- ✓ Everett Bond
- ✓ Chad Dorsey
- ✓ Bobby Harrell
- ✓ Alberto Jusino
- ✓ Michael Randal
- ✓ Michael Sanchez
- ✓ Shannon Sharkey
- ✓ Marcus Smith
- ✓ Michael Smith
- ✓ Brent Whitten
- ✓ Jay Zulinke


TEXAS A&M ENGINEERING EXTENSION SERVICE

The Texas A&M University System

Bobby D. Harrell

has successfully completed

Trainer Course in Occupational Safety and Health Standards for the Construction Industry (OSHA #500)

31 Hours
October 17 - 20, 2023
Continuing Education Units Earned 3.1

David Cootney, Director, Texas A&M Engineering Extension Service

Ron Peddy, Division Director, Infrastructure Training and Safety Institute

Robert G. Murphy, Director, OSHA Office of Training and Education

OS OSH500 363 TEEX ID 697518

Trainer Status Expires on October 20, 2027

State Board for Educator Certification #500132

Ceres Employees Holding:
OSHA 500 – Trainer Course

- ✓ Bobby Harrell
- ✓ Alberto Jusino



American Red Cross
Training Services

Certificate of Completion

Omar Arroyo

has successfully completed requirements for

Adult First Aid/CPR/AED

Date Completed: 1/29/2025
Valid Until: 1/29/2027

Conducted by: Heartsavers of Manatee

To verify certificate, scan code or visit redcross.org/digitalcertificate and enter ID.

Learn and be inspired at LifesavingAwards.org

01Q4BHU

Ceres Employees Holding:
First Aid/CPR

- ✓ Omar Arroyo
- ✓ Tammy Hunt
- ✓ Alberto Jusino

3.5 Employee and Supervisor Availability/Ability to Secure Subcontractors

Below is a list of Ceres personnel according to position titles. The personnel assigned to the City of Destin will be disaster dependent. Refer to **Section 3.4 for Key Staff Qualifications and Certifications** and **Sections 3.7 and 3.8**, **Resumes** for information on the personnel assigned to the City for the length of the contract.

Position Title	Number of Personnel
Accounting	23
Administration	21
CDL Drivers	42
Client Services Managers	8
Contracts/Subcontractor Management	2
FEMA Reimbursement Specialist	2
Foreman	19
Grinder Operators	14
Maintenance Crew	7
Heavy Equipment Operators (including Knuckleboom, Bucket Truck, Lowboy, Water Truck, Excavator, and other Heavy Equipment)	96
Human Resources	7
Information Technology	7
Mechanics/Shop	39
Operations Management	18
Project Management/Superintendents	41
Tree Trimmers	23
Quality Control	10
Safety Department	6

Ability to Secure Subcontractors

We have a database of 3,346 trusted subcontractors to support our disaster relief efforts. Our objective at Ceres is to perform all work associated with this contract in an efficient and safe manner through the effective administration and management of our equipment, personnel, subcontractors and suppliers. In accordance with Ceres' policies and programs, the work plan for this contract will be developed and executed assisting, counseling, advising and utilizing, to the maximum extent possible and to the extent consistent with the City's interest, local and other Small Businesses (SB) as well as Small Disadvantaged Businesses (SDB) (such as HUBZone, Veteran-owned [VO], Service-Disabled Veteran-Owned [SDVO] and Woman-Owned [WO]) for the provision of equipment, labor, services and supplies.

It is important for Ceres to provide opportunities for local companies and their employees to work on any project resulting from this contract. Additionally, Ceres may directly employ individuals on a project. Ceres has a very well-developed subcontracting plan and a stellar record of implementing our plan and making payments to local subcontractors on past projects performed when Ceres is the prime contractor. Please refer to **Section 3.11**, **Proposed Subcontractors** identified for the City of Destin and **Section 4.2.a, Subcontracting Plan** with additional potential Florida Subcontractors that can be utilized based on the size and severity of the event.

3.6 Office Location, Contact Person, and Supervisory Personnel

Name of Firm	Ceres Environmental Services, Inc.
Office Location	6371 Business Boulevard Suite, Sarasota, Florida 34240
Phone Number	(800) 218-4424
Contact Person	Tia Laurie, Corporate Secretary
Contact Information	tia.laurie@ceresenv.com - (800) 218-4424
Director of Disaster Recovery Operations	Rob Smith
Corporate Safety Manager	Martin Rodriguez, Sr.
Project Manager	Kevin Sudbury

The table below highlights the experience of our management oversight, planning, and administrative team. The experience of our field staff, including the project and operations managers, is included in **Section 3.9, Project-Related Experience of Field Staff**.

MANAGEMENT OVERSIGHT/PLANNING		
David McIntyre	Founder and President	48 years of disaster response including performance of over 300 FEMA funded disaster recovery projects totaling $2.6B.
Rob Smith	Director of Disaster Recovery Operations	35 years of experience in disaster response and over 200 FEMA funded disaster projects over 22 years.
Tia Laurie	Corporate Secretary	Over 15 years of experience in disaster response and administrative oversight.
FEMA REGULATIONS, SAFETY, and QUALITY CONTROL		
Bo Ansley	FEMA Reimbursement Specialist	Over 30 years of experience in disaster and FEMA regulation and reimbursement.
Martin Rodriguez, Sr.	Corporate Safety Manager	Over 30 years of experience as a health and safety officer.
Randy Hardy	Quality Control Manager	40 years of experience, with 9 years at Ceres performing disaster response and other civil work.
ADMINISTRATIVE		
Linda Smith	Director of Accounting Operations	35 years of experience, including 8 years in disaster response / financial FEMA reimbursement
Tia Laurie	Contract/Subcontract Manager	Over 15 years of experience in the disaster response industry

3.7 Key Personnel Resumes

Management Oversight/Planning

David A. McIntyre, President

David McIntyre is the founder and sole shareholder of Ceres Environmental Services, Inc. and affiliated companies. He created the company in 1976 and has led the company through the successful execution of over 400 FEMA-reimbursed contracts. Mr. McIntyre has personally managed over 250 disaster debris-related projects, setting standards through his direct operational leadership. He has performed superbly in hiring, training, and supervising an excellent team of personnel, resulting in Ceres' extensive list of satisfied customers. Mr. McIntyre's history includes his on-the-ground, on-site management of debris contracts during Ceres' large-scale response to several major disasters. The disaster debris projects include major projects for the USACE, including Ceres' 2018 ACI SAD Contract activation in the State of Georgia following Hurricane Michael; USACE work in response to the Northern California Wildfires in 2018; Alabama 2011 tornadoes response; 2008 Hurricane Ike USACE ACI response; 2005 Hurricane Katrina USACE and local jurisdiction debris management projects; and the Hurricane Georges USACE response in 1998.

Mr. McIntyre has been the Project and Operations Manager for many of the projects outlined below. He has also presided over the performance of over 95 additional contracts with branches of the U.S. federal government regarding demolition, grinding, abatement, clearing, and other work. These government branches include the U.S. Army Corps of Engineers; U.S. Navy, Army, and Air Force; U.S. Department of the Interior; and the U.S. Department of Agriculture.

PROFESSIONAL EXPERIENCE

- **Hurricanes Helene and Milton 2024.** Management oversight for Ceres' response to 47 activations in Florida and Georgia following Hurricanes Helene and Milton.
- **Hurricane Beryl 2024.** Management oversight for Ceres' response to 16 jurisdictions in Texas following Hurricane Beryl.
- **Hurricane Debby 2024.** Management oversight for Ceres' responses in Florida and Georgia following Hurricane Debby.
- **Hurricane Idalia 2023.** Management oversight for debris removal in Florida and Georgia following a Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **California Floods 2023.** Management oversight for flood debris removal services in Tulare County, CA and Merced, CA. 54,645 cubic yards of debris have been removed.
- **Texas Winter Storm Mara 2023.** Management oversight for debris removal in two Texas jurisdictions following a winter storm. 330,846 cubic yards of debris were removed.
- **State of Vermont Summer Flood 2023.** Management oversight for 5920 tons of debris removal in (sixteen) 16 jurisdictions across the State of Vermont
- **Hurricanes Ian and Nicole 2022.** Management oversight for 27 contract activations in Florida. Two of these projects surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Management oversight for debris removal in 14 Louisiana jurisdictions.
- **Oregon Wildfire Recovery 2020-2022.** Management Oversight for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County. 22,311 trees were removed.
- **Oklahoma Ice Storm 2020.** Management oversight for debris removal in 5 cities following an ice storm. Over 200,000 cubic yards of debris were removed.
- **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020.** Provided management oversight for 13 individual contract activations across Louisiana, Texas, and Florida.
- **Linn County, IA Derecho 2020.** Management oversight for removal, reduction, and disposal of 681,998 cubic yards of derecho generated debris.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Project Manager for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Hamilton County, TN Tornado 2020.** Provided management oversight for removal and disposal of tornado generated debris in Hamilton County. Over 409,500 cubic yards of debris were removed.
- **Jones County, MS Tornado 2020.** Provided management oversight for removal and disposal of over 240,000 cubic yards of tornado generated debris in Jones County.

- **California Wildfires – Camp Fire, Butte County 2019.** Project Manager for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2019, which is the largest debris mission in California in more than 100 years. 768,558 tons of debris were removed.
- **Northern California Wildfire Debris Removal 2018.** Provided management oversight for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricane Michael USACE Response 2019.** Project Manager/Operations Manager for work in 13 Georgia Counties.
- **Hurricanes Michael and Florence 2018 – 2019.** Provided management oversight for 13 individual contract activations in jurisdictions across North Carolina, South Carolina, Florida and Georgia
- **Hurricanes Irma and Harvey 2017.** Provided management oversight for more than 45 disaster recovery projects in Florida and Texas.
- **Southeast Tornadoes 2017**. Provided management oversight for disaster recovery projects in Georgia and Louisiana following early tornadoes.
- **Hurricanes Hermine and Matthew 2016**. Provided management oversight for over 20 individual projects following Hurricane Hermine in September and Hurricane Matthew in October.
- **Louisiana Flooding 2016**. Provided management oversight for Ceres response to Louisiana floods in August following heavy rains.
- **Oklahoma Storms 2015**. Provided management oversight to Ceres response to Winter Storms Cara and Goliath. Ceres responded to six different jurisdictions in Oklahoma.
- **Livingston Parish Waterway Cleanup 2015**. Management oversight for Ceres response during the removal of vegetative, C&D and white goods debris removal in Louisiana.
- **Alabama Tornadoes 2014**. Management oversight for Ceres response in several Alabama cities damaged by May tornadoes. Ceres provided removal and disposal services for eligible debris.
- **Winter Storm Pax 2014**. Management oversight for Ceres response in Georgia and North Carolina. Ceres provided removal and disposal of storm-related debris in both states.
- **Winter Storm 2013**. Management oversight for early winter storm in October 2013. Ceres provided removal and disposal of disaster-related vegetative debris in South Dakota.
- **Upper Midwest Ice Storm 2013**. Management oversight for Ceres' response to spring ice storms in South Dakota and Minnesota, including work in rights of way, parks and waterways.
- **Hurricane Sandy 2012-2013**. Management oversight for Ceres response in New York and New Jersey. Ceres performed multiple projects in New York and New Jersey.
- **Hurricane Isaac 2012.** Management oversight of five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Provided management oversight for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **North Dakota Flooding 2011.** Provided management oversight for emergency levee removal and repair projects after historic flooding in spring of 2011 near Minot, North Dakota. Ceres removed emergency levees and repaired damage to existing levees.
- **Hurricane Irene 2011**. Provided management oversight for response to Hurricane Irene's impact on the Atlantic coast. Ceres managed 120,000 CY of debris in two locations.
- **Alabama Tornadoes 2011.** Provided management oversight for response to record-setting tornadoes that hit the Southeast. Presided over four contracts in Alabama, including management of over 1 million CY of debris in Jefferson County.
- **New Zealand Earthquake 2011**. Oversight of response to Christchurch earthquake. Established a New Zealand branch office of Ceres to work in conjunction with the Canterbury Earthquake Recovery Authority (CERA) to provide extensive disaster response services including debris management, design-build seismic stabilization, demolition/deconstruction/implosion services and large-scale materials recycling operations. Working as a capital partner, developer and construction manager in the country to help salvage and repair damaged buildings.
- **Haiti 2010-2013**. Oversight of response to the devastating earthquake that hit Haiti in January 2010. Provided management oversight of a survey contract for the International Office on Migration, an $11M landfill management and debris reduction site contract for the Haitian Ministry of Public Works

and Communications (MTPTC) and The World Bank, environmental remediation projects for World Vision and new construction in the country.

- **Hurricane Ike 2008**. Presided over debris collection, transportation, and disposal on 11 different contract locations in Texas and Louisiana
- **Hurricane Gustav 2008.** Oversight of collection, transportation, processing, and disposal of over 1.9 million cubic yards of debris; Trimming and removal of hazardous trees in Louisiana
- **Hurricane Dolly 2008.** Provided oversight and management guidance in debris collection, transportation, recycling, and disposal in Texas
- **Hurricane Wilma & Rita 2005.** Directed debris collection, transportation, and disposal, Emergency temporary roofing installation in Florida
- **Hurricane Katrina 2005.** Lead Project Manager for collection, transportation, processing, and disposal of over 13 million cubic yards of debris; Trimming and removal of over 165,000 hazardous trees; Asbestos abatement and demolition of 916 buildings; Decontamination and disposal of over 315,000 white goods in 11 Louisiana Parishes; Emergency temporary roofing installation of over 21,000 buildings in 32 Mississippi counties
- **Hurricane Ivan 2004**. Project Manager in collection, transportation, and disposal of over 680,000 cubic yards of debris including the processing of over 505,000 cubic yards of debris in Florida
- **Hurricane Jeanne & Frances 2004.** Managed the collection, transportation, and disposal of over 404,000 cubic yards of debris in 13 Florida counties
- **Hurricane Charley 2004.** Directed Debris collection, transportation, and disposal; Emergency temporary roofing installation in 4 Florida counties
- **Hurricane Isabel 2003.** Project Management to debris removal and disposal in Virginia
- **Hurricane Floyd 1999.** Lead Project Manager to debris removal and disposal in North Carolina
- **Oklahoma City Tornadoes 1999.** Lead project manager for USACE contract providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Hurricane Georges 1998.** Presided over collection and disposal of over 2.3 million cubic yards of debris; Management of 17 TDSR sites; Emergency temporary roofing installation on over 3,000 buildings in Puerto Rico.
- **Hurricane Fran 1996.** Project management for USACE contract providing debris removal, reduction and site management.
- **Hurricane Andrew 1992.** Lead Project Manager to debris collection, transportation, and disposal; Provided USACE with 25 new chippers/grinders with 48 hours in Florida

EDUCATION/CERTIFICATIONS

- Graduate coursework in Physics, Chemistry, and Mathematics from the University of Minnesota Institute of Technology and University of Minnesota
- Licensed Florida General Contractor
- Recognized as a Patriotic Employer by the Office of the Secretary of Defense

Robert Smith, Director of Disaster Recovery Operations

Mr. Smith is the Director of Ceres' Disaster Recovery Division. He has a strong history of managing large, complex projects that involve multiple government agencies. His experience includes overseeing all aspects of the CalOES/CAL Recycle Camp Fire Debris Removal and Hazardous Tree Removal projects in Butte County as Incident Commander. Mr. Smith also managed Ceres' response for the USACE USVI project following Hurricanes Irma and Maria. Mr. Smith builds effective teams by focusing on customer needs, setting clear goals, and successfully executing project directives. Since joining Ceres in 2017, Mr. Smith has ensured successful project performance while maintaining safety compliance and a customer-oriented approach.

PROFESSIONAL EXPERIENCE

- **Hurricanes Helene and Milton 2024.** Director of Storm Operations for Ceres' response to 47 activations in Florida and Georgia following Hurricanes Helene and Milton.
- **Hurricane Debby 2024.** Director of Storm Operations for Ceres' responses in Florida and Georgia following Hurricane Debby.
- **Hurricane Beryl July 2024 – September 2024.** Director of Storm Operations overseeing responses to 16 jurisdictions in Texas. Project scopes include disaster debris removal, hauling, reduction, DMS management, hazard tree removal and final disposal of debris resulting from Hurricane Beryl.
- **Wildfire Fuel Reduction (WFR) Vegetation and Tree Removal Services - Orange County, CA March 2024 – Current– Caltrans.** Director of Operations overseeing all phases of the contract. Scoped work includes Wildfire Fuel Reduction, vegetation and tree removal within Caltrans ROW within District 12. Additional scopes include monitoring and working around cultural and environmentally sensitive areas. Responsibilities include preparatory phase oversight, subcontracts/contracts, project coordination & scheduling, daily & weekly project-specific documentation, Fuel Reduction Action Plan (FRAP) implementation to include management of prescription-based treatments, permitting/environmental certs, Invoicing & closeout.
- **Sacramento River Tree Removal – January – February 2024 – USACE.** Director of Operations. Provided oversight for the felling and removal of various tree species in environmentally sensitive and public areas and biological monitoring along the Sacramento River. These shoreline areas stem from the Interstate 50 Bridge and Garcia Bend Park specifically reaching 2, 3, and 6. Responsibilities included the development of pre-work submittals, partnering with the Army Corps and two other contractors working within these reaches, developing, and enforcing daily production and resource reporting, cost controls, invoicing, and managing schedules.
- **Folsom Dam Tree Removal, 2023 – USACE.** Director of Operations. Provided oversight for successfully removing 210 trees within public and environmentally sensitive areas. Responsibilities included the development of pre-work submittals, partnering with the Army Corps on Bureau of Reclamation (BOR) permitting, developing, and enforcing daily production and resource reporting, successful interagency coordination (BOR, USACE, State Park), cost controls, invoicing, and schedules. Due to weather restrictions, the project was delayed, and the team still completed this project two months ahead of schedule.
- **ODOT Hazard Tree Removal, Jackson and Douglas Counties 2021 – 2022.** Director of Operations overseeing the removal of Right-of-Way (ROW) trees along Oregon highways. This included the removal of over 25,000 US Forest Service (USFS) and Bureau of Land Management (BLM) tree hazards. This process encompassed the removal and transportation of both timber and slash to log decks and reduction sites.
- **Hazard Tree Removal Project for the Campfire in Butte County -- 2020 to 2021.** Incident Commander. Roles and responsibilities included management of the overall incident, safety, and liaison between all project partners and the prime contractor. We operated 12 crews conducting tree removal and hauling for approximately 2,200 properties containing just under 60,000 eligible trees. Tracking of project quantities daily and in total. Worked closely with the Monitoring Company and Project Owner Incident Management Team on strategy and tactical short-term and long-range plans to ensure the success of the contract. Project totaled $104,369,789.
- **Oklahoma Ice Storm 2020**. Project Manager overseeing three projects: City of El Reno, City of Kingfisher, and the City of Piedmont. The work performed consisted of leaner and hanger removal, ROW vegetative removal, DMS operations, and the reduction of vegetative debris.

- **Hurricane Hanna 2020**. Project Manager overseeing three separate projects: Hidalgo County, the City of Pharr, and the City of Edinburg. Conducted ROW collection, disposal of vegetative debris and construction and demolition debris with all three clients. Also collected and disposed of white goods, household hazardous waste and electronic waste. Over 327,000 cubic yards of debris were removed.
- **Camp Fire, Butte County 2018 – 2019.** Incident Commander with overall responsibility for the demolition, transportation, and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018 and directed the removal of more than 750,000 tons of hazardous debris while treating more than 3,100 private parcels. In full operational mode, we operated 45 to 50 demolition crews supported by 650 to 1,000 hauling units per day. Project totaled $246,156,950**.**
- **Hurricane Irma and Maria 2017.** Project Manager for vegetative, construction and demolition, and metal debris removal from local municipality ROW and other eligible public property in the U.S Virgin Islands for USACE ACI project following Hurricanes Irma and Maria. Work also included site preparation, debris reduction - chipping/mulching/grinding, and debris disposal.
- **Evergro Organic Recycling 2016-2017.** Vice President of Operations researching and acquiring a track of land that meets all TCEQ criteria to construct a biosolid composting facility. Focused on site operating plans and providing a permit application along with drawings drafted by a local project engineer.
- **New Earth Soils and Compost 2010-2016.** Vice President of Operations overseeing over 35 teams within two facilities, new constructions, and existing biosolid composting operations.
- **The Garick Corporation**
    - **Vice President of Operations 2007-2009.** overseeing six facilities and 250 associates in five different states, ensuring EPA/DEP and OSHA compliance practices, plant staffing, daily productions goals, payroll management, and inventory control.
    - **General Manager 2006-2007.** Responsible for the safety and productivity of a large group during peak season, including environmental compliance, profitability, and leadership development. Drafted and implemented operational procedure manual for companywide plant and safety operations.
- **United States Army 1991-2000.** Airborne Ranger as Scout Team Leader for the 25th Infantry Division in Oahu, Hawaii, a Pathfinder for the 101st Pathfinder detachment and a U.S. Army Ranger Instructor at the Mountain Phase of Ranger School. Responsible for assisting the squad leader to ensure squad combat readiness, including planning and supervision of soldier training. Assisted with tactical employment and continuous surveillance of the enemy while being responsible for daily training and safety of 600 rangers annually in mountaineering and combat missions.

EDUCATION

- Austin Peay State University, Clarksville, TN 2000

CERTIFICATIONS

- IS-00027 FEMA Logistics
- IS-00393.b Hazard Mitigation
- IS-00632.a Debris Operations
- ICS-100 Incident Command System
- IS-00200.c Initial Response
- IS-00042 Social Media, Emergency Management
- IS-00240.b Leadership and Influence
- IS-00552 Public Works Role, Emergency Management
- OSHA 30 Construction

Martin Rodriguez Sr., Corporate Safety Manager

Mr. Martin Rodriguez Sr. has over 30 years of strong and extensive experience in Management and as an Environmental, Health and Safety (EHS) Professional, including experience in Construction (commercial, heavy civil and residential) Industry, General Industry, Environmental and Industrial Hygiene (IH) Management. Mr. Rodriguez is also a highly experienced Emergency Response and Disaster Relief Manager and worked in the aftermath of both the 1989 Loma Prieto (San Francisco) and 1994 Northridge (Los Angeles) earthquake relief efforts, including response to super-typhoon Paca (Guam, USA) and the Korean Airline crash (Guam, USA) for the US Environmental Protection Agency (EPA) and Government of Guam. Other agencies Mr. Rodriguez has worked with include, but not limited to Occupational Safety & Health Administration (OSHA), California Department of Industrial Relations (Cal/OSHA), Washington Industrial Safety & Health Administration (WISHA), Minnesota Occupational Safety & Health Administration (MNOSHA), California Department of Transportation (Caltrans), US Army Corps of Engineers (USACE), US Navy (Seabees), US Air Force, National Aeronautics and Space Administration (NASA), Lawrence Livermore National Laboratory (LLNL), Los Alamos National Laboratory (LANL), Jet Propulsion Laboratory (JPL) and the California Department of Health Services (Cal/DHS) and Colorado Department of Health Services (DHS), including other federal, state and local agencies. Mr. Rodriguez is also a qualified OSHA and EPA instructor. Other responsibilities include the EHS Management, Supervision and mentoring of safety professionals & loss prevention personnel, Risk Management and Workers' Compensation programs.

PROFESSIONAL EXPERIENCE

- **Corporate Safety Manager, Ceres Environmental Services, Inc. 2024 – Current.** Mr. Rodriguez's is responsible for all corporate Environmental, Health & Safety (EHS) programs and providing oversight and safety management of all disaster response projects. Additional duties include Risk & Loss Management, overseeing the Workers' Compensation Program, Quality Control/Quality Assurance (QAQC), and acting as the Corporate EHS/EPA Trainer and liaison to operations and Executive Management.
- **Founder, Compliance Safety Professionals (CSP), Chico & San Francisco, California 2013-2024.** As the Founder of CSP, an Environmental, Health & Safety (EHS) consulting firm, Martin Rodriguez managed business strategies and oversaw the development of EHS programs and protocols for clients and industry.
- **Safety Director/Risk Manager, NOVO Construction, San Francisco, California 2009-2013.** Mr. Rodriguez's responsibilities included developing all corporate Environmental, Health & Safety (EHS) programs and providing oversight and management of all construction supervision and projects.
- **Regional & Branch Safety Manager, Kinetics Systems, Inc. Phoenix, Arizona 1999-2001 & 2007-2009.** Responsibilities were for continued development of Corporate and Regional Safety Program, oversight of several large projects and contracts throughout the Western and Southwestern United States.
- **Compliance Safety Professionals (CSP) Contracted as Corporate Safety Director, Environmental Professional Associates (EPA) Ltd. dba Provco (Quanta Services), Yuba City, California 2005-2007.** As a contracted consultant, duties and responsibilities as the Corporate Safety Director included program development and management of Company Safety Program with emphasis on Electrical & NFPS70E standards and protocols, Risk & Loss Prevention Program and Workers' Compensation Program, Also worked with corporate legal counsel on litigation and liability issues related to civil and criminal matters. Provided compliance and training guidance with occupational and environmental laws and regulations for operations in California, Nevada, Oregon, Texas and Florida operations.
- **Western Regional & Division Environmental, Health & Safety Director, Balfour Beatty Construction, Inc. Fairfield, California 2000-2005.** Balfour Beatty Construction, Inc. (BBCI) is a heavy civil contractor involved in heavy civil construction, bridge, highway, retrofitting, water treatment plant construction and other heavy civil construction projects. Originally hired as the US Corporate Safety Director then appointed as the Western Regional/Division EHS Director, Responsible for the Western United States operations.
- **Senior Project Health & Safety Coordinator II, IT Corporation, Concord California 1995-1999.** Assigned to various projects in the Western United States, including Guam USA and South Pacific Islands (Midway Island, Wake Island and Diego Garcia Island). Assigned to work on several military

contracts as an Environmental, Health and Safety Specialist II and Medic on several large hazardous waste remediation projects, Superfund sites, including Unexploded Ordinance (UXO) and Explosive Ordinance Disposal (EOD) projects. Projects included Total Environmental Restoration Contracts (TERC), Base Realignment and Closures Act (BRAC) and US Army Corps of Engineers (USACE) and US Navy and in oil and gas production refineries.

- **Project Manager & Safety Manager, Cleveland Environmental & Wrecking Company, San Francisco, California 1992-1995.** Initially hired as a Safety Manager, duties were to assure compliance with environmental and construction projects and to head the safety program for various projects. Duties included interaction and liaison work with regulatory agencies, (i.e., OSHA, CAL-OSHA, and California Dept. of Health Services (DHS), Local Fire Departments, etc.). Assisted in managing the Workers' Compensation Program and the duty specific training program. In February of 1994, was assigned as Emergency Response Manager to Los Angeles, California to manage disaster relief efforts and emergency response projects caused by the Northridge (LA) earthquake. Managed two projects at Robinson/May Company Department Store (Topanga Canyon, CA) and California Institute of Arts School (Valencia, CA).
- **Project Manager & Compliance Safety Manager, Environmental Chemical Corporation, Lakewood, Colorado & Burlingame, California 1989-1992.** As Safety Specialist, supported continuous contract work for the United States Government, including Military Installation Closures (i.e., Presidio of San Francisco, Fort Ord, Mare Island, Alameda Naval Base, Oakland Army Base, etc.) under the Base Realignment & Closure Act (BRAC) and the General Services Administration (GSA), including the US Geological Survey (USGS), United States Federal Center and Coors Brewing Company in the greater Denver, Colorado area. Projects included Underground and Aboveground Storage Tank (UST/AST) removals, soil remediation, hazardous waste management, heavy civil construction activities, road construction/maintenance and other reclamation projects. Clients included state and federal agencies, including United States Army Corps of Engineers (USACE), US Navy (USN), US Air Force (USAF), US Coast Guard (USCG), US EPA, US Geological Services (USGS) and other federal facilities.
- **Firefighter/EMT II, Arvada Fire Department, Arvada, Colorado 1988-1993.** As a firefighter and Emergency Medical Technician II (EMT II), Mr. Rodriguez's duties included responding to fire and medical emergencies and completing an extensive firefighter and Hazardous Material Emergency Response training program and Advanced Medical Life Support, firefighting skills, survival techniques, fire prevention, hazardous materials emergency response, and hazardous materials incident command.

CERTIFICATIONS

- Certified Safety Manager (CSM)
- Certified Safety & Health Official (CSHO)
- Certified Construction Health and Safety Technologist (CHST)
- Certified Occupational Health and Safety Technologist (OHST)
- Certified EPA Lead Renovation, Repair and Painting (RRP) Instructor & Base Paint Abatement Supervisor and Monitoring
- Certified in Practices and Procedures in Asbestos Control
- Qualified OSHA Instructor - (OSHA Training Institute)
- Firefighter Survival Techniques Certified - (National Fire Academy)
- Hazardous Materials Emergency Response Incident Commander (HMERIC) - (National Fire Academy)
- Hazardous Materials Emergency Response Technician - (National Fire Academy)
- Hazardous Materials Incident Command and Analysis Certified - (National Fire Academy)
- Hazardous Materials Instrumentation & Emergency Response Certified - (Arvada Fire Department)
- Hazardous Waste Operations & Emergency Response (HAZWOPER) Instructor
- Hazardous Waste Operations & Emergency Response 40-hour (HAZWOPER)
- Hazardous Waste Operations & Emergency Response Supervisor (HAZWOPER)
- OSHA 29 CFR 1910.120 Emergency Response
- OSHA 29 CFR 1910.120(e) Supervisors Training
- Certified Confined Space Rescuer Instructor
- Certified Confined Space Rescuer & Manager
- Hazardous Materials & Emergency Response / First Responder Certified

- Hazardous Materials Emergency Response Incident Command (IC) Certified

EDUCATION

- Arizona State University (ASU) – Architecture
- Phoenix Institute of Technology (PIT) – Architectural Drafting
- University of California Berkeley (Cal) – Certification & Continuing Education
- University of San Diego (USD) – Certification & Continuing Education
- Chabot Las Positas Community College (SLPCC) – Certification & Continuing Education
- Red Rocks Community College (RRCC) – Certification & Continuing Education
- National Fire Academy / International Firefighter Association (IFFA)

Tia Laurie, Contract/Subcontract Manager, Corporate Secretary

Tia Laurie provides a background in several fields including quality control, construction, logistics, management, and contracting. Ms. Laurie serves as Qualifying Agent, holding General Contractors Licenses on behalf of Ceres in many states including California, Louisiana, Alabama, Tennessee, Mississippi, Oregon, and South Carolina. Certified in Construction Quality Management by USACE, Ms. Laurie has served in supporting roles on several missions for more than ten (10) years. Additionally, Ms. Laurie is responsible for the overall administrative response to all disaster response and recovery missions, including contracting and subcontracting. She manages the overall development and maintenance of relationships with subcontractors specifically in local areas of pre-event contracts and competitive pricing. Ms. Laurie also provides management in the areas of maintaining and upgrading the database, registration process, and evaluation criteria for subcontractor, as well as creating and executing their training programs.

PROFESSIONAL EXPERIENCE

- **Hurricanes Helene and Milton 2024.** Director of Administration including subcontracting and contract management for debris removal to 47 activations in Florida and Georgia following Hurricanes Helene and Milton.
- **Hurricane Debby, 2024.** Director of Administration including subcontracting and contract management for debris removal projects in Florida and Georgia following Hurricane Debby.
- **Hurricane Beryl 2024.** Director of Administration including subcontracting and contract management for debris removal in 16 jurisdictions in Texas following Hurricane Beryl.
- **Hurricane Idalia 2023.** Director of Administration including subcontracting and contract management for debris removal in Florida and Georgia following Hurricane Idalia. Over 1,800,000 cubic yards of debris were removed.
- **California Floods 2023.** Director of Administration including subcontracting and contract management for flood debris removal services in Tulare County, CA and Merced, CA.
- **Texas Winter Storm Mara 2023.** Director of Administration including subcontracting and contract management for debris removal in 2 Texas jurisdictions following a winter storm. 330,846 cubic yards of debris were removed.
- **State of Vermont Summer Flood 2023.** Director of Administration including subcontracting and contract management for 5920 tons of debris removal in (sixteen) 16 jurisdictions across the State of Vermont
- **Hurricanes Ian and Nicole 2022.** Director of Administration including subcontracting and contract management for 27 contract activations in Florida. Two of these contract surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Director of Administration including subcontracting and contract management for Ceres projects in Louisiana.
- **Oregon Wildfire Recovery 2020 – 2022.** Director of Administration including subcontracting and contract management for Oregon Department of Transportation Hazard Tree Removal Project. 22,311 trees were removed.
- **Oklahoma Ice Storm 2020.** Director of Administration including subcontracting, and management of 5 contract activations as a result of the Oklahoma Ice Storm. Over 200,000 cubic yards of debris were removed.
- **Hurricanes Hanna, Laura, Sally, Delta and Zeta 2020.** Director of Administration including subcontracting. Managed over 30 subcontractors providing debris collection, reduction, and disposal. While working contract administration on over 13 contract activations.
- **Linn County, IA 2020.** Director of Administration including subcontracting and managing 4 subcontractors and working contract administration. Over 1 million cubic yards of debris were removed.
- **Hamilton County, TN and Jones County, MS Tornados 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing debris collection, reduction, and disposal. Over 600,000 cubic yards of debris were removed.
- **Bulk Waste Removal 2020.** Director of Administration including subcontracting. Managed 6 subcontractors providing bulk waste removal to the City of Atlanta and Macon-Bibb County, GA as a result of limited staff due to COVID-19. 5,966 tons of waste were removed.
- **Paradise and Butte County, CA Fire 2019.** Director of Administration including subcontracting and managing over 23 subcontractors and working contract administration with CalRecycle. 768,558 tons of debris were removed.

- **Hurricanes Florence and Michael 2018.** Director of Administration for storm operations in a wide geographic area.
- **North Carolina Department of Agriculture 2018.** Director of Administration and Subcontracting Manager for hauling vegetative material for NC farms after Hurricane Florence.
- **Northern California Wildfire Debris Removal 2018.** Subcontractor Manager responsible for hiring all subcontractors for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Hurricanes Harvey, Irma, and Matthew 2017.** Director of Administration and Subcontracting Manager for over 50 storm and civil construction projects.
- **Hurricanes Hermine and Matthew 2016.** Subcontractor Manager for over 20 contracts in Florida, Georgia, South Carolina, and North Carolina following two hurricanes in September and October.
- **Louisiana Floods 2016.** Subcontractor Manager for Ceres response to August floods in Louisiana.
- **Winter Storm Cara and Goliath 2015.** Subcontractor Manager for debris removal and disposal projects in Oklahoma following winter storms.
- **Alabama and Mississippi Tornados 2014.** Subcontractor Manager for four separate tornado recovery projects in Kimberly, Adamsville, and Graysville, Alabama as well as Lee County, MS. 185,758 cubic yards of debris were removed.
- **Winter Storm Pax and Ulysses 2014.** Subcontractor Manager for Columbia County, GA and NC DOT ice storm recovery; Recruited and subcontracted companies for hauling, tree work, and grinding.
- **Hurricane Sandy 2012-2013.** Subcontractor Manager recruiting local subcontractors and vendors for Ceres response in New York and New Jersey.
- **Hurricane Isaac 2012.** Subcontractor manager for five separate contracts in response to Hurricane Isaac. Ceres provided recovery services to Jefferson Parish, Kenner, Livingston Parish, Denham Springs and St. Bernard Parish.
- **Winter Storm Alfred 2011.** Subcontractor Manager for response to unseasonal snowstorm in the Northeast. Ceres managed over 320,000 CY of debris in two locations.
- **Hurricane Irene 2011:** Subcontractor Manager for Greenville, NC response and recovery efforts.
- **Alabama Tornadoes 2011.** Subcontractor Liaison: recruited local and specialty subcontractors and vendors to provide services for tornado cleanup.
- **Haiti Earthquake 2010.** Subcontractor Liaison identifying specialist organizations & sea transport.
- **Ice Storms 2009.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal from county rights-of-ways in Kentucky.
- **Hurricanes Dolly, Gustav and Ike 2008.** Subcontractor Liaison screening and coordinating qualified subcontractors for debris removal, processing, and disposal operations.
- **Floods 2008.** Subcontractor Liaison identifying and coordinating qualified subcontractors for debris removal due to Cedar River flooding in Iowa.
- **Military Stars, Orion International 2007-2008.** Account Executive researching, identifying, and capturing of new clients providing opportunity for hiring of transitioning military personnel.
- **U.S. Army Corps of Engineers, Captain 1999-2005.** Battalion Logistics/Supply Officer, Detachment Commander, Company Executive Officer, and Topographic Platoon; awarded Bronze Star Medal for her bravery and meritorious service with USACE.

EDUCATION/CERTIFICATIONS

- Master's degree, Engineering Management, University of Missouri (Rolla)
- Bachelor's degree, Engineering Management, U.S. Military Academy, West Point, New York
- Engineer-In-Training (EIT/FE): Registered in New York, 1999
- FEMA certified IS-10, ICS-200, IS-102, IS-632, NIMS IS-700
- USACE CQM certified
- Red Cross Disaster Services certified

FEMA Regulations and Quality Control

Hubert Russell (Bo) Ansley, FEMA Reimbursement Specialist

Mr. Ansley worked with the U.S. Army Corps of Engineers (USACE) for 33 years. His experience includes Emergency Management; Technical Support to FEMA applicants, and sub-applicants to ensure FEMA eligibility, compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing documentation for FEMA reimbursement; training sessions with clients; and development of new documentation systems. His experience runs deep both with Ceres and the US Army Corps of Engineers (USACE), where he served as a technical liaison to FEMA for Emergency Support Function 3 (ESF3) – Public Works and Engineering, and a Senior Level Debris Removal Subject Matter Expert (SME).

PROFESSIONAL EXPERIENCE

- **Hurricane Helene 2024.** Provided operational oversight and FEMA reimbursement assistance to Florida and Georgia jurisdictions affected by Hurricane Helene.
- **Hurricane Debby, 2024.** Provided operational oversight and FEMA reimbursement assistance for debris removal projects in Georgia following Hurricane Debby.
- **Hurricane Beryl 2024.** Provided operational oversight and FEMA reimbursement assistance to 16 jurisdictions in Texas following Hurricane Beryl.
- **Hurricane Idalia 2023.** Provided operational oversight and FEMA reimbursement assistance for debris removal in Georgia following Hurricane Idalia.
- **Hurricanes Ian and Nicole 2022.** Operations Area Manager and Client Services Liaison for 8 contract activations in Florida.
- **Yellowstone River Floods 2021.** Senior USACE Debris Removal SME and FEMA Liaison. Provided a comprehensive assessment of flooding impacts and waterway debris for the State of Montana.
- **Hurricanes Laura, Sally, and Zeta 2020.** Senior USACE SME and FEMA Liaison. Provided Technical Support to FEMA as well as multiple applicants in Louisiana, Alabama, and Florida. Provided supervisory oversight for 21 Federal Technical Monitors.
- **Southeast Tennessee Tornadoes 2020.** Senior USACE Debris Removal SME and FEMA Liaison for 3 local activations in the Chattanooga, TN area.
- **Hurricane Michael 2018.** Lead USACE Debris Removal SME and FEMA Liaison for 6 Florida Counties and 13 Georgia Counties. Served as Contracting Officers Representative for USACE Advanced Contract Initiative (ACI) in Georgia.
- **Hurricane Irma 2017.** Lead USACE ESF3 Liaison to FEMA Region 2. Prepositioned with Forward Team to VITEMA prior, during and after landfall. Supported Recovery Field Office and assisting in activating the Debris ACI for USACE.
- **Hurricane Maria 2017.** Supported recovery efforts in Puerto Rico as Emergency Management Chief, Mobile District. Managed USACE Recovery Field Office for multiple FEMA missions including power restoration, temporary roofing, debris removal and repair of critical public facilities.
- **Southeast Tornadoes 2017**. Lead USACE Debris Removal SME and FEMA Liaison for multiple activations near the City of Albany, GA.
- **Hurricane Matthew 2016**. Lead USACE Debris Removal SME. Provided technical assessment of storm impacts along the Florida Coast from St. Augustine to Melbourne.
- **Hurricane Hermine 2016**. Lead ESF3 Representative to FEMA in Florida. Developed debris volume estimate and debris removal cost estimate.
- **Pacific Ocean Storms 2015**. Served as USACE ESF3 forward for Guam (Typhoon Dalphin) and Saipan (Typhoon Soudler). Provided impact assessments for FEMA.
- **Oso, WA Landslide 2014**. Assistant ESF3 Team Lead and Debris SME supporting FEMA. Provided preliminary report and debris removal estimate.
- **Hurricane Sandy 2012-2013**. Lead Debris SME and Contracting Officers Representative – Suffolk County, NY. Oversaw Debris Removal Operation for Fire Island, NY.
- **Alabama Tornadoes 2011**. Supported recovery efforts as Emergency Management Chief, Mobile District. Managed USACE Recovery Field Office for multiple FEMA missions including temporary power, debris removal and repair of critical public facilities.
- **Hurricane Ike 2008.** USACE liaison to Texas and ESF3 lead in support of FEMA Region 6.
- **Hurricane Katrina 2005-2006.** Debris SME for Alabama recovery.

EDUCATION/CERTIFICATIONS

- Bachelor of Landscape Architecture, University of Georgia
- Graduate Certificate, Homeland Security and Emergency Management, George Washington University
- FEMA ICS 100, 200, 300, 400, 700, 800

Randy Hardy, Quality Control Manager

Mr. Hardy is a resourceful Civil Engineer, Certified Traffic Control Manager, ATSSA-ODOT Traffic Control Flagger Instructor, USACE Construction Quality Manager, EPA Certified Lead/Asbestos Abatement Supervisor with approximately 40 years of CQC Heavy Civil Construction and Disaster Project Management in addition to extensive CQC Planning experience. He has expertise in guiding a wide range of Heavy Civil Project Operations, including Roads/Bridges Construction/Reconstruction, Drainage, Erosion Control, Laboratory Material Testing, CQC Material Sampling, CQC Field Inspection Management and Traffic Control Plans/Management. Mr. Hardy is proficient in construction project layout, concrete/asphalt roadway operations, concrete construction management, elevation management, and electronic milestone tracking and filing systems/document control. He has a proven record of establishing productive relations with jurisdiction owners, engineering management, subcontractors, and regulatory officials, to drive a strong team with multiple trades. He maintains a professional acquaintance towards CSLB with Classifications in reference to Class A General Engineering, C-31 Traffic Control, California Business & Law, and Hazardous Substance Removal in respect to several licenses.

PROFESSIONAL EXPERIENCE

- **Hurricanes Helene and Milton, 2024 – Current.** Providing quality control management for Ceres' responses to activations in 47 jurisdictions in Florida and Georgia.
- **Florida Hurricane Idalia _ County Debris Clean-Up Project October 2023 – November 2023.** Quality Control Manager for work provided on the 1.7 million Disaster Debris Response in 3 Florida Counties to include hurricane generated vegetative debris collection, transportation and disposal services and hazard (leaner and hanger) tree removal and trimming. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Trained all Ceres Area, Sector and QC management and operations personnel, subcontractors in the debris mission operational, documentation and eligibility requirements. Provided FDOT - ATSSA Traffic Control Flagger training in a classroom setting to Ceres flaggers, operations personnel and sub-contractor operation crews.
- **Ceres Caribe _ Luma Vegetation Clearing Service Contract June 2022 – July 2023.** Provided continuous support on purchasing project equipment and traffic control devices. Maintained equipment inventory on project assets Generated Traffic Control Plans on various logistic locations due to roadway orientation. ATSSA Traffic Control Flagger Training for all Ceres and Subcontractor personnel.
- **New Mexico Department of Transportation Soil Debris and Hazard Tree Removal May 2022 – July 2023.** NM Department of Transportation Hazard Tree Removal and Soil Disposal Project for Mora County and San Miguel County. Removed 22,318 hazard trees using conventional logging and specialized tree removal methods to include Heli-logging, low ground pressure and low impact mechanical and hand techniques in culturally ecological sensitive riparian and wetland environments along New Mexico Highway Corridors. Coordinated the processing of merchantable timber and slash in USFS, BLM, OR Department of Parks and private properties. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel. Daily Management of QC inspection and addressing Quality Control Plan (QC Plan) issues.
- **Florida Hurricane Ian _ County Debris Clean-Up Project October 2022 – March 2023.** Quality Control Manager for work provided on the 2.3 million Disaster Debris Response in 7 Florida Counties to include hurricane generated vegetative debris collection, transportation and disposal services and hazard (leaner and hanger) tree removal and trimming. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Trained all Ceres Area, Sector and QC management and operations personnel, subcontractors in the debris mission operational, documentation and eligibility requirements. Provided FDOT - ATSSA traffic control flagger training in a classroom setting to Ceres flaggers, operations personnel and sub-contractor operation crews.
- **Oregon _ Wildfire Recovery 2021 – 2022.** Quality Control Manager (CQCM) for Oregon Department of Transportation Hazard Tree Removal and Disposal Project for Archie Creek, Thielsen Fire, Two Four Two and South Obenchain Fires. Removed 22,318 hazard trees using conventional logging and specialized tree removal methods to include Heli-logging, low ground pressure and low impact mechanical and hand techniques in culturally and ecological sensitive riparian and wetland environments along ODOT Hwy Corridors. Processed merchantable timber

and slash in USFS, BLM, OR Department of Parks and private properties. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel. Daily Management of QC inspection and addressing Quality Control Plan (QC Plan) issues.

- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Contractor Quality Control Manager (CQCM) for the Cal Recycle Hazardous Tree Removal and Disposal Project resulting from the Camp Fire in California in 2017. Removed 59,000 hazard trees along 2,500 rights-of-way (ROW) and rights of entry (ROE) properties to include steep slope terrain operations and sensitive areas. Monitored the multidisciplinary execution to ensure that biological and archaeological resources were protected. Extensive cultural and environmental resources in Concow and Honey Run required intensive coordination and specialized operations. Generated traffic control plans and ATSSA traffic control flagger training for all Ceres and Subcontractor personnel.
- **Kuykendahl, Glen Forest and Aldine Westfield Detention Basin 2015 – 2019**. Contractor Quality Control Manager (CQCM) managing QC inspection in reference to complex features conflicting with engineering designs, for Kuykendahl, Glen Forest and Aldine Westfield stormwater detention basins in Houston, TX. Performing submittals and permitting in support to the $39 million Kuykendahl Detention Basin Project incorporated 4500 CY Concrete, 3.6 million CY Soil Excavation, 5060 Lin Ft Concrete Pipe and 100 Acres Tree Removal. The $25 million Glen Forest Project entailed 2500 CY Concrete, 2.2 million CY Soil Excavation, 2400 Lin Ft Concrete Pipe and 130 Acres Tree Removal. The $7.1 million Aldine Westfield Detention Basin utilized 1850 CY Concrete, 700,000 CY Soil Excavation, 10,000 Lin Ft Concrete Pipe, and 38 Acres Tree Removal. In addition to maintaining monthly pay request, performing daily management of QC inspection, CQC construction material submitting/environmental permitting, generating traffic control plans, ATSSA traffic control flagger training was achieved, to assure Quality Assurance (QA).
- **California Wildfires-Camp Fire, Butte County 2018 - 2019** Wildfire Structure and Debris removal in Butte County, CA Camp Fire. Quality Control Manager for the 1.4 million CY Cal Recycle/Cal OES clean-up project for removal, transportation, and disposal of asbestos and structural debris on 3,100 properties generated by Camp Fire in 2018.
- **Hurricane Michael 2018 - 2019.** Quality Control Manager for work provided on the 4.9 million CY USACE Disaster Debris Response (SAD) in 13 Southwest Georgia counties to include hurricane generated vegetative debris collection, transportation and disposal services and hazard (leaner and hanger) tree removal and trimming. Ensured quality control personnel and subcontractors met the required qualifications of the project contract. Trained all Ceres Area, Sector and QC management and operations personnel, subcontractors in the debris mission operational, documentation and eligibility requirements. Provided ATSSA traffic control flagger training in a classroom setting to Ceres flaggers, operations personnel and sub-contractor operation crews. Developed project-specific quality control plans; ensuring all quality control inspections are performed and documented in accordance with the testing plan and making sure all results are being reviewed for conformance with requirements with all documentation including records, photographs, and logbooks for the USACE project closeout requirements.
- **Morganza Hurricane Levee Project 2015**. Quality Control Manager (CQCM) responsible for the planning, scheduling, conducting, and coordinating detailed phases of the engineering for a $58 million Hurricane Coastal Levee Protection Project in Terrebonne Parish, LA. Supervised and coordinated the work with engineers, draft persons, plan reviews, as-built, specifications and CQC material testing frequencies in addition to Quality Assurance (QA) Testing.
- **Glendo Wyoming Reservoir Rehabilitation 2015.** Operations Planner – Responsible for the continuation of production and maintenance of quality. Reviewed project traffic control plans in reference to field operation. Created and assisted in weekly meeting agenda. Assisted in managing environmental permits and regulations. Managed underground utility notifications. Quality Control Manager – responsible for the planning, scheduling, conducting, and coordinating detailed phases of the engineering for a $10 million Concrete Reservoir. Supervised and coordinated the work with engineers, draft persons, plan reviews, as-built, specifications and QC material testing frequencies to develop an accurate cost proposal.

EDUCATION/CERTIFICATIONS

- Bachelor of Science – Civil Engineer from the University of Louisiana at Lafayette.
- USACE Construction Quality Management for Contractors Certificate
- LADOTD Asphaltic Concrete Roadway

Administrative

Linda Smith, Director of Accounting Operations

Ms. Smith has over 30 years of experience in leading accounting teams in day-to-day activities while providing owners, shareholders, and executives with the financial information and guidance required to make informed business decisions. Ms. Smith is a specialist in coordinating with the City's monitoring firm, assuring a smooth billing and reconciliation process.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc.** Director of Accounting Operations. In coordination with the accounting team, responsible for the day-to-day functions of the entire storm accounting department and assisting the field operations to establish internal protocols.
    - **Hurricanes Beryl, Debby, Helene and Milton 2024**
    - **Hurricane Idalia – 2023**
    - **California Floods – 2023**
    - **Texas Winter Storm Mara – 2023**
    - **State of Vermont Summer Flood – 2023**
    - **Hurricanes Ian and Nicole, FL – 2022**
    - **New Mexico DOT Fire and Flood Debris – 2022**
    - **Hurricane Ida, LA – 2021-2022**
    - **Oregon Wildfire Recovery 2020 – 2022.**
    - **California Wildfires – Camp Fire, Butte County Hazardous Tree 2020-2021**
    - **Oklahoma Ice Storm 2020 (5 jurisdictions)**
    - **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020 (13 jurisdictions)**
    - **Linn County, IA – Derecho 2020**
    - **City of Atlanta, GA and Macon-Bibb County, GA – Bulk Waste 2020**
    - **Hamilton County, TN – Tornado 2020**
    - **Jones County, MS – Tornado 2020**
    - **Santa Rosa County, FL – Wind Event 2020**
    - **California Wildfires – Camp Fire, Butte County Debris Removal 2019**
    - **Northern California Wildfires 2018 (USACE)**
    - **Hurricane Michael 2018**
    - **Hurricane Irma 2017**
- **Resort Funding, LLC. 1997 – 2017**. Senior Accountant. Analyzed financial statements and created reports for monthly corporate reporting. Generated financial statements in accordance with GAAP and facilitated account closing procedures for multiple companies monthly. Created strong internal controls and accounting processes that reduced the financial statement close from 10 days to 3 days, which led to completion of 17 clean audits. Assisted other departments in identifying problems and finding solutions to correct, assisted IT in implementation of new systems and the controller in projects regularly.
- **Fay's Inc. 1995 – 1997**. Corporate Accountant participating in design, testing and implementation of accounts receivable system resulting in departmental efficiencies. Ms. Smith was also responsible for tracking and analysis of accounts receivable activity on decentralized systems in maintained at the store level.

EDUCATION

- Bachelor of Science, Accounting 1989
- Minor in Economics, State University of New York at Oswego

CERTIFICATIONS

- IS-100 Introduction to Incident Command System
- IS-700 National Incident Management System (NIMS) Introduction
- IS-800 National Response Framework, An Introduction
- IS-102, Deployment Basics for FEMA Response Partners
- IS-240- Leadership and Influence

3.8 On-Site/Field Staff Resumes

Kevin Sudbury, Project Manager

Kevin Sudbury has a 25-year career that includes experience in planning, project management, business administration, public speaking, and client support. He thrives in fast-paced, high-pressure environments. Mr. Sudbury has a reputation for applying advanced problem-solving techniques that lead to the restoration of smooth-flowing procedures and systems, developing innovative solutions to any challenge. He analyzes complex customer requirements and can execute simultaneous projects. Mr. Sudbury is an excellent communicator with exceptional interpersonal skills. These skills ensure project engagement and cohesion across diverse groups of staff, management, and clients.

PROFESSIONAL EXPERIENCE

- **Hurricanes Helene and Milton 2024.** Operations/Area Manager responsible for oversight of Ceres' emergency disaster debris removal responses to multiple Florida jurisdictions.
- **Hurricane Debby 2024. Area Manager.** Responsible for the management of five (5) emergency debris removal and disposal activations in Florida and Georgia following Hurricane Debby.
- **Hurricane Beryl 2024**. Area Manager. Responsible for the management of 16 emergency debris removal and disposal activations in Texas.
- **Hurricane Idalia 2023.** Project Manager. Responsible for the management of Hurricane Idalia generated debris in Glynn County, GA. 25,440 cubic yards of debris were removed.
- **Red Tide Cleanup 2023**. Project Manager. Responsible for managing all aspects of Red Tide Cleanup in Sarasota, FL.
- **State of Vermont Summer Flood 2023.** State Manager. Responsible for managing 16 debris removal projects across the State. Services included ROW C&D debris haul in, ROW vegetation debris haul in, site restoration and hazardous materials handling.
- **Central Texas Winter Storm Mara Debris 2023.** Area Manager. Responsible for managing four (4) debris removal projects across two (2) counties. Services provided to clients included ROW debris haul in, park facilities clean-up, reduction, debris haul-out, and site restoration. 330,846 cubic yards of debris were removed.
- **West Central Florida Hurricane Ian Debris 2022.** Area Manager. Responsible for managing 11 debris removal projects across five (5) counties. Services provided to clients included cut/push, ROW debris haul in, specialized debris removal, reduction, debris haul-out, site restoration, street sweeping, and catch basin cleanout. Clients served include cities, counties and FDOT.
- **Terrebonne Parish School District, LA Hurricane Ida Debris 2022.** Project Manager. Responsible for managing all aspects of debris removal across 45 facilities heavily impacted by Hurricane Ida. Developed a specialized operations plan that accounted for working on active campuses to protect all children, staff, visitors, and facilities.
- **City of Covington, LA Hurricane Ida 2021.** Project Manager. Responsible for all recovery components including push, debris collection and final disposal. Push started on Day 1 after the event and completed it in less than 4 days, which was the quickest completion of a significantly impacted City on the North Shore. According to the electric company this allowed them to refocus assets from other areas to Covington resulting in the restoration of 84% of the City's grid in 6 days. Debris collection and disposal was completed ahead of the projected schedule.
- **Sabine River Authority, LA Hurricane Laura/Delta Debris 2021.** Project Manager. Responsible for managing all aspects of debris removal along 40 miles of canal including 80 miles of levee and over 35 entrance ways/ramps in 92 working days. Debris streams included vegetative, C&D and leaners/hangers.
- **Vermilion Parish, LA Hurricane Delta Debris 2020.** Project Superintendent. Responsible for managing all aspects of debris removal across a 1,200 sq mile parish divided into 14 districts.
- **Escambia County School District Hurricane Sally Debris 2020**. Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for the removal of debris and hangers/leaners from 60 facilities. Brought the 28 facilities initially assigned to a safe and operationally ready status in four (4) days so that the District could reopen the entire school system. All operations were completed in less than four (4) weeks.
- **City of Edinburg, TX Hurricane Hanna Debris 2020.** Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for both subcontractors and self-performing debris removal trucks.

- **Hamilton County Tennessee Tornado Debris 2020.** Subcontractor Manager. Responsible for the acquisition, scheduling and management of multiple subcontractors executing ROW Vegetative and C&D Haul-in and Mulch Haul-out. Over 409,500 cubic yards of debris were removed.
- **Butte County California Fire Debris 2019**. Logistics Chief/Subcontractor Manager. Responsible for project-wide and self-performing crew logistics support including resource forecasting, equipment acquisition, materials selection, competitive pricing evaluation, personnel housing, and asset management. Secured required local permits for laydown yard. Refocused subcontractor haul-out operations including a review of the existing haul-out operations, vetting, and negotiating with new subcontractors, and provided subsequent operational oversight which led to a project savings of over $426K.
- **SW Georgia Hurricane Michael Debris 2018**. Operations Manager/ Subcontractor Manager. Responsible for the direct management of over 120 ROW debris haulers and haul-out subcontractors (1,000+ containers) across 13 counties. Duties include operational planning, subcontractor management, overall project management and daily coordination with USACE.
- **City of Coral Gables Hurricane Mitigation Grant Program 2018**. Senior Project Manager/Funding Specialist. Developed 4 HMGP successfully funded applications for disaster mitigation projects in response to Hurricane Irma.
- **Apex Oil Terminal Improvements 2017**. Senior Project Manager. Responsible for developing procurement policies, ensuring Good Faith Efforts were followed and documented to maximize DBE participation, pre-construction planning, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of a 7-month, FEMA funded $1,500,000 fuel terminal improvements project which spanned 3 sites each in a different state with concurrent procurement and construction activities.
- **City of Miami Wagner Creek/Seybold Canal Stormwater Improvements 2017**. Senior Project Manager. Responsible for funding, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of an 18-month, $21,000,000 sediment removal project that included 1 prime contractor and 4 subcontractors. Project was awarded the 2018 WEDA Environmental Excellence Award.
- **US Virgin Islands Gordon A. Finch Marine Terminal 2016.** Senior Project Manager. Responsible for preparing a federal TIGER grant application, award acceptance, procurement, and project management of a $13,000,000 project to demolish and replace the existing Roll-On/Roll-Off pier as well as construction of horizonal and vertical site improvements.
- **City of Marco Island Septic Tank Replacement Program 2015**. Senior Project Manager. Responsible for the planning, funding, procurement, project management, federal compliance (MBE/WBE participation, Davis Bacon, Buy American, EEO), financial reconciliation and close-out of a 6-year, FDEP/EPA funded $63,000,000 program that included 8 prime contractors and over 24 subcontractors.
- **Collier County Wastewater System Improvements Program 2014**. Senior Project Manager. Responsible for planning, funding, procurement, project management, federal compliance (Davis Bacon, EEO), financial reconciliation and close-out of a 8-year, FDEP funded $140,000,000 program that included the construction and/upgrade of 3 wastewater treatment facilities with a combined capacity of over 55 MGD and 16 miles of collection mains.

EDUCATION/CERTIFICATIONS

- BA, Business Administration-Finance, Keiser University, Sarasota, FL
- AS, Computer Network Administration, Keiser University, Sarasota, FL
- OSHA 30/HAZWOPER
- US Army Corps of Engineers (USACE) – CQM-C
- FEMA IS20, IS21, IS33, IS102, IS559, IS632, IS 633, IS634, IS700, IS702, ICS100
- FDOT Resident Compliance Specialist – Local Agency Program

SPEAKING ENGAGEMENTS/PROFESSIONAL ACKNOWLEDGEMENTS

- Florida Department of Transportation – “Simplifying Davis Bacon”
- American Water Works Association – “SRF: A Local Government Perspective”
- Florida Department of Transportation – Disadvantaged Business Enterprise SME
- Florida Department of Environmental Protection – Davis

Omar Arroyo, Site Safety and Health Officer

Mr. Arroyo has more than 22 years of professional experience in safety management. He has worked in various fields including debris management, civil construction, new construction, and oil, dealing with all aspects of Environmental Health and Safety Management and Training.

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services 2017 – Present.**
  - Safety and Health Officer for projects in Florida and Georgia following Hurricanes Helene and Milton.
  - Safety and Health officer for LUMA Island Wide Vegetation Clearance in Puerto Rico.
  - Safety and Health Officer for NMDOT Hermits Peak/Calf Canyon Flood, Straight Line Wind and Wildfire Recovery in 2022-2023.
  - Safety and Health Officer for Taylor County, FDOT following Hurricane Idalia. Over 1,703,000 cubic yards of debris have been removed.
  - Safety and Health Officer for the Luma Vegetation Clearing Service Contract in 2022 and 2023 in Puerto Rico.
  - Safety Officer for Wildfire recovery for the Oregon Department of Transportation in 2020-2022. 22,311 trees were removed.
  - Safety Officer for the Wildfire clean up and logging operations for California, Colorado, and Oregon.
  - Safety and Health Officer. Vegetative, construction and demolition, and metal debris removal from local municipality Rights-of-Way (ROW) and other eligible public property in the U.S Virgin Islands for the USACE ACI project following Hurricanes Irma and Maria. Work also included site preparation, debris reduction - chipping/mulching/grinding, and debris disposal.
- **PES Performance Energy Services 2015-2016.** HHSE Site Safety Supervisor in Beaumont, Texas conducting daily equipment inspections, confine space audits, air sampling for confined space, confined space rescue procedures, daily mass safety toolbox meetings, Air Liquide safety and production meetings, safety record keeping, first aid, incident investigations, daily safety audits, inspection and control of safety equipment, fire watch training, confine space training, lockout/tag-out training and new hire orientations.
- **Saxon Constructions PES 2015.** HSSE Site Safety Manager for Williams Station 520 Pipeline project in Jersey Shore, Pennsylvania and Devon/E-Link Terminal project in Cuero, Texas. Responsible for daily audits of work being performed, daily field equipment inspections, equipment training, PRE-TASK ANALYSIS (PTA) audit and training, held the daily all employee's safety meeting, met with the client HSSE for any concerns and correction, job specific overview, employee orientation, incident reporting, near miss reporting, record keeping, and continue to strive for a zero incident and accident-free workplace for all employees.
- **Titan 360 Industrial Services 2014-2015.** HSSE Site Safety Manager coordinating a project at Trunk line in Lake Charles Louisiana, overseeing 85 employees. Responsibilites were to conduct daily safety meetings within the company and the client, daily safety audits on employee behavior, permits, and company (JSA), daily equipment inspection, record keeping, first aid case management, attend and participate in client turnaround safety progress, monitor and conduct SCBA breathing air equipment inspection and proper function prior to job task, and incident reporting/investigation.
- **Total Safety 2014.** HSSE in Busan, Korea, working as a third-party safety representative for Nobel and Shell at a shipyard reconstructing the Nobel Discoverer ship oil driller. Duties and responsibilities were to be part of the Shell and Nobel safety HSE team to contribute as a third-party safety representative in the daily work activities such as safety daily audits and inspections on hot work activities, confined space, permit and JSA audits, and evacuation drills. Conducted safety meetings, record keeping, and daily inspection of equipment, tools, and safety equipment.
- **KBR Kellogg Brown & Root 2012-2013.** HSSE Site Safety Manager. Conducted safety audits and meetings, performed daily equipment and apparatus inspections, first aid case management and related record-keeping.

- **BP 2010-2012 HSSE Site Safety Turnaround Manager.** Managed and oversaw safety field turnaround for several units. Conducted weekly mass safety meetings, daily audits, and inspections, reporting for near miss and first aid, and performed relevant recordkeeping.
- **STARCON International, Inc. 2001-2010 HSE Safety Supervisor.** Performed daily audits and inspections, permit training, oil rig basket training, SCBA training and fire watch training. Maintained company and refinery compliance and recordkeeping, supervising various units for turnaround work and implementing company site standards. Performed unit orientations for new hired team members for the turnaround, equipment inspection and purchasing, daily toolbox team safety meetings. Conducted daily permit and JHA audits for compliance, JHA training, recordkeeping, and conducted near miss and incident investigations.

EDUCATION/CERTIFICATIONS

- San Jacinto College Central Campus Two Years, Courses Studied:
  - EPCT- Introduction to Environmental/Health
  - EPCT- Principals of Industrial Hygiene
  - OSHT- Safety Program Management
  - OSHT- Physical Hazards Control
  - OSHT- Accident Prevention, Inspection, and Investigation
  - OSHT- OSHA Regulation General Industry
- College of the Mainland (Conducting Safety Audits)
- OSHA 30 Hour Construction
- OSHA 500
- OSHA 502
- BASIC Arborist Training Certification
- Construction Site Safety Technician CSST Certification
- Construction Site Safety Technology CSST Certification
- Construction Site Field Safety CSST Certification
- Construction Site Safety Supervisor CSST Certification
- Industrial Toxicology Certification
- GHS and OSHA Hazardous Communications Certificate
- Introduction to Safety Accountability-OSHA Academy
- Emergency Action and Fire Prevention-OSHA Academy
- Conducting a Job Hazard Analysis (JHA)- OSHA Academy
- Personal Protective Equipment-OSHA Academy
- Introduction to Safety Recognition- OSHA Academy
- Introduction to OSHA-OSHA Academy
- Introduction to Hazard Control- OSHA Academy
- Electrical Safety for Employees- OSHA Academy
- Introduction to Safety Training- OSHA Academy
- Personal Protective Equipment- OSHA Academy
- Introduction to Safety Supervision- OSHA Academy
- Hazard Communication- OSHA Academy
- Effective Accident Investigation- OSHA Academy
- Introduction to Safety Leadership- OSHA Academy
- Walking-Working Surfaces and Fall Protection-OSHA Academy
- Introduction to Job Hazard Analysis- OSHA Academy
- Supervisor 201 Training-LEAD Leadership, Excellence, and Development-Houston Area Safety Council
- EM 385-1-1 8 Hour Awareness- US Army Core of Engineers
- First Aid-CPR-AED Certification 1377463
- American Red Cross (CPR-Adult)
- AMERICAN Red Cross (Standard First Aid)
- TWIC Transportation Worker Identification Credential
- Houston Area Safety Council (Basic Plus)
- Baytown, TX Safety Council
- HAZWHOPER, OSHA 30 FR, OSHA 500,

Everett Bond, Project Superintendent

Mr. Bond has managed projects since 2016 supervising and managing storm debris removal teams for major disaster recovery projects with Ceres. Mr. Bond's responsibilities are maintaining contract schedules and detailed agreements. Communicating with senior project management and lead superintendents to make sure any foreseen issues, opportunities and company change orders are conducted. Mr. Bond is also responsible for oversight of the site and subcontractor performance.

PROFESSIONAL EXPERIENCE

- **Hurricanes Helene and Milton October 2024 – February 2025.** Project Superintendent responsible for disaster debris removal, reduction and disposal in Gainesville, FL and Pasco County, FL.
- **May 2024 Tornado 2024.** Project Manager responsible for debris removal, reduction and disposal in Maury County, TN.
- **Mississippi Tornado 2023.** Project Superintendent overseeing the cleanup of 32,500 cubic yards of tornado generated debris in Carroll County, MS.
- **Hurricane Ian 2022.** Project Superintendent overseeing debris management and removal in Longwood, FL.**, and Hardy County, FL.**
- **Hurricane Ida 2021.** Quality Control Manager and Supervisor in New Orleans, LA for the clean-up of storm debris. Over 280,000 cubic yards of debris were hauled during this project.
- **Hurricanes Laura and Delta** – 2020. Quality Control Manager and Supervisor for Allen Parish, LA for the clean-up of over 550,000 cubic yards of storm debris.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Project Superintendent for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Deatrick Engineering Associates, Orlando, FL 2019 – 2020**. Inspector responsible for performing various asphalt, earthwork, concrete, masonry, cement, and aggregate testing, both in the field and the laboratory. Ensure job site tests and inspections are performed as required or requested by a contractor, architect or engineer as well as being performed per AASHTO, ASTM, ACI, FDOT or other required methods and specifications while working closely with the Laboratory Manager in supervising lab technicians and lab testing.
- **Camp Fire, Butte County 2019.** Divisional Supervisor for the campfire project in Paradise, CA leading 45 individuals during wildfire debris cleanup effort.
- **Hurricane Michael 2018.** Senior Quality Control Manager and Supervisor in Georgia for the cleanup of debris in October of 2018.
- **Hurricane Florence 2018.** Senior Quality Control Manager and Supervisor for North and South Carolina, managing multiple city and county contracts for clean-up of storm and flood debris in September 2018.
- **Kablelink 2016 – 2018**. Cable Installation Technician installing entertainment, networking, and security systems and responding to repair calls while keeping customer satisfaction.
- **Broadband Interactive 2001 – 2016**. Disconnection Technician communicating with customers and companies to resolve and uninstall cables.

EDUCATION

- Bachelor of Science in Sport and Fitness, University of Central Florida 2011
- Associates of Art, Valencia Community College, 2008

CERTIFICATIONS

- U.S Army Corps of Engineers – CQM-C
- OSHA 30 Construction
- OSHA 40 HAZWOPER
- 8 HR HAZWOPER Refresher
- FEMA IS-100
- FEMA IS-200
- FEMA IS-700
- FEMA IS-800
- APNGA Portable Nuclear Gauge Safety & U.S. D.O.T. Hazmat
- Flagger
- Jones NCTI

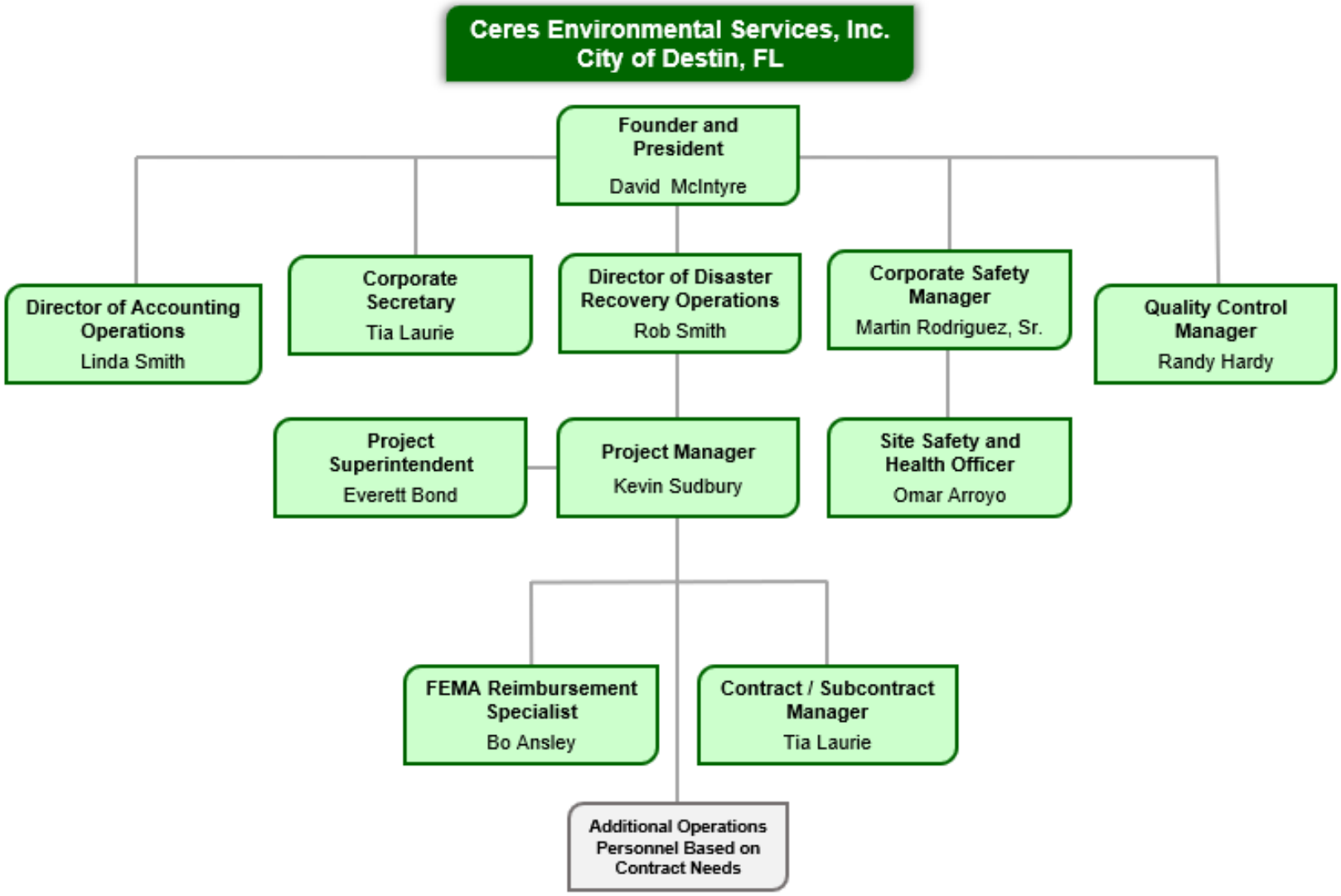
3.9 Project-Related Experience of Field Staff

For the City of Destin, Ceres will provide exceptionally qualified personnel to lead the efforts for any event occurring for which our services are required. The following core field staff team will be assigned to the City for the life of the contract. Additional personnel will be assigned based on the size and severity of an event affecting the City. Please refer to **Section 3.6** for relevant experience of management and administrative personnel, and **Sections 3.7 and 3.8 for Resumes** listing similar work experience.

See the table below for the experience of the field/on-site personnel assigned to the City of Destin.

FIELD/ON-SITE MANAGEMENT		
Kevin Sudbury	Project Manager	20 years of disaster recovery project management experience and 7 of those years are with Ceres.
Everett Bond	Project Superintendent	9 years of experience in disaster response, all those years are with Ceres.
SAFETY		
Omar Arroyo	Site Safety and Health Officer	More than 25 years of experience in safety, with 8 years in disaster response.

3.10 Organizational Chart



3.11 Proposed Subcontractors

Our objective at Ceres Environmental Services, Inc. is to perform all work associated with this contract in an efficient and safe manner through the effective administration and management of our equipment, personnel, subcontractors, and suppliers. In accordance with Ceres' policies and programs, the work plan for this contract will be developed and executed assisting, counseling, advising, and utilizing, to the maximum extent possible and to the extent consistent with the City of Destin interests, Local and other Small Businesses (SB) as well as Small Disadvantaged Businesses (SDB) such as HUBZone, Veteran-owned (VO), Service Disabled Veteran-Owned (SDVO), Woman-Owned (WOSB) for the provision of equipment, labor, services and supplies. To see additional information on Ceres' approach to utilizing local, disadvantaged businesses, please go to **Section 4.2.a, Subcontracting Plan.**

It is important for Ceres to provide opportunities for local companies and their employees to work on any project that may result from this contract. Additionally, Ceres may directly employ individuals to work for Ceres on a project. Ceres has a very well-developed subcontracting plan, and Ceres also has a stellar record of implementing our plan and making payments to local subcontractors on past projects performed when Ceres is the prime contractor. Below is a list of our major subcontractors that may assist with debris removal and disposal in the event of a disaster affecting the City of Destin.

Ceres Environmental Services, Inc. has identified the following potential subcontractors for the City of Destin, FL. Ceres has made Good Faith Efforts to contact Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus area firms that are certified subcontractors that perform the services in the scope of work of this RFP. Use of subcontractors depends on the size and severity of an event.

Category Key: SB = Small Business; SBE = Small Business Enterprise; WO = Woman-Owned; WOSB = Woman Owned Small Business; VO = Veteran-Owned; SDVO = Service-Disabled Veteran Owned; SLDBE = State Local Disadvantage Business Enterprise; 8a = Currently 8a Certified; SDB = Small Disadvantaged Business; SDBE = Small Disadvantaged Business Enterprise; HUB = HUB Certified; ESB = Emerging Small Business; MBE = Minority Business Enterprise MVB = Minority Veteran Enterprise

Proposed Potential Subcontractors for the City of Destin, FL

Company Name	City & State	Scope of Work	Experience	Certificates
Isla Maritime Inc.	Trinity, FL	Marine Salvage and Diving	In the Marine Salvage recovery business for over 15 years.	MBE, WBE
Renew Construction Services	Gibsonton, FL	Disaster Recovery	In the Disaster Recovery Business for the past 5 years	DBE, SBE, MWBE
Optimal Recovery, LLC	Dade City, FL	Disaster Recovery, Emergency Road Clearance, Tree Trimming & Removal, Stump Removal, Marine Debris, HHW Removal, Mulch Haul Out	Worked with Ceres on Projects for over 17 years. Hurricane Ida, Hurricane Michael, Hurricane Harvey, Hurricane Laura, Hurricane Ian, Harris County, TX, Hurricane Sally, Hurricane Zeta, Sabine River, Red Tide Sarasota, FL, Tropical Storm Nicole, Williamson CO, TX, Hurricane Idalia.	N/A
All Florida Tree & Landscapes, Inc	West Palm Beach, FL	Debris Removal, Tree Trimming & Removal, Stump Removal, Mulch Haul Out, Emergency Road Clearance	Worked with Ceres during Hurricane Ian.	SBE
Siles & Sons	Orlando, FL	Debris Removal, Tree Trimming & Removal, Hauling, Emergency Road Clearance.	Worked with Ceres during Hurricane Ian.	MBE, DBE

Company Name	City & State	Scope of Work	Experience	Certificates
Diesel, LLC	Metairie, LA	Disaster Debris Removal, Mulch Haul Out.	Worked with Ceres on the City of Shreveport, LA and the City of Atlanta, GA projects.	N/A
Strategic Investments, LLC	Jacksonville, FL	Debris Removal, Tree Trimming & Removal, Stump Removal, HHW Removal, Mulch Haul Out.	Worked with Ceres during Hurricane Ian.	MBE
Tri State Timber Land Improvement	Memphis, MO	Disaster Debris Removal, Tree Removal, Hauling	In the Disaster/Hauling business since 2013.	N/A
Highland Trucking & Equipment	Perkinston, MS	Disaster Recovery, Emergency Road Clearance, Tree Trimming & Removal, Stump Removal, Mulch Haul Out	Worked with Ceres on the City of Atlanta, GA, Hurricane Idalia projects	DBE
Mullins Enterprises Co., Inc	Pikeville, KY	Disaster Debris Removal, Mulch Haul Out.	Worked with Ceres on Hurricane Irma, Hurricane Michael, Hurricane Ida, City of Atlanta, GA, just to name a few.	N/A
LZ Logistics, LLC	Mountain Grove, MO	Debris Removal, Tree Trimming & Removal, Stump Removal, Marine Debris, HHW Removal, Mulch Haul Out. Grinding.	Worked with Ceres on Hurricane Idalia, FDOT Hurricane Ian, Hurricane Ida, Hurricane Zeta, Hurricane Delta, Hurricane Sally, just to name a few.	N/A
Trees R Us	Ingleside, IL	Debris Removal, Tree Trimming & Removal, Stump Removal, Marine Debris, Sand Screening, Mulch Haul Out, Grinding.	Worked with Ceres on Hurricane Ida, Hurricane Ian, Austin, TX Ice Storm, Vermont State, Williamson, TX	SBE, WBE, WOSB
Big Dog Express.	Pahokee, FL	Debris Removal, Tree Trimming & Removal, Stump Removal, Mulch Haul Out, Grinding, Personnel.	In the Traffic Control, Temporary Labor for 15 years.	MBE
Streamlined Logistics	Tampa, FL	Hauling and Removal	In the Hauling and Removal business for the past 5 years.	MVB
Waterzway Work Boats, LLC	Bokeelia, FL	Marine Debris Removal	In the Marine Debris business since 2020.	VO

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Highland Trucking & Equipment Inc

Business Address: 1669 Pesic Silver Run Rd, Perkinston MS 39573

Street City State Zip

County Business is located in: Stone

Name of Contact Person: Oluwole Akinleye

Phone: (678 849 8324 Fax: (770 831 9013

Email Address: highland truck@yahoo.com

Is this business certified as a Disadvantaged Business Enterprise? (Yes) No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [X]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 7 Years 6 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Debris Removal

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: [signature] Date: 04/29/25

Printed Name: Oluwole Akinleye Title: CEO

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

Docusign Envelope ID: 7E3A5383-1DEF-4C01-939B-2915F55AD2F1

BIDDERS LIST FORM

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Part A: Business Data

Business Name: Mullins Enterprises CO. INC.

Business Address: 129 Wilana Court (Street) Pikeville, (City) KY (State) 41501 (Zip)

County Business is located in: PIKE

Name of Contact Person: Eric Mullins

Phone: ( ) 606-794-4586 Fax: ( )

Email Address: mullinsenterprise@gmail.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (No)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[x] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 40 Years 3 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Cut and Push , Loading & Hauling Debris, Tree & Stump Removal.
Mulch Hauling, ETC.

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Signed by: Eric Mullins Date: 5/7/2025

Printed Name: Eric Mullins Title: PRES.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

Docusign Envelope ID: 368CEE3D-C006-481E-B517-2A4673FA2B52

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Strategic Investments LLC

Business Address: 6985 Ortega Woods Dr. Unit 12 Jacksonville FL 32244

Street City State Zip

County Business is located in: Duval

Name of Contact Person: Jimmy Ngo

Phone: ( ) 904 572-5198 Fax: ( )

Email Address: strategiccarriers@gmail.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [X] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ] $2,000,000 to $5,000,000 [ ] Over $5,000,000

Age of Business: 9 Years 1 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Cut and Push, Hauling debris, tree and stump removal, mulch hauling, barge w/ grapple, etc.

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Signed by: [signature] Date: 5/7/2025

Printed Name: Jimmy ngo Title: Owner

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

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BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Optimal Recovery, LLC

Business Address: 34618 Mission Bell Lane Dade City, FL 33525

Street City State Zip

County Business is located in: Pasco County, FL

Name of Contact Person: Matt Wynne

Phone: ( ) 352-206-3689 Fax: ( )

Email Address: matt@optllc.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [X] $2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 19 Years 4 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Debris Removal, Tree Trimming, Tree Removal, Waterway Debris Removal, Cut and Push, Stump Removal, Traffic Control

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: DocuSigned by: Matt Wynne A99C278ABE87449... Date: 5/7/2025

Printed Name: Matt Wynne Title: Controller

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

Docusign Envelope ID: 4F5832C9-29B5-4D7E-90C8-03EDA749C56C

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Diesel, LLC

Business Address: 206 E. Maple Ridge Dr. Metairie, LA 70001

Street City State Zip

County Business is located in: Jefferson Parish

Name of Contact Person: Steven Forster

Phone: ( ) (504) 905-4678 Fax: ( )

Email Address: Dieselllcnola@gmail.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (No)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [X] $2,000,000 to $5,000,000 [ ] Over $5,000,000

Age of Business: 15 Years 2 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Cut and push; load and hauling debris, 6 doubles, 2 skid steers, 1 wheel loader

Will you subcontract any of your work? Yes* X No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Signed by: Steven Forster 0036F09E37BF4A0... Date: 5/7/2025

Printed Name: Steven Forster Title: Member

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

3.12 Current Contractual Obligations

Ceres Environmental Services, Inc. has more than 200 pre-position Emergency Response contracts in place throughout the country. Ceres maintains 2,019 pieces of equipment and a database of 3,346 trusted subcontractors. Our successful experience in multiple response situations as well as our substantial resources and teaming relationships ensure that Ceres' performance on this contract will be to the City of Destin's utmost satisfaction. Please refer to **Section 3.12.a Experience Managing Multiple Contract Activations** and **Section 3.12.b Managing Multiple Florida and Alabama Contracts**.

Florida and Alabama Pre-Event Emergency Disaster Debris Removal Contracts

Contract Owner	Current Status	Contract Start Date	Contract End Date
Alabama Department of Transportation (ALDOT)	Executed Contract	7/8/2024	7/8/2026
Altamonte Springs, FL (City Of)	Executed Contract	8/8/2024	8/8/2025
Arcadia, FL (City Of)	Executed Contract	8/2/2022	8/2/2025
Atlantic Beach, FL (City Of)	Executed Contract	12/1/2017	11/30/2027
Biscayne Park, FL (Village Of)	Executed Contract	5/3/2022	5/3/2026
Bradenton, FL (City Of)	Executed Contract	7/20/2022	7/20/2025
Broward County, FL	Executed Contract	6/29/2021	6/28/2026
Broward County, FL. School Board	Executed Contract	12/1/2022	11/30/2025
Cape Coral, FL (City Of)	Executed Contract	2/21/2025	2/21/2030
Carrabelle, FL (City Of)	Executed Contract	4/11/2025	4/10/2028
Casselberry, FL (City Of)	Executed Contract	12/1/2023	11/30/2026
Clearwater, FL (City Of)	Executed Contract	5/13/2024	5/13/2025
Cocoa, FL (City Of)	Executed Contract	6/22/2021	6/21/2026
Collier County, FL	Executed Contract	11/11/2016	1/11/2026
Columbia County, FL	Executed Contract	8/20/2020	8/19/2025
Coral Gables, FL (City Of)	Executed Contract	12/5/2018	11/30/2025
Coral Springs, FL (City Of)	Executed Contract	5/20/2020	5/19/2025
Coral Springs Improvement District, FL	Executed Contract	1/22/2024	1/22/2027
Daytona Beach, FL (City Of)	Executed Contract	9/6/2023	9/5/2026
Debary, FL (City Of)	Executed Contract	2/16/2022	2/16/2027
Deltona, FL (City Of)	Executed Contract	11/17/2022	11/17/2025
Doral, FL (City Of)	Executed Contract	7/24/2023	7/23/2026
Escambia County, FL	Executed Contract	8/10/2022	8/10/2025
Flagler County, FL	Executed Contract	3/17/2025	3/18/2028
Florida Department of Transportation (FDOT)	Executed Contract	12/6/2022	6/30/2025
Fort Lauderdale, FL (City Of)	Executed Contract	5/7/2024	5/6/2027
Franklin County, FL	Executed Contract	9/17/2024	9/16/2027
Gainesville, FL (City Of)	Executed Contract	7/23/2018	9/30/2025
Gulf Shores, AL (City Of)	Executed Contract	3/27/2023	3/26/2026
Hallandale Beach, FL (City Of)	Executed Contract	5/22/2023	5/21/2026
Hardee County, FL	Executed Contract	11/22/2022	12/31/2027
Highlands County, FL	Executed Contract	8/4/2020	8/4/2025
Holly Hill, FL (City Of)	Executed Contract	6/11/2019	6/10/2025
Holmes Beach, FL (City Of)	Executed Contract	8/28/2019	8/27/2025
Indian River County, FL	Executed Contract	4/20/2020	4/20/2026
Jackson County, FL	Executed Contract	5/16/2023	5/16/2025
Jacksonville, FL (City Of)	Executed Contract	7/8/2024	7/7/2026
Jacksonville Beach, FL (City Of)	Executed Contract	9/22/2020	9/21/2025
Jupiter Island, FL (Town Of)	Executed Contract	7/31/2020	7/31/2025
Lake County, FL	Executed Contract	8/1/2023	7/31/2026
Lakeland, FL (City Of)	Executed Contract	7/31/2022	7/31/2025
Lauderdale Lakes, FL (City Of)	Executed Contract	6/26/2018	7/23/2028
Lauderhill, FL (City Of)	Executed Contract	9/23/2021	9/23/2025

Contract Owner	Current Status	Contract Start Date	Contract End Date
Leon County, FL	Executed Contract	1/1/2023	12/31/2028
Longboat Key, FL (Town Of)	Executed Contract	7/11/2024	7/11/2029
Longwood, FL (City Of)	Executed Contract	8/13/2024	8/13/2027
Lynn Haven, FL (City Of)	Executed Contract	8/1/2019	7/31/2025
Maitland, FL (City Of)	Executed Contract	5/24/2024	5/24/2027
Manatee County, FL	Executed Contract	2/1/2021	1/31/2026
Margate, FL (City Of)	Executed Contract	7/11/2018	7/10/2028
Martin County, FL	Executed Contract	7/1/2021	5/24/2026
Melbourne, FL (City Of)	Executed Contract	4/15/2021	5/15/2026
Miami, FL (City Of)	Executed Contract	4/29/2022	4/28/2027
Miami Beach, FL (City Of)	Executed Contract	2/26/2024	2/25/2027
Miami Gardens, FL (City Of)	Executed Contract	8/27/2024	8/27/2026
Miami Shores Village, FL (Village Of)	Executed Contract	6/30/2023	6/29/2026
Miami Springs, FL (City Of)	Executed Contract	9/23/2024	9/24/2025
Miramar, FL (City Of)	Executed Contract	11/13/2023	11/12/2025
Mt. Dora, FL (City Of)	Executed Contract	7/3/2024	7/2/2029
Nassau County, FL	Executed Contract	5/17/2023	5/17/2026
New Smyrna Beach, FL (City Of)	Executed Contract	6/11/2019	6/10/2025
North Port, FL (City Of)	Executed Contract	5/28/2019	5/31/2025
Northwest Florida Water Management District	Executed Contract	7/8/2020	7/7/2025
Ocoee, FL (City Of)	Executed Contract	8/20/2024	8/20/2027
Orange City, FL (City Of)	Executed Contract	1/1/2025	1/1/2027
Oviedo, FL (City Of)	Executed Contract	6/1/2022	6/1/2025
Palm Bay, FL (City Of)	Executed Contract	6/1/2022	5/31/2025
Palm Beach, FL (Town Of)	Executed Contract	6/1/2022	5/1/2026
Palm Beach Gardens, FL (City Of)	Executed Contract	3/3/2022	3/3/2027
Palmetto, FL (City Of)	Executed Contract	6/1/2023	5/31/2026
Pembroke Pines, FL (City Of)	Executed Contract	11/30/2021	12/31/2026
Polk County, FL	Executed Contract	2/16/2021	2/15/2026
Rockledge, FL (City Of)	Executed Contract	1/1/2021	12/31/2025
Sarasota County, FL	Executed Contract	5/13/2021	5/17/2025
Satellite Beach, FL (City Of)	Executed Contract	11/9/2020	9/30/2025
School District of Escambia County, FL	Executed Contract	6/1/2024	5/31/2025
Seminole County, FL	Executed Contract	6/27/2022	6/22/2026
South Daytona, FL (City Of)	Executed Contract	6/11/2019	6/10/2025
South Florida Water Management District	Executed Contract	7/10/2020	7/10/2025
South Miami, FL (City Of)	Executed Contract	6/6/2023	6/5/2026
St. Johns County, FL	Executed Contract	1/25/2019	1/24/2026
St. Lucie County, FL	Executed Contract	2/15/2022	2/14/2026
Sunrise, FL (City Of)	Executed Contract	6/8/2020	6/7/2025
Tamarac, FL (City Of)	Executed Contract	6/10/2024	6/9/2027
Taylor County, FL	Executed Contract	8/28/2023	8/31/2025
Wakulla County, FL	Executed Contract	7/20/2023	7/19/2026
Wellington, FL (Village Of)	Executed Contract	6/1/2022	5/31/2025
West Palm Beach, FL (City Of)	Executed Contract	9/2/2022	12/31/2025
West Park, FL (City Of)	Executed Contract	6/17/2022	6/17/2025
Winter Park, FL (City Of)	Executed Contract	8/18/2023	8/25/2025

Other State Pre-Event Contracts

Contract Owner	Current Status	Contract Start Date	Contract End Date
Alexandria, LA (City Of)	Executed Contract	12/12/2024	12/12/2025
Allen Parish, LA	Executed Contract	5/2/2024	12/31/2025
Alvin, TX (City Of)	Executed Contract	12/16/2021	12/31/2026

Contract Owner	Current Status	Contract Start Date	Contract End Date
Aransas County, TX	Executed Contract	7/11/2022	6/30/2025
Arvada, CO (City Of)	Executed Contract	5/13/2024	5/12/2026
Athens-Clarke County, GA	Executed Contract	8/8/2024	6/30/2025
Atlanta, GA (City Of)	Executed Contract	12/27/2021	12/27/2025
Augusta, GA (City Of)	Executed Contract	1/1/2025	1/1/2028
Beaufort County, SC	Executed Contract	7/19/2023	7/18/2025
Bell County, TX	Executed Contract	10/1/2022	9/30/2025
Berkeley County, SC	Executed Contract	3/30/2023	3/29/2026
Bluffton, SC (Town Of)	Executed Contract	8/7/2020	12/31/2025
Boone County, MO	Executed Contract	4/1/2024	3/31/2026
Brazoria County, TX	Executed Contract	7/24/2023	2/28/2026
Broomfield County, CO	Executed Contract	8/20/2024	7/31/2025
Brunswick, GA (City Of)	Executed Contract	8/5/2022	7/7/2027
Burleson, TX (City Of)	Executed Contract	9/7/2021	9/7/2025
Burlington, NC (City Of)	Executed Contract	5/5/2020	5/4/2027
Cameron Parish, LA	Executed Contract	7/1/2024	12/31/2027
Cedar Hill, TX (City Of)	Executed Contract	2/17/2023	2/16/2026
Chester County, PA	Executed Contract	6/26/2019	10/25/2027
Columbia County, GA	Executed Contract	7/1/2020	6/30/2026
Covington, LA (City Of)	Executed Contract	4/1/2025	3/31/2026
Craven County, NC	Executed Contract	7/1/2023	1/1/2026
Dallas, TX (City Of)	Executed Contract	11/8/2023	11/7/2026
Denham Springs, LA (City Of)	Executed Contract	5/1/2021	4/30/2025
Denton County, TX	Executed Contract	4/30/2024	4/29/2026
Dorchester County, SC	Executed Contract	6/20/2021	6/19/2025
Dougherty County, GA	Executed Contract	5/15/2024	12/31/2025
Duncanville, TX (City Of)	Executed Contract	11/15/2022	11/14/2025
Edinburg, TX (City Of)	Executed Contract	7/31/2022	9/30/2025
Effingham County, GA	Executed Contract	9/18/2023	7/31/2026
El Campo, TX (City Of)	Executed Contract	8/23/2022	8/22/2025
El Lago, TX (City Of)	Executed Contract	8/3/2022	8/3/2025
Ellis County, TX	Executed Contract	10/17/2023	10/17/2025
Fairfax County, VA	Executed Contract	7/6/2021	7/5/2026
Fayette County, GA	Executed Contract	7/1/2024	6/30/2025
Forsyth County, GA	Executed Contract	4/11/2023	12/31/2025
Fort Bend County, TX	Executed Contract	2/1/2025	1/31/2028
Frederick County, MD	Executed Contract	2/4/2022	2/3/2026
Freeport, TX (City Of)	Executed Contract	8/3/2022	8/3/2025
Galveston County, TX	Executed Contract	8/22/2022	12/31/2025
Garland, TX (City Of)	Executed Contract	7/25/2023	7/24/2025
Gautier, MS (City Of)	Executed Contract	6/21/2023	12/31/2025
Glynn County, GA	Executed Contract	6/30/2022	6/30/2025
Gonzales, LA (City Of)	Executed Contract	6/15/2021	6/15/2025
Grady County, GA	Executed Contract	4/15/2023	12/31/2026
Grand Prairie, TX (City Of)	Executed Contract	9/18/2024	9/18/2025
Greenville County, SC	Executed Contract	7/1/2024	6/30/2025
Gresham, OR (City Of)	Executed Contract	9/1/2024	12/31/2029
Harford County, MD	Executed Contract	8/1/2022	7/31/2025
Hidalgo County, TX	Executed Contract	9/27/2023	9/26/2025
Horry County, SC. Solid Waste Authority (HCSWA)	Executed Contract	4/24/2023	4/24/2026
Houston, TX (City Of)	Executed Contract	5/31/2024	5/30/2027
Humble, TX (City Of)	Executed Contract	7/16/2024	6/30/2026
Indianapolis, IN (City Of)	Executed Contract	8/3/2020	5/31/2025

Contract Owner	Current Status	Contract Start Date	Contract End Date
Iowa Department of Administrative Services (DAS)	Executed Contract	5/1/2024	1/31/2026
Jefferson Davis Parish Police Jury, LA	Executed Contract	6/26/2024	6/26/2027
Jefferson Parish, LA	Executed Contract	7/12/2023	7/25/2026
Jim Wells County, TX	Executed Contract	7/5/2024	7/5/2027
Katy, TX (City Of)	Executed Contract	6/24/2024	12/31/2026
Kaufman County, TX	Executed Contract	7/23/2024	7/22/2025
Kemah, TX (City Of)	Executed Contract	11/1/2023	10/31/2026
Kenner, LA (City Of)	Executed Contract	5/1/2023	4/30/2026
Kings County, CA	Executed Contract	4/16/2024	4/15/2027
Lancaster, CA (City Of)	Executed Contract	10/18/2019	10/17/2025
La Porte, TX (City Of)	Executed Contract	6/12/2023	6/11/2025
Larimer County, CO	Executed Contract	8/1/2024	7/31/2025
League City, TX (City Of)	Executed Contract	8/24/2022	8/24/2025
Lexington County, SC	Executed Contract	11/25/2024	11/25/2027
Los Angeles County, CA	Executed Contract	1/8/2025	10/31/2025
Macon-Bibb County, GA	Executed Contract	7/1/2023	6/30/2026
Mckinney, TX (City Of)	Executed Contract	7/19/2022	7/18/2025
Merced County, CA	Executed Contract	6/13/2023	12/31/2025
Midlothian, TX (City Of)	Executed Contract	4/21/2023	4/28/2026
Montgomery County, MD	Executed Contract	8/29/2015	8/28/2025
Montgomery County, PA	Executed Contract	7/5/2023	7/5/2026
Montgomery County, TX	Executed Contract	11/13/2023	12/4/2025
Morgan's Point, TX (City Of)	Executed Contract	3/12/2024	3/11/2028
Nassau Bay, TX (City Of)	Executed Contract	8/17/2023	8/31/2026
New Hanover County, NC	Executed Contract	7/18/2022	6/30/2025
New Orleans, LA (City Of)	Executed Contract	6/29/2021	6/28/2025
Newton County, TX	Executed Contract	9/24/2024	12/31/2025
Norfolk, VA (City Of)	Executed Contract	3/21/2024	3/21/2029
North Carolina, Department of Public Safety (NC DPS)	Executed Contract	10/1/2020	7/31/2025
Oconee County, SC	Executed Contract	3/11/2009	12/10/2099
Oklahoma Environmental Management Authority (OEMA)	Executed Contract	12/2/2022	12/31/2025
Onslow County, NC	Executed Contract	8/6/2019	2/28/2026
Parker County, TX	Executed Contract	7/15/2024	7/14/2025
Pearland, TX (City Of)	Executed Contract	6/11/2024	3/31/2027
Pharr, TX (City Of)	Executed Contract	4/5/2021	4/5/2026
Port Neches, TX (City Of)	Executed Contract	7/1/2024	6/30/2026
Puerto Rico	Executed Contract	10/31/2022	10/31/2027
Rhode Island	Executed Contract	7/12/2024	11/30/2026
Richardson, TX (City Of)	Executed Contract	9/27/2021	9/26/2025
Richwood, TX (City Of)	Executed Contract	7/28/2023	7/16/2025
Rockdale County, GA	Executed Contract	9/12/2023	9/11/2025
Rock Hill, SC (City Of)	Executed Contract	3/27/2023	3/30/2026
Rockwall County, TX	Executed Contract	2/28/2023	2/28/2026
San Angelo, TX (City Of)	Executed Contract	9/29/2020	9/28/2025
San Benito County, CA	Executed Contract	1/23/2025	3/24/2028
San Bernardino County, CA	Executed Contract	11/19/2019	11/18/2025
San Luis Obispo County, CA	Executed Contract	10/31/2024	6/30/2027
San Miguel County, NM	Executed Contract	3/26/2025	3/26/2029
Santa Clara County, CA	Executed Contract	6/1/2021	5/31/2026
Scott, LA (City Of)	Executed Contract	11/9/2023	12/31/2027
Seabrook, TX (City Of)	Executed Contract	6/1/2023	5/31/2026
Senoia, GA (City Of)	Executed Contract	12/7/2022	12/31/2025
Shreveport, LA (City Of)	Executed Contract	6/1/2024	5/31/2025

Contract Owner	Current Status	Contract Start Date	Contract End Date
Simsbury, CT (Town Of)	Executed Contract	9/20/2024	9/19/2026
Sonoma County, CA	Executed Contract	9/26/2024	9/25/2027
Sorrento, LA (Town Of)	Executed Contract	7/27/2022	7/30/2025
South Carolina Department of Transportation (SC DOT)	Executed Contract	10/8/2020	7/9/2025
South Dakota (State of)	Executed Contract	9/1/2020	8/31/2026
St. Martin Parish, LA	Executed Contract	12/17/2022	12/16/2025
St. Mary Parish, LA	Executed Contract	7/13/2022	7/13/2026
St. Tammany Parish, LA	Executed Contract	3/28/2025	12/31/2025
Sugar Land, TX (City Of)	Executed Contract	3/26/2021	6/30/2025
Summerville, SC (Town Of)	Executed Contract	7/31/2023	6/30/2028
Surfside Beach, TX (Village Of)	Executed Contract	7/31/2022	12/31/2027
Tacoma, WA (City Of)	Executed Contract	7/19/2022	9/30/2027
Tarrant County, TX	Executed Contract	12/14/2023	3/12/2026
Tattnall County, GA	Executed Contract	12/31/2024	12/31/2028
Temple, TX (City Of)	Executed Contract	6/19/2024	9/30/2025
Texas General Land Office (GLO)	Executed Contract	6/1/2021	5/31/2026
Thibodaux, LA (City Of)	Executed Contract	5/8/2024	12/31/2028
Thomas County, GA	Executed Contract	3/3/2025	3/4/2029
Thunderbolt, GA (Town Of)	Executed Contract	9/14/2022	7/13/2026
Tyler, TX (City Of)	Executed Contract	7/25/2024	9/30/2025
U.S. Army Corps of Engineers (USACE)	Executed Contract	9/27/2022	9/27/2027
University Park, TX (City Of)	Executed Contract	12/6/2022	12/17/2025
Vermont (State of)	Executed Contract	1/1/2023	12/31/2025
Virginia Department of Transportation (VDOT)	Executed Contract	10/27/2022	10/26/2025
Walker, LA (City Of)	Executed Contract	8/8/2024	12/31/2028
Walker County, TX	Executed Contract	9/30/2021	9/30/2025
Wayne County, NC	Executed Contract	12/6/2020	12/6/2025
West University Place, TX (City Of)	Executed Contract	5/22/2023	6/1/2025
Westwego, LA (City Of)	Executed Contract	6/12/2023	6/11/2026
Wharton, TX (City Of)	Executed Contract	8/26/2024	8/25/2026
White County, GA	Executed Contract	11/18/2024	11/19/2027
Whitfield County, GA	Executed Contract	10/10/2019	10/10/2027
Wilson, NC (City Of)	Executed Contract	8/19/2024	8/18/2026
Worcester County, MD	Executed Contract	8/10/2023	8/9/2028

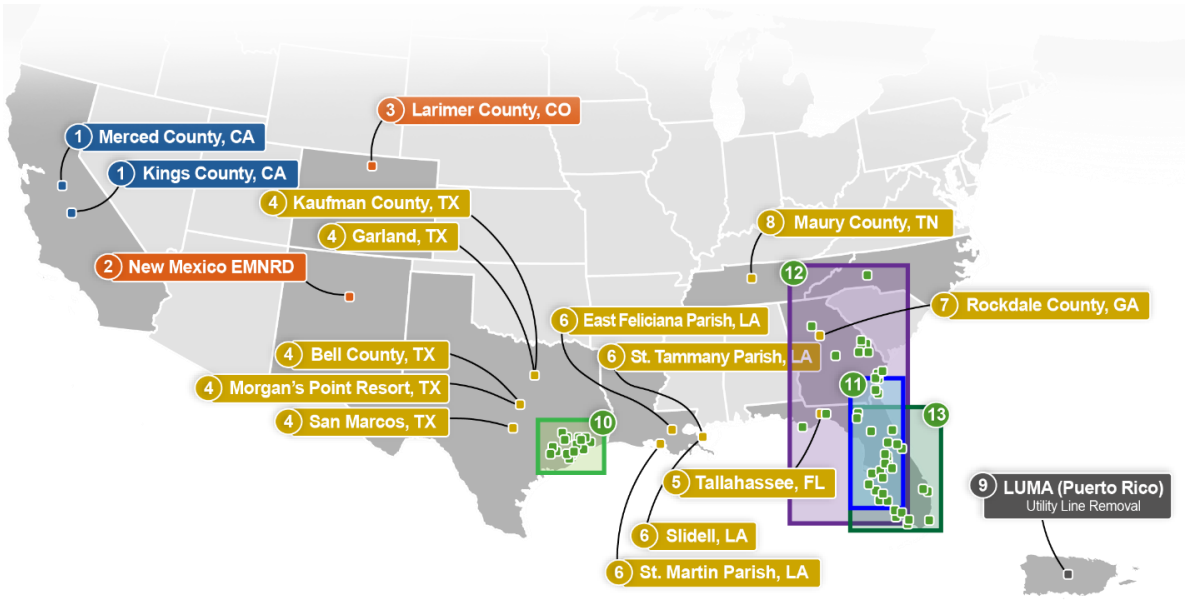
3.12.a Experience Managing Multiple Contract Activations

Due to the nature of disaster relief work, it is difficult to project workload; **however, Ceres has the proven resources and experience to handle multiple events and locations.** Our successful experience in multiple response situations as well as our substantial resources and teaming relationships ensures that Ceres' performance on this contract will be to the City's utmost satisfaction. Refer to **Section 3.12.b, Managing Multiple Florida and Alabama Contracts** for additional information on Ceres approach to removing large volumes of disaster debris in multiple locations.

2024 U.S Event Responses and Projects

In September and October of 2024 Ceres was activated by 47 jurisdictions across Florida and Georgia following the landfalls of Hurricanes Helene and Milton. Just months before, in July, Hurricane Beryl struck Texas, and Ceres was responded to 16 Texas jurisdictions.

During 2024 Ceres also responded to multiple tornadoes and severe wind events in Texas, Louisiana, Tennessee and Georgia while maintaining our ongoing project from the Atmospheric Flooding in Merced County, California.



1 Atmospheric River and Flooding
2 Calf Canyon/Hermits Peak Fire
3 Wildfire
4 Severe Wind Event
5 Florida Tornado & Wind Event
6 Louisiana Tornado & Wind Event
7 Georgia Tornado
8 Tennessee Tornado
9 Ongoing/Routine Projects

10 Hurricane Beryl
Danbury, TX
El Campo, TX
El Lago, TX
Houston, TX
Katy, TX
Kemah, TX
La Porte, TX
Matagorda County, TX
Morgan's Point, TX
Palacios, TX
Pearland, TX
Richwood, TX
Seabrook, TX
Sugar Land, TX
Surfside Beach, TX
West University Place, TX

11 Hurricane Debby
Columbia County, FL
Glynn County, GA
Sarasota County, FL
Sarasota, FL

12 Hurricane Helene
Atlanta, GA
Augusta-Richmond County, GA
Bessemer, NC
Brunswick, GA
Bryan County, GA
Columbia County, FL
Columbia County, GA
Effingham County, GA
FDOT, District 1 - Manatee County
FDOT, District 1 - Sarasota County
FDOT District 2 – Taylor County
Franklin County, FL
Gainesville, FL
Glynn County, GA
Grovetown, GA
Harlem, GA
Holmes Beach, FL
Lincoln County, GA
Longboat Key, FL
Macon-Bibb County, GA
Palmetto, FL
Pembroke, GA
Sarasota County, FL
Sarasota, FL
Tallahassee, FL
Tattnall County, GA
Thunderbolt, GA
Washington, GA

13 Hurricane Milton
Bradenton, FL
Cape Coral, FL
Daytona Beach, FL
DeBary, FL
Deltona, FL
Hardee County, FL
Hilldborough, FL
Holmes Beach, FL
Indian River County, FL
Lake City, FL
Lake County, FL
Longwood, FL
Maitland, FL
Mt. Dora, FL
North Port, FL
Ocoee, FL
Palm Bay, FL
Palmetto, FL
Pasco County, FL
Port Orange, FL
Sarasota County, FL
Sarasota, FL
Sumter County, FL
Tampa, FL
Temple Terrace, FL
The Villages, FL
Village of Wellington, FL

2023 U.S. Event Responses and Projects

In 2023, Ceres responded to events across the U.S. In the spring, Ceres was activated to Merced and Tulare Counties in California following the destructive Atmospheric River that caused extensive flooding, mudslides, and general debris displacement. At the same time, strong winter storms impacted parts of Texas. Ceres mobilized to the City of Austin and Williamson County to remove debris caused by high winds and harsh winter elements.

In the summer, the State of Vermont activated Ceres following the Great Vermont Flood, one of the worst natural disaster events to impact Vermont this century. Major cities and towns were completely inundated, where hundreds of structures were damaged or destroyed.

As Ceres forces were at work in Vermont, Hurricane Idalia made landfall just south of Perry, FL as a Category 3 storm. Many communities throughout Northern Florida and Georgia were impacted by heavy winds and rain. Ceres worked alongside the City of Perry, FL, Taylor County, FL, Glynn County, GA, Columbia County, GA, and FDOT to remove the debris that caused disruption for thousands of citizens.

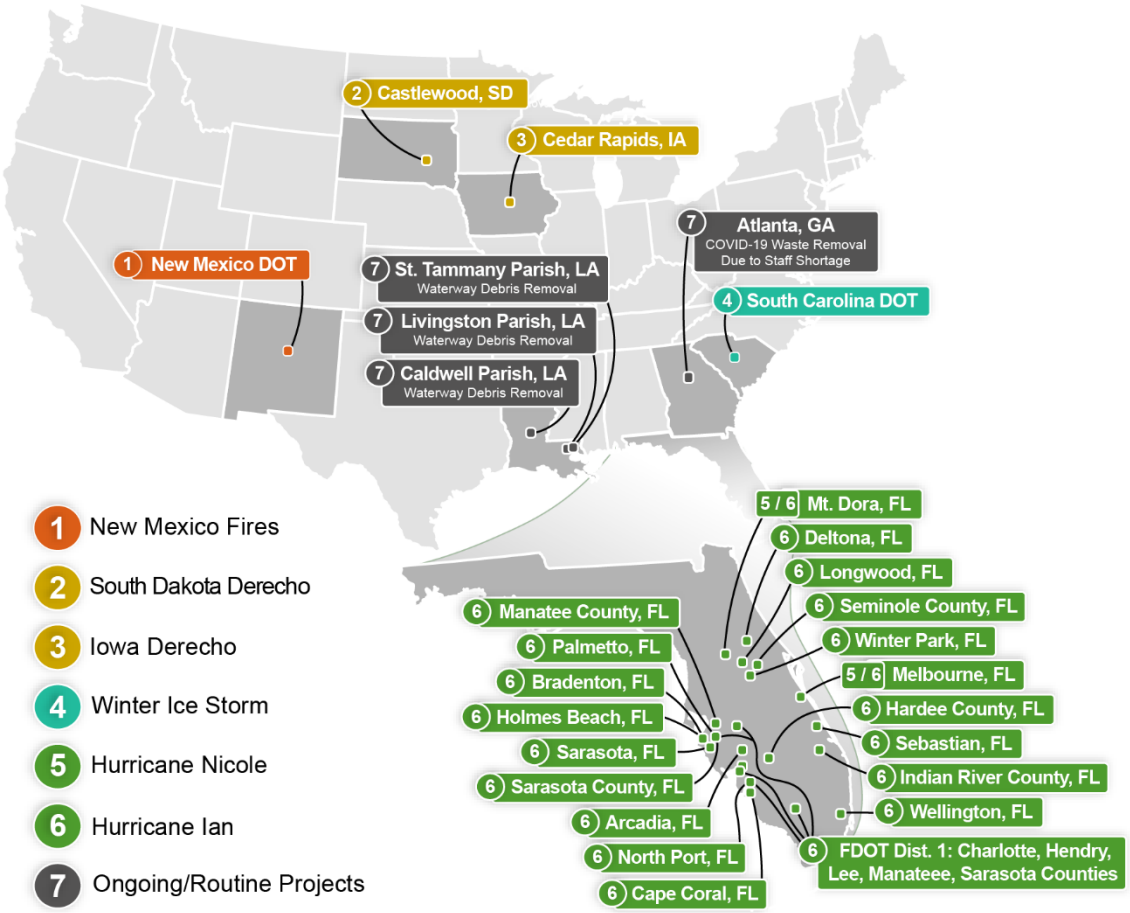
Throughout the year, Ceres performed routine work and continued to execute ongoing projects. Please see the map on the previous page.



2022 U.S. Event Responses and Projects

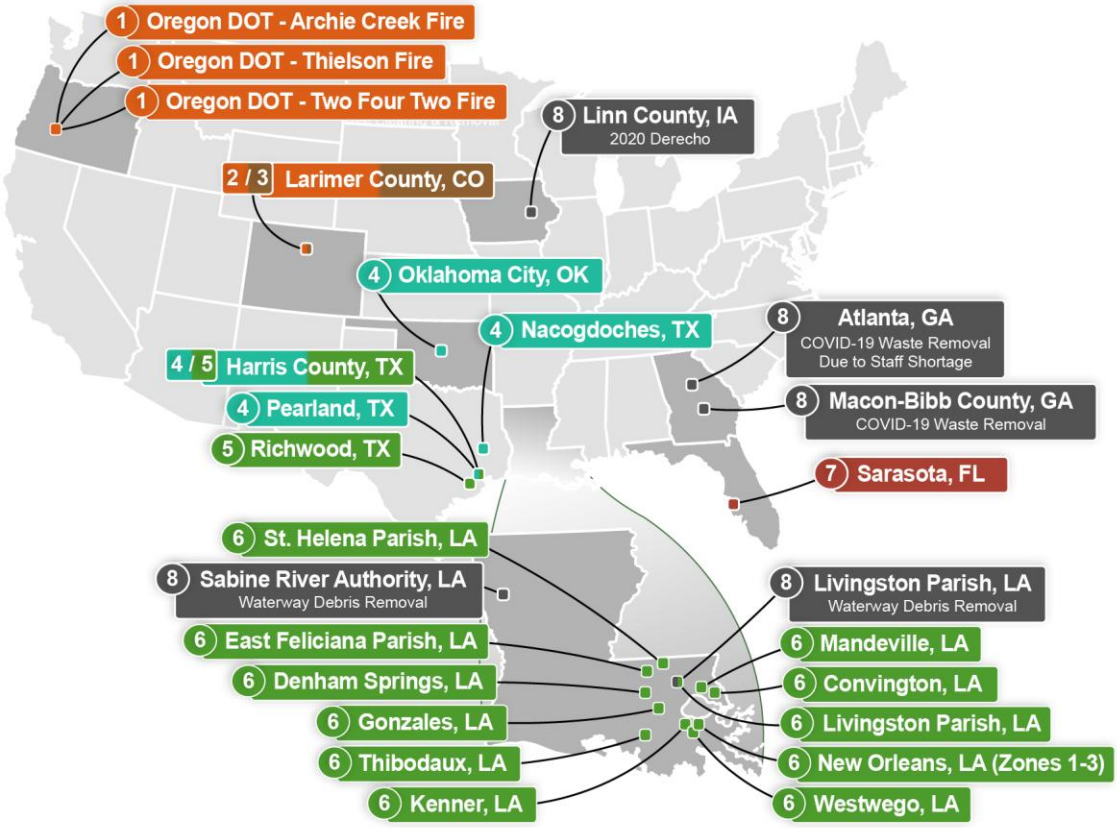
In September 2022, Hurricane Ian impacted Florida as a Category 4 Storm. As a result, Ceres received 25 contract activations across the state. Two of these contracts got activated again when Hurricane Nicole affected Florida a month and a half later.

That same year, Ceres also responded to the South Carolina DOT following a winter storm, removed fire debris in New Mexico, and worked in Louisiana, Iowa, and South Dakota to clear debris from waterways. Additionally, Ceres helped the City of Atlanta, GA with routine debris removal when the City experienced shortage of staff due to COVID-19.



2021 U.S. Event Responses and Projects

In 2021, Ceres responded to Hurricane Ida in Louisiana, Hurricane Nicholas and Winter Storm Uri in Texas, a Derecho in Iowa, a mudslide, and a fire in Colorado, all while finishing up projects due to the 2020 Labor Day fire in Oregon and Hurricanes Laura and Delta in Louisiana. Additionally, Ceres cleaned up extensive amounts of waterway debris in Livingston Parish, Louisiana as part of the NCRS Emergency Watershed Protection Program. Ceres successfully managed over 30 projects in total.



1 Oregon Wildfires - Multiple
2 Cameron Peak Fire
3 Poudre Canyon Mudlisde
4 Winter Storm Uri
5 Tropical Storm Nicholas
6 Hurricane Ida
7 Red Tide Cleanup
8 Ongoing/Routine Projects

2019 – 2020 U.S. Event Responses and Projects

In 2020, Ceres responded to 21 jurisdictions following disasters ranging from tornadoes to hurricanes to ice storms. Additionally, Ceres worked in Butte County, California as a part of the CalRecycle Disaster Recovery effort. The project started in May of 2019 and finished in February of 2020.



2018 U.S. Event Responses and Projects

From January to June 2018, Ceres actively worked in Lake, Mendocino, and Napa (LMN) Counties as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort after the President declared a federal State of Emergency as a result of the Northern California Wildfires.

From May to November 2018, Ceres worked in Livingston Parish, LA to remove vegetative debris from waterways. The project was aimed at reducing flooding and improving navigation along the Tickfaw River, Natalbany River and West Colyell Creek.

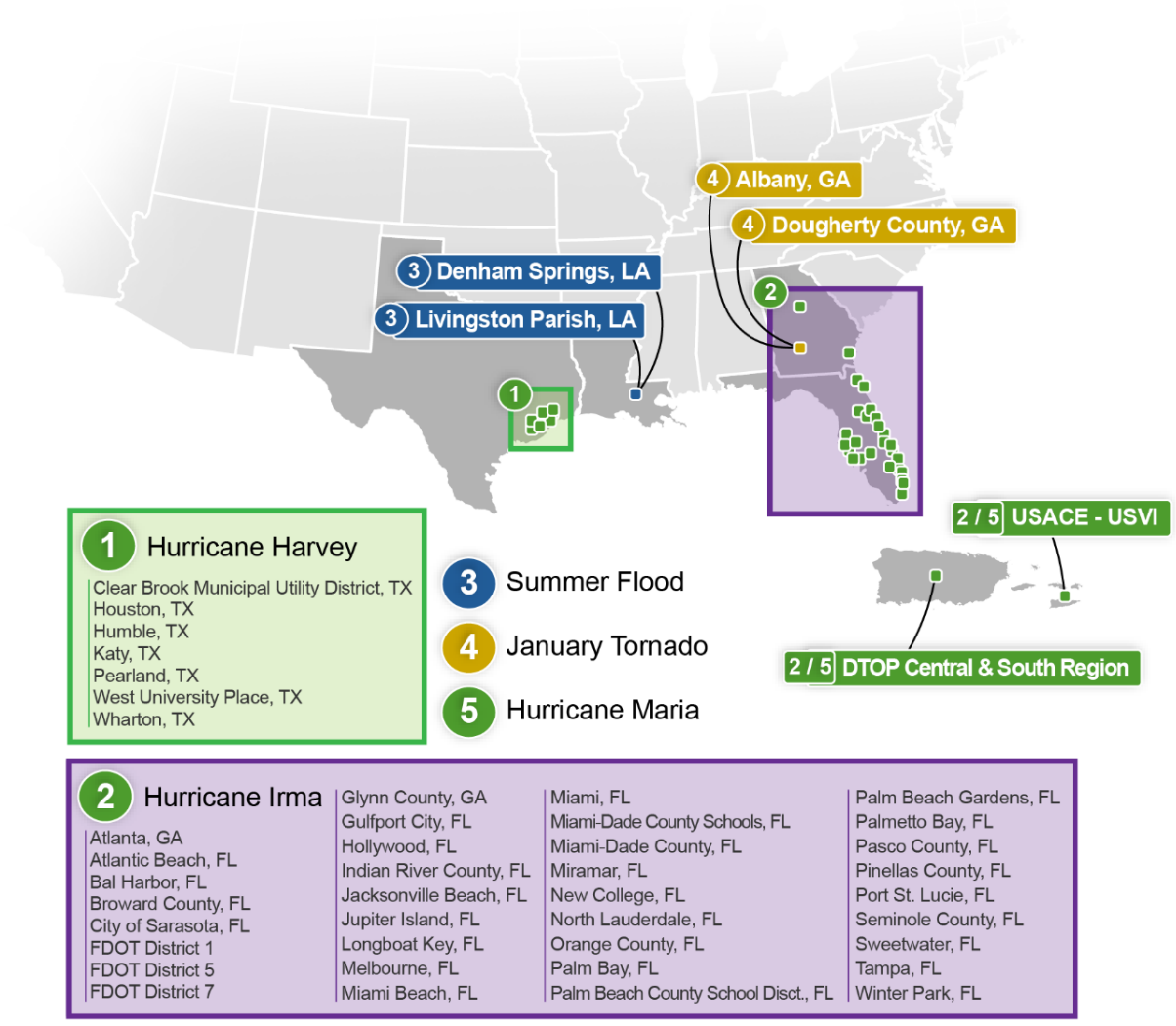
In September of 2018, Ceres responded to 12 different jurisdictions in North and South Carolina after they were struck by Hurricane Florence. A few weeks later, Hurricane Michael struck the Florida panhandle, making it the first Category 4 hurricane ever to make landfall in that area. As it moved inland, it decreased in intensity to become a Category 3 storm – the first to ever strike the State of Georgia. Following that storm, Ceres was activated by the USACE under the ACI SAD Restricted contract in 13 Georgia counties, while we were also actively working in additional jurisdictions in both Florida and Georgia.

Additionally, Ceres operated two year-round green waste reduction yards in Texas and Minnesota, producing mulch and compost for sale back to the general public.



2017 U.S. Event Responses and Projects

In August 2017, Ceres responded to seven jurisdictions in Texas following Hurricane Harvey. Within the next several weeks, Ceres responded to 35 jurisdictions in Florida and performed two emergency contracts in Georgia after Hurricane Irma. Additionally, Ceres worked under the U.S. Army Corps of Engineers (USACE) in Puerto Rico and the Virgin Islands, where both Hurricanes Irma and Maria caused severe damage and devastation.



3.12.b Managing Multiple Florida and Alabama Contracts

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support the City of Destin in the event of a disaster. Ceres Environmental Services, Inc. has 48 years of experience in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. Ceres and its family of companies own 2,019 pieces of equipment. Additionally, we have a database of 3,346 trusted subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than $2 billion per project. Ceres has permanent office locations in Florida, Texas, Louisiana, California and Minnesota.

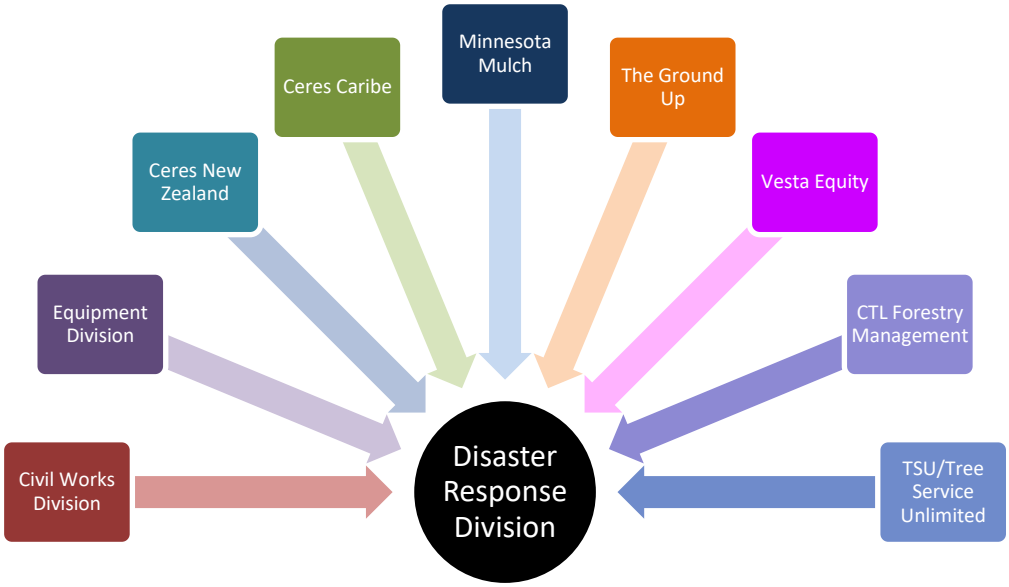
Ceres has demonstrated the ability to respond to large-scale events and has the resources and experience to handle multiple events in multiple locations without compromising commitment to superior performance and customer satisfaction. For more details on our ability to manage activation of multiple contracts, please see **Section 3.12a, Experience Managing Multiple Contract Activations.**

Overarching Strategy

Ceres Environmental Services, Inc. has grown from a single company into a diverse family of companies related through common ownership. The companies fulfilled a long-term strategic goal of owner and President David McIntyre – to develop a suite of complementary businesses to support Disaster Response in any large and diverse disaster debris activation(s). Each business unit plays a vital role in the overall company strategy and Ceres can draw on the strength of each company to ensure that the personnel, equipment, and finances required to successfully complete large-scale debris missions is readily available upon activation. This strategy allows Ceres to: 1) retain long-term employees between disaster recovery assignments; 2) keep heavy equipment on-hand, at-the-ready and operational; 3) provide financing to ensure we can pay subcontractors promptly and purchase additional equipment necessary to self-perform.

Personnel

We routinely cross-train employees between companies and/or divisions to ensure they are able to deploy when needed. During the recent storm seasons, Ceres was able to field enough personnel with disaster debris experience by reaching back into the Ceres family of companies, shown below.



Some of our most challenging deployments to Texas, Florida, and Georgia were Ceres Disaster Response Division personnel, followed by personnel from The Ground Up and Ceres Civil Division to help fill personnel shortages. As stated above, these employees are cross trained to come into disaster recovery positions during surge situations. As additional personnel were needed, Ceres used earthquake-hardened leaders from Christchurch, New Zealand and still more from Ceres Caribe in Puerto Rico. Ceres used sister company Vesta Equity to help raise cash, secure additional project financing, run cash flow analyses, and search for available real estate within local jurisdictions to use as TDSR sites. Following the successful completion of a debris project, these individuals were placed back into their normal day-to-day positions,

retaining their debris training for the next disaster response. As an example of the use of cross-trained employees from various affiliated Ceres companies, 1,304 employees from all Ceres affiliated companies participated in the Ceres disaster recovery contracts, including 377 management staff.

When an influx of Ceres' personnel is required for disaster operations, Ceres places less experienced individuals under tenured employees as direct reports.

Civil Works Division: This business unit focuses on large horizontal construction contracts such as levees, dikes and other flood control works. The Civil Works Division provides bridge revenue between large activations and helps sustain home office overhead, including Human Resources, Accounting, and Maintenance. The Civil Works Division also directly supports the Disaster Response Division during activations with operators, laborers, and project management personnel and equipment.

Equipment Division: This business unit provides equipment to the Disaster Response Division, Ceres' Civil Works and other Ceres business units. The equipment division manages 2,019 pieces of equipment with a replacement value of approximately $108 million. This division employs 33 mechanics, managers, and logistics professionals.

The Equipment Division directly supports the Disaster Response Division during activations with equipment, mechanics, and the logistical backing to move equipment over land and water.

Ceres New Zealand: This business unit was formed in response to the 2010/11 Christchurch earthquakes and specializes in complex demolitions including cut and crane, high reach, and implosion. This business unit was developed to provide expertise for a large-scale earthquake response in the U.S. Ceres New Zealand directly supports the Disaster Response Division during activations with project management personnel, engineers, and unrivaled demolition expertise.

Ceres Caribe: This business unit was formed in 1998 in response to Hurricane Georges and has unique knowledge and relationships for work throughout the Caribbean. Ceres Caribe recently responded (2017-present) to the USACE Blue Roof Mission and the Department of Transportation and Public Works (DTOP) debris project in Puerto Rico. Ceres Caribe directly supports the Disaster Response Division during activations with project management personnel and logistical acumen.

Minnesota Mulch: This business unit is a Minneapolis-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations. Minnesota Mulch provides revenue between large activations and sustains home office overhead, including Human Resources, Accounting, and Maintenance. The business unit shares the 17 grinders, support equipment, operators, managers, and mechanics working day-to-day in Brooklyn Park, MN. In concert with The Ground Up personnel, Minnesota Mulch personnel oversee the operations of any and all TDSR sites used during an activation – from site construction, site management, reduction and site remediation/closure. Minnesota Mulch directly supports the Disaster Response Division during activations with grinder operators, debris site managers, and equipment.

The Ground Up: This business unit is a Houston-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations. The Ground Up provides revenue between large activations and sustains home office overhead, including Human Resources, Accounting and Maintenance. Specifically, the business unit shares the 17 grinders, support equipment, operators, managers, and mechanics working day-to-day in Houston, TX. Personnel from The Ground Up and Minnesota Mulch oversee the operations of TDSR sites used during an activation from site construction to site remediation and closure. The Ground Up directly supports the Disaster Response Division during activations with grinder operators, debris site managers, and equipment.

Vesta Equity: This business unit was created after Hurricane Katrina to store and provide a return on capital that would later be required for any major event. Vesta is a private equity company focused on short-term loans that can be borrowed against or sold to raise cash. Vesta Equity directly supports the Disaster Response Division during activations with cash and real estate resources to help locate potential TDSR sites. Specifically, Vesta played a lead role in helping the Disaster Recovery Division secure some $85M in the form of lines of credit, equipment loans and intracompany transfers to fund the 2016-2018 and 2021-2022 storm seasons.

CTL Forest Management: This business unit was acquired in 2020 to address the growing need in the Pacific Northwest and Southwest United States for pre-disaster wildfire mitigation and post-wildfire hazard tree removal services. The unit is a Placerville, California based company that provides specialized forestry management services and low-impact environmental restoration services to commercial, private, not-for-profit, municipal, and government organizations. CTL was a Prime Contractor for CalRecycle Camp Fire Hazard Tree Removal Program (DRR19067) in Butte County, CA.

TSU/Tree Service Unlimited: Like CTL Forest Management, this company was acquired to support Ceres operations in the West Coast region. TSU is a line clearance certified, disaster recovery, debris management, and hazard tree removal company. For 38 years TSU has successfully performed services for California's largest utilities and municipalities, as well as federal, state, and local entities.

Ceres developed the Project Management Playbook and the Debris Management Toolkit – centralized repositories for debris guidance, project forms, safety documents, and internal company protocols – to quickly onboard personnel. Ceres crafted templates and protocols to streamline the permitting of TDSR sites and final disposal sites in Florida.

Now, when disaster strikes, Ceres has dedicated disaster professionals and augments with employees cross-trained in disaster debris operations. If the event dictates the onboarding of additional personnel, Ceres has its tenured employees, Project Management Playbook, and the Debris Management Toolkit to lessen the learning curve and provide personnel with immediate access to mission-critical information.

Equipment

Equipment with its operating personnel may become scarce in a very large event as the subcontractors who have the most efficient equipment quickly sign subcontracts and begin working. In a very large event, there will be remaining unmet demand and equipment will be unavailable to some jurisdictions.

Ceres avoids this problem using various tactics, including:

1) Ceres cultivates relationships with our subcontractors so that even when a subcontractor can choose from various opportunities, the subcontractor seeks out work with Ceres. Ceres has a long history with many subcontractors who have been getting relatively steady work over several storm events. These subcontractors know that following a storm Ceres will obtain work; the subcontractors realize that the best way to obtain a share of work in future storms is to be a reliable subcontractor in the present storm. By being a desirable prime contractor to work for, Ceres attracts a larger share of scarce equipment.
2) Ceres bids jobs properly and has enough revenue on a project so that even if equipment is scarce and more expensive than usual, Ceres will be able to offer enough pay to subcontractors so that they work on the Ceres project. Some subcontractors submit "lowball" prices and win awards but then find themselves unable to hire subcontractors based on that pricing schedule. Clients of these low-priced subcontractors are more likely to find themselves without sufficient equipment.
3) Ceres is strong financially and can more easily absorb higher costs than weaker prime contractors. Our financial strength allows us to pay higher prices to subcontractors if it is necessary to do so to obtain needed equipment.
4) Ceres has relationships with subcontractors across the country and can offer mobilization payments to attract subcontractors who are more distant to the event, resulting in additional equipment becoming available.
5) Ceres has developed expertise in attracting new, mostly local, entrants into the disaster debris business. These new entrants frequently use lower-cost, less-efficient equipment such as pickup trucks with small dump trailers, but they are able to add to the daily hauling capacity on a project.
6) Ceres will open additional Debris Management Sites (DMSs), so that the equipment that is on site can make more round trips per day. In this manner the daily production can increase as if there was more equipment on site, although what actually happens is that the existing equipment becomes more efficient. Ceres' recent ACI project in SW Georgia used this method to good success. Ceres opened multiple TDSRS per County to keep haul distances short and production high. Both new entrants and the existing haulers mobilized in support for the USACE debris mission. At the mission's peak, Ceres hauled 140,000 CYs in a single day, or 3.3% of the total project.

7) Finally, **Ceres owns 2,019 pieces of equipment**, including 64 excavators, 68 loaders, 21 dozers, 17 grinders, 21 self-loading knuckle boom trucks with pup trailers, 12 lowboys, and 10 air curtain incinerators. The 12 lowboys and the network of equipment transports available to Ceres is vital to moving assets around the country or to simply retrieve assets from rental companies regardless of origination point. This is a critical point of differentiation from the rest of the industry.

Unavailability of Disposal Sites

The unavailability of disposal sites can be mitigated by:

- distributing public information to divert waste from the debris steam to increase proper debris separation;
- thorough choice of reduction method; and
- thorough alternative uses for reduced material.

Diverting Waste from the Debris Stream and Proper Debris Separation

Ceres works with clients before a disaster to actively divert waste from the debris stream and to encourage proper separation of debris at curbside. Each client and Ceres project manager receives the Debris Management Toolkit containing public information on such topics as preparing your home before the storm; brief videos on how to properly segregate curbside debris; separation diagrams, and radio advisories. Ceres encourages clients to release public information regarding proper separation of debris at curbside. It is easier to communicate with a population that hasn't yet evacuated then to communicate with a displaced population.

Reduction Methods

The choice of reduction method – grinding, air curtain incineration and open burn – can help alleviate the need to dispose of large quantities of disaster debris.

- **Grinding** produces a reduction ratio of between 3:1 to 5:1.
- **Air curtain incineration** produces a reduction ratio of between 20:1 to 25:1. During our Beaufort County, SC, response, Ceres land-applied the resulting ash as a lime substitute on farmland through the County. This again helped reduce the tipping fees to the County, the State of South Carolina and the federal government. Ceres maintains relationships with various state agricultural departments and extension offices to help identify farmers that may like the ash amendment and to determine the appropriate application rates.
- **Open burn** produces a reduction ratio of 10:1 to 15:1. While the most cost-effective reduction method, open burn may not be suitable for urban and suburban areas and does carry negative environmental connotations from the heavy smoke.

During the USACE Georgia mission, Ceres realized a reduction ratio of 3.2:1 and disposed of over 1,000,000 cubic yards of mulch. Ceres disposed of material co-gen facilities, pecan farms and parks, and no mulch was deposited in a landfill.

Alternative Uses for Reduced Material

While vegetative debris is the most common debris type, other debris types have alternative disposal options that help mitigate the unavailability of disposal sites, as shown in the following table.

Alternative Disposal Options for Common Types of Debris	
Debris Type	**Use**
Unprocessed Woody Debris	Unprocessed Woody Debris can be used as marine habitat enhancements in parks and wildlife refuges in addition to developing large debris into crib walling for wetlands restoration and protection.
Metals	Metals shall be separated into ferrous and non-ferrous metals using electromagnets, metal maulers and shredders and sold to metal recycling firms. During the Lake, Mendocino and Napa Debris Mission following the NorCal wildfires, Ceres segregated metals out from the debris stream and transported to a recycling facility. Similarly, Ceres is recycling all metals from the current Camp Fire debris removal project in Paradise, CA.
Rubble	Rubble identified as concrete, bricks, cinder blocks and certain types of tile; rubble can be crushed and sieved for use as aggregate. Often utilized as a substitute for concrete aggregate in nonstructural applications, the rubble

Alternative Disposal Options for Common Types of Debris	
Debris Type	**Use**
	aggregate can be reformed into concrete for riprap erosion control. Ceres recycled rubble in Haiti following the 2010 earthquake and again in Christchurch, New Zealand, following the 2011 earthquake.
Glass	Glass can be directly recycled into fiberglass or used in place of sand in paving material.
Asphalt Shingles	Asphalt shingles can be recycled and given to varying local government for asphalt paving and pothole repair.
White Goods and Gasoline Powered Tools	White Goods and gasoline-powered tools communities oftentimes have not-for-profit, Goodwill, or State-owned organizations which employ workers to repair and recycle goods. In many states, following the removal of CFC refrigerants and oil/gas, the white goods and powered tools can be recycled for scrap metal.
e-Waste	e-Waste OEM manufacturer supported programs and other local recyclers that recycle e-Waste focusing on the electronic circuits, metals and plastics.
Tires	Tires can be recycled for use in asphalt, floor tiles, hoses, landscaping material, playground material and school tracks.
Soil	Utilizing screens while grinding vegetative debris, soil can be removed from vegetation and stored onsite for backfilling stump holes and ruts generated by mechanized equipment. Any remaining soil can be used in the TDSRS restoration.

Surge Requirements

The quantities of equipment and personnel required for a project may rapidly increase for a variety of reasons, and it is necessary that the Ceres is capable of a timely response.

Ceres possesses the four key components to successfully respond to major surge requirements, which are:

1) the management structure that can expand with increased requirements;
2) the management personnel who can provide the required additional supervision of activities;
3) the production personnel and equipment who can physically perform the increased work; and
4) the financing to keep payments flowing to subcontractors and vendors.

The Ceres **management structure** is built considering the basic crew level of a zone manager supervising several trucks, drivers and loading equipment. The **sector manager in turn supervises the zone managers**. If an area is denser than originally believed, additional zone managers may be required as the zones are split into subzones. If the sector manager becomes stretched due to an increased number of zone managers, an assistant sector manager will be brought in to provide additional supervision. Likewise, if an area becomes overloaded with the new subzones and additional crews, or if the overall territory is expanded, an additional area manager can be brought in. Depending on the situation, the area can be divided, or an additional area can be appended to the original areas map.

Additional trucks, drivers, and operators will be required. Generally, the quantity of the debris will adequately support the needed quantity of equipment, and the density of the debris is part of the surge. This quantity and density of debris will usually provide an economic incentive to the subcontractors who specialize in disaster recovery. However, when it does not, Ceres will take steps to make sure that the subcontractors will come on to the project – often this means offering financial incentives such a mobilization payment or a performance bonus. Ceres can take these steps because we value our reputation for reliability above the financial performance of any specific project. Additionally, Ceres considers these possibilities when bidding a project – we plan for multiple contingencies.

Ceres has extensive subcontractor resources. Our history of reliably paying subcontractors and our decades of providing opportunities for subcontractors give us a large supply of subcontractors who desire to work for Ceres. This results in Ceres ability to attract and retain subcontractors even when multiple options exist for the subs.

Finally, our affiliated company Vesta Equity assists in providing financing, so that if a surge requires rapid availability of additional funds, Ceres is prepared to obtain such resources.

3.12.c Meeting Disaster Debris Contract Requirements

Ceres currently has over 200 pre-position disaster debris removal contracts in place. These are listed in **Section 3.12 Current Contractual Obligations**. The table below shows a selection of contracts showing that Ceres meets the minimum requirements of the City and has at least three (3) full-service disaster Debris Management contracts as a prime contractor with a governmental entity with a population of at least 10,000 residents.

Contract Owner	Contract Title	Population	Contract End Date
Escambia County, FL	Debris Hauling Services	324,878	8/10/2025
Jacksonville, FL	Disaster Debris Removal Services	985,843	7/7/2026
Cape Coral, FL (City Of)	Emergency Disaster Assistance and Debris Removal	216.992	2/21/2030
Melbourne, FL (City Of)	Disaster Debris Removal Services	86,441	5/15/2026
North Port, FL (City Of)	Debris Management Services and Ancillary Preparation/Recovery Services	88,934	5/31/2025
Seminole County, FL	Term Contract for Seminole County Disaster Debris Hauling	478,772	6/22/2026
Miami, FL (City Of)	Standby Emergency Debris and Disaster Recovery Service Contracts	449,514	4/28/2027
Fort Lauderdale, FL (City Of)	Emergency Debris Removal and Disaster Recovery Services	183,146	5/6/2027
Daytona Beach, FL	Debris Removal and Disposal Services	84.485	9/5/2026
Gainesville, FL	Debris Removal and Hauling Services	145.812	9/30/2025
Bradenton, FL	Debris Removal and Disposal Services	57,076	7/20/2025
Columbia County, GA	Disaster Debris Removal and Disposal Services	165,162	6/30/2026
Atlanta, GA	Debris Removal Services	610,823	12/27/2025

4 OPERATIONAL PLAN

4.1 Debris Management Operations Plan

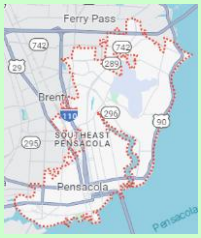
The following is a general discussion of Ceres Environmental Services, Inc.'s technical approach and understanding of the scope of work. It includes a timetable for response and recovery based on past Ceres experience and our standing disaster response plans. The overall plan for contract execution is described in detail in a section below titled "Contract Performance Phases". Finally, we present seven scenarios based on different disaster events that may impact your jurisdiction in order to illustrate our response to increasingly severe storms.

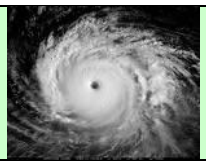
Our Response to You

Our record demonstrates that we stand ready to perform tasks of any size. In order to keep that record intact our preplanning is already underway for Destin. As part of its response, Ceres has identified our office in Sarasota, Florida as a mobilization headquarters. Ceres' mobilization planning and localized subcontracting efforts are implemented to minimize lead times during an event and to keep subcontracting dollars local. Our approach to subcontracting is to work from the inside out. This means we are implementing pre-storm agreements with local resources first, to use them first. When the project expands or the need arises, Ceres adds other resources that are also under contract to us.

Project Timeline

The following describes the typical workflow between Ceres and Destin once a contract award has been received until FEMA reimbursement.

Projected Storm Preparation and Response Table		
Today	We are at work at Ceres so that we can respond rapidly and successfully to an event in Destin. We are zone mapping, doing localized resourcing, and negotiating subcontractor agreements. Ceres has letters of intent from local subcontractors and is pursuing additional pre-arranged agreements with more local subcontractors and vendors. Being proactive in our pre-event planning allows us to give maximum attention to Destin when the day comes for a disaster response.	
Contract Award	Upon contract award and at the City's request, we schedule a personal visit by a Ceres Project Manager. The purpose of this visit is the personal introduction of the key members of each party's team, discussion of the planning, training, and disaster response preparedness needs of the City. During an event, a Project Manager will be assigned only to Destin and will be available to the City 24 hours per day, 7 days per week.	
Planning and Training	If included in the contract, Ceres will provide training to designated City personnel as agreed. The company also continues its Pre-Event planning as it reviews local subcontracts, makes plan changes as necessary and keeps an eye on the weather. Ceres monitors the National Weather Service forecasts and several subscription services to keep us aware of tropical storms and hurricanes.	
Pre-Storm Mobilization	When a storm in your area is imminent, Ceres acts quickly so that road clearance and debris removal operations can begin as soon as the storm subsides. At your request, if conditions permit, your Ceres Project Manager, or other Ceres professional, will join Destin personnel in the EOC and help prepare for storm impact and recovery.	

Landfall	Once the immediate threats are past, the on-site Project Manager will work directly with City officials as we begin our disaster response efforts. Our pre-arranged subcontractors will begin readying equipment for registration.	
Cut and Push	The Ceres Project Manager will ensure that City needs are being met in order of priority. Local subcontractors and equipment will begin any necessary road clearance operations and will begin staging efforts for right-of-way debris removal.	
FEMA Records and Data Management	Ceres will assist Destin on an as-requested, as-needed basis to ensure that records are kept and maintained to provide maximum allowable reimbursement to the City.	
Fully Operational	The necessary trucks will be in place to continue debris removal in an orderly fashion. Local subcontractors will be deployed to the maximum extent possible, and the Ceres debris removal operation will be fully operational on this day.	
First Pass Complete	At the end of the first pass of debris removal time would be allowed for residents to bring additional debris to the curbside. Crews would begin ramping up to start the second pass. Additional tasks, such as hazardous tree removal, hazardous stump removal, and other similar scopes of work may be implemented.	
Second Pass Complete	Debris removal operations would be well in hand. Hot spot crews would continue to clean up any debris that has time or safety constraints. The vast majority of storm debris would be cleaned from the rights-of-way. The Ceres Project Manager would begin focusing on project completion procedures.	
Final Pass Complete	Debris removal operations would be 100% complete. The Ceres Project Manager would remain in constant contact with Destin personnel, but daily presence may not be needed by this time.	
Site Reclamation	After debris hauling activities have ceased, all debris on any Debris Management Sites (DMS) will be processed and/or removed. The sites will then be graded and restored, usually by seeding with grass.	
Ticket Reconciliation	Ceres performs ongoing ticket reconciliation with subcontractors and Destin so that databases of debris hauled match as closely as possible. After all debris has been hauled, all truck ticket databases are reconciled to close out the financial records of the project.	
Invoicing	Following reconciliation of the truck records, a final invoice will be delivered.	
FEMA Reimbursement	Ceres will work with the City following the completion of the field work, on an as-requested, as-needed basis to ensure maximum allowable reimbursement.	FEMA

Contract Performance Phases

In order to successfully respond to a disaster, natural or otherwise, planning and preparation are of the utmost importance. Ceres adheres to a series of carefully drawn plans for each step of its response beginning from the time we prepare our response to your RFP until planning begins for the event after next.

The following information outlines a generic plan for responding to debris-generating emergencies. Please note that this general summary is not specific to a particular type of disaster event.

Post Award Phase

Upon contract award and at Destin request, a personal visit by a Ceres Project Manager can be scheduled. The purpose of this visit is to introduce the key members of each party's team, discuss the planning, training, and disaster response preparedness needs of the City from their own perspective, and review the Ceres Debris Management Plan, from mobilization to the Final Report. Tours of each of the sites identified for the following uses will be jointly conducted:

- Equipment Staging
- Debris Management Site(s)
- Local Landfills Authorized for Final Disposal
- City Public Works Offices
- City Administration

It is expected that this meeting will require the better part of a normal workday. Discussion will loosely follow a prepared agenda designed to address the critical elements of resource requirements and knowledge base known to significantly enhance the City's level of disaster response preparedness.

This is step one in the strategic pre-positioning of the interpersonal knowledge of each of our (both parties) teammates. Getting to know each other prior to an event is very important in maintaining a seamless transition during an actual disaster recovery.

Planning and Training Phase

Planning and training are available each year of the contract and may include some of the following planning and training topics:

- How Many Jellybeans in the Jar: Estimating Debris
- The FEMA Paperwork Process: From IDA to PW and All Points In Between
- Continued Growth: Changes in FEMA Policy
- Recent Legislative Changes
- Know Where to Look: Additional Funding Mechanisms for Debris
- Keeping It Between the Lines: Working with Regulatory Agencies for Debris
- Tipping Point: Determining Your Force Account Capabilities or When Will I Need Help
- FEMA Eligibility: What a "Good" Contractor Will Tell You
- Behind the Curtain: Becoming a Ceres Project Manager
- Tricks of the Trade: Tough Lessons Learned from 45+ Years of Experience
- Document, Document, Document: Debris Monitoring

This creates further opportunities to develop the relationships between the City staff and Ceres personnel that will help to assure a successful debris management operation, when required.

Alert Phase

Selected Ceres team members are subscribed to special weather advisories from several different sources. We are aware of the weather.

Alert 1: Category I & II Hurricanes

When a Category I or II Hurricane's "Cone of Influence" of Projected Impact Area associated with the **3-day** forecast, begins to touch the coastline, the Project Manager assigned to the contract will commence Alert 1 activities.

Alert 1 activity includes, but is not limited to:

- Calling the previously identified representatives of Destin, and exchanging the most up-to-date contact information each has with the other.
- Activating Ceres notification procedures for all subcontractors – operations and administrative services.
- Contacting and overseeing preparations to make the Project Advance Team ready to deploy.
- Assigning a Project Logistics Coordinator to make use of all services possible: including, but not

limited to hotels/motels, gasoline and diesel fuel, catering/restaurants, laundry services, emergency medical services, vehicle and equipment repair shops, and other disaster response and life support services.

- Confirming the availability of emergency road clearing crews and equipment, and as local conditions dictate, dispatch them to a secure, pre-positioning site near or within the City's boundaries.

Alert 2: Category III, IV, or V Hurricane

The same functions are performed as during Alert 1 activity, but they start when the **5-day** "Cone of Influence" of Projected Impact Area begins to focus on the City's geographic area.

Alert 3: All Other Sudden Impact Events

Sudden Impact Events include earthquakes, ice storms, tornados, man-made, technological events, and terrorist activities. These events do not allow for a forecast or pre-positioning the Project Advance Team. Ceres pledges to the City to have a representative physically present within 12 hours of notification to respond to Sudden Impact Events.

Mobilization Phase

Ceres is expert at rapidly mobilizing its team and its equipment as well as key subcontractors to provide the City with the necessary resources as quickly as possible. Ceres recognizes that in order to minimize the financial damage to a community, cleanup activities must begin rapidly and proceed without delay.

Pre-Landfall Activities

Ceres Representative (Early Rep): Ceres will provide, at the **City**'s request, a representative prior to hurricane landfall. When a disaster threatens, Ceres is pleased to provide to Destin one or more representatives to be present at the Emergency Operations Center prior to landfall. The Early Rep will interface with City personnel and provide Ceres management with on-the-ground reports regarding local conditions.

Equipment pre-staging: Prior to landfall, Ceres equipment will be pre-staged at the closest mobilization point and contract administration headquarters. Additionally, our principal subcontractors will have equipment available in or near the **City**'s location. In this manner, Ceres will have sufficient equipment to immediately start the initial push when weather permits and have sufficient equipment to begin the load and haul as soon as possible.

Subcontractor Liaison: As detailed elsewhere in this submission, Ceres has a large number of subcontractors available. During the pre-landfall phase, our subcontractors will be contacted and put on alert in order that they can arrive as soon as safety permits. Ceres already has advance master contracts signed with many subcontractors, so we have already ascertained that they are properly insured.

Project Advance Team

The project team, consisting of the Project Manager and selected Project Administrative Staff and Field Management personnel, will be on-site within 12 hours following notification by the City prior to, or immediately following, storm impact. The project staff may include management representatives from health and safety, quality control, accounting, subcontract administration, logistics, and field management, depending on the size of the event. As soon as practicable, the advance team will compile an initial damage assessment. Personnel sufficient to round out the project administrative staff, its support function, and operations management, will arrive within 24 hours of notification. Once on-site, the Project Manager will be physically capable of responding to the City Representative within one (1) hour of notification.

If requested by the City, the logistics support team will provide and distribute ice, water, food, temporary utilities, sanitary facilities, temporary housing, and any additional services as specified in the agreement between Ceres and the City. During the Preparation/Planning Phase, vendors within and adjacent to the region will be identified and contingency contracts established for the provision of gasoline and diesel fuel, ice, water, food, sanitation, temporary housing, and other services. If during the Preparation/Planning Phase, local vendors are not available, Ceres will arrange to provide the services from other qualified and registered sources.

Contractor Mobile Command Center

The Emergency Operations Temporary Project Office and Primary Debris Collection/Debris Processing Equipment are staged in Houston, TX. Annual heavy equipment hauling permits are maintained for Ceres' eight heavy equipment haulers consisting of semi tractors with lowboy trailers, enabling a quick response. The temporary facilities and Ceres-owned disaster response equipment is expected to arrive within 12 hours of notice to proceed by the City.

The Emergency Operations Temporary Project Office comes equipped with general support equipment such as telecommunications (satellite telephone, radio, cellular phone, or land lines), fax copier, computer network, file cabinets, and general office supplies. The Project Manager, Project Administrative Personnel, Field Manager, Debris Collection and Site Management Crew, and designated City representatives will be provided with a proprietary communication link in the event conventional communications are interrupted. The Emergency Operations Temporary Project Office will be of sufficient size to provide support to the Project Manager, project administrative and support staff, and debris collection and site managers. A separate 10' x 20' office within the same facility equipped with general support equipment can be provided to the City.

Satellite

Ceres knows that immediate communications are critical to an effective response to disaster. We maintain an account with a satellite communications company and maintain satellite handsets for our managers and to provide to our customers as "loaner phones" until standard cell phone service is back online.

Ceres also has the capability to utilize various satellite communications system, which when wired together provide high-speed internet access roughly equivalent to a T-1 line. When powered by a portable generator, our management and our Mobile Command Center users have local and world-wide communication tools to support our high service level.

Lastly, during two recent USACE Debris Missions, Ceres deployed mobile satellite dishes at remote debris management sites to maintain connectivity for real-time production numbers. In the U.S. Virgin Islands after Hurricane Irma and Maria, the telecommunications network on the islands were destroyed. Given the islands remote location, telecommunications providers struggled to repair the network. Ceres deployed mobile satellite dishes at each debris management to maintain connectivity for the USACE and Ceres to review real-time production data. Similarly, in 2018 after Hurricane Michael, Ceres deployed mobile satellite dishes to remote debris management sites in very rural counties with limited cell service. Again, this allowed us to maintain connectivity to review the real-time production data against our estimates and move debris collection crews to keep efficiency and production high.

FirstNet

Ceres also participates in FirstNet, the First Responder Network program developed by AT&T. This gives us the ability to prioritize cellular and internet communications during an emergency. We can request equipment and resources from FirstNet to improve cellular communications and services during an incident.

Life Support and Fuel Supplies

Ceres comes to the project self-sufficient and ready to help in many ways, including the provision of basic necessities. Due to the uncertain nature of room and board, Ceres mobilizes with life support for our crews and for some subcontractors. Additionally, if Destin seeks assistance in provision of basic needs of water, food, shelter, and ice, Ceres can supply these services, as we have done in the past in other locations.

Following the landfall of Hurricane Katrina, Ceres' crews arrived with their own housing (travel trailers and RVs). We proceeded to supply life support of temporary lodging, meals, showers, and bathrooms to 400 people. We are also capable of providing onsite fuel delivery for both the fleet of Ceres owned equipment and our subcontractors, as well as City fleets.

Debris Management Sites (DMS)

When a DMS is established, a Site Plan will be developed for each site, and include, but not be limited to:

- A description of project operations
- Site layout
- Environmental factors
- Site photographs

Additional sub-plans that may be incorporated as necessary in the Site Plan include:

- An **Environmental Protection Plan** that addresses storm water protection, hazardous waste, soil, and leachate draining from the debris stockpiles, site operations, and the proximity of truck traffic to waterways.
- A **Dust Control Plan** that will address prevailing wind directions and location of developed areas as it relates to site design. Methods of mitigation will be specified such as the use of water trucks on access roads.
- A **Traffic Control Plan** that considers the number of trucks per hour entering the DMS and the type of public access control (if authorized). All-weather access roads into and out of the site will be needed to maintain a seven-day per week operation.
- A **Site Safety Plan** that complies with the Ceres Company Accident Prevention Plan (available on request) and applicable OSHA requirements. Security will also be addressed in the Site Safety Plan.
- A **Fire Prevention Plan** that will follow the provisions of the National Fire Prevention Code and in particular, codes that specifically address woodchip storage. All equipment will have fire extinguishers that meet NFPA No. 10A-1970.
- The **Production Plan** will designate how machinery will be utilized on site and will describe site management/operations and anticipated production rates. Each load received at the site will be inspected prior to off-loading to determine load size and the presence and type of any contaminants. Contaminated loads will be separated for further sorting and appropriate processing or disposal.
- **Other plans may include** Truck Routes and Access; Site Staffing and Assigned Duties; Debris Separation and Hazardous Waste Handling plans.



A water truck sprinkling to control dust on an access road.

DMS Construction Timeline

Each designated Debris Site Manager will commence construction of their respective DMS within 24 hours of notification. DMSs will be fully operational within 48-72 hours of Notice to Proceed. The Project Logistics Manager is responsible for ensuring gravel for access and internal haul roads and dump pads, prefabricated inspection tower kits, erosion control materials such as silt fence, straw bales, coir fiber, and geo-membrane liners for hazardous waste containment areas are available on site within 24 hours of notification. Additionally, portable truck scales may also be requested at the direction of the City.

Emergency Roadway Clearance and Debris Removal Phase

The following information outlines a generic plan for responding to debris-generating emergencies. Please note that this general summary is not specific to a particular type of disaster event. This phase encompasses the majority of the physical work of the project. It also generates the most records including load tickets and logs of various kinds. This is also the phase where careful planning pays huge dividends.

Emergency Road Clearing-Cutting and Pushing Public Right of Ways

When emergency road clearing is required, separate crews will be allocated and will be available within hours following an event. Ceres typically mobilizes this equipment pre-event based on weather forecasts. Cut and Push Crews will be prepared to work 24-hour shifts (with rotating personnel).

Cut and Push Crew typical configuration is:

- One front-end loader 4/1 bucket (or equivalent) with experienced and qualified operator
- Up to two transport trucks approximately 30 cubic yards with operator(s)
- Two laborers with chain saws and rakes
- Two flag persons

- One Bucket Truck with an experienced operator or climber (optional based on need)
- One Foreman with cell phone and pickup

The number of Cut and Push Crews will be determined by the City. Ceres owns eight (8) wheel loaders (with appropriate grapple attachments) and has additional subcontractor supplied pushing equipment.

Ground personnel will be supplied with sufficient types and quantities of tools and materials to effectively push the debris to the roadside to clear routes for emergency traffic. In the event debris cannot be pushed aside, it will be loaded in trucks and transported to nearby off-street locations for temporary dumping, to be picked up later by the normal debris clearing crews. When each assignment is complete, Ceres' crews will contact the City's dispatcher to obtain authorization to proceed to the next assignment.

Debris Collection

Crews will be dispatched to begin work within two days, and according to the City's priorities and the removal schedule adopted in coordination with the City representative. At the direction of the Ceres field supervisor each assigned debris removal crew will service each assigned road or right of way. Daily meetings will be conducted at 7:00 AM between the City and Ceres. Zones and Sections will be identified and prioritized. Progress will be updated and reported to the City at the close of business each day. Additional passes will be conducted prior to project completion in agreement with the City or per contractual requirements, to ensure adequate time has been scheduled for residents to move their debris into the right of way.


A Ceres self-loader with a trailer making pickups from the ROW.

A typical crew will be comprised of:

- One Knuckleboom Loader (or one 4-cubic yard wheel loader with grapple)
- One Bobcat with grapple
- Two laborers with chain saws and rakes
- Two flag persons
- One Foreman with cell phone and pickup truck (one foreman/ three crews)
- GPS Tracking and Navigation Aids
- Three hauling trucks or trailers (30 - 50 cubic yards). Additional/large capacity trucks may be added for longer hauls.

First preference will be given to hauling vehicles best suited to local conditions. Knuckleboom self-loaders are efficient, but in areas with narrow streets or limited overhead clearance, they are too large to be effective. In tight areas, pickup trucks with dumping trailers minimize traffic disruption and potential damage. Crew and overall debris collection production will be monitored on a daily basis. The Project Manager will alter crew composition and overall number of crews as necessary. Self-Loaders may work singly or in conjunction with dump trucks. In accordance with FEMA guidelines, hand-loading will not be allowed or tolerated in any circumstance. Ceres owns 13 Self Loaders (Knucklebooms) and has access to many more through our subcontractors. Following Hurricane Irma, Ceres bought additional knucklebooms to ensure immediate response to our clients.

A minimum of one **Hot Spot Crew** will be assembled for each zone during this project. The crew(s) will commence operations within 24 hours of the notice to proceed. The typical crew will consist of:

- One Knuckleboom or self-loader
- Three Laborers (one sawyer and two Flagmen)

Work zones will move as the debris is cleaned up from the streets and boulevards. When the work zone is located on or near a heavily traveled roadway, it will require additional flag persons, additional signage, and/or assistance from local law enforcement agencies. The crew foreman will monitor the work zone and all other aspects of crew operation.

Hazardous Tree, Limb, and Stump Removal

Ceres employs crews with professional tree climbers and aerial equipment such as bucket trucks to remove hazardous hanging branches and leaning trees ("hangers" and "leaners"). Ceres has performed this work on previous storms with an excellent safety record and with an excellent damage record. In response to Hurricane Katrina, Ceres was responsible for trimming and removal of trees in all of Jefferson Parish, LA amounting to 18,599 trees.

Flooding

Ceres expects flood recovery work when a client has significant land area in a 100-year flood zone, and when rivers and other waterways pass through the area to be cleaned. Flood recovery work generally requires specialty equipment, such as long-reach excavators, floating excavators, and a greater amount of tracked skid steers. Wheel loaders with buckets and grapples are often used to remove debris that may fall apart if picked up by a knuckleboom loader.

Ceres has surveyors and other specialists on staff who can determine which flooded areas will be likely to drain first so we can plan and allocate equipment based on those studies.



Flood debris from 2016 Louisiana Floods

Although some of the same types of debris are removed in flood and non-flood disaster recovery, typically storms with heavy rainfall increase the amount of construction and demolition debris when compared to vegetation. Also, the timeline is longer in flood situations because standing water takes time to recede. The debris removal may also be more complex as it can involve partial or full demolition of structures. For example, in a post flood situation, a house may have sheetrock walls that must be inspected by an expert who determines that sheetrock must be removed. After removal, the debris may be left on the right-of-way in loose piles. These piles will probably present more difficulty in loading than vegetative debris, or a pile of wind-blown privacy fence, because the waterlogged debris may have no structural integrity and will fall into pieces when picked up. For this reason, the types of equipment may be different in flood situations, with wheel loaders and dump trucks more prevalent and self-loading knuckleblooms less prevalent than in a non-flood storm. Ceres owns nearly all types of equipment used in flood recovery, and we have subcontractors who specialize in flood disaster recovery.

Ceres has a special hazardous materials (HAZMAT) team that specializes in preventing the spread of contamination and infestations of rodents in areas that were flooded. From experience, Ceres knows that these areas are prone to contamination from sewage, agricultural run-off, mold, and chemicals, they are also prone to rodents. Ceres plans to concentrate heavily on these areas to limit the spread of contaminants and to limit the breeding of rodents and pests. Once the determination is made in conjunction with local officials and the EPA, if applicable, Ceres will utilize its special teams to target these areas.

Following Hurricane Katrina, for example, Ceres made weekly passes in some formerly flooded areas, and "mirrored" or "paralleled" the municipal sanitary waste teams. By doing this, neighborhoods were kept clean on a weekly basis so that pests could not be alternately supported by garbage and flood debris—instead all potential habitat or food for pests was removed frequently to ensure a safe neighborhood.

Pathogens are also more of a problem in flooded areas. Water promotes the growth of undesirable organisms, and it also facilitates transfer of bacteria that exist in an environment to humans working in that environment. Our corporate health policies address hazards of working in a flooded disaster environment, and Ceres uses procedures including additional immunizations and additional personal protective

equipment such as waterproof clothing and footwear, face shields and respirators (air filters) to minimize hazards of flooded areas.

Flood situations may also generate other types of task orders, such as pumping water or clearing catch basins. Ceres is ready for these sorts of eventualities in the City. If a storm leads to flooding, we are prepared to transfer our debris management sites and equipment staging sites to higher ground using identified alternative transportation routes if necessary. Ceres also has several barges, dredging, and water salvage companies on hand as subcontractors if the need arises.

Certification of Maximum Volume Capacity of Hauling Trucks/Trailers

Prior to initial use, authorized Ceres personnel and Destin representatives will inspect hauling trucks. Only pre-approved trucks will be received at the DMS. Approval will include documentation of truck identification and insurance, safety requirements, and measured cubic yardage capacity. A unique approval number will be assigned to the truck and posted on the truck along with measured capacity. All units hauling debris are required to be "measured in" prior to commencement of work. The hauling unit/truck/trailer certification procedure is mandatory and will be administered by quality control representatives of Ceres and the City. A Truck Certification Log Sheet will be created for each hauling unit/truck/trailer. Unit specific information along with Year, Make, Model, Address, Photograph, License Plate information, Driver Name, and signatures will be recorded on the log. At this time, a unique identifier will be assigned to the unit. Truck Certification Logs will be maintained by Quality Control Staff. The log will be maintained and available to DMS inspection personnel regarding truck approvals, approval number, capacity, and other pertinent information.



Placarding a truck.

The unique truck/trailer identification number and its maximum carrying capacity are written with permanent marker on Ceres placards that are mounted on both sides of the truck/trailer. Ceres uses pre-printed labels with our name and blocks for the assigned identification number and measured volume. These labels cannot be removed without destroying the label. All equipment is subject to further inspection by the City at any time during the project.

Work Locations

Dispatch records will be maintained for the duration of the project. Records will include date and time of dispatch, crew and unit identifier, and status of assigned section (In Progress, Completed). Typically, one contractor will be assigned to a given section. Sections may be comprised of individual developments or combinations thereof. Accurate and thorough Dispatch Logs enable the identification of any potential issues and the responsible party.

Prior to the assignment of sections to crews, each section/subdivision will be inspected by Ceres Field Personnel to ascertain the optimal crew configuration/type (Self Loader, Wheeled Loader with Dump Trucks, High-Capacity Trailers, or other combinations of equipment). Classification of sections maximizes production and minimizes potential damage to property. Additionally, all supervisors will conduct weekly toolbox meetings and develop activity hazard analyses in compliance with the corporate Health and Safety Plan.

Field Management

Regular and effective communications are critical to the rapid dissemination of appropriate and accurate data to both the City Management Team and the Ceres Management Team. As the project progresses, the needs of the City may change and resource requirements may need to be reassessed. The original plan, therefore, may need to be modified. In order to ensure effective and efficient execution of all fieldwork, the Ceres team, from Site Managers up to the Project Manager, will meet on a daily basis. The Project Manager is responsible for coordinating the daily scheduling and dispatch of cleanup crews with the City and will meet with the designated representative on a daily basis. The Site Manager is responsible for management and operation or a reduction site, loading sites or any other work site. The Site Managers report directly to

the Sector Manager, who reports to an Area Manager, who reports to a Project Superintendent, who reports to the Project Manager. Depending on the scale of a disaster, the number of managers assigned to the Ceres Team will vary depending on local conditions. Foremen at the reduction site(s) and for the collection and hauling activities are responsible for crew supervision and report to the Site Manager.

Each Site Manager ensures that their crew operates in an efficient manner and is responsible for documenting and inspecting work performed. Site Managers document safety meetings, equipment safety inspections, quantity and location of debris hauled, areas completed, and daily time sheets of personnel and equipment. Site Managers also monitor quality control issues such as completeness of cleanup and/or trimming and contract compliance.

The collection crew Foreman will be responsible for scouting future debris removal locations within the daily schedule set by the Program Manager. While scouting the zone, the Foreman's responsibilities include:

- Locating logical trucking routes.
- Identification of Sections by Crew Type/Composition.
- Locating and planning the control or elimination of hazards within the zone (such as high traffic areas). Preference will be given to Self-Loaders to ease traffic congestion and minimize damage.
- Advising the Site Manager of any anticipated difficulties or hazards.
- Determining and obtaining resources necessary to ensure a steady workflow.

At the end of each shift, documentation of work completed will be tabulated by the administrative staff and used to schedule the next day's work activities. At this time, any daily reports required by the City will be produced.

Scheduling Control Debris Collection

During post-award preparation the Project Manager obtains maps detailed enough to provide individual debris collection crews address block information. Maps will be divided and identified according to Districts, Sections, and Developments or Address Blocks. The Master Debris Management Map will be located in the Emergency Response Mobile Command Center. Individual developments or address block maps will be reproduced on 8.5" x 11" paper for use in crew dispatching. Each Site Manager will be provided with a binder containing all the development/address block maps for the event's entire area.

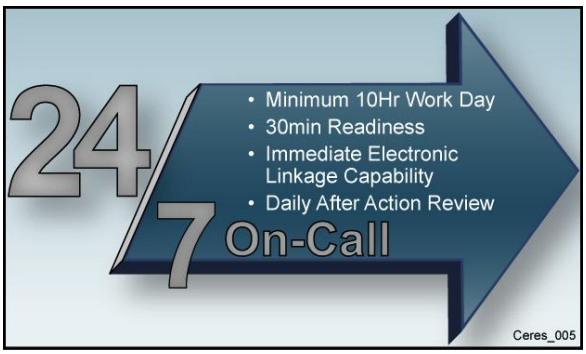
The Project Manager will be responsible for the assignment of Districts, Sections, and Developments or Address blocks to subcontractors and their respective crews. A written master assignment file will be maintained in the Emergency Mobile Command Center and will be updated as changes or additions are made. The dispatcher will be responsible for dispatching crews to their assigned areas utilizing the master assignment file. Subcontractors and their respective crews will not be permitted to have more than two open assigned areas. Communication between the subcontractors, their respective crews and the dispatcher will be via radio or telephone. Upon completion or near completion of an assignment, it is the responsibility of the crew leader or subcontractor to request an inspection. The dispatcher will forward this request to the debris collection superintendent or area manager for action. The debris collection superintendent or area manager will coordinate an inspection with a City designated representative.

Once an assignment has been completed and inspected, a new area will be given to the subcontractor. Depending on the size of the subcontractor and/or crew, areas may be as small as address blocks or developments up to portions or even entire Sections. Crews will not be permitted to leave their assigned area and move to another work area until all work is completed as required and the area inspected, and authorization received from the Site Manager. The dispatcher is responsible for continually updating crew locations. At the end of each shift, the dispatcher will provide the field managers with a list of crews and their current locations. Subcontractors and crews are prohibited from collecting debris from outside of their assigned areas. The City field representatives will be provided with updated crew assignments daily.

Project Manager

The Project Manager (PM) will serve as the principal point of contact between Ceres and the City Operations Manager. The assigned PM will be knowledgeable about all facets of Ceres' assigned tasks and will have executive project responsibilities. The PM will have written authority to sign for the corporation in matters relating to this project and the City.

Upon receipt of a Notice to Proceed, the PM will be on call 24 hours per day, seven days per week, and will have electronic linkage capability for transmitting and receiving relevant contractual information. This linkage will provide immediate contact availability via cell phone and fax machine and have Internet capabilities. The PM will participate in daily After-Action Reviews and disaster exercises, functioning as a source to provide essential element information. The PM will report to the City Operations Manager on an "on call basis" and be capable of responding within one hour of notification.



The PM will ensure that all City event goals and priorities are met and will have authority to make executive decisions regarding the project. The PM will work out of Ceres local disaster office and will meet with his support staff and crew leaders at the end of each day to review progress and set goals and priorities for the following day.

Field Supervisors/Crew Leaders

Ceres Site Managers are responsible for ensuring safe and healthy work environments exist during all operational phases. The Site Manager's specific daily Health and Safety and Operations responsibilities include:

- Monitoring and Inspecting Heavy Equipment Operators, Truck Drivers, and Traffic Controllers in the safe operation of their specific area of responsibility using the proper tools and in accordance with the safety procedures and guidelines outlined in EM 385-1-1 and CFR 29 Par 1929 and 1910. It is important to note that a debris clean-up operation exposes the general public to the numerous hazards involved in debris collection and removal.
- Enforcing the use of proper guards, controls, and work practices. Monitoring each feature of work for human, situational, and environmental factors that could cause accidents.
- Locating compiling contact information for area medical facilities. Crew Leaders will be equipped with a pager and a cellular phone in case of emergency.
- Supervising and evaluating overall worker performance, including safety.

Crew Leaders document daily production to monitor and ensure the most efficient operations. The information they are to record includes:

- Cycle Times of Trucks
- Loads per Hour
- Production

Crew leaders are also required to make sure that safety gear is provided and that it is adequate for the hazards involved and enforce proper use and wearing of protective gear. Accidents will be recorded and reported on the Supervisor's Accident/Incident Investigation Report by the Crew Leaders.

Daily records submitted up the chain of command to the Project Manager will include:

- Sub-contractor/Employee Name
- Equipment Number
- Type of Equipment
- Hourly equipment documentation, downtime, lost time, and sick time

All accident/incident reports are forwarded through the Health and Safety Manager to the Health and Safety Officer (HSO). The HSO notifies the PM, who in turn informs the City Operations Manager and implements all procedures as set forth in the Ceres Health and Safety Program.

Description of a Typical Workday

It will be the responsibility of the Sector Manager to schedule and coordinate the location of a particular crew and equipment necessary for its job function to its location through direction to the Field Supervisors. This will take place through schedule planning from the previous day. The Field Supervisor will notify members of the crew of the start time, specific job function, and location where he/she is to report. At the

beginning of the day each field employee will sign in a daily time sheet, the location according to zone (if the zone changes during the course of the day the employee will document the new location), the phase of work he/she is performing, and the unit number and beginning hours of the piece of equipment that he/she is operating (if applicable). The employee responsible for loading trucks and truck drivers will keep a running tally of the loads they complete from each particular zone over the course of the day. It is then the responsibility of the field employee to perform an inspection of the piece of equipment and inform the crew Foreman so corrective actions may be taken. The inspection will be documented on a punch-list that is supplied on the employees' daily report. After inspections and documentation are complete, the crew will begin removing the debris from their zone assigned.

Two flagmen will be placed on each end of the work perimeter to meter the flow of traffic into the work perimeter. If debris is to be moved across the roadway, the flagmen will stop all traffic. When the loading of a truck is completed, the flagmen will also stop traffic while the truck moves out of the controlled area. During the work, the flagmen will be equipped with two-way radios to coordinate the direction of traffic. Additional trucks staged for loading will all be stationed to the side of the roadway from which they will be loaded so they will not obstruct incoming traffic to the work perimeter. When loading is completed, the truck will leave the work area.



The trucks will be placed in single file to the rear of the Knuckleboom loader. As each truck in the queue is loaded and departs for the dumpsite, the next truck in line backs up to the loading perimeter. The Knuckleboom loader will load from piles that are staged by two front-end loaders working ahead of the Knuckleboom loader to limit the amount of movement of the Knuckleboom loader during the course of the day. When self-loading trucks (self-loaders) are in use, those trucks will be directed to an appropriate location within the work perimeter where they can begin loading immediately.

The front-end loaders will stage the material from the area between the sidewalks and the street into staging areas on the side of the street. If the crew is working in a high traffic area, then this method will not be incorporated – rather the staging will be done completely on one side then staged completely on the other side. When the Knuckleboom loader encounters material difficult to handle (such as chunk wood), the Front-end loader will assist in performing the loading.

Two laborers trained in the use of chain saws will assist the Knuckleboom loader. They will rake and clean up the area of the pile. When oversized material is encountered, the laborers will use chainsaws to reduce its size. The laborers will also assist the truck operators in staging for the Knuckleboom loader, notifying when loading is completed and for obstructions to and from the loading area.

The crew Foreman will be responsible for scouting future debris removal locations. He will utilize maps to locate the perimeter of the zone to which he is assigned. While scouting the zone, the Foreman's responsibilities will include:

- Locating logical truck routes.
- Plotting a logical and efficient direction for the crew.
- Locating and planning for hazards within the zone (such as high traffic areas).
- Notifying his Supervisor and Sector or Area Manager of hazards in a timely fashion so the hazard can be avoided if possible or mitigated if necessary.
- Identify plan for and obtain the necessary resources for a steady workflow in future locations of the work zone.

At the end of each shift, crew employees will complete their time sheet by entering in the time the shift ended, the ending hours on the equipment they utilized and the number of loads they either hauled or loaded. They will deliver this timesheet to the Foreman before leaving the shift. The Foreman will compile the labor information to a daily worksheet, along with Purchase Orders, trucking that was utilized and

number of loads hauled, equipment utilization, and a briefing of the course of the day describing any problems that arose, and solutions implemented, and areas worked. The Foreman will then turn in the reports for the day. The following topics will be discussed with the management team:

- Changes in time for completion
- Changes in cost objectives for the project
- Changes in operating policy
- Changes in the technical specifications for the projects
- Changes in methods
- Changes in needs
- Revised activity plan estimates
- Failure of suppliers or contractors to deliver on time
- Reassessment of resource requirements on individual activities
- Inability to utilize resources as planned
- Unexpected technical difficulties
- Unexpected environmental conditions
- Scheduling needs
- Performance of work per zone or region
- Unplanned costs
- Any problems or future problems pertaining to the project

After the meeting is adjourned, the Project Manager (PM) will collect all the data. The next business day the data received, and the daily reports will be entered into a computerized database. These reports will be evaluated by the Disaster Response Business Unit Director and discussed with the CEO and the PM. The data will be used in weekly reports that itemize costs per region and code and weigh them towards the projected costs and schedules of the project. These reports will be submitted weekly to corresponding company divisions along with reports submitted to the City. It will be the responsibility of the PM to utilize the minutes of the daily meeting and the information from the reports to make daily assessments of the schedules of each individual crew. The PM will also have daily meetings with the City regarding performance and schedule issues of the project. This meeting will cover the customer needs of each zone, projected costs and scheduling of assigned zones, priority of zones, and work to be completed.

Geographic Area Management

Every area has its own unique geographic characteristics that define the parameters of the response. An urban area, smaller municipalities, and rural areas offers different challenges to the successful completion of a disaster recovery mission. Traffic is always an issue that must be addressed, especially when working in and around waterways. Bridges are natural bottlenecks, and our experience has taught us, the less they are used during the transportation of the debris, the better. Ceres is always aware that our disaster recovery work is not the only thing utilizing the transportation system. Through the selection of strategically located DMS, our haul trucks should have minimal impact on these areas, as the haul zones are designed to keep the trucks working close to each DMS. In the successful completion of our Hurricane Katrina disaster recovery operation in Louisiana, we worked with all these geographical characteristics and traffic never became an issue because the zone design and DMS locations worked together as intended. All impact sensitive areas, such as waterways, parks, forest land, and reserves will be dealt with in an environmentally appropriate manner.

Debris Management Sites (DMS)

Ceres will utilize the DMS identified by the City. If additional sites are required, Ceres will work closely with the City to secure leasing agreements and permitting for additional facilities. The state or local environmental authority would be notified, and the required information submitted by Ceres.

Ceres will provide sufficient equipment and personnel to process, by burning (if allowable) or grinding, a minimum of 210 and up to 500 cubic yards of debris per hour per crew. Each DMS would generally include the following equipment:

- One Grinder, either horizontal or tub (depending upon needs/specs), and/or Air Curtain Incinerator
- Two Backhoes with grapples

- One Wheel Loader with rake
- One Wheel Loader with a light materials bucket for loading mulch
- One Maintenance Truck
- One Water Truck
- One Road Grader (optional)
- One Inspection Tower
- One Hazardous Materials Containment Area
- One Foreman with cell phone
- Four walking floor trucks (120cubic yards) for hauling mulch
- Additional Equipment as determined by the Contract and Site Manager

During work for the USACE in Louisiana after Hurricane Katrina, we performed debris removal operations in 11 Parishes, and operated 54 DMS/final disposal sites, simultaneously.

One operator will be assigned site maintenance duties and will operate the Motor Grader, Water Truck, and Low-bed Trailer. This operator's primary duty is to ensure use of the roads by the dump trucks and maintain dust and fire control. The Loader with blade will have intermittent general site maintenance duties and will keep areas around the burn pits, ash storage, and grinding areas clean.

Ceres will construct a hazardous materials containment area at each DMS measuring approximately 30' x 30'. Typically, the perimeter will be lined with hay bales and staked in place. The area will be lined with heavy gauge plastic (10 mil or greater) to provide a waterproof barrier. A plastic cover (10 mil or greater) will be used to prevent rain from entering the containment area. Site run-off is redirected away from the containment area by site grading. Hazardous materials that are encountered during cleanup operations will be staged in this area. Such materials will be properly disposed of in a timely manner.

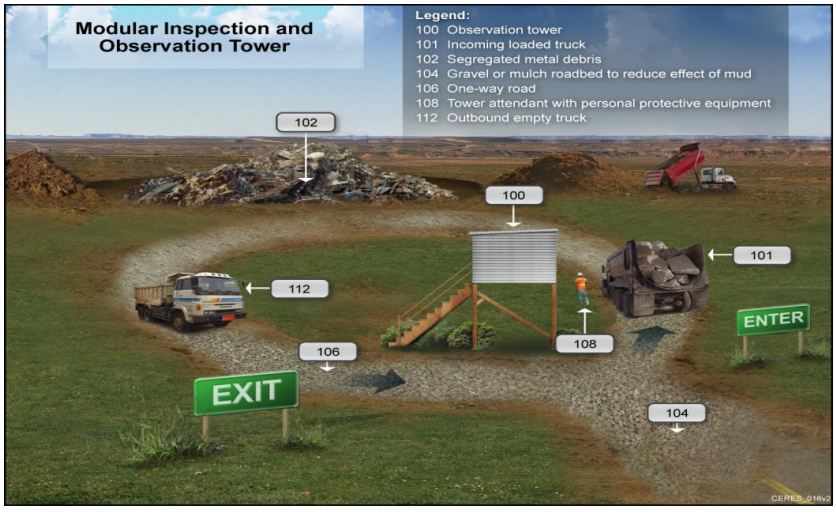
Inspection

DMSs will be the point of inspection and load volume estimation by the City or their designated representative. Inspection towers will be used to observe and record all trucks entering and leaving the DMS and document their loads. The tower will be 10 feet above the existing ground elevation, with a wooden handrail and steps to provide access and constructed of pressure treated lumber. The floor area will be 8'x8', constructed of 2'x8' joists, 16" O.C. with ¾" plywood supported by four 6"x6" posts. The perimeter of the floor area will be protected by a 4' high wall constructed of 2'x4" studs and ¾" plywood. The entire floor area will be covered with a corrugated tin roof. The roof will provide minimum 6' 6" headroom below the support beams. The inspection tower will be large enough to adequately accommodate a minimum of three people simultaneously.

City Monitors/Inspectors will inspect each load to verify that:

- The truck has been pre-approved and measured.
- The load is eligible.
- The 'percentage filled to' figure is determined and noted on each individual load ticket.

The Monitor will determine the capacity of the truck and estimated load volume (percent capacity) and evaluate the load for contaminants requiring separation. The Monitor will instruct the driver regarding the appropriate dump location at the site and will verify the truck is completely empty following dumping. The Monitor will complete the load ticket presented for each load delivered to the site.



After inspection, the material will be forwarded to the tipping area supported by a wheel loader with

rake and laborers. The laborers will inspect the debris and remove any contaminants. Contaminants that are hazardous will be handled by the Hazardous Toxic Waste Specialist, staged in the Hazmat containment area, and disposed of in accordance with federal, state, and local requirements. Other contaminants, such as metal, will be separated accordingly.

Load Tickets and Reporting

Ceres uses preprinted, five-part carbonless, color-coded load tickets. The tickets are available for use on this project if approved by the City. Each ticket has a unique serial number and ample space to record information such as: contractor, date, truck number, load size, driver, and type of material, origination, dumpsite, time, GPS Location, and inspector. Ceres uses a custom Access database program to record ticket information. The entry screen follows the format of the load ticket which greatly speeds up data entry. Tickets are easily verified and combined with a truck inspection table contained in the same database. One data entry clerk with minimal training can enter 700 load tickets (the equivalent of about 21,000 cubic yards) per day. Access also contains powerful report features that aid in ticket reconciliation and truck verification. Data is easily converted between Excel and Access for reporting purposes.

Material Separation

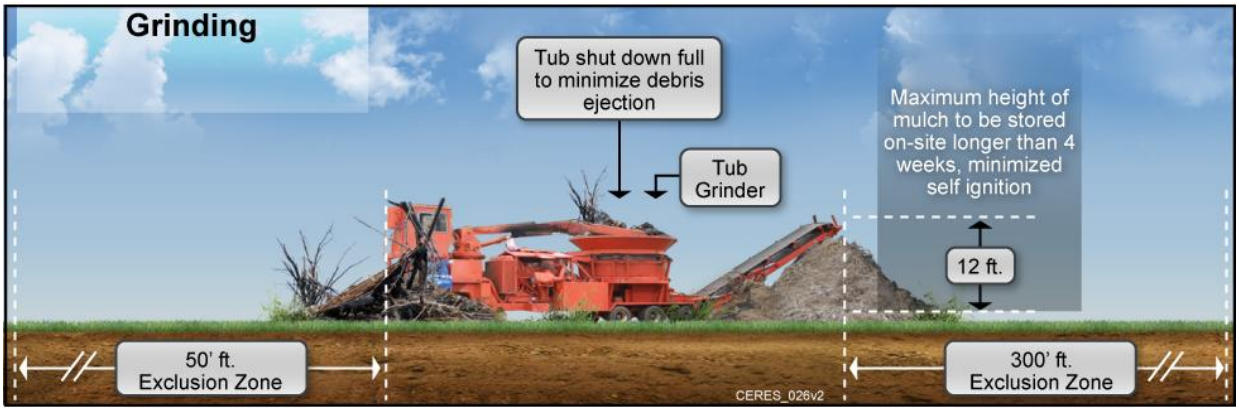
Due to the nature of these operations, material separation is required to properly and efficiently process debris. Collection crews will separate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility for the separation of loads containing contaminants or non-grindables. Those loads, which may contain debris ranging from white goods, household hazardous waste (HHW), e-waste, and other materials, will be separated and sorted either manually or mechanically to remove the contaminants and then dumped in designated and appropriately lined/fenced areas at the DMS until final disposal.

Metal contaminants will be separated and baled or otherwise processed for recycling. Concrete will be separated and transported to a recycling facility and may be crushed prior to transport. Glass, plastic, and other materials will similarly be separated and recycled to the maximum extent possible. Debris that cannot be processed or otherwise recycled will be disposed of at an approved and lawfully permitted construction and demolition final disposal site.

Volume Reduction by Grinding

The wheel loader with rake will push material designated for reduction to the grinder. Great care should be taken to keep the debris free of dirt before processing with a grinder/chipper; this both maintains the value of the product and reduces the cost of grinding. If the mulch produced from grinding is to remain on site for more than four weeks, the mulch piles will then be stacked no higher than 12 feet to minimize the potential for spontaneous combustion.

Horizontal grinders, having a predominately closed grinding chamber, can operate with a minimal exclusion zone projecting out at a 45-degree angle at a distance of 250 feet from each corner of the in-feed conveyor. Tub grinders, if used, will operate with an exclusion zone of 300 feet on the “kick” side of the grinder and 50 feet on the “non-kick” side. Grinders will be shut down in a full tub condition to minimize debris ejection. The Dust Control plan will be implemented to ensure dust from the grinder does not impact the adjacent properties. Lockout/tagout procedures will be used on grinders and strictly enforced. All equipment in the vicinity of the grinders will be equipped with fully enclosed cabs.



Volume Reduction by Burning

The loader/rake will push clean debris in the direction of the burn pit, taking great care to keep the debris free of dirt. Once the debris is piled in the vicinity of the burn pit area, the backhoe with thumb will feed the Air Curtain Incinerator in such a manner as to promote complete combustion. The backhoe will also set aside any material that would process more efficiently in a chipper/grinder, such as large diameter logs or stumps.



The Air Curtain will be operated at least 100 feet from any stockpile of debris and at least 1,000 feet from any occupied structure. Prior to removal of ash debris from the air curtain incinerator pit, the material will be wetted. Ash stockpiles will be at least 100 feet away from any debris stockpiles.

Final Disposition

Separated, processed non-grindables will be recycled to the maximum extent possible and practicable. Metals and concrete will be baled, crushed, or otherwise processed for transport to recycling facilities. Documentation will be retained regarding total type and amount of materials recycled and each recycling destination.

Clean woody materials will be processed to generate mulch. Live bottom trucks loaded with a rollout bucket-equipped wheel loader will be used to haul mulch to the final disposal site. Mulch hauling will be performed simultaneously with grinding. Mulch will be applied or disposed of at a site(s) approved by the City, as appropriate. The handling of Incinerator Ash Material will comply with all federal, state, and local requirements and the Incinerator Ash Material Management Plan.

Work Hours

Collection crews will typically work up to 12 hours per day, seven days per week unless otherwise specified or limited by contractual requirements. For safety reasons, collection crews will work during daylight hours only. Debris processing sites typically operate 24 hours per day, seven days per week if sufficient lighting is provided during evening hours, unless restricted by the contract.



Traffic Control

As discussed in other sections, Ceres requires and will provide certified traffic control personnel for debris collection, transportation, and processing operations. Competent and qualified personnel will be trained in traffic control procedures and will be provided necessary safety equipment and communication devices. Traffic control personnel will generally be placed at either end of a work zone to properly control the flow of traffic into and out of the work zone.

Site Restoration

The Site Restoration and Environmental Survey Plan will ensure that restoration of the site will meet the owner's requirements and local regulations. In addition to site cleanup and removal of all debris, the Restoration Plan will include requirements for achieving ground cover through topsoil and seeding specifications. Other requirements may be mandated by the Erosion Control Plan, such as maintenance of straw bales, retention ponds, or erosion control fencing until ground cover is established. An outside independent party may be employed to conduct a post utilization environmental survey to ensure satisfactory site conditions. Site closure is normally accomplished within 30 days of receipt of the last load of disaster related debris.

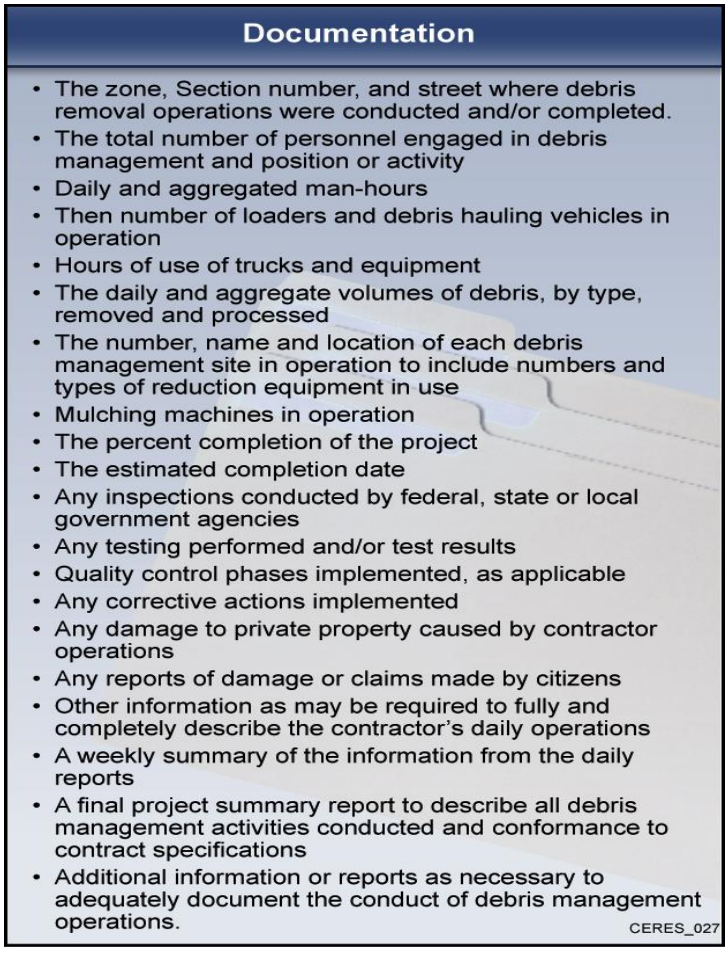
Demobilization Phase

The PM prepares a demobilization checklist that includes a punch list of items to be completed by staff. The Punch List may include items such as arrangement for future maintenance of erosion control measures. The PM and staff are also responsible for final report to the City which includes lessons learned and results of operations.

Documentation – Field Operations

Production Reporting

Ceres has developed specific internal procedures to ensure proper audit-quality documentation of daily project activities is captured and provided to the City. This includes project tracking forms, load tickets, truck certification logs, production logs, shift inspection checklists, safety meeting report forms, daily crew reports, and various equipment usage reports. Other reports are prepared and submitted to document project activities, progress, and quality control.



Quality Control

Daily Contractor Production and Quality Control reports will be completed each day of work and available the following work morning to the City. Original reports are maintained in the Mobile Command Center and daily reconciliation reports are generated to verify information reported on load tickets to information reported on daily production reports. The Project Manager and Project QC Manager will monitor information contained in the Daily Quality Control reports to ensure project activities conform to contractual requirements and that an acceptable level of project quality and workmanship is provided to the City.

Formalized quality control procedures are applied to each project to ensure documentation procedures are properly

and fully implemented and to ensure conformance to project specifications. All personnel, including employees, subcontractors, and suppliers are subject to the provisions of the QC Program. For each project, a Quality Control Plan is specifically developed to detail the QC organization, individual responsibilities, monitoring procedures of activities and subcontractor activities, documentation requirements for Ceres personnel and all subcontractors, control phases or procedures, and identification and correction procedures for non-conforming activities. The remedies for non-conformance include termination. Exceptional quality control of each project promotes efficiency and avoids investigation and other potential losses.

Deployment of ArcGIS/Dropbox System

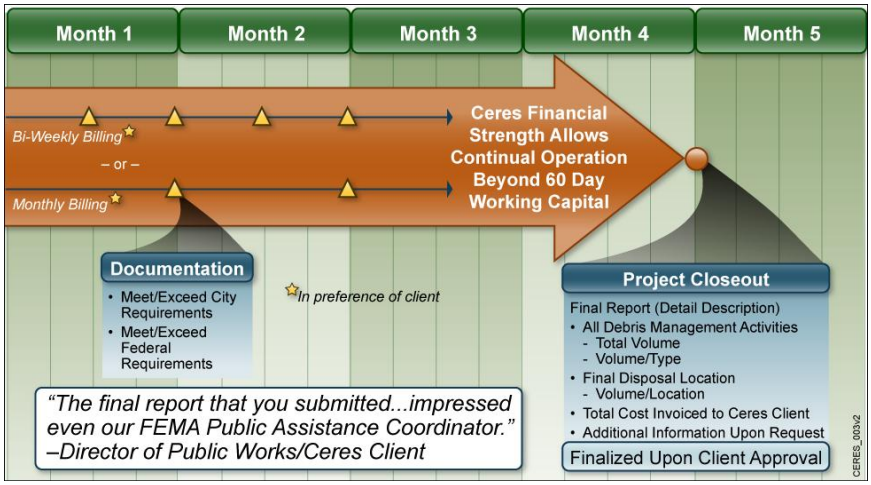
Ceres employs a customized ArcGIS/Dropbox system to assist project management in capturing initial site reconnaissance, develop situational awareness with the City, capture incidents/costs in the field and provide a valuable record to help City construct the administrative record. Field personnel are provided with tablets in the field to file reports through ArcGIS and pull up property data from Dropbox. For example, the Quality Control Form allows Ceres field personnel to document the progress each day on an individual zone. This includes pictures of collection crews work, cleared streets, missed piles and the overall progress of the zone towards completion. Ceres field personnel file various reports including:

- Safety Form
- Quality Control Report
- Zone Progress Report
- Zone Punchlist Form
- Damage Form

Upon submitting a form through ArcGIS, the form is emailed to the project management staff and auto routed to the appropriate Dropbox folder organized by Zone then Subzone or street. At any time while on in the field, personnel can access the Dropbox to review previous reports or other pertinent information. Simultaneously, planning staff, the Project Manager or designee, can review Damage Claims, Zone Progress Reports and advise the City on zone completion status and offer recommendations on the path through the project.

Invoicing

Ceres can provide invoices to the City on a bi-weekly, semi-monthly, or monthly basis. With each invoice, appropriate documentation will be provided relating to the services provided during the invoice period. Documentation will meet the City requirements and the federal requirements for funding and reimbursement purposes. Ceres will provide technical assistance to the City in the completion of claims filed to FEMA or other agencies for funding and reimbursement. A documentation team will be assembled from representatives of quality control and accounting. This team will assist the City throughout the invoicing and reimbursement process long after the work has been completed.



Reimbursement Assistance

Ceres is trained and experienced in providing the necessary documentation and assistance toward the preparation of reimbursement claims (Project Worksheets) for the City. If needed, Ceres will provide the City with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other available

Throughout Ceres' history, no governing entity has been denied reimbursement for work Ceres has performed.

funding. Ceres' careful attention to documentation and strict quality control procedures will aid in the acceptance of a claim for reimbursement.

Program Management Assistance

Ceres is experienced and trained to provide all the following services to the City:

- Project Worksheet (PW) writing
- Assistance with estimating debris volumes for Initial Damage Assessment (IDA) report
- Expenditures eligible for reimbursement
- Recovery Process Documentation
- Recovery Process Oversight
- Review of records system for applicability to federal and state requirements
- Orientation and training of City personnel on documentation requirements
- Claim documentation

Project Closeout

A final report will be submitted to the City upon project closeout. Ceres will prepare and submit a detailed description of all debris management activities including total volume of debris by type, final disposal locations and amounts of debris delivered to each, and total cost of the project invoiced to the City. Ceres will also supply additional information upon request of the City and understands that final project reconciliation must be approved by the City.

Debris Training Program Description

This section discusses the training requirements for all Ceres employees regarding Debris Removal and DMS Management, known as "Debris Training."

The Project Manager or his designee is responsible for the following:

- Implement and administer initial and refresher training programs.
- Determine the appropriate facility-specific training and/or orientation/briefing needed for each employee.
- Ensure employees attend required facility specific training and/or orientation/briefing.
- Ensure employees are assigned positions for which they have received training and/or orientation/briefing.

Project First Line Managers/Foremen are responsible for the following:

- Determine the appropriate facility specific training needed for each employee.
- Ensure employees are only assigned positions for which they have been trained or orientated/briefed, as applicable.

Initial Training Requirements

There are no educational or experience entry requirements for Debris Training. Comprehension of the English language is required to attend the Debris Training. Comprehension is validated by the successful completion of this training program.

The first step in Debris Training is the designation of an employee as a Debris employee.

Training Program Description

The Initial Debris Training Course uses a qualification card that includes a required 90-minute training session that covers review of the FEMA Debris Management training book E/G202, Units 7 and 8 (respectively "Debris Management Site Evaluation and Operation" and "Debris Monitoring") and an initial safety indoctrination.

Debris Training must be completed prior to assignment and at least every two years thereafter. After the initial 90-minute training/orientation, further project-specific training is conducted by the employee's immediate supervisor and is conducted on-the-job.

Facility specific training will be conducted regarding the TDSR Site. Topics will include Fire Prevention, Spill Prevention, Hazardous Materials Handling, Safe Operation of Heavy Equipment, Personal Protective Equipment, and Activity Hazard Analysis training.

Job Descriptions that require specific training are as follows:

Project Superintendent

Trained by the Project Manager:

- Safety
- Traffic Control
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

Additional training includes:

Documentation (Reports)
- Work location
- Contract information
- Daily & cumulative hours
  - Equipment usage
  - Man-hours
  - Cubic yards collected per assigned area

Hazardous Waste
- Identifying household and other hazardous waste
- Segregation and handling of materials in accordance with contract requirements

CERES_020

Grinding/Burning Site Superintendent

Trained by the Project Manager:

- Safety
- Traffic Control
- Heavy Equipment Operations
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

Additional training includes:

Documentation (Reports)
- Work location
- Contract information
- Daily & cumulative hours
  - Equipment usage
  - Man-hours
  - Cubic yards reduced per assigned area

Hazardous Waste
- Identifying household and other hazardous waste
- Segregation and handling of materials in accordance with contract requirements

CERES_021

Foreman

Trained by the Project Manager or Site Superintendent:

- Safety
- Traffic Control
- Heavy Equipment Operations
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

CERES_022

Crew Leader, Truck Driver, Operator, Laborer

Pre-skilled in functional areas, Separate training and evaluation

Additional project specific training includes:

- Safety
- Traffic Control
- Heavy Equipment Operations
- Personnel Management
- Debris Segregation
- Collection
- Grinding and Hauling Operations

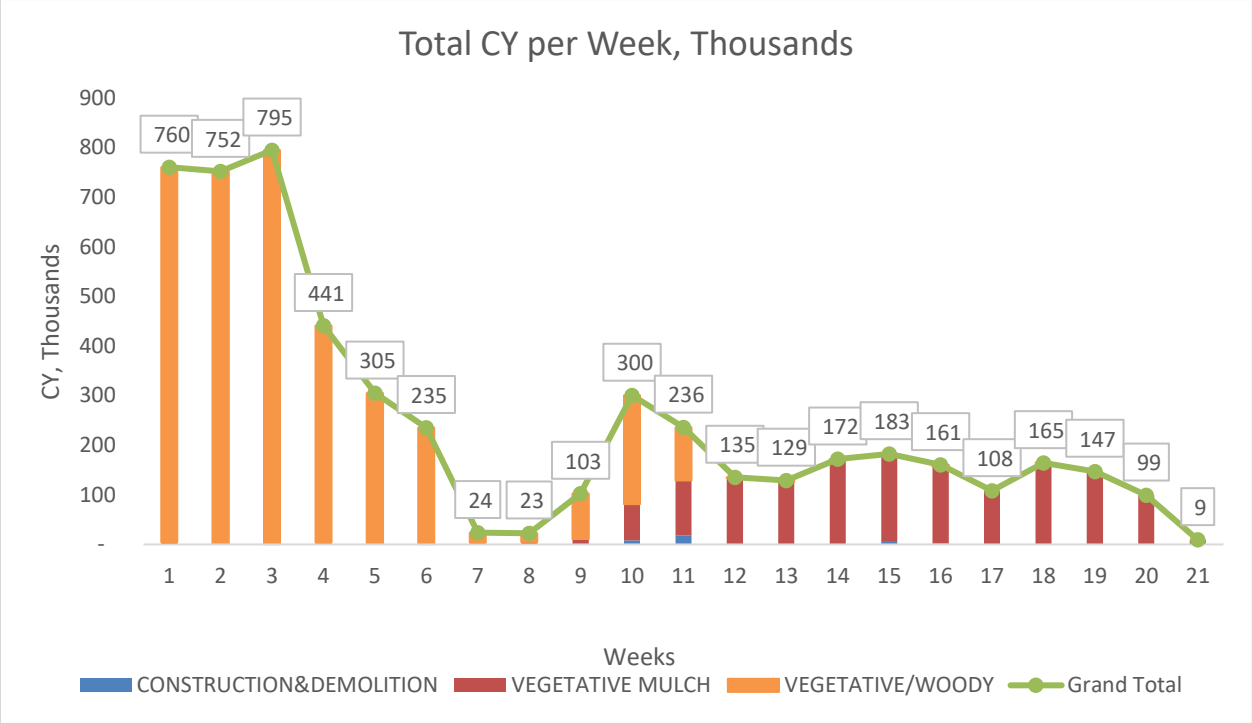
CERES_023

Potential Scenarios

Ceres is expert in quick-response service, as evidenced in a letter from the Superintendent of Public Works of Elizabethtown, Kentucky following a storm debris removal project:

> "…Your representatives and employees were cooperative and responsive to our suggestions and requests regarding the progress of the cleanup. **Our town was cleaned up in an amazingly short time and our residents were very thankful."**

Ceres is also expert in high-volume projects, as shown by our 2018 Hurricane Michael response in Southwest Georgia, where Ceres was activated by the U.S. Army Corps of Engineers (USACE). At the mission's peak, Ceres was able to haul 140,000 CYs – 3.3% of the total project – in a single day. This was accomplished by utilizing 1,628 hauling vehicles and managing 144 subcontracts. The consistency of this type of significant progress allowed us to finish on schedule with the USACE staff drawdown plan. Ceres loaded, hauled and disposed of a total of 4.2 million cubic yards of debris.



Ceres Production Curve: Total CY Average per Week

Ceres is accomplished in all aspects of the work described in the RFP. Some of those tasks are performed in every project, while other activities are performed only in worst case scenarios. Whether Ceres is tasked with the smallest event or the most catastrophic, Ceres has experience, and no task is too small nor too large.

As the severity of an event increases, the physical scope of work of a project will grow. A major event will require a wider variety of services, and it will also require a more complex response with a corresponding higher level of management attention. All projects, from an Event Type 1: Spot Job – Localized, or large such as Event Type 7: Catastrophic Event – Total Management –City-wide will require some basic services including debris loading and hauling. The physical actions of loading debris, cutting trees, hauling debris, reducing debris, managing, and closing out a site are similar on small and large events. The larger events also may require additional services including life support (water, ice, food), and as mentioned, the logistics and management abilities required on a larger event are at a higher level. Ceres is qualified to handle all events, large and small, as shown by our successful operations in each of the over 400 FEMA-reimbursed projects we have managed, whether Ceres handled over 13 million cubic yards of debris or less than 10,000 cubic yards of debris.

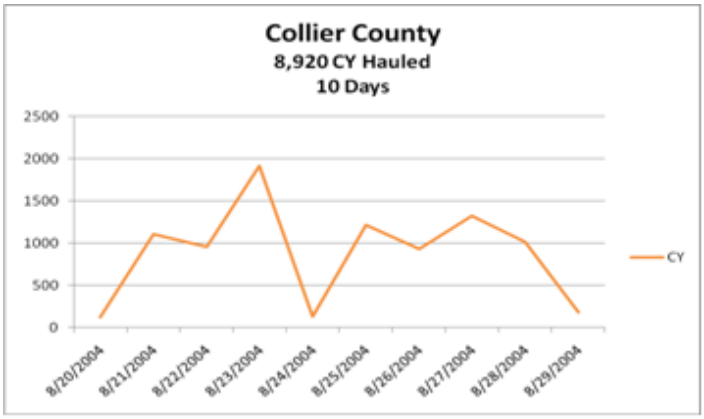
The estimated cubic yards listed below are general estimates. Likewise, **projected mobilization times and equipment usage given are general estimates.** Graphical displays of approximated past performance on similar sized projects are given as a reference.

The following pages describe 7 projected scenarios and detail projected quantities and production rates. Graphs of hauling production in cubic yards on previous projects performed by Ceres illustrate Ceres' ability to perform each scope of work in each scenario. The graphs are rough illustrations of vegetative and construction and demolition debris and may use rounded numbers. The graphs generally do not include stumps, white goods, and other types of materials. Severe one-day drops in production usually indicate a "weather day" of zero hauling for safety reasons.

It is important to note that production rates vary for several reasons. In many cases, the rate of hauling is determined by how quickly citizens bring debris from private property to the curbside. In some cases, such as in Kansas City, the city preferred very quick production. In other cases, the local government wanted Ceres' hauling crews to stay on the job for an extended time even though production was low, because the citizenry needed time to bring debris to the curbside.

Production rates in an event in Destin will vary depending on the actual storm event and physical conditions, and also depending on the City's wishes, which may relate to how quickly residents can bring material out of their yards to the curbside. Generally, Ceres has the capacity to perform more rapidly than is preferred by the local government.

Event Type: 1
Spot Jobs – Localized
Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Destin office
Number of TDSR Sites: Maximum of 1, no reduction
Location of TDSR Sites: To be determined
Size of TDSR Sites: 1 acre or more



Type of Hauling Equipment: Knuckleboom self-loading trucks, dump trucks/trailers
Total Expected Cubic Yards of Debris: less than 10,000 CY
Quantity of Hauling Equipment: Ten trucks or less
Time elapsed from Notice to Proceed to complete mobilization: 100% in 24 hours
Expected Management and Supervision Staff: 1 project manager, 1 or 2 foremen, 1 project accountant

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide one or more crews consisting of a chain saw crew with flaggers and self-loading knuckleboom trucks. A bobcat type loader may also be used. The crew would be supervised by a foreman who would interface with the City field representative, and a Ceres project manager would supervise the foreman and interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

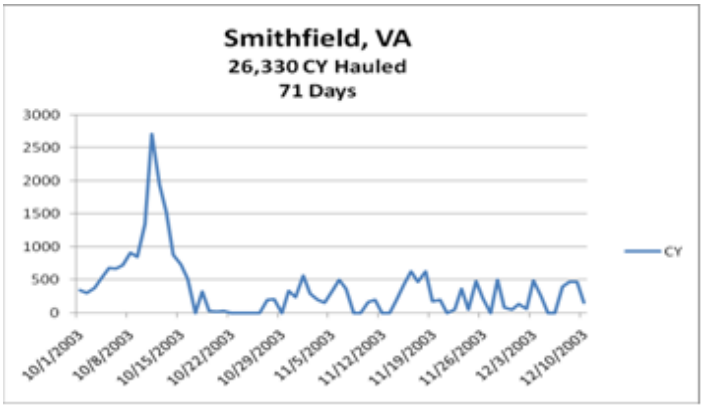
Ceres will haul the debris to a TDSR site where it will be reduced by compaction ("walking" on the debris with tracked heavy equipment) and then transfer it to a recycling yard for grinding and conversion to mulch for recycling, or other method acceptable to the City.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 2
Small Event – Widespread or City-wide
Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Destin office
Number of TDSR Sites: up to 1
Location of TDSR Sites: To be determined
Size of TDSR Sites: 5 to 10 acres
Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers
Total Expected Cubic Yards of Debris: up to 30,000 CY
Quantity of Hauling Equipment: up to 3 crews with a total of up to 12 trucks and 2 bobcats
Time elapsed from Notice to Proceed to complete mobilization: 100% in 24 hours
Expected Management and Supervision Staff: 1 project manager, 1 superintendent, 1 foreman, 1 project accountant

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide two or three crews consisting of self-loading knuckleboom trucks with flaggers and chain saw operators. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by self-loading knuckleboom trucks. Each crew would be supervised by a lead man, and all crews would be supervised by a superintendent who would interface with the City field representative. A Debris Management Site (DMS) will be established, a Ceres site manager will be installed who will manage the site operations, which would likely include a dozer, an excavator with grapple, a tub grinder or air curtain incinerator and dump trucks to haul out reduced debris (ash or wood chips). A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.



Ceres will haul the debris to a TDSR site where it will be reduced by grinding and then transferred by "live floor" or "walking floor" trucks with approximately 90 cubic yard capacity to a recycling yard for grinding and conversion to mulch for recycling, or other method acceptable to the City.

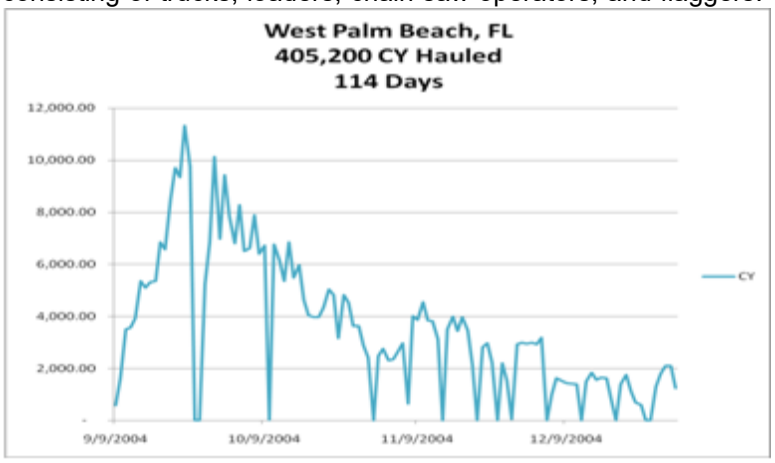
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket.

Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects. Daily reports will be issued by Ceres stating the amounts of debris hauled the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 3
Significant Event – Removal, Reduction, Hauling – Woody Debris Only – Widespread or City-wide
Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Destin office
Number of TDSR Sites: 2 or 3

Location of TDSR Sites: To be determined
Size of TDSR Sites: 5 to 15 acres
Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, other
Total Expected Cubic Yards of Debris: up to 400,000 CY
Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 8 crews with approximately 46 trucks total.
Time elapsed from Notice to Proceed to complete mobilization: 50% in 24 hours, 100% in 48 hours
Expected Management and Supervision Staff: General Management: 1 project manager, 1 site superintendent, 1 project superintendent, 2 foremen, 1 quality control officer, 1 administrator, 1 clerk, 1 subcontracting officer, 1 safety and health officer; plus Expected Personnel per TDSR Site: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide several crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by self-loading knuckleboom trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations, which would likely include a tub grinder or air curtain incinerator, a dozer, an excavator with grapple and dump trucks to load out. A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.



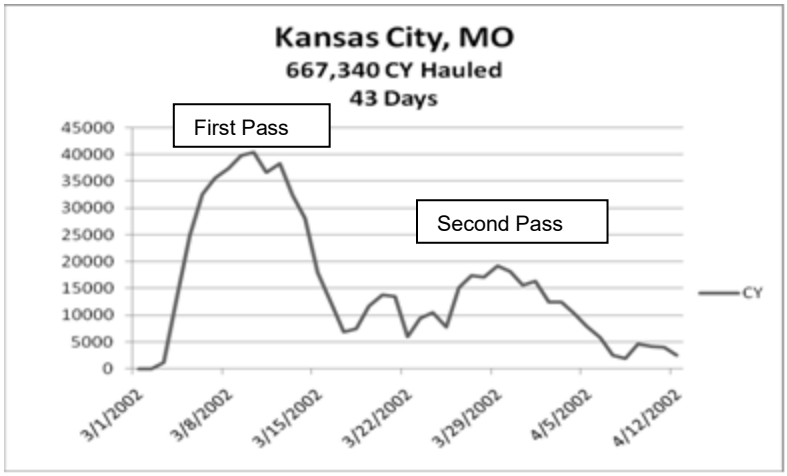
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the prior approval of the City, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 4
Significant Event – Removal, Reduction, Hauling, and Separating – Mixed Debris – Widespread or City-wide
Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Destin office
Number of TDSR Sites: 3 to 5
Location of TDSR Sites: To be determined
Size of TDSR Sites: 5 to 20 acres
Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers
Total Expected Cubic Yards of Debris: up to 775,000 CY

Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 12 crews with approximately 63 trucks
Time elapsed from Notice to Proceed to complete mobilization: 50% in 24 hours, 100% in 48 hours
Expected Management and Supervision Staff: General Management: 1 project manager, 1 site superintendent(s), 1 project superintendent, 3 zone managers, 5 foremen, 1 administrator, 1 accountant, 1 quality control officer, 1 clerk, 1 subcontracting officer, 1 safety and health officer, 1 public relations officer; **plus Expected Personnel per TDSR Site**: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide several crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by knuckleboom self-loading trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations, which would likely include a tub grinder or air curtain incinerator, a dozer, an excavator with grapple and dump trucks to load out. A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.



The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

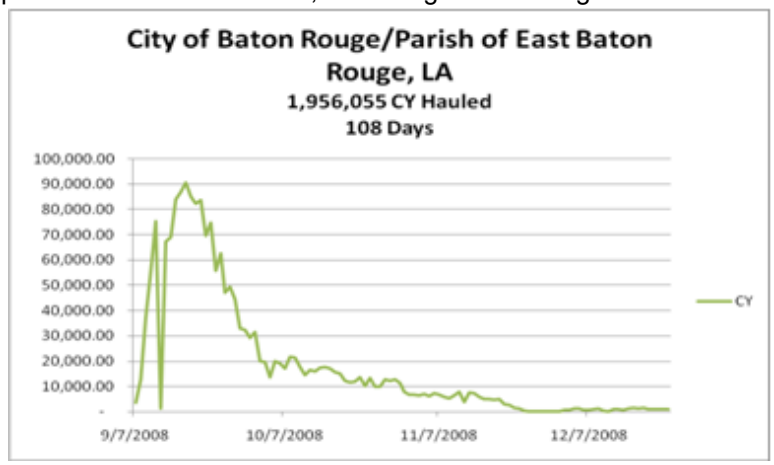
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 5
Catastrophic Event – Removal, Reduction, Hauling, and Separating – Mixed Debris –City-wide
Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Destin office
Number of TDSR Sites: 4 to 6
Location of TDSR Sites: To be determined
Size of TDSR Sites: 5 to 20 acres
Type of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers
Total Expected Cubic Yards of Debris: up to 1,500,000 CY

Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 32 crews with approximately 87 trucks
Time elapsed from Notice to Proceed to complete mobilization: 25% in 24 hours, 50% in 48 hours, 100% in 72 hours
Expected Management and Supervision Staff: General Management: 1 project manager, 1 project superintendent, 4 site superintendents/zone managers, 10 foreman, 1 FEMA/City liaison, 1 quality control officer, 1 administrator with 3 clerks, 1 subcontracting officer, 1 safety and health officer, 1 accountant; **plus Expected Personnel per TDSR Site**: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 5 to 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 1 to 5 additional laborers for separation and other material handling

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by self-loading knuckleboom trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations, which would likely include a tub grinder or air curtain incinerator, a dozer, an excavator with grapple and dump trucks to load out. A Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.



The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

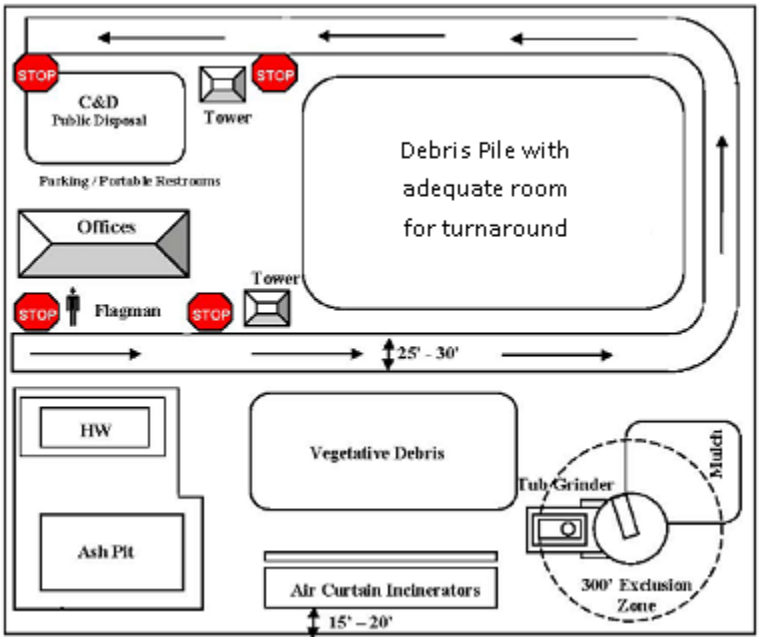
Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 6
Catastrophic Event – Site Management – **City-wide**
Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Destin office
Number of TDSR Sites: 4 to 6
Location of TDSR Sites: To be determined
Size of TDSR Sites: 5 to 20+ acres (possible site layout illustrated below)
Total expected cubic yards of debris to process and document: up to 1,300,000

Time elapsed from Notice to Proceed to complete mobilization: 25% in 24 hours, 50% in 48 hours, 75% in 72 hours, 100% in 96 hours

Expected Management and Supervision Staff: General Management personnel: 1 project manager, 1 assistant project manager, 1 project superintendent, 1 assistant project superintendent, 1 FEMA/City liaison, 1 quality control officer, 1 administrator with 1 clerk, 1 subcontracting officer, 1 safety and health officer, 1 accountant with 2 clerks and data entry personnel as required; **Expected personnel per TDSR Site**: 1 TDSR Site Manager, 1 foreman with truck and cell phone, 1 assistant foreman, 7 or 8 heavy equipment operators, 2 to 4 flaggers for traffic control, 3 to 5 additional laborers for separation and other material handling



Quantity of equipment per site: 1 grinder, 2 excavators and/or backhoes with grapples, 1 dozer, 1-wheel loader with rake, 1-wheel loader with bucket, 1 maintenance truck, 1 water truck for fire suppression, 1 to 2 inspection towers, 1 hazardous materials containment area.

Methodology for accepting and measuring of debris: Inspection – From the constructed tower, the City's designated monitor will determine the capacity of the truck and estimated load volume (percent capacity) and evaluate the load for contaminants requiring separation. The monitor will instruct the driver regarding the appropriate dump location at the site and will verify the truck is completely empty following dumping. The monitor will complete the load ticket presented for each load delivered to the site.

Unloading - After inspection, the material will be forwarded to the tipping area supported by a wheel loader with rake and laborers. The laborers will inspect the debris and remove any contaminants. Contaminants that are hazardous will be handled by the hazardous toxic waste specialist, staged in the hazmat containment area, and disposed of in accordance with federal, state, and local requirements. Other contaminants, such as metal, will be separated accordingly.

Separation - While vegetative debris is generally the most voluminous debris stream, due to the nature of the storm, material separation is frequently required in order to properly and efficiently process the debris. Collection crews will separate grindable (vegetative) debris from non-grindable debris to the maximum extent possible during collection and loading operations. These loads, which may contain debris ranging from white goods, household hazardous waste (HHW), e-waste, and other materials, will be separated and sorted either manually or mechanically to remove the contaminants and then moved to the appropriately lined/fenced areas at the DMS.

Reduction - A wheel loader with rake will push material to the excavators and backhoes for loading material into the grinder. If the mulch produced from grinding is to remain on site for more than four weeks, the mulch piles will then be stacked no higher than 12 feet to minimize the potential for spontaneous combustion. Grinders will operate a safe distance from all other areas of the site to eliminate risk of injury from projectile debris from the grinder. The Dust Control plan will be implemented to ensure dust from the grinder does not impact the adjacent properties. All equipment in the vicinity of the grinders will be equipped with fully enclosed cabs. If burning is allowed, the debris, once piled in the vicinity of the burn pit area, will be fed into the Air Curtain Incinerator in such a manner as to promote complete combustion. The backhoe will also set aside for forwarding any material that would process more efficiently in a chipper/grinder, such as large diameter logs or stumps. The Air Curtain will be operated at least 100 feet from any stockpile of debris and at least 1,000 feet from any occupied structure.

Final Disposal – Once debris measurement and processing operations are complete, the separated non-grindables will be recycled to the maximum extent possible. Metals and concrete will be baled, crushed, or otherwise processed for transport to recycling facilities. Clean that has been processed into mulch will be loaded into live bottom or similar hauling vehicles for delivery to the final disposal location. Mulch will be applied or disposed of at a site(s) approved by the City, as appropriate. The handling of incinerator ash material will comply with all federal, state, and local laws and regulations.

Site Closure - The Site Restoration and Environmental Survey Plan will ensure that restoration of the site will meet the owner's requirements and local regulations. In addition to site cleanup and removal of all debris, the site will be returned to its pre-storm condition or better via providing sufficient ground cover, grading, and seeding as necessary. An outside independent party may be employed to conduct a post utilization environmental survey in order to ensure satisfactory site conditions. Site closure is normally accomplished within 30 days of receipt of the last load of disaster related debris.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City-authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

Event Type: 7
Catastrophic Event – Total Management – City-wide
Ceres Headquarters Office Location: Sarasota, Florida permanent office with mobile Destin office
Total management would effectively combine the two above Catastrophic Event Types: 5 – Removal, reduction, hauling, and separating mixed debris along with 6 – Site Management
Number of TDSR Sites: 6 to 8
Location of TDSR Sites: To be determined
Size of TDSR Sites: 5 to 20+ acres
Type of Equipment: Self-loading knuckleboom trucks, dump trucks/trailers for the ROW/ROE loading and hauling to the temporary sites; and grinders, excavators and/or backhoes with grapples, wheel loader with rake, wheel loader with bucket, maintenance truck, water truck for fire suppression, debris inspection towers, and hazardous materials containment area for site management
Total Expected Cubic Yards of Debris: up to 2,300,000 CY
Quantity of Hauling Equipment: Self-loading knuckleboom trucks, dump trucks/trailers, approximately 75 crews with approximately 209 trucks
Expected Management and Supervision Staff: General Management: Citywide (per site personnel listed separately below): 1 project manager, 1 assistant project manager, 6 to 8 site superintendent(s), 1 project superintendent, 1 assistant project superintendent, 12 to 18 foreman, 1 FEMA/City liaison, 1 administrator with 4 clerks, 1 quality control officer, 1 safety and health officer, 1 public relations officer, 1 accountant with 1 clerk; **For each TDSR Site, listed as follows:** 1 site manager, 1 assistant site manager, 2 foremen, 1 lead man, 5 to 8 heavy equipment operators, 3 to 6 flaggers for traffic control, 3 to 5 additional laborers for separation and other material handling per each TDSR site.

Methodology for Scheduling and Routing the Removal of Debris: Ceres would provide crews consisting of trucks, loaders, chain saw operators, and flaggers. Trucks and loading equipment would be provided with each crew, including self-loading knuckleboom trucks and other loading and hauling equipment. Bobcat type loaders would likely be used to forward material into larger piles for efficient pickup by knuckleboom self-loading trucks. Each crew would be supervised by a lead man, and each crew would be supervised by a foreman who would report to the Ceres superintendent who would interface with the City field representative. A Ceres site manager will be installed who will manage the TDSR site operations. Operations at the various TDSR sites would be congruent with the method of operations as listed above, from site inception, preparation, debris acceptance, separation, processing, haul out, and site closure. A

Ceres project manager would supervise the superintendent and DMS site manager and will supervise site restoration. The Ceres project manager will also interface with the City administrators to assist with FEMA reimbursement including writing the Project Worksheet. Ceres' expert FEMA reimbursement staff would be available to assist further with FEMA reimbursement issues.

The project manager together with the project superintendent would interface daily with City representatives to review the previous day's progress and would assign streets and geographic territories to crews based on previous progress and input from City representatives.

Administration: All trucks would be placarded and certified by Ceres and City personnel, and each load would be ticketed by a City-authorized monitor. All loads will pass under an inspection tower and will be "scaled" or "called" by a City authorized monitor and the load call will be recorded on the load ticket. Ceres will use its proprietary load ticket software that has been successfully used for twelve years on FEMA-reimbursed projects.

Daily reports will be issued by Ceres stating the amounts of debris hauled, the types of debris, and the zones from which the debris originated. Additional information will be provided by Ceres as requested by the City. Ceres, with the City's prior approval, will make available updates to citizens through internet access, including information on which areas have been cleared, and the proposed schedule for future clearing of debris.

4.1.a Quality Control Plan

Introduction and Project Overview

Ceres Environmental Services, Inc. has developed this Quality Control Plan with the intent to describe the elements of anticipated work and methods to establish and maintain an inspection system that will ensure performance of the work in conformance to the requirements of the contract. Prior to the development of any project-specific Quality Control (QC) System, the contract specifications will be carefully reviewed to ensure the QC system implemented will meet related requirements. Fundamental to the Plan is our understanding that:

- Authorized agency personnel have the right, at periodic intervals on the job, to inspect and test all services called for by the contract in order to determine performance quality and contractual compliance.
- Ceres must furnish agency representatives with reasonable facilities and assistance for the safe and convenient performance of such inspections, and
- If Ceres does not promptly perform services and/or take necessary actions to conform to contract requirements, the agency may perform said services and charge Ceres or terminate the contract for default.

Quality Control Organization

The Quality Control Manager (QCM) will implement, control and maintain the Quality Control program. The QCM will ensure all QC Supervisors and Officers are adequately trained to perform the functions of their assigned duties, and that daily documentation is prepared by each QC Officer relative to production and quality of work performed. The QC Manager will monitor the progress and quality of work, stop work where non-conformances are found and initiate appropriate corrective measures, and ensure each new task order is reviewed prior to start of work to ensure work plans conform to contract requirements. The QC Manager will also ensure the preparation of Daily Progress and Production Reports with timely submittal to the agency in accordance with contract specifications.

QC Staff Qualifications and Responsibilities

QC Manager

A qualified and experienced Quality Control Manager (QCM) will be assigned to this project and will be responsible for implementation and overall management of the project QC program. The QCM will have experience in the fields of engineering, project management, construction quality control, and inspection and supervision of residential and commercial construction.

QC Area Supervisor(s)

According to the nature of the storm and resulting damage, an appropriate number of Area Supervisors will be appointed to coordinate QC activities under the supervision of the QCM. The Area Supervisors will be experienced in field administration of CQC programs as well as crew management.

QC Sector Supervisor(s) and Qualifications

Reporting to the QC Area Supervisor will be QC Sector Supervisors. These Sector Supervisors will be responsible for administering the QC Program for their sector and for the daily work activities and performance of the Quality Control officers.

Definable Features of Work

The following list includes those tasks that have been identified as “definable features” relative to work performed under this project. A definable feature of work is a task that is separate and distinct from other tasks and that required separate quality control requirements.

Mobilization	Ceres personnel and equipment; subcontractor personnel and equipment assignments and mobilization to work area; simultaneously prepare contract-specific Operations Plans, QC Plan and Site Health and Safety Plan.
TDSR: Set-Up/Management	Conduct baseline environmental survey, set up tower, portable toilets and sanitation stations, HHW pit, roads/signs

Debris Collection/Loading/Hauling	Segregate, collect and transport debris from ROW properties. QCs to use paper load tickets until ADMS operational, then QCs will use HHU and Smart Cards to generate load information.
White Goods	Determine condition: Freon-containing units must go to processing location for recovery of refrigerant. Units with food waste will be secured during transport to processing center where waste can be properly removed and disposed. All other units may be transported to recycling location.
HHW	Segregate, transport and stage at designated location in TSDR site prior to final shipment to designated incineration site. Crews must have Hazwoper certification; QCs subject to training course prior to monitoring HHW collection.
E-Wastes	E-waste will be transported to designated location for proper recycling or disposal.
C&D	C&D will be transported to the designated landfill.
Reduction: ACI or Grinding, Recycling	Debris reduced by grinding (vegetative) or incineration; repackaging for efficient transport to final disposal site.
Reduced Debris Disposal	Hauling of non-burnable debris to designated landfills (C&D, wood mulch, concrete and brick).
Site Restoration	Perform environmental sampling as appropriate, other cleanup and restoration activities
Site Closeout	Remove tower, portable toilet and sanitation station, final punch-list items

Safety Requirements

Information pertaining to specific safety requirements is maintained in the project Accident Prevention Plan (APP), the Activity Hazard Analysis (AHAs), the current version of the USACE EM 385-1-1, and task-specific operations procedures. At a minimum, the APP addresses worker protection, equipment safety, trimming loads, flaggers, work zone safety, and traffic control.

Training Requirements

Prior to start of work, QC personnel complete an indoctrination training course that reviews QC procedures applicable to the project as well as specific health and safety practices and procedures. This introductory course provides an overview of the project objectives; introductions to key personnel; information regarding the QC's authority and responsibility relative to enforcement of health and safety requirements; and QC monitoring requirements, procedures and documentation requirements. In addition, this course reviews the AHA for the project; emergency response and accident reporting information; personal protective equipment requirements; load preparation requirements; traffic control requirements; flagger training and use requirements; and general work zone safety policies and practices.

Submittal Control

Use of the Submittal Register

Submittals required by specifications and/or requested by the City will comply with the procedures discussed in the contract specifications. Each submittal will be complete and in sufficient detail to allow ready determination of compliance with contract requirements. Prior to submittal, an internal team that includes the Operations Manager and the QC Manager will review all documents requiring submittal.

Submittal Control Officer

The Submittal Control Officer will be responsible for the preparation, documentation and tracking of each transmittal.

Deficiency Tracking

Deficiency tracking procedures will be in place through all aspects of the project specifications. The key areas where deficiencies may occur include all definable features. As the work progresses, continuous inspections will be performed by QC Officers and Supervisors to ensure the work conforms to contract specifications. Where non-conformances are identified, the QCM will ensure they are recorded on a Rework Item List, which will remain under the control of the QCM. This list will include recommendations for corrective measures and dates and responsibilities for completion of the corrective measures.

Subcontractors and Outside Organizations

Ceres intends to use local subcontractors and small, woman-owned, and disadvantaged business enterprises to the maximum extent practicable.

Reports and Forms

Ceres uses various forms to ensure proper documentation of critical items. These forms will be used to document monitoring and inspections completed by the QC Manager, Field Superintendents, and other responsible managers as identified by the QC Manager or Operations Manager. Daily production and quality control reports are typically prepared and submitted to the City representative by 7:00 a.m. on the following work day.

For each contract task, specific documentation procedures will be developed to ensure critical data is captured and documented. The documentation process, for example, for PPDR activities performed for this project will include:

- Weekly PPDR plan with crew assignments
- Route Inspection documentation to detail quality and safety compliance
- HHW inventory documentation in coordination with collection schedules
- E-waste and white goods documentation in coordination with respective collection schedules
- Concrete collection documentation in coordination with PPDR collection crew schedules
- SME, ACM and similar unique materials will be inventoried on specific documentation in coordination with collection schedules
- Photographic and GPS documentation of each property prior to and following debris removal activities
- Daily QC reports to document crew information, equipment usage, man-hours and general work performance

4.1.b FEMA Reimbursement Assistance, Training, and Documentation

From experience on over 400 FEMA-reimbursed projects, Ceres Environmental Services, Inc. knows that accurate and organized recordkeeping and reporting is vital to the successful completion of a project and full FEMA reimbursement. To meet this need, Ceres starts with training and education covering changes in FEMA rules, regulations and policies with follow-on topics including debris management planning and review. During the project, Ceres works to ensure debris eligibility and proper documentation for NTPs, work orders, debris site permits, truck certifications, load tickets, tree tickets, haul out tickets and final disposal locations. After the project is complete, Ceres assists in project closeouts with State and FEMA, supports clients through FEMA Requests for Information (RFIs), OIG audits and arbitration, attends post-project briefings, and provides lessons learned and recommendations for the next project. This careful attention to FEMA rules, regulations and policies, compliant documentation and strict internal quality control procedures serves to protect City of Destin's FEMA reimbursement and future budgets. **Throughout Ceres' history, no client has been denied reimbursement for eligible work Ceres has performed.**

Ceres has FEMA reimbursement liaison officers on staff that provide expertise to Ceres and the City in order that all Project Worksheet activities and other reimbursement documentation are filed successfully.

Training

The Ceres Pre-Event Training Program covers a wide array of disaster topics and is tailored specifically to the City's needs and education. Topics focus on three different timelines to better understand the entire contract life cycle:

- What can we do today?
- How do we respond to the event?
- Where do we go from here?

These timelines allow Ceres to develop a Pre-Event Training Program based on the specific needs and education of each client. Clients with little or outdated debris experience may want to focus on debris planning or Destin-Ceres response immediately following an event. Conversely, clients with repeated experience from the recent hurricane seasons may want to focus on project documentation after a debris project is complete. Below, we break down each of the three timelines to expand on the Ceres Pre-Event Training Program.

What can we do today?

Ceres routinely works with clients on what can be done today in clear skies. The topics are:

- **Disaster Debris Management Planning**
  - Review of existing Emergency Operations Plan and Disaster Debris Management Plan – Using FEMA's Debris Management Plan Job Aid, Ceres reviews existing debris management plans for the 10 basic elements of a comprehensive plan. Further still, Ceres offers internal lessons learned from past projects to bolster the effectiveness of the plan and uses other Federal and State guidance as an additional check, including U.S. EPA's *Planning for Natural Disaster Debris.*
  - Draft a Disaster Debris Management Plan – Ceres personnel have written many disaster debris management plans for local governments, State governments and the U.S. Army Corps of Engineers. In 2019, following Hurricane Dorian, Ceres wrote the disaster debris management plan for the Commonwealth of the Bahamas which was also adopted by the United Nations Developmental Programme, Caribbean Region.
  - Disaster Debris Management Plan Workshop – Ceres provides a classroom-style training covering the various planning considerations for the emergency push operations, debris estimating/preliminary damage assessments (PDAs), debris collection strategies, locating and identifying temporary debris sites, pros/cons of different debris reduction methods, final disposal options, debris monitoring, OSHA compliance and safety, environmental protection, historical preservation (Section 106 compliance) and countless others.
- **Changes in Federal and State Guidance**
  - Continued Growth: Changes in FEMA Policy – Ceres provides classroom–style training to highlight changes, or considered changes, in FEMA rules, regulations and policies. During past trainings, Ceres has focused on changes in FEMA procurement policies, introduction of the PAPPG and recent Disaster Specific Guidance from hurricanes Harvey, Irma, Maria, Florence and Michael.

- Recent State Legislative Changes – As States gather more experience, their response mechanisms often change. Recently, Ceres gave a presentation to the American Public Work Association, Texas Chapter regarding the recent State legislative changes and the implementation of the State's new Catastrophic Debris Management Annex.
- Know Where to Look: Additional Funding Mechanisms for Debris – Ceres expands on little known or understood alternative Federal grant programs that offer additional funding for debris through NRCS, FHWA, USACE, USDA, USDOL and HUD.

How do we respond to the event?

The Ceres goal with each client is to develop a partnership that seamlessly integrates two diverse teams to realize a quick and organized debris management project. To achieve this goal, we say how do we respond in an event? The topics are:

- **Tabletop Exercises –** Ceres offers and/or participates in disaster exercises with clients to better understand the client's disaster response mechanisms. When developing exercises for a client, Ceres addresses the highest client-specific disaster risk, i.e. hurricanes or tornadoes. The exercises include pre-event activities leading up to disaster impact, immediate response following the aftermath of the disaster and subsequent transition to long-term debris operations. Throughout the process, Ceres uses sealed manila envelopes to surprise participants with various debris related issues, such as damage to a curb stop by a debris hauler, debris site is full and require an additional site, etc.
- **Tricks of Trade: Tough Lessons Learned from 45+ Years of Experience –** Just over the past 4 years, Ceres has responded to 100+ federal-funded contracts, performed over $500mil in projects, and worked in 3 distinct islands groups in the Caribbean and across the U.S. With those experiences, Ceres has learned a lot. This classroom like training covers those experiences and how we currently adapt the lessons learned into our ongoing and future operations. Two such topics include private property debris removal requests and commercial debris removal requests, both of which Ceres has extensive experience assisting local FEMA funding.
- **Communication with a Displaced Population: How Can We Do It? –** This is a classroom-style training with breakouts into teams to develop catch phrase and different ways to communicate to the City's residents. Ceres focuses on different methods of communication with shelter-in-place, evacuated and displaced residents while developing content that expedites debris removal and fits Destin's recovery timeline. During the training, Ceres provides sample videos, radio advisories, newspaper articles, door hangers, mail inserts, social media posts, etc.
- **Document, Document, Document: Debris Monitoring –** Accurate and compliant documentation is critical to FEMA reimbursement. In this classroom-style training, Ceres discusses debris monitoring in each phase of a debris management project and what information is critical to FEMA reimbursement. We look at technological advances in debris monitoring like automated debris management systems and discuss critical elements of a 214 Activity Log, truck certification, load ticket and tree ticket.
- **Back to the Basics: Debris Management 101 –** This is a classroom style training focused on providing inexperienced client personnel with an introduction to debris management operations.
- **Keeping It Between the Lines: Working with Regulatory Agencies for Debris –** Numerous State and Federal agencies and departments have a role to play in a debris removal project. This classroom style training focuses on various debris guidance from OSHA, EPA, EHP
- **Behind the Curtain: Becoming a Ceres Project Manager –** In short, this is the training Ceres offers to incoming and returning project managers. This helps client personnel understand the considerations Ceres uses when establishing zones, assigning, and dispatching trucks, selecting and constructing temporary debris management sites, closing out zones, remediating damage and wrapping up a project.

Where do we go from here?

The topics are:

- **After Action Reports/Meetings –** Ceres is a very big proponent of after-action reports and meetings. What did we do well? What did we do poorly? Ceres brings an honest and introspective view to Ceres operations and the debris project as a whole. Since 2016, Ceres has expanded different elements of internal operations based on action items from these meetings. For example, following hurricanes Harvey, Irma and Maria, Ceres invested in more knucklebooms and grinders to insulate the company

from subcontractor no shows and skip outs – unless your name is on the side of the truck, you cannot guarantee a response time. Ceres name is on the side of those trucks.

- **Avoiding the Disaster After the Disaster: Your FEMA Reimbursement –** Ceres focuses heavily on ensuring our clients are reimbursed for all disaster debris work performed. Topics vary depending on the audience (Finance vs. Procurement vs Public Works) and the knowledge level but can include the following.
  - Procurement Conducted Under Exigent of Emergency Circumstances (FEMA Fact Sheet)
  - Elements of a Project Worksheet (FEMA Fact Sheet 9580.5) – Ceres discusses various elements of Project Worksheet and focuses largely on damage description, scope of work, cost estimate, contract documentation and materials back up documentation.
  - Closing out debris projects with the State – Ceres helps package critical and frequently requested debris documentation in a usable and easily retrievable format.
  - Preparing for an OIG Audit – Ceres reviews past FEMA OIG entrance questionnaires and pulls recent OIG reports to better understand debris issues and pitfalls to local government responses.
  - Responding to FEMA RFIs – Ceres routinely helps clients gather documents and develop responses to FEMA Requests for Information.
  - Readying for Arbitration – On a few occasions, Ceres clients have run the course with FEMA RFIs and opted to head into arbitration. Ceres assists clients and their legal representation in developing arguments to successfully win arbitration hearings.

Reimbursement Assistance

Ceres has experienced personnel trained in providing the necessary documentation and assistance in the preparation of reimbursement claims for the City. If requested, Ceres will provide the City with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other available funding. Our FEMA reimbursement liaisons have supervised and trained personnel on disaster response and relief efforts in New York following 9/11 and on subsequent events including Hurricanes Ian, Ida, Laura, Delta, Sally, Michael, Irma, Maria and Florence. We can help a local government make certain that federal funding approvals are followed by timely reimbursement.

Program Management Assistance

Ceres is experienced and trained to provide all the following services to the City:

- Developing Preliminary Damage Assessment (PDA) for Submittal to State and FEMA
- Emergency Work Definition and Application to Destin (Category A and Category B)
- Permanent Work Definition and Application to Destin (Categories C through G)
- Assistance with Applicant's Briefing
- Identifying Expenditures Eligible for Reimbursement
- Review of Scope of Work
- Recovery Process Documentation
- Recovery Process Oversight
- Force Account Labor Assistance
- Preparation of Project Worksheet (PW)
- Review of records system for applicability to State and Federal Requirements
- Orientation and training of client personnel on documentation requirements
- Assist in the establishment of the "Clerk of Records"
- Claim Documentation
- Public Service Announcements

Documentation – Field Operations

Ceres has its own forms for truck certification, load tickets, force account labor and equipment, man-hours, and equipment supplied. Ceres is pleased to provide these, and any other forms needed for the City.



Ceres often provides these forms to clients during disaster response projects. For example, Ceres performed debris removal for Indian

River County following back-to-back hurricanes Matthew and Irma in 2016 and 2017. Since the County performed its own monitoring, Ceres brought its own truck certifications, load tickets, and other required forms for the County monitors' use. During project closeout, Ceres scanned all truck certification and load tickets and provided back to the County for recordkeeping. Lastly, Ceres has transitioned its time and materials logs for emergency debris clearance to mirror an ICS Form 214 more closely. This is the standard ICS form used in emergency management to log activities performed by various ESFs. By mirroring this form in our own activities, Ceres can more seamlessly assimilate into City of Destin's emergency response functions and quicken PW development and cost tracking.

In addition to its proprietary forms, Ceres is also familiar with the sample forms included in the 2021 version of the Public Assistance Debris Monitoring Guide and the guidance provided by the Public Assistance Program and Policy Guide (**PAPPG** v4). These FEMA publications provide guidelines for debris management from preparation to concluding response and offer multiple sample forms for use during monitoring, including load tickets and truck certifications.

Ceres is also intimately familiar with PAPPG, Title 2 of the Code of Federal Regulations (CFR) Part 200 Procurement Standards, the Procurement Disaster Assistance Team Field Manual (2019 version) and other pertinent FEMA policy guides, fact sheets, and disaster specific guidance. Ceres maintains this information in a central repository to quickly compare policy guide revisions and distribute it to clients. When FEMA transitioned from 44 C.F.R. 13.36 to 2 C.F.R. 200, Ceres and its attorney wrote a crosswalk article highlighting the changes from one set of regulations to the other (The Construction Lawyer, Volume 36, Number 4, Fall 2016, Emergency Contracting: Avoiding a Disaster After the Disaster). In short, Ceres has access to and understands the various rules, regulations and policies required to meet FEMA reimbursement guidelines.

Ceres has recently expanded its field operations reporting with the latest ESRI GIS software suite, ArcGIS 10.7TM. Ceres can create sector, zone and subzone maps to augment completion of PDA Forms, provide better estimates of debris quantities/types, track the progress of debris collection operations and help closeout zones/subzones. In totality, ArcGIS helps create a common operating picture between Ceres, its various department and the City. ArcGIS has become an integral part of Ceres overall operations and is developing a common operating picture within Ceres and among our partners.

To highlight the importance of ArcGIS, Ceres recently implemented the software suite during Ceres' completion of CalRecycle's Camp Fire debris removal project, as well as for ongoing operations in Abaco, Bahamas from Hurricane Dorian. Ceres can tailor forms and reports with each project to capture required information and help create an administrative record to protect the City FEMA reimbursement. A screenshot of a sample report is provided on the previous page; complete copies are available upon request.

CERES ENVIRONMENTAL

Quality Control Form

Debris Removal

Submitted Time: 10/05/2019 7:01 AM

APN: 058-520-009-000

Address: 058-520-009 BARDEES BAR RD

QC Name	Mike Randall	
SUB	P31	
TF	9	
Weather Conditions	**Weather Class**	Class A
	Min Temperature	45
	Max Temperature	70
	Precipitation	0
Unique Features	Yes, Steep rutted driveway to top site	
Access	Poor up top, bottom is good.	
Rock	Yes, 3 loads on driveway	
Proximity to Stream or Watershed	Neither	
Walls or Chimney	No	
Multiple Outbuildings	No	
Vehicles	Yes, 1 pick up truck	
Pool	No	
Fencing	No	
Property Progress	Start: 60, End: PFI	
Picture #1		

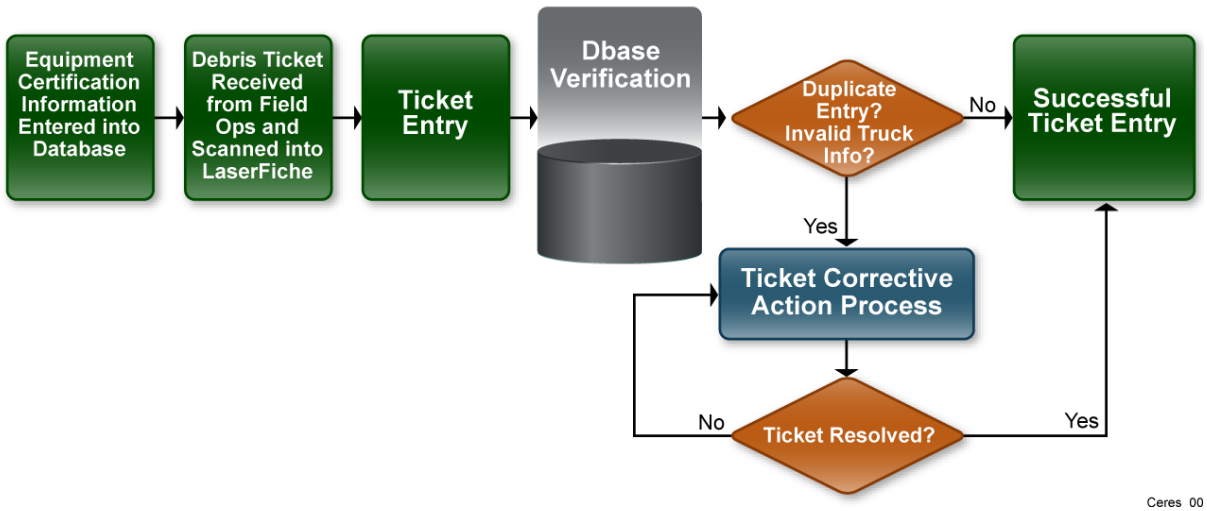
Documentation – Administrative

Tickets and Truck Certification Forms are the foundation of the major expenses on most projects. Tickets are designed in several versions depending on what information is required. Tickets may track debris by cubic yard, tons, each, or load. The debris stream may also influence the ticket form that is selected for any particular project phase. Truck Certification forms are also critical documentation that must be accurately

and carefully recorded. These forms are carefully structured to ensure that all necessary information, as required by FEMA, is recorded. FEMA requires signed truck certification forms for every vehicle hauling on the project and a signed dump ticket for every load. Ceres supplies these 5-part carbonless forms if the City wishes.

Ceres has developed a powerful custom database that links key components of documentation including the truck certification database, ticket database, and the database containing all of the images of each individual ticket and the truck certifications. Ceres' ticket database has been in use for more than 10 years and is easily modified to meet the varying needs of our clients. The database is also designed to make data entry easy. One data entry person, with minimal training, can enter over 700 tickets per day. Drop down selections, short cuts and static information retrieval make data entry fast and accurate. The system does not allow entry of duplicate tickets thus preventing duplicate billing and duplicate payments. The system does not allow a ticket to be entered with an amount that exceeds the certified load amount of the truck. Additional features of this custom software make it flexible enough to record data that is known to be required for a particular circumstance or project. Ceres maintains separate databases for each project to ensure that data integrity is maintained.

Each completed truck certification form and each load ticket are electronically scanned at the field office and then transmitted to an imaging database located on a secure Ceres server outside the disaster area. The scanned information is then retrieved by our data entry staff and entered into the appropriate project database under normal office conditions. Database rules require that first the truck owner (Ceres or one of its subcontractors) and then the individual truck be established in the database before the system will accept any load ticket information for that truck



This flow chart illustrates the data flow and system logic for handling completed load tickets. The system will check for a non-duplicate ticket number, a valid truck number and that the load does not exceed the verified capacity of the truck before information will be saved in the data base.

Ceres has taken great care to develop both policies and procedures that can be consistently applied to every project. The Ceres "Data Entry/Accounting Procedures" manual is used to provide guidance to our data entry personnel, so all data is entered in a consistent manner to ensure data integrity. This extra planning makes the implementation of a project easier and faster. Additionally, the use of advanced communication technologies, such as wireless and satellite internet connections; cell phones with voice, data and text; and electronic imaging of paper documents, allow Ceres to simultaneously manage multiple projects, in multiple states. All reimbursable activities under a particular contract, for example, stump removal, operation of hourly rate equipment, and personnel hours, are recorded by our operations staff.

At any time, Ceres' image databases (images include both tickets and truck logs) are available to all our governmental customers as password protected read only files on the internet. The data has been used for audits by such Federal agencies as the U.S. Army Corps of Engineers.

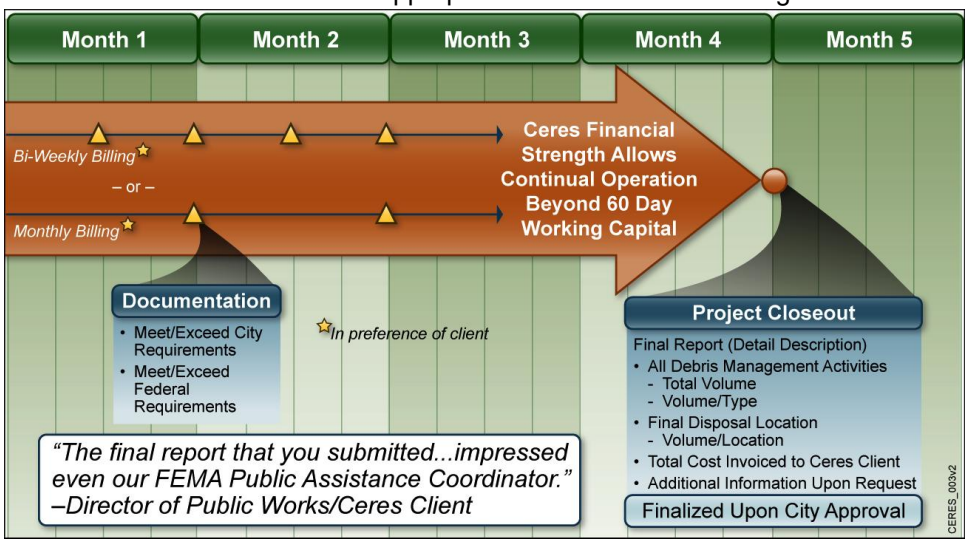
Ceres audits the database for inconsistencies, data entry error and data integrity daily. This ensures that records of all potentially reimbursable activities are acceptable and auditable by FEMA.

Both standard and custom reports can be generated from Ceres databases. These reports are used to invoice work performed to the Client, to pay subcontractors, and to provide management/field operations with production reports. This information is readily shared in a variety of formats.

Invoicing

Ceres can invoice the City on a weekly, bi-weekly or monthly basis and in any format the client or a client's representative requires. Each invoice is submitted with appropriate documentation relating to the services provided.

Documentation shall meet or exceed City and federal requirements for funding and reimbursement purposes. Ceres will provide technical assistance to the City in the completion of claims filed to FEMA or other agencies for funding and reimbursement. A documentation team will be assembled from representatives of quality control and accounting. This team will assist the City throughout the invoicing and reimbursement process long after the work has been completed. Ceres' financial strength enables Ceres to operate within the working capital requirement of the contract.



Invoices are generated as contractually agreed with all necessary supporting documentation. Project closeout is expedited by automated controls on truck identification, load sizes and ticket number validity.

Internal Audit

Ceres regularly conducts internal audits of the debris data to ensure foul play is not occurring on the project. For example, a Project Accountant will run reports on the average load calls, number of hauls per day, and total cubic yards hauled per day. That information is then compared for every truck to determine if someone falls outside the expected range. If a truck is below or above the expected range, the Project Manager or QC team will review the work of the individual truck and generate a report to document the discrepancy. Additionally, our GIS team may map all the collection locations across the City. One area seems to have tens of loads originating from the same or close by location. Similarly, the Project Manager or QC team will review the work and generate a report to document the discrepancy.

Monitoring Consultants

Many of Ceres' clients choose to contract with a firm providing monitoring services. The services provided by a monitoring firm may include: damage assessment, training, emergency and pre-event planning, direct communications with the City, incorporation of City forms and FEMA forms, post-event construction management, funding, and grants management. To eliminate any question of conflict of interest we will not involve ourselves in the actual selection process and we do not endorse nor recommend any of the monitoring companies. We do strongly recommend that the City verify that the proposed monitoring firm is not de-listed by the federal government on the "Excluded Parties List System" at www.epls.gov.

Ceres maintains extensive experience working with almost every debris monitoring firm in the industry today. Given the countless projects with each debris monitoring firm, Ceres understands the ins and outs of each firm's response and recovery structure, their respective automated debris management system (ADMS) and their respective invoicing procedures to ensure compliant documentation and payment recommendations. This seamless integration happens at the field level with truck certifications, monitor

dispatches, zone assignments, zone closeouts and the administrative level with contracts/pricing schedule during project kick off, final disposal permits/documentation, ADMS login/downloads, and invoice reconciliation. Each day, Ceres' accounting staff imports the monitor's ADMS data by mapping the Excel spreadsheet and uploading it to Ceres database. Ceres' accounting staff then reconciles the previous day's data, identifies inconsistencies, and communicates those inconsistencies back to the monitoring firm to help ensure data integrity used in reports and invoices. Much of these elements happen outside the purview of the City, but because of the experience with each debris monitoring firm, Ceres can anticipate your needs and proactively help fill out Destin's contract record for FEMA reimbursement.

Production Reporting

Ceres has developed specific procedures to ensure proper and thorough documentation of daily project activities and adherence to strict quality control requirements. Daily documentation required for each debris management project will meet or exceed contractual, FEMA or other agency requirements. Ceres has developed project-tracking forms to ensure accurate reporting. In addition to the forms already mentioned, other forms include truck certification logs, production logs, shift inspection checklists, safety meeting report forms, daily crew reports, and various equipment usage reports. From this information, Ceres can provide daily, weekly, monthly and quarterly reports as requested by the client. A few reports generated for clients in the past 5 years include Diversity Plan Monthly Status Reports, Paid Summary Reports, and Utilization and Data Monthly Reports. Ceres strong and accurate field administration feeds the production reporting developed and submitted by the accounting staff.

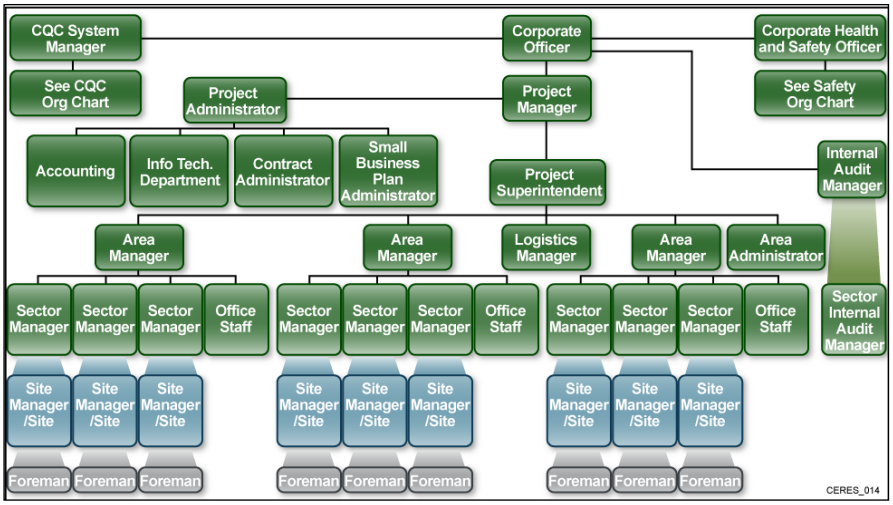
4.2 Organizational Structure

Ceres Environmental Services, Inc. is a privately held company owned and operated by its President, David McIntyre. The mobilization and contract administration headquarters for this contract will be our Sarasota, Florida office, with other offices, equipment facilities, staging sites, and recycling centers in Louisiana, Texas, Minnesota, and California.

Ceres is structured so that one or two of the corporate officers can be absent from headquarters for extended periods of time in order to manage projects from the field. There are always one or two remaining at headquarters to ensure continuity of management. This proved very useful when Ceres was awarded a $1 billion contract by the U.S. Army Corps of Engineers to perform a disaster debris contract following Hurricanes Katrina and Rita, in which two of Ceres' officers were in the field in Louisiana for over six months.

Project Management

In Ceres experience, disaster recovery is project-based. It is best managed using the principles of formal project management that are also embedded in the National Incident Management System and its Incident Command System (ICS). Therefore, Ceres has organized its disaster response work in a manner that relies heavily on a Project Manager (PM) whose position is analogous to the Incident Commander under the ICS. The PM oversees all field production and supervises a Project Administrator who is in charge of administrative functions on a project basis. The PM also supervises the Project Superintendent and several Area Managers (whose quantity depends on the size of the project), who supervise Sector Managers, who supervise Site Managers. The Site Managers supervise a physical location, which may be a TDSR site, a debris loading site, or a demolition site, and the personnel they supervise are generally foremen or people physically performing the work.



Ceres Project Management organization can be adjusted to fit the size of the project and the area of coverage by changing the number of Area, Sector and Site Managers.

The Project Manager also supervises the work of a Logistics Manager and an Area Administrator, who are staff members. At the Sector level, it is customary to have office staff. This structure allows for optimal production since multiple crews (depending on project size) are supervised and maintained while all safety, data management, and tracking protocols are being met in conjunction with quality performance.

The Project Administrator supervises the administrative staff on a field project. The staff provides support for the line managers and supervisors in the field on the jobsite. The Small Business Plan Administrator locates contracts with and administers relations with subcontractors. On large projects, the Small Business Plan Administrator may have clerical help, and will provide technical support for our subcontractors, such as assistance in preparing certified payrolls if required. The Information Technology (IT) department is responsible for tracking all types of data on the project, record keeping, and database management, and the accounting staff provides onsite support for Ceres personnel.

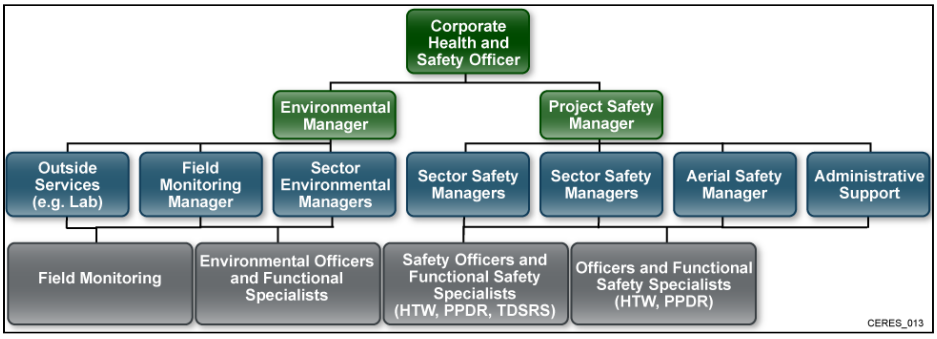
Internal Audit

The Internal Audit department is a critical component of the Ceres management team. During the work on Hurricane Katrina recovery, especially during the private property debris removal activities, Ceres' management noticed that the quantity of quality control personnel was very high compared with the quantity of traditional production personnel. To ensure that projects are proceeding as they should, and that personnel in all aspects of the project are performing as they should, Ceres has instituted the position of

Internal Audit Manager, who supervises Audit Managers. These individuals review activities in the field as well as files in the office to be sure that all Ceres employees are doing their work as specified in the contract. The rigors of a Six Sigma program are not planned, but Ceres senior management believes that this addition to our organization will help us strengthen our performance.

Project Safety

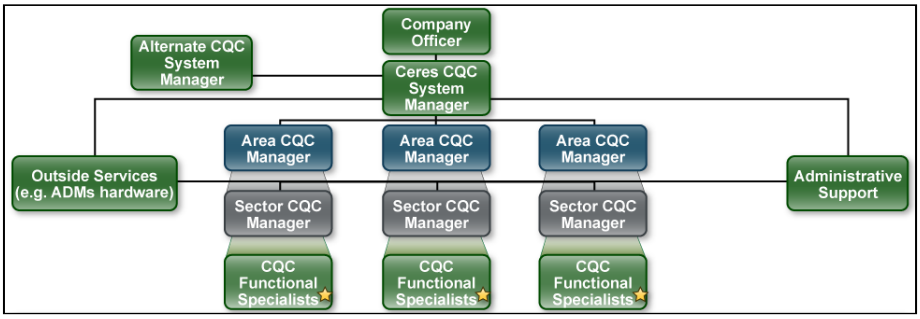
Ceres maintains a Corporate Health and Safety Officer to whom the Environmental Manager and a Project Safety Manager report for each project underway. Sector Managers report to the Environmental Manager and Project Safety Manager, and functional specialists work in the field with specialized training to fill specific needs such as asbestos inspections. The Project Safety Manager in the field is responsible to the Corporate Health and Safety Officer for monitoring safety conditions and developing measures for ensuring the safety of all assigned personnel.



Additional Safety Officers, Functional Safety Specialists and Sector Safety Managers can be added as needed for coverage and to keep spans of control between three and five.

Project Contractor Quality Control

The Contractor Quality Control (CQC) System Manager reports directly to the Company President in accordance with best corporate practice. Depending on the size of the event, the organization can be readily expanded by adding additional Area and Sector Managers and Functional Specialists. This allows us to maintain coverage and keep spans of control within the ideal three to seven direct reports.

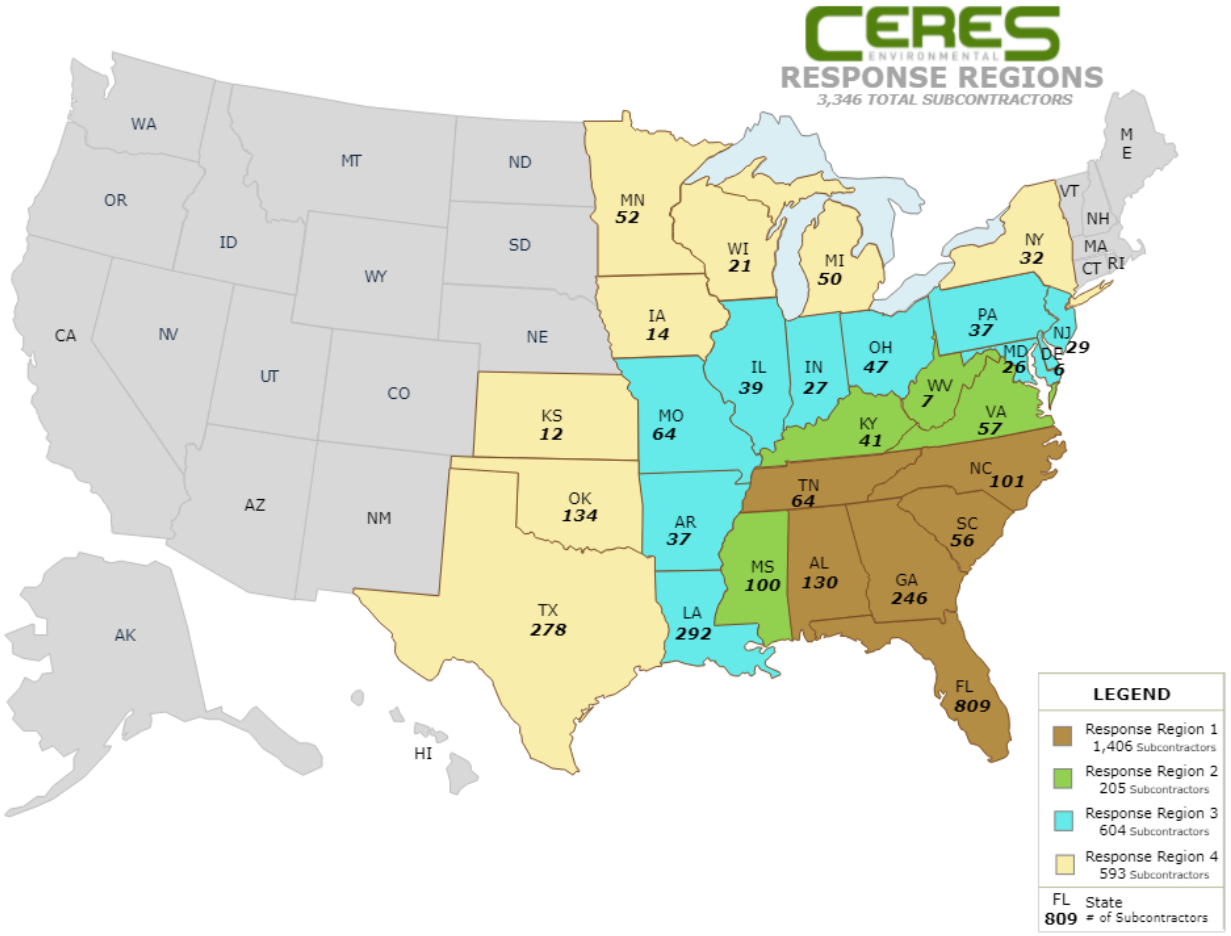


Having the Quality Manager report directly to a company officer means that quality issues get visibility at the highest levels in the company.

Company and Project Leadership

Ceres will assign personnel resources to an event based on the size and scope of the disaster. The personnel resumes included in a separate section of this proposal represent the full spectrum of personnel immediately available to Ceres. They are assigned at a seniority level and in numbers commensurate with the event. This is in accordance with the principles of the FEMA Incident Command System.

4.2.a Subcontracting Plan



Introduction

Our objective at Ceres Environmental Services, Inc. is to perform all work associated with this contract in an efficient and safe manner through the effective administration and management of our equipment, personnel, subcontractors, and suppliers. In accordance with Ceres' policies and programs, the work plan for this contract will be developed and executed assisting, counseling, advising, and utilizing, to the maximum extent possible and to the extent consistent with City of Destin's interest, Local and other Small Businesses (SB) as well as Small Disadvantaged Businesses (SDB) such as HUBZone, Veteran-owned (VO), Service Disabled Veteran-Owned (SDVO), Woman-Owned (WOSB) for the provision of equipment, labor, services and supplies.

It is important for Ceres to provide opportunities for local companies and their employees to work on any project that may result from this contract. Additionally, Ceres may directly employ individuals to work for Ceres on a project. Ceres has a very well developed subcontracting plan, and Ceres also has a stellar record of implementing our plan and making payments to local subcontractors on past projects performed when Ceres is the prime contractor.

Subcontracting To Firms within the Area of the Project

It is the intention, policy and practice of Ceres to utilize **local** subcontract services in the performance of the proposed contract to the maximum extent possible as consistent, within the requirements of **the Stafford Act,** Sec. 307, Use of Local Firms and Individuals (42 U.S.C. 5150), the prime contract and sound business practices and management policies. In General - In the expenditure of Federal funds for debris clearance, distribution of supplies, reconstruction, and other major disaster or emergency assistance activities which may be carried out by contract or agreement with private organizations, firms, or individuals, preference will be given, to the extent feasible and practicable, to those organizations, firms, and individuals

residing or doing business primarily in the area affected by such major disaster or emergency. We recognize the advantages obtainable by utilizing other responsible and experienced firms who are capable of furnishing specialty services and products of high quality. First priority will be given to those subcontractors who are from or do business in the surrounding area.

A separate program will be included for local contractors that do not necessarily have goals established under the contract requirements. Ceres' internal subcontractor databases, on-line databases, online local business directories, and local government offices will be used to identify contractors in the immediate area. This is the process used quite successfully by Ceres on previous projects. The search and identification will validate the speed and performance level to mobilize contractors on site and begin the physical work. Our internal subcontractor database includes subcontractors who have expressed an interest in or assisted our firm in the successful completion of emergency response contracts. All efforts will be made to also procure supplies, materials, and labor from local vendors.

Ceres has and will continue to communicate with local authorities, elected officials, and community organizations, its desire to hire local and small business enterprises and subcategory businesses to meet the requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003 and meet specified goals for hiring SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones. Copies of the contract will be sent to Plan Rooms servicing the particular region in addition to our office in the project area. The contract will also be posted to a web site and potential subcontractor registration will also be available via web, FAX, direct contact (1-877-STORM12). A dedicated toll-free telephone service will be established specifically for subcontractors interested in contracting with Ceres. Ceres has made as many resources available to subcontractors as possible in order to initiate and facilitate communication.

The Manager of Administration and the Subcontract Manager will notify regionally based subcontractors of the issuance of a notice to proceed. Ceres' subcontractor database currently contains more than 3,346 disaster debris management prospective subcontractors who have contacted Ceres with an interest in subcontracting. More than 1,100 of these subcontractors have worked on Ceres' disaster projects, providing, along with Ceres' owned fleet, more than 7,000 pieces of loading and hauling equipment. While our database of qualified subcontractors is very large, it is our intention to select from a more regionally based group and have established for Destin four unique response regions. These are based on relative distance from your area and use straight-line miles and/or drive time to establish which region each state of potential subcontractors belongs in.

Listed below is information taken directly from our subcontractor database, showing the home state of operation and numbers of subcontractors, by the approximate drive times to Destin. A list of prospective Florida subcontractors is included in this proposal. Should you desire a listing of the Region 1-4 subcontractors by name and location; Ceres can provide such a list upon request.

Response Region 1: 240 straight-line miles or 6-8 hours driving time			
Alabama	130	**North Carolina**	101
Florida	809	**South Carolina**	56
Georgia	246	**Tennessee**	64
Subtotal of firms within 6-8 hours driving time = 1,406			
Response Region 2: 360 straight-line miles or 8-10 hours driving time			
Kentucky	41	**Mississippi**	100
Virginia	57	**West Virginia**	7
Subtotal of firms within 8-10 hours driving time = 205			
Response Region 3: 360 straight-line miles or 8-10 hours driving time			
Arkansas	37	**Delaware**	6
Maryland	26	**Missouri**	64
Illinois	39	**New Jersey**	29
Indiana	27	**Ohio**	47
Louisiana	292	**Pennsylvania**	37
Subtotal of firms within 8-10 hours driving time = 604			
Total Number of Subcontractors Within One Days Driving Time = 2,215			

Response Region 4: greater than 600 straight-line miles or more than 14 hours driving time			
Iowa	14	**New York**	32
Kansas	12	**Oklahoma**	134
Michigan	50	**Texas**	278
Minnesota	52	**Wisconsin**	21
Subtotal of firms greater than 14 hours driving time = 593			
Total Number of Subcontractors Within Two Days Driving Time = 2,808			

Ceres Subcontract Manager and Duties

The Ceres Subcontract Manager is:

Tia Laurie
Subcontract Manager
Ceres Environmental Services, Inc.
6968 Professional Parkway
Sarasota, FL 34240
(800) 218-4424
tia.laurie@ceresenv.com

Ms. Laurie's responsibilities include:

- Identification, development, and maintenance of source lists of small, small disadvantaged, and women-owned small business concerns. Verifying the list of subcontract entities, or database, is properly maintained.
- Develop outreach programs through advertising; broadcast fax solicitations; networking with local and national organizations such as SBA, applicable trade unions, Chambers of Commerce etc.
- Ensuring the inclusion of targeted business concerns in all solicitations for services or products; and ensuring that all solicitations are structured to permit the maximum possible participation by targeted concerns.
- Ensuring that certain solicitations or sources sought are restricted to SDB concerns (competitive basis).
- Ensuring the establishment and maintenance of records of all subcontract awards to ensure appropriate documentation of non-selection of bids submitted by targeted enterprises.
- Ensuring the preparation and submittal of all compliance reports.
- Maintaining records and measuring performance against established goals.
- Advise, train, and foster project management personnel on the purposes of the SB Subcontracting Program.
- To ensure any provided study or reports are formatted in a manner compliant with the contract or otherwise acceptable to the City.
- Encouraging all employees and subcontractors to attend off-site training courses offered by public and private entities in small business development and small business program goals. Arranging for the conduct of training for purchasing personnel regarding the intent and impact of Public Law Public Law 99-661, Section 1207 and Public Law 100-180, Section 806 on purchasing procedures.
- Participate in voluntary federal programs which encourage the private sector to utilize SDBs, SBs, WOSBs, VOs, SDVOs, and HUBZone subcontractors.
- Ensuring periodic rotation of potential subcontractors on bidder's lists.
- Identification of other SB concerns when the number of prospective sources is not adequate using the internet or other mass media as a resource.
- Review and approval of SB subcontracting plans submitted by large businesses.
- Maintaining requirements of the prime contract in subcontract agreements. Verification that subcontract agreements contain flowdown clauses.
- Prepare and submit semi-annual and annual subcontracting reports.
- Reporting progress in achieving goals under this program to senior level management.
- Implementation of an "in-reach" program that provides targeted businesses access to project managers and key personnel.

Methods Utilized to Develop and Achieve Subcontracting Goals

Ceres will utilize a minimum of one subcontract manager and/or specialists in the execution of this contract. All personnel are familiar with and recognize Ceres' commitment to Public Law 99-661, Section 1207 and Public Law 100-180, Section 806 and the Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 and Public Law. Ceres will conduct internal training seminars and workshops to assure staff compliance with requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003 and meet specified goals for hiring SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZone subcontractors.

In addition to technical and field work subcontracted in association with this contract, buyers will make every effort to identify and utilize SBs & SDBs for supplies and services including but not limited to the following: Office and temporary housing service, Cleaning and supplies, Housekeeping Services, Laboratory Supplies and Services, Safeguarding and Security Services, and other supplies and services not typically identified for subcontract opportunities to targeted firms. Additionally, large business subcontractors will be counseled on the identification, evaluation, solicitation, and utilization of targeted businesses within their scope of services. Historically, principal items or areas we have identified for subcontract opportunities to SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones under these similar contracts include:

- Trucking and Hauling
- POL Products
- Nursery and Landscape Products and Services
- Sand and Aggregate
- Field vehicle supply, parts, and service/maintenance
- Labor housing (tent and food service supply)
- Portable Toilet supply and service
- Office and temporary housing service, cleaning, and supplies
- Office and clerical support staff
- General Laborers
- Parts, fuel, maintenance, and related equipment service
- Heavy Equipment Rental/Lease concerns
- Specialty services such as, but not limited to sewer cleaning services, solid waste hauling, and recycling, tree removal and trimming, and demolition.

Through the application of Ceres' proven capabilities relative to technical performance and contract administration, it is our intent that the Owner be provided with the highest level of performance while still achieving our participation goals and capturing opportunities for these businesses while acquiring an expanded base of qualified small businesses; obtaining more competitive pricing on procurement opportunities resulting in cost savings; and achieving an increase in small business program goal accomplishments. Achievement of these goals will be realized through the application of the following functions and activities:

- Identification and maintenance of a qualified potential Internal Subcontractor Database, which includes business status within each level of government.
- Developing and maintaining bidder's lists for each new project of SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones from all possible resources to include but certainly not limited to the Internal Database.
- Identification of all federal, state, and local government and private associations/coalitions for targeted businesses.
- Solicit, counsel, and discuss subcontracting opportunities with representatives of targeted business firms, and encourage certification of these firms prior to commencement of work.
- Provide assistance to business concerns by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns. Ensuring that procurement packages are designed to permit the maximum possible participation.
- Ensure that SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones concerns have an equitable opportunity to compete for subcontracts, and that other subcontracts and services are identified

that will be restricted to competitive SDB bids. Identification of subcontracts for restricted competitive bid should consider all potential services and supplies and not only those traditionally awarded to SB or SDB firms. See also DFARS 219.705-4(d).

- Provide internal motivational training to encourage purchasing and contract administration personnel to meet or exceed these goals.
- Provide assistance to potential subcontractors in completing the System of Award Management (SAM)
- Provide notice to subcontractors concerning penalties and remedies for misrepresentations of business status for the purpose of obtaining a subcontract intended to be included as part or all a goal contained within this subcontracting plan.
- Conduct reviews of subcontractor performance, providing feedback to SB and SDB firms relative to competency, abilities, experience, and capacity and provide technical assistance to any firms as appropriate, based on the outcome of the review. This review may be done prior to award or at any time post-award but must be completed prior to completion of any awarded work. Reviews may not be conducted for those firms with whom Ceres has had a prior working relationship and who have already demonstrated appropriate competency, ability, and capacity to perform the required work or service. Ceres also makes every effort to establish long-term working relationships with SBs and SDBs to include long-range project plans (e.g., joint ventures, teaming agreements, etc).
- Submit the required reports and documentation of all efforts used to identify and solicit targeted business concerns.
- Participate and cooperate in any studies or surveys that may be requested by the Owner or other agencies.

Utilization of Small Business Concerns and Small Disadvantaged Business Concerns

It is the policy of Ceres and its agents, hereinafter referred to as “contractor” or “contractor plan,” to hire small business concerns and small business concerns owned and controlled by socially and economically disadvantaged individuals. Ceres agrees to carry out this policy in awarding to subcontractors, to the fullest extent possible, consistent with the efficient performance of this agreement and its options. Ceres agrees to cooperate in any studies or surveys that may be conducted by the City as may be necessary to determine the extent of Ceres’ compliance with this clause.

As used in this plan, the term “small business concern” (SB) will mean a small business as defined pursuant to Section 3 of the Small Business Act and relevant regulations. The term “small business concern owned and controlled by socially and economically disadvantaged individuals” (SDB) will mean a business concern:

(1) Which is at least 51 percent owned by one or more socially and economically disadvantaged individuals; or in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially or economically disadvantaged individuals; and
(2) Whose management and daily business operations are controlled by one or more such individuals.

Ceres will presume that socially and economically disadvantaged individuals include Black-Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans and other minorities, or any individual found to be disadvantaged by the Administration pursuant to 8(a) of the Small Business Act.

Utilization of Service Disabled-Veteran, Veteran-Owned and Women-Owned Small Business Concerns

It is the policy of Ceres to hire small business concerns and small business concerns owned and controlled by service-disabled veterans, veterans, and women. Service-disabled veteran and women owned, as used in this clause, means businesses that are at least 51 percent owned by veterans, service-disabled veterans or women who are United States citizens and who also control and operate the business. Ceres agrees to use its best efforts to give veteran, service-disabled veteran, and women-owned small businesses the maximum practical opportunity to participate in subcontract awards to the fullest extent consistent with the efficient performance of this contract plan.

Utilization of HUBZone Small Business Concerns

It is the policy of Ceres to hire HUBZone small business concerns. HUBZone small business concern means a small business concern that appears on the List of Qualified HUBZone Small Business Concerns Maintained by the SBA.

Description of Efforts to Ensure That SBs, Service-Disabled Veteran Businesses, Woman-Owned Businesses, HUBZone Businesses, and SDBs Have an Equitable Opportunity to Participate in the Acquisition

Ceres agrees to use its best efforts to give targeted business the maximum practical opportunity to participate in subcontract awards to the fullest extent consistent with the efficient performance of this contract plan. Ceres will assist small business and small disadvantaged concerns by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns. Payment schedules will be adjusted to allow for participation of all firms with cash flow concerns. Materials, Supplies, Equipment and Services will be identified and discussed with these concerns. These items include POL products, Parts and Equipment, and Services (Equipment rental, equipment subcontracting, etc.).

Records and Source Documents

The types of records maintained and procedures adopted to demonstrate compliance with the requirements and goals of the Small Business Subcontracting Plan include the following:

1. Source Lists (The following source lists for targeted firms are representative and are not intended to be construed as sole sources of this information. Ceres is making every effort to identify, log, and procure the necessary contractor data to allow for the fair and equitable participation in this contract. The following listings are provided as an immediate source of contractors that qualify as SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones:

- SBA Dynamic Small Business Search
- List of Federally Registered Contractors for Contractor Compliance
- American Business Information Business USA
- List of Minority Businesses Councils
- Business Development Agencies
- DOD Subcontracting Directory
- Department of the Treasury, Small Business Subcontracting Opportunities
- Small Business Administration, Subcontracting Opportunities Directory
- State and Regional Small Business Administration (SBA) Resources
- National Minority Purchasing Council Vendor Information Service
- Research and Information Division of the Minority Business Development Agency in the Department of Commerce
- Trade Associations for SB, VO, SDVO, HUBZone SB, SDB, and WOSB Concerns.
- Dun and Bradstreet Procurement Planning Directory
- Participation in various local, regional, and national SB trade associations and conferences
- Membership in SB organizations, development organizations, and various government organizations
- SBA Commercial Market Representative (CMR)

Additionally, Ceres has contacted city, county, and municipal minority business development offices as additional resources to identify SB and SDB firms.

2. For each subcontract solicitation resulting in an award of more than $ 10,000.00, Ceres will retain documentation to indicate:

- Whether small business concerns were solicited and if not, why not
- Whether small disadvantaged business concerns were solicited and if not, why not
- Whether women owned small business concerns were solicited and if not, why not
- The reason award was not made to a small business concern
- Records of outreach efforts to contact:

- Trade Associations
- Business Development Organizations
- Conferences and Trade Fairs
- Records of Internal Guidance
- Records of Subcontractors Award Data

3. Ceres Subcontractor Database Management

Ceres' existing subcontractor database has been developed through out-reach efforts including, but not limited to advertising; broadcast fax solicitations; networking with local and national organizations such as the AGC, applicable trade unions, and Chambers of Commerce, etc. This database contains thousands of subcontractors who have registered with us on-line at www.ceresenvironmental.com. This registration process requires potential subcontractors to indicate their small business subcategory status. The database is continually updated and used by Ceres in recruiting and hiring appropriate subcontractors to meet the requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003 and meet specified goals for hiring SDBs, SBs, WOSBs, VOs, SDVOs, and HUBZone subcontractors.

The Subcontract Manager will ensure that the subcontractor database modified for this project is appropriate for the type of information required to be retained and suitable in terms of generating utilization data and contract information for bid solicitations. Specific elements of the management of this system include:

Addition and Deletion from Master List of Subcontractors including the following:

- Contact Person
- Company
- Address
- Telephone
- Email if available
- Equipment Available
- Labor Available
- Time Needed to Mobilize
- Status, Category

Additional Requirements of Contractors when Added to Master List

- Annual business updates, faxed or mailed
- Request to be maintained on Ceres qualified subcontractor list
- Insurance Capability
- Bonding Capability
- Subcontract Package to Include Subcontract Forms and Standard Government Contract Clauses

Addition and Deletion of Resource Centers such as:

- Contractor Associations
- State, Federal, and Local Subcontractor Management
- Procurement Automated Source System
- National Minority Purchasing Council Vendor Information Service
- Council Vendor Information Service
- Research and Information Division of the Minority Business Development Agency
- Sources used are the SBA's procurement automated source system (PASS)
- National Purchasing Council Vendor Information Service
- Minority Business Development Agency
- U.S. Department of Commerce
- Local Minority Business Development Centers
- Economic Development Centers
- National American Indian Enterprise Development

At present, Ceres' subcontractor database includes SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones utilized by Ceres on past projects totaling in excess of 500 Million Dollars, those who have responded to a solicitation by Ceres by means of a letter of interest inquiry executed by a company representative having signatory authority, and those who have been otherwise identified as a potential subcontractor by the Subcontract Manager through various means mentioned herein.

In addition, Ceres modified the corporate website (www.ceresenvironmental.com) to include an electronic means of potential subcontractor registration with our firm. This website provides potential subcontractors the opportunity to register with Ceres their pertinent company information, current business status, and capabilities. This information is linked to upload into our database facilitating more ready access by means of database inquiry to locate specific types of contractors, specific types of business concerns, and/or specific locations. The information required to be submitted by each potential subcontractor, which is retained in the database, includes:

Information provided by the subcontractors in the registration includes the following:

- Contractor Name
- Address
- Phone/Fax Number
- Email Address
- Business Type (SBs, SDBs, WOSBs, VOs, SDVOs, and HUBZones)
- Ownership Information
- Years in Business
- Insurance Information
- Equipment Available (type and quantity)

All potential vendors and subcontractors will be integrated into the Ceres Subcontractor Database modified specifically for this project. This (Access) database retains basic subcontractor information (name, address, and contact information), types of equipment or services provided, any pricing agreement, and business status. In addition, this system tracks work or services provided by each organization, amounts invoiced, and goals. This active vendor base will continue to be broadened throughout the performance of this contact as additional potential vendors and subcontractors are identified and/or as additional needs/solicitations arise. Efforts to broaden this vendor database will also be in conformance to those requirements of FAR 19.704(a) and 52.219-9(d), DFARS Subpart 219.5, 219.704(a)(1), 219.705 and 252.219-7003. The provision of certain services or materials sought in support of this contract may be restricted to competitive bids received from only SDBs. Such restrictions will be identified by the Project Manager and communicated to the appropriate buyer(s) or contract administrator assisting in solicitation of competitive bids.

Ceres is able to utilize the information in this database, then, to contact potential subcontractors who may be interested and capable of providing specific services to our company. By identifying any parameters, such as service type or business location, Ceres can quickly generate an extensive list of potential subcontractors, meeting the criteria of a disadvantaged business as discussed in this plan, for the purposes of soliciting a competitive bid for such services.

Award to any given subcontractor will be contingent upon the provision of basic company information, current licensing, as required, and the verification of current insurance information (general liability, automobile, and workers compensation). Other factors may include capacity, capability, experience, and abilities of the firm. The Subcontract Manager can provide direction and assistance to any such firms not readily meeting all the required or desired business elements in an effort to assist the firm in overcoming such obstacles.

4. Records of internal guidance and encouragement provided to acquisition personnel through workshops, seminars, training programs, incentive awards, and monitoring to evaluate compliance with the program's requirements.

Past Performance

In 2018, Ceres responded to the USACE Debris Mission in the U.S. Virgin Islands. Ceres was very successful in subcontracting with local companies, with 72% of the money spent to complete the contract staying within the U.S. Virgin Islands; 100% of the subcontractors used on this project were small

businesses. Ceres responded to the USACE, Lake, Mendocino, and Napa County Fire project in 2018 as well. More than half of the subcontractors were considered small businesses and all the subcontractors were from California. Ceres made a huge effort to involve as many Native American tribes from the fire affected areas. Additionally, on USACE projects performed in Louisiana in response to Hurricanes Katrina and Rita in 2005-2006, 59.5% of subcontracted dollars went to local businesses and 76.1% of the dollars subcontracted to small business went to local small businesses.

On USACE projects performed by Ceres, in Puerto Rico during the 1998 and 1999 hurricane seasons (Hurricane George), 100% of all subcontracting dollars went to locally based Small and various Disadvantaged Business concerns. Additionally, on USACE projects performed in Louisiana in response to Hurricanes Katrina and Rita, 59.5% of subcontracted dollars went to local businesses and 76.1% of the dollars subcontracted to small business went to local small businesses. While utilizing 1,619 vendors and subcontractors, Ceres exceeded all its subcontracting goals of USACE contract number W912P8-D-05-0024. During Ceres' the Alabama tornados response in 2011, Ceres used over 80% local and minority subcontractors to complete various projects.

During the performance of the above-mentioned contracts Ceres successfully utilized several hundred local SB and SDB firms and was able to exceed the proposed award goals for SB, SDB, WOSB, VO, SDVO, and HUBZone firms. Numerous other government projects have been completed by Ceres over the course of the past 25 years with successful utilization (meeting or exceeding established goals) of local and other Small Businesses, SDBs, WOSBs, VOs, SDVOs and HUBZone small businesses.

Based on our historically successful contract performance and utilization goals, Ceres anticipates that the completion of work under this contract for City of Destin will also be successful in meeting, minimally, the stated goals contained within this plan.

Ceres Environmental Services, Inc. has identified the following potential subcontractors for the City of Destin, FL. Ceres has made Good Faith Efforts to contact Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus area firms that are certified subcontractors that perform the services in the scope of work of this RFP. Use of subcontractors depends on the size and severity of an event.

Category Key: SB = Small Business; SBE = Small Business Enterprise; WO = Woman-Owned; WOSB = Woman Owned Small Business; VO = Veteran-Owned; SDVO = Service-Disabled Veteran Owned; SLDBE = State Local Disadvantage Business Enterprise; 8a = Currently 8a Certified; SDB = Small Disadvantaged Business; SDBE = Small Disadvantaged Business Enterprise; HUB = HUB Certified; ESB = Emerging Small Business; MBE = Minority Business Enterprise MVB = Minority Veteran Enterprise

Potential Subcontractors located within 60 Miles of the City of Destin, FL

Company Name	City	Professional Services/Abilities	Certificates
BKW, Inc.	Pensacola	Debris Removal, Tree Trimming & Removal, Stump Removal, Marine Debris, Sand Screening, HHW Removal, Mulch Haul Out, Site Management, Grinding	SB, WO
Brooks Environmental	Panama City	Debris Removal, Tree Trimming & Removal, Stump Removal, Marine Debris, Sand Screening, HHW Removal, Mulch Haul Out, Site Management, Grinding	8a, VO
Creek Waste and Recycling LLC	Cantonment	Debris Removal	
GQS Enterprise, LLC	Pensacola	Emergency Road Clearance, Debris Removal - Land, Tree Trimming and Removal, Site Management, Personnel - Field Management, Personnel - Field Quality Control, Personnel - Field Admin	VO

Company Name	City	Professional Services/Abilities	Certificates
Gulf Coast Civil Services LLC	Destin	Debris Removal	
Olympus Builders, LLC	Panama City	Debris Removal, Tree Trimming and removal, Site Management	
OTG Contractors	Panama City		
Outlaw Outdoor Services LLC	Crestview	Emergency Road Clearance, Debris Removal, Tree Trimming and Removal, Marine Debris, Sand Screening, HHW Removal, Mulch Haul Out, Grinding, Personnel, Demolition	HUB, SB, SDVO, VO, WOB
Spartan Kustoms, LLC	Freeport	Debris Removal	
The Spanos Group LLC	Fort Walton Beach	Emergency Road Clearance, Debris Removal, Grinding, Site Management	
Tree Cowboys and Landscaping LLC	Navarre	Debris Removal	
WTJ Remodeling	Freeport	Debris Removal, Tree Trimming & Removal, Mulch Haul Out	SB

4.3 DMS Safety and Operational Plan

Site Safety Plan Description

Ceres Environmental Services, Inc. is committed to a safe healthful workplace for its employees. Our purpose is to help reduce injuries and illnesses within the organization, conduct business operations in a safe manner without injury to persons, interruption of production, or damage to property. Each individual is expected to comply with the established work practices, to assume responsibility for their own safety, and to actively participate in the safety programs of this company.

Safety is integral to our operations, and this is accomplished by providing training not only for Ceres' employees, but also by offering training orientation to our subcontractors and their workers. In this manner, a high level of safety is maintained in the Debris Management Site (DMS) and also in the Rights of Way. This important part of the work is also emphasized in frequent "tail-gate" safety meetings that are very brief but serve to underline a specific topic and also to keep thoughts of safe operations active in all workers on a daily basis.

DMS safety and occupational health guidance is promulgated by FEMA, the U.S. Army Corps of Engineers, OSHA and the EPA among others. Ceres complies with these regulations during emergency response operations. These plans are based on guidance that can be found in FEMA's Debris Management Guide P-325, at http://www.usace.army.mil/Pages/default.aspx and on Ceres accumulated experience.

DMSs will be inspected daily to:

- Ensure equipment is in proper working order.
- Waste materials are properly containerized and disposed of.
- Any hazardous materials present are properly stored.
- Other materials are properly managed and stored;
- The site and equipment are secured at the end of each work day.

The Site Safety Officer (SSO) or designated alternate will inspect the work area at least daily to ensure continued compliance with site safety requirements. Safety inspections are recorded on the record of safety inspection form. Safety deficiencies identified will be documented with corrective actions noted. The inspection record will identify the individual responsible for the corrective action and time frame for follow-up. Verification of corrective action completion must be documented on a safety inspection record and acknowledged by the inspector first citing the finding.

This operation will comply with all requirements of the project, Accident Prevention Plan, applicable OSHA requirements, and any additional local requirements.

- Backing up of trucks not permitted without operator instruction and use of flaggers. Back-up alarms must be functional and appropriate for the site conditions.
- Post speed limits -5 mph on haul road in site, and 10 mph for access roads
- All drivers must obey haul road plan
- All personnel must use required Personal Protective Equipment (PPE) (hard hat, steel toe boots, long work pants, eye protection, reflective vest (number 2 or 3), shirts with sleeves at least 4" in length, hearing protection and gloves as needed.
- Maintain a safe distance around all the equipment of at least 20 feet.
- Do not walk behind equipment, drivers to remain inside the vehicles, exit only with the acknowledgment of equipment operator and required PPE.
- All equipment will have a fire extinguisher present.
- Equipment will only work inside of an established work zone with the proper traffic control devices in place.
- Trucks will be separated by at least 20' when dumping loads in the dump area.
- Drivers will wear seatbelts and otherwise comply with federal and state commercial vehicle driving requirements.
- An exclusion zone of 100 feet MUST be around the burn pit with regard to material staging areas. The burn area must be located at least 1,100 feet from the nearest structure.

Management Responsibilities

Project Managers have the overall responsibility of ensuring the safety programs and procedures are properly developed and implemented at the DMSs through the following actions:

- The implementation and maintenance of health and safety programs.
- Assigning competent staff to coordinate compliance with special compliance areas.
- Ensuring the timely processing of First Reports of Injury (FRIs) and the maintenance of the OSHA 300 *Log of Work-Related Injuries and Illnesses*.
- Signing and ensuring the posting of the annual OSHA 300A *Summary of Work-Related Injuries and Illnesses.*
- Directing an annual evaluation of the health and safety program.
- Establishing and supporting an active role for the safety committee and the development of annual health and safety work plans.

Personal Protective Equipment Requirements

Activity Hazard Analyses (AHAs) are conducted by the Corporate Health and Safety Officer and the Project Manager prior to startup of the job. During mobilization and prep, the AHAs are reviewed with the Site Superintendent or SSO and additions or changes made at that time based on actual site conditions or any other changes from the planned activities. Additional AHAs are prepared prior to subsequent work activities based on the remaining definable features of work for the project. Final AHAs are reviewed with all site personnel at the project start up (indoctrination) safety meeting. Additional changes may be warranted during the course of the project due to any changes or alterations in work activities, equipment or site conditions. For each potential hazard identified during the AHA evaluation, suitable control measures will be determined and documented on the AHA. At any time during the project when additional activities or hazards are identified that are not included in existing AHAs for the project, the appropriate additional AHAs, or amendments to existing AHAs, will be completed and training provided to project personnel.

Project personnel are advised prior to project startup of the anticipated personal protective equipment requirements. The Project Manager will ensure all site personnel have received appropriate training or instruction regarding the proper use, care, maintenance, limitations, storage and disposal of all PPE. Individuals required to wear respirators will complete a respiratory fitness examination by a qualified physician, a respirator fit test, and training. Training will include a review of proper procedures to don and doff the respirator, fit test procedures, limitations and proper use, inspection, cleaning and maintenance, storage, disposal of used cartridges and respirator masks, proper care and expected life of cartridges and masks. Personnel unable to meet the training or medical requirements pertaining to respiratory protection will not be permitted to use such devices nor conduct work activities requiring the use of these protective devices.

DMS Operational Plan Description

Ceres will utilize the DMSs identified by the City. In the event that additional sites are required, Ceres will work closely with the City to secure leasing agreements and permitting for additional facilities. The state or local environmental authority would be notified and the required information submitted by Ceres.

Ceres will provide sufficient equipment and personnel to process, by burning or grinding, a minimum of 210 and up to 500 cubic yards of debris per hour per crew. Each DMS would generally include the following equipment:

- One Grinder, either horizontal or tub (depending upon needs/specs), and/or Air Curtain Incinerator
- Two Backhoes with grapples
- One Wheel Loader with rake
- One Wheel Loader with a light materials bucket for loading mulch
- One Maintenance Truck
- One Water Truck
- One Road Grader (optional)
- One Inspection Tower
- One Hazardous Materials Containment Area
- One Foreman with cell phone

- Four walking floor trucks (120 cubic yards) for hauling mulch
- Additional Equipment as determined by the Contract and Site Manager

Equipment Inspections/Certifications

Prior to the initial use of any piece of heavy equipment, the operator and Site Superintendent will perform a thorough inspection. Any deficiencies noted at the time of this inspection must be addressed prior to allowing the equipment to be placed in service. Repairs or maintenance of company equipment should be reported to the Equipment Manager of Ceres and recorded on the company daily reports. Each inspection checklist is maintained on site and made available for review by government or company representatives.

Prior to use each day, the operator will perform an inspection of the equipment to ensure major components are properly functioning and that the equipment has sufficient oil and fuel. Any deficiencies are reported immediately to the Site Superintendent for a determination of corrective measures. A copy of the deficiency will be retained in a file marked “Follow Up Safety Inspections” to ensure re-inspection of the item occurs on or prior to the expected date of corrective action completion. The follow up inspection will specifically address the deficiency and whether the corrective action taken is complete and satisfactory.

Load Tickets and Reporting

Ceres uses preprinted, five-part carbonless, color coded load tickets. The tickets are available for use on this project if approved by the City. Each ticket has a unique serial number and ample space to record information such as: contractor, date, truck number, load size, driver, and type of material, origination, dumpsite, time, GPS Location, and inspector. Ceres uses a custom Access database program to record ticket information. The entry screen follows the format of the load ticket which greatly speeds up data entry. Tickets are easily verified and combined with a truck inspection table contained in the same database. One data entry clerk with minimal training can enter 700 load tickets (the equivalent of about 21,000 cubic yards) per day. Access also contains powerful report features that aid in ticket reconciliation and truck verification. Data is easily converted between Excel and Access for reporting purposes.



Material Segregation

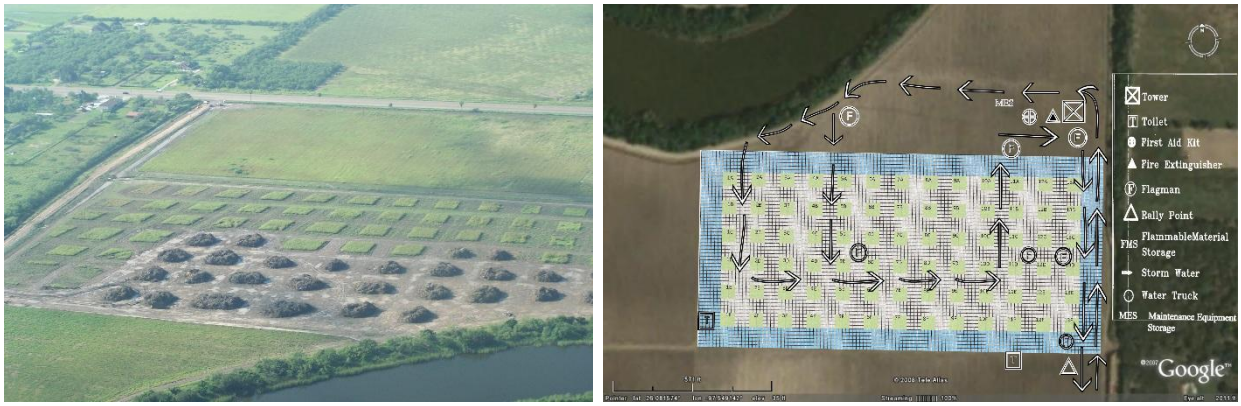
Due to the nature of these operations, material segregation is required in order to properly and efficiently process debris. Collection crews will segregate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility for the segregation of loads containing contaminants or non-grindables. Those loads, which may contain debris ranging from white goods, household hazardous waste (HHW), e-waste, and other materials, will be segregated and sorted either manually or mechanically to remove the contaminants and then dumped in designated and appropriately lined/fenced areas at the DMS until final disposal.

Metal contaminants will be segregated and baled or otherwise processed for recycling. Concrete will be segregated and transported to a recycling facility and may be crushed prior to transport. Glass, plastic, and other materials will similarly be segregated and recycled to the maximum extent possible. Debris that cannot be processed or otherwise recycled will be disposed of at an approved and lawfully permitted construction and demolition final disposal site.

DMS Traffic Control

Traffic control will be provided near the entrance to the staging area of this site. Traffic control personnel will be trained in the hazards and requirements of their duties and safety requirements and precautions. Compliance with the safety requirements of Ceres Accident Prevention Plan and EM 385-1-1 is mandatory; Personal protective equipment must be worn and traffic control (Stop/Slow) paddles used. Signage (per DOT and Uniform Traffic Control Devices) will be posted at distances of 500 and 1000 feet from the entrance to the site to warn other traffic in the area of the presence of trucks and traffic control personnel. The speed limit on the approach road to this site will be 10 mph, with a speed limit on the site haul road of 5 mph. Traffic control personnel will be responsible for directing traffic into and out of the site and for

assisting haulers as needed to safely back trucks in for dumping in the debris staging area. Trucks WILL NOT back up to dump until so instructed by an assisting flag person and will not otherwise back up unless SPECIFICALLY instructed to do so by an operator. Trucks will space themselves at the dump location to allow sufficient space between trucks to facilitate safe dumping and maintain a safe zone around the truck of at least 20 feet. All equipment will be equipped with an operating backup alarm; equipment that does not have a functional alarm will be decommissioned until the necessary repairs are completed.



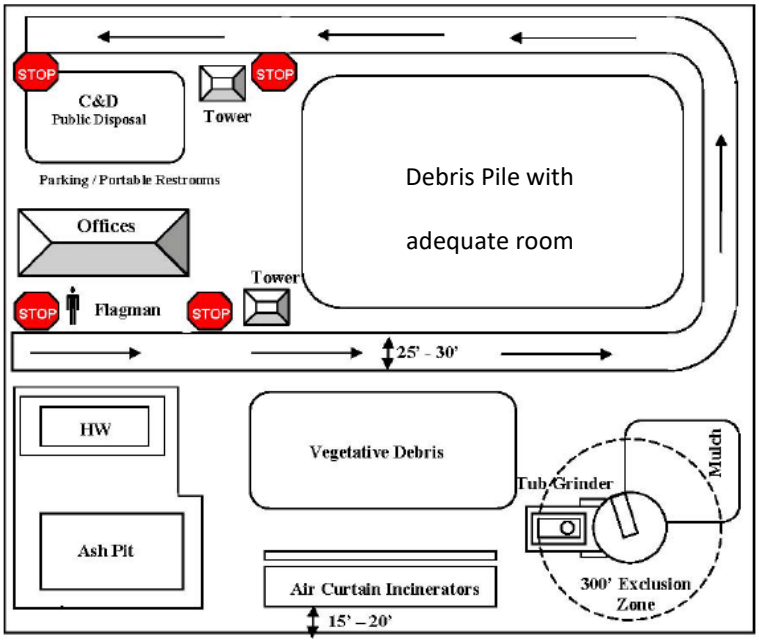
An Aerial view of a DMS used by Ceres in the past and its site layout plan.

A DMS site map will indicate the following items: Access Roads, Haul Road Directions, Location of Tower, Location of Reduction equipment/exclusion zones, Location of Staging Piles, Location of HTW (Hazardous and Toxic Waste) Pit, Location of Flammable Materials Storage, Location of Recyclables, Non-recyclable Staging Area, Topography and Storm Runoff Patterns, Nearest Receiving Waters (creeks, rivers, ditch, etc), Location of Wetlands, Location of any Utilities and Location of Sanitation Units.

Collection and Reduction of Debris

The following steps will be taken to collect and haul storm debris to the designated DMSs:

- Ceres will collect, load and haul all debris from the municipalities and transport it to the reduction site. There will be a minimum of two passes through each of the collection sites. Collection routes will be the same as the routes that were utilized before household collections.
- Ceres will separate the debris at the reduction sites, to the extent that is feasible, into recyclables, non-recyclables, non-hazardous and hazardous household waste.
- Ceres will reduce, recycle and/or dispose of all debris according to all local and federal regulations.
- Ceres will be responsible for the control and management of the reduction site, working in accordance with regulations of the Environmental Quality Board as well as any other local or federal applicable regulation.



Typical setup of a DMS used by Ceres.

- At some reduction sites there will be debris disposed for processing by trucks other than those under Ceres contract.

Method of Debris Disposal

The following steps will be taken to dispose of storm debris when it is taken to the DMS:

- Materials will be recycled unless it is determined not to be economically feasible to Hallandale Beach.
- Any debris that qualifies for land filling will be reduced and transported to a nearby authorized landfill for proper disposition by Ceres, in coordination with the landfill administrator.
- Household hazardous material and waste will be separated at the reduction site and maintained in a designated area to be processed. Medical waste will also be stored in hazardous waste area for processing by Ceres.
- Freon will be removed and recovered from the discarded refrigerators, air conditioners and/or any discarded appliance known to have or that may have Freon.
- Chipping/grinding is allowed for all lumber, treated and untreated.

4.4 Documenting and Resolving Damages

Ceres Environmental Services, Inc. will repair any damages caused by equipment or personnel in the performance of RFP# 25-05-PW Disaster Debris Management Services for the City of Destin. Work areas will be returned to their original condition.

Large phone and e-mail traffic from concerned residents are a part of every natural disaster. Ceres maintains a toll-free Storm Hotline that is staffed and accessible 24 hours a day, 7 days a week to handle questions, concerns or complaints related to clean-up: **1-877-STORM12**. The number will be prominently displayed on all equipment working the clean-up area. Ceres monitors call and e-mail volume and establishes additional toll-free numbers and enlists additional staff whenever greater capacity is required to ensure maximum community responsiveness.

The Call Center keeps a log of incoming calls and e-mails and records the address of reported incidents, resident names, reported complaints, dates and times of reported incidents, and the truck numbers (if applicable).

Ceres then compiles resident communications and organizes them into date/time of receipt and response priorities. Trained account executives sort through messages and identify time-sensitive incidents such as broken water lines, which would receive immediate attention. Each account representative identifies all pertinent information, investigates the reported incident, and ultimately locates the responsible crew if fault is found. Reports will be accessible daily or weekly and can be disbursed to City officials accordingly.

Subcontractors will be given 48 hours to settle their damages. If the sub fails to repair the damage, Ceres will immediately make the repairs and back-charge the respective sub. The sub may also be subject to temporary shutdown of their crews and/or termination of the subcontract.

Ceres uses the following forms to track and resolve damage claims.

Damage and/or Complaint Form

DATE:
JOB NUMBER:

SUBCONTRACTOR: **PHONE:**

CALLER'S NAME: **ADDRESS:** **PHONE:**

DAMAGE OR COMPLAINT:

RESOLUTION:

CERES REPRESENTATIVE:

Sample Claim Resolution Log (Hurricane Irene)

Date	Damage	Photos (Y/N)	Homeowner	Phone #	Address	Zone	Truck/ Crew #	Placard #	Resolution
20-Sep	not complete	No	REDACTED	REDACTED	Farmville Blvd 14th to Line Ave. Border between 3A/4A	3A	RT		Border road not completed - need to complete, will be cleared 9-20, cars moved.
8-Sep	Broken Sewer Main Pipe Outlet	No	REDACTED	REDACTED	110 N. Harding Street	3B	RT		No damage when inspected. Already fixed. Signed off by City.
13-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	410 E. 13th Street	3B	RT		Rake and fixed. Signed off by K Jackson (City)
10-Sep	Mailbox Damage	No	REDACTED	REDACTED	1041 W. Rock Springs	3-B	RT	RT12393	Replaced.
14-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2800 Block of Jefferson	3C	RT		Andy explored. Signed off by City.
15-Sep	Missed Pile	No	REDACTED	REDACTED	Brownlea Drive (10th to deadend)	3C	RT		Done 2nd pass
15-Sep	Damages	No	REDACTED	REDACTED	2613 Crockett Drive	3C	RT		Landscape & Brickwork Damage. Raked and fixed. Signed off by City
15-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2303 Deal Place	3C	RT		Raked smooth. Signed off by City.
15-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	1013 E. Wright	3C	RT		Raked huge ruts, 5 bags topsoil added. Signed off by City.
16-Sep	Missed Pile	No	REDACTED	REDACTED	2409 Jefferson Drive	3C	RT		Done 2nd pass
15-Sep	Overhead Low Power Line Damage	No	REDACTED	REDACTED	Per Andy	3C	RT	Papa	Per Andy noted.
20-Sep	pile of leaves left	No	REDACTED	REDACTED	Garden Circle Island	3C	RT		need single unit, dead end.
20-Sep	Yard damage	No	REDACTED	REDACTED	102 Graham Street	3C	RT		Reported by Mr. Chinn... Andy site visit 9-20-11, 14 bags topsoil. Signed off by City.
20-Sep	Yard damage	No	REDACTED	REDACTED	1104 E Wright	3C	RT		Andy site visit 9-20-11. Raked and repaired. Signed off by City.
16-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	106 Graham Street	3C	RT	RT12391	5 bags of topsoil. Signed off by City.
16-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2815 Jefferson	3C	RT	RT12393	1 bag topsoil. Signed off by City.
16-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	2302 Jefferson	3C	RT	RT14606	2 bags of topsoil. Signed off by City.
15-Sep	Missed Pile	No	REDACTED	REDACTED	2413 Umstead	3C	RT	RT14610	Done 2nd pass
14-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2813/2815 Jefferson	3C	RT	RT-3	Per Andy - has photos, 6 bags topsoil. Rut fixed. Signed off by City.
8-Sep	Missed Pile	No	REDACTED	REDACTED	2102 N. Village Dr.	4A	RT		Done 2nd pass
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2117 S. Village Drive	4A	RT		10 bags dirt, 30 pcs. Starter sod and seed. Signed off by City.
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2119 S. Village Drive	4A	RT		6 bags of pit grass seed and starter. Signed off by City.
6-Sep	Plant/Bush P/U Damage	Yes	REDACTED	REDACTED	2112 S. Village Drive	4A	RT		Chinese Holly - replaced 2 Chinese Holly. Signed off by City.
6-Sep	Bobcat tore up grass		REDACTED	REDACTED	2112 S Village Drive	4A	RT		Obie site visit 9-7-11. 3 bags of soil. Signed off by City.
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	2115 S. Village Drive	4A	RT	RT14602	Obie site visit 9-7-11- Council Member - 10 bags of dirt, 30 pcs. Starter sod & seed.
6-Sep	Ruts/Turf Damage	Yes	REDACTED	REDACTED	401 Arbor Street	4A	RT	RT14604	Bobcat tracks, done. Signed off by City.
9-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	502/409/401 Sedgefield Dr.	4B	RT	RT14611	4 bags of soil. Signed off by City.
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	108 St. Andrews	4C	RT		2 bags of soil, starter and seed. Signed off by City.
14-Sep	Missed Pile	No	REDACTED	REDACTED	416 Sedgefield	4C	RT		Done 2nd pass
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	110 Greenbriar	4C	RT	RT14610	No damage upon inspection.
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	205 Greenbriar	4C	RT	RT14610	2 bags soil, starter and seed. Signed off by City.
9-Sep	Left a Mess	No	REDACTED	REDACTED	106 Larkin Lane	4C	RT	RT14611	Done 2nd pass
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	409 Sedgefield	4C	RT	RT14611	2 bags soil, starter and seed. Signed off by City.
11-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	500 Sedgefield	4C	RT	RT14611	1 bag topsoil. Signed off by City.
13-Sep	Missed Pile	No	REDACTED	REDACTED	102 Brinkley	4E	RT		Done 2nd pass
13-Sep	Missed Pile	No	REDACTED	REDACTED	101 Dogwood Drive	4E	RT	RT14610	Done 2nd pass
13-Sep	Driveway Damage/turf damage	No	REDACTED	REDACTED	412 Kirkland Drive	4E	RT	RT14610	5 bags of topsoil, concrete sealant. Signed off by City.
12-Sep	Driveway Damage	No	REDACTED	REDACTED	410 Kirkland Drive	4E	RT	RT14611	5 bags of topsoil, concrete sealant. Signed off by City.
14-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	408 Highland Ave.	4E	RT	RT14611	Left a hole in yard, 5 bags topsoil. Signed off by City.
8-Sep	Ruts/Turf Damage	No	REDACTED	REDACTED	1704 S. Elm Street	3C	RT/CE/JB		8 bags topsoil, mult. Ruts fixed. Signed off by City
12-Sep	Missed Pile	No	REDACTED	REDACTED	Entire Elm Street	3C	RT/CE/JB		Done 2nd pass
12-Sep	Missed Pile	No	REDACTED	REDACTED	2102 N. Village Dr.	4A	RT/CE/JB		Done 2nd pass

RELEASE OF ALL CLAIMS

FOR AND IN CONSIDERATION of the payment to me/us at this time of the sum of _____Dollars ($_____), the receipt of which is hereby acknowledged, I/we, being of lawful age, do hereby release, acquit and forever discharge Ceres Environmental Services, Inc., its owners, officers, employees, affiliates, and all other persons, firms and corporations who might be liable of and from any and all actions, causes of action, claims, and demands, damages, costs, loss of services, expenses and compensation, on account of, or in any way growing out of, any and all known and unknown personal injuries and property damage resulting or to result from accident that occurred on or about the ____day of_____20___, at or near:

_____
_____
_____.

I/we hereby declare and represent that the injuries or damages sustained are permanent and progressive and that recovery therefrom is uncertain and indefinite, and in making this release and agreement it is understood and agreed that I/we rely wholly upon my/our own judgment, belief and knowledge of the nature, extent and duration of said injuries or damages, and that I/we have not been influenced to any extent whatever in making this release by any representations or statements regarding said injuries or damages, or regarding other matters, made by persons, firms or corporations who are hereby released, or by any person or persons representing him or them, or by any physician or surgeon by him or them employed.

It is further understood and agreed that this settlement is the compromise of a doubtful and disputed claim, and that the payment is not to be construed as an admission of liability on the part of Ceres Environmental Services, Inc., its owners, officers, employees, affiliates, and all other persons, firms and corporations that may or may not be involved in this disputed claim, by whom liability is expressly denied.

I/we further agree that this release shall not be pleaded by me/us as a bar to any claim or suit.

This release contains the ENTIRE AGREEMENT between the parties hereto, and the terms of this release are contractual and not a mere recital.

I/we further state that I/we have carefully read the foregoing release and know the contents thereof, and I/we sign the same as my/our own free act.

IN WITNESS WHEREOF, the undersigned set their hands and seals.

_____ Date: _____
Claimant Name

_____ Date: _____
Ceres Environmental Services, Inc.

4.5 Ability to Avoid or Mitigate Unforeseen Problems

From experience, Ceres knows that establishing an accurate, efficient process for tracking truck tickets, truck certifications, and additional load and haul data is critical for a successful debris project. Ceres also knows that project structure is important because it provides the foundation for success, and we know that a strategy is only as good as its execution. Ceres seeks to emphasize not only the form of managing the project, but we also pay special attention to the people that are performing the overall management of the project.

The table that follows addresses issues we have encountered and resolved during our many years in disaster debris management:

Issue	Explanation	Resolution
Inaccurate production rate forecasting	The production rate at the beginning of a job can be misleading, because the more debris-laden areas are often addressed first. This causes forecasting errors because the required ratio of number of crews available to the quantity of outstanding work can be inaccurately predicted.	Proper use of mapping techniques and monitoring zones, allowing for the comparison of expected debris quantities and actual quantities. Large discrepancies can be investigated. This type of tracking allows for a more accurate job completion prediction.
Inadequate number of trained disaster relief specialty supervisors and managers on staff	During a disaster response, communications between field operations and corporate headquarters can be challenging and supervisory personnel may be forced to make decisions without a lot of time or conferencing with superiors. This makes having a cadre of highly trained disaster response supervisors and managers critical to operations.	Ceres has non-disaster business units whose supervisors have been trained in disaster operations. Ceres has scheduled the non-disaster workload in a manner that allows the disaster business unit to commandeer personnel from sister business units and thus grow instantly to a large operation. Additionally, Ceres has an ongoing interviewing and hiring process and maintains a file of prospective employees who can be called in when an event generates the need for additional staff.
Inadequate material supplies	A successful debris mission needs more than trucks, loaders and fuel. The project also requires management and data tracking. In order to perform properly, a few items are critical, such as truck placards on which to write the truck number and capacity, and truck certification forms with which to register and certify trucks. The shortage of these simple items can cause work to slow.	Ship an ample supply immediately to the field and keep an additional supply at each main office location. Establish printing lead times and track quantities to ensure supply remains constant.
Delayed repair of reported damages	In the past, subcontractors were given a grace period of two (2) weeks or more to repair damages, leading to complaints from the community.	Ceres' subcontractors are now given 48 hours to settle damages. If the sub fails to repair damage, Ceres will immediately make the repairs and back-charge the respective sub. The sub may be subject to temporary shutdown of their crews and/or termination of the subcontract.
Excessive Subcontractor Tiering	Excessive tiering requires multiple layers of management and supervision, increasing contracts costs and	Our standard subcontract agreement has been amended to include stronger prohibitions and penalties for failure to obtain approval of lower tier subcontractors and implementation of tighter field controls and monitoring of Subcontractor hierarchical structure by Quality Control.

5 PREVIOUS EXPERIENCE

5.1 Past Performance – Last Ten (10) Years

Ceres Environmental Services, Inc. has been working actively in the disaster recovery business since our founding in 1976. Below is a selection of our past performance in the last ten (10) years; additional details on our past performance are available upon request.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Augusta-Richmond County, GA	Emergency Debris Removal and Disposal Operations	$51,038,628 to date	3,271,976 to date	October 2024 - Current	Removal, reduction and disposal of debris following Hurricane Helene.
Columbia County, GA	Disaster Debris Removal and Disposal Services	$63,798,654	3,775,158	October 2024 – April 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Effingham County, GA	Disaster Debris Removal Services	$1,617,472	122,770	October 2024 – March 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Brunswick, GA	Debris Removal & Disposal Services	$178,585	12,213	October 2024 - February 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Cape Coral, FL	Emergency Disaster Assistance and Debris Removal	$314,122	24,613	October 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Daytona Beach, FL	Debris Hauling and Disposal	$944,547	57,822	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
Debary, FL	Debris Removal, Reduction, and Disposal	$322,112	17,969	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
Deltona, FL	Emergency Debris Removal Services	$754,457	49,888	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
Hardee County, FL	Disaster Debris Removal and Disposal Services	$919,594	62,930	October 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Holmes Beach, FL	Debris Removal Services	$1,744,948	104,128	October 2024 – December 2025	Removal, reduction and disposal of debris following Hurricane Helene
Holmes Beach, FL	Debris Removal Services	$408,152	22,840	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
Indian River County, FL	Disaster Debris Removal and Disposal	$1,029,653	52,105	October 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Longwood, FL	Disaster Debris Removal Services	$157,196	8,030	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
Longboat Key, FL	Disaster Recovery Services	$214,390	8,439	November 2024 - January 2025	Removal, reduction and disposal of debris following Hurricane Helene
Maitland, FL	Emergency Debris Hauling and Disposal	$139,639	5,434	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
North Port, FL	Disaster Debris Clearance and Removal Services	$722,259	11,700	October 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton

Owner & Location	Title of Work	Value	CY	Time Period	Description
Ocoee, FL	Emergency Disaster Debris Removal	$344,016	16,548	November 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Palmetto, FL	Emergency Debris Removal Services	$14,757	820	October 2024	Removal, reduction and disposal of debris following Hurricane Helene
Palmetto, FL	Emergency Debris Removal Services	$1,911,035	88,273	November – December 2024	Removal, reduction and disposal of debris following Hurricane Milton
Pasco County, FL	Emergency Debris Removal Services	$3,548,185	101,811	November 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Port Orange, FL	Emergency Debris Hauling and Disposal Services	$1,202,899	71,452	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
Sarasota, FL	Debris Removal and other Recovery Services	$48,366	T&M 808	October 2024	Removal, reduction and disposal of debris following Hurricane Helene
Sarasota, FL	Debris Removal and other Recovery Services	$2,987,184	100,827	October 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Sumter County, FL	Disaster Debris Hauling Services	$2,465,381	78,148	October 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Temple Terrace, FL	Disaster Debris Removal and Disposal Services	$2,646,364	91,542	October 2024 – February 2025	Removal, reduction and disposal of debris following Hurricane Milton
Hillsborough County, FL	Disaster Debris Removal and Disposal Services	$23,172,248	792,531	October 2024 - February 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Bessemer, NC	Disaster Debris Removal and Disposal Services	$45,776	4,066	October – December 2024	Removal, reduction and disposal of debris following Hurricane Helene.
Bradenton, FL	Disaster Debris Removal and Disposal Services	$2,299,665	204,957	October 2024 – January 2025	Removal, reduction, and disposal of debris following Hurricane Milton.
Glynn County, GA	Debris Removal and Disposal Services	$4,658,469	81,774	October 2024 – March 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Bryan County, GA	Disaster Debris Management Services	$1,641,256	64,638	September 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Lincoln County, GA	Debris Removal, Disposal, and Reduction Services	$2,219,878	112,842	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Longboat Key, FL	Emergency Debris Removal Operations	$214,390	8,439	September– November 2024	Removal, reduction and disposal of debris following Hurricane Helene.
Palm Bay, FL	Emergency Debris Removal Operations	$434,580	21,101	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton.
Pembroke, GA	Disaster Debris Removal and Disposal Services	$270,314	12,818	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Helene.
Sarasota County, FL	Debris Removal, Disposal, and Reduction Services	$13,474,578	689,103	October 2024 – February 2025	Removal, reduction, and disposal of debris following Hurricane Milton.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Thunderbolt, GA	Disaster Debris Management Services	$42,011	2,382	October 2024 – January 2025	Removal, reduction, and disposal of debris following Hurricane Helene.
Holmes Beach, FL	Debris Removal Services	$408,152	22,840	October 2024 – January 2025	Removal, reduction, and disposal of debris following Hurricane Milton.
Tampa, FL	Emergency Debris Removal Operations	$2,953,009	105,984	October 2024 – January 2025	Removal, Reduction and Disposal of debris following Hurricane Milton. Removed hazardous hangers from 2500 trees.
The Villages, FL	Disaster Debris Removal and Disposal Services	$260,736	12,467	October 2024 – January 2025	Removal, reduction and disposal of debris following Hurricane Milton
Columbia County, FL	Storm Debris Removal and Disposal Services	$2,916,875	208,654	October – December 2024	Emergency cut and push. Removal, reduction and disposal of debris following Hurricane Helene.
Gainesville, FL	Emergency Disaster Debris Removal Services	$937,813	55,596	October – December 2024	Removal, reduction and disposal of debris following Hurricane Helene.
Tallahassee, FL	Debris Removal and Disposal Services for Leon County & the City of Tallahassee	$404,081	22,869	October – December 2024	Removal, reduction and disposal of debris following Hurricane Helene.
Washington, GA	Exigent Circumstances Debris Management Services	$226,320	10,306	October – November 2024	Removal, reduction and disposal of debris following Hurricane Helene.
FDOT, District 1 - Sarasota/Manatee Counties, FL	Emergency Debris Removal Operations	$40,491	1,050 Vacuumed 27 Storm drains	October 2024	Removal and disposal of debris following Hurricane Helene. Clearing of storm drains.
Mt. Dora, FL	Emergency Debris Hauling and Disposal Services	$384,013	20,420	October – December 2024	Removal reduction and disposal of debris, hazardous leaners and hangers following Hurricane Milton.
Village of Wellington, FL	Standby Agreement for Disaster Recovery Services	$38,821	4,734	October 2024	Removal and disposal of debris following Hurricane Milton.
Franklin County, FL	Disaster Debris Removal and Disposal Services	$56,102	3,419	October, 2024	Removal and disposal of debris following Hurricane Helene.
Macon-Bibb County, GA	EMA Debris Removal Services	$25,026.36	Time & Materials	September – October 2024	Cut & Push and Disaster Debris Removal and Disposal following Hurricane Helene.
Atlanta, GA	Emergency On-Call Services for Debris Removal	$103,164.00	Time & Materials	September - October 2024	Disaster Debris Removal and Disposal following Hurricane Helene.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Houston, TX	Disaster Debris Removal Services	$10,997,239	688,963	July – October 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced and disposed of vegetative and C&D debris. Removed hazardous leaners and cut hazardous hanging limbs from 13,626 trees.
Glynn County, GA	Debris Removal and Disposal Services	$133,914	9,191	August – September 2024	Disaster Debris Removal following Hurricane Debby. Removed, hauled, reduced and disposed of vegetative debris.
Pearland, TX	Debris Removal and Disposal Services	$3,153,688	195,471	July – September 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced and disposed of vegetative and C&D debris. Removed hazardous leaners and cut hazardous hanging limbs from 1,541 trees
Kaufman County, TX	Disaster Debris Removal and Disposal Services	$817,371	55,512	July – September 2024	Disaster Debris Removal following a severe wind event in May 2024. Removed, hauled, reduced (open burn) vegetative debris. Removed hazardous leaners and cut hazardous hanging limbs from 3,730 trees
Columbia County, FL	Storm Debris Removal and Disposal Services	$330,528	26,223	August – September 2024	Disaster Debris Removal following Hurricane Debby. Removed, hauled, and reduced (open burn) vegetative debris.
LaPorte, TX	Debris Removal Services	$218,278	14,180	August – September 2024	Disaster Debris Removal following Hurricane Beryl. Removed and hauled C&D debris to final disposal site.
Sarasota, FL	Debris Removal and other Recovery Services	$28,737	1,863	August 2024	Disaster Debris Removal following Hurricane Debby. Removed and hauled C&D debris to final disposal site.
Sarasota County, FL	Emergency Debris Removal	$169,259	11,271	August 2024	Disaster Debris Removal following Hurricane Debby. Removed and hauled C&D and mixed debris to final disposal site.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Sugar Land, TX	Standard Contract for General Services	$1,785,409	80,725	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced, and disposed of vegetative and C&D debris. Cut hazardous hangers from over 6,000 trees.
El Lago, TX	Disaster Debris Removal & Disposal Services	$193,132	13,137	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced and disposed of vegetative and C&D debris.
El Campo, TX	Debris Management Services	$1,243,701	69,135	July – September 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced and disposed of vegetative and C&D debris.
Seabrook, TX	Post Disaster Debris Removal	$429,132	26,379	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced and disposed of vegetative and C&D debris.
Richwood, TX	Texas Standby Contract for Disaster Debris Removal Services	$840,897	52,276	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced and disposed of vegetative and C&D debris.
Morgan's Point, TX	Disaster Debris Removal Services	$161,493	10,784	July - September 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced, and disposed of vegetative and C&D debris.
Surfside Beach, TX	Debris Removal Services	$97,273	4,841	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, and disposed of C&D debris.
Katy, TX	Texas Debris Removal Services	$98,294	6,407	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced, and disposed of vegetative and C&D debris.
Palacios, TX	Debris Clearance and Removal Services	$290,095	24,992	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, and disposed of vegetative and C&D debris. Removed hazardous trees and hanging limbs from 339 trees.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Kemah, TX	Disaster Debris Removal & Disposal Services	$67,384	4,178	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced, and disposed of vegetative and C&D debris.
West University Place, TX	Disaster Debris Clearance & Removal	$302,711	13,468	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, and disposed of vegetative and C&D debris. Removed hazardous limbs from 2,227 trees.
Danbury, TX	Disaster Debris Removal & Disposal Services	$169,116	11,695	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, reduced, and disposed of vegetative and C&D debris. Removed hazardous limbs from 164 trees.
Matagorda County, TX	Debris Management Services	$85,691	8,603	July – August 2024	Disaster Debris Removal following Hurricane Beryl. Removed, hauled, and disposed of vegetative debris.
City of Morgan's Point Resort, TX	Standard Contract for General Services	$572,039	37,205	July – August 2024	Disaster Debris Removal following a severe wind event in May 2024. Removed, hauled, reduced, and disposed of vegetative debris. Removed hazardous trees and hazardous limbs from 139 trees.
East Feliciana Parish, LA	Pre-Positioned Disaster Debris Removal	$226,304	19,981	June – July 2024	Disaster debris removed reduced, and disposed following a severe wind event in May 2024 – South Side of Parish
Bell County, TX	Disaster and/or Storm Recovery Services	$771,793	55,274	June – July 2024	Disaster debris removal and disposal following a severe wind event in May 2024. Removed, hauled, reduced, and disposed of 55,274 CY of debris; removed 98 hazardous trees and hazardous limbs from 841 trees.
Garland, TX	Disaster Debris Removal and Disposal Services	$1,087,415	Time and Materials	June – July 2024	Disaster debris removal and disposal following a severe wind event in May 2024

Owner & Location	Title of Work	Value	CY	Time Period	Description
Tallahassee, FL	Debris Removal and Disposal	$7,422,563	456,086	May– August 2024	Disaster debris removal, reduction and disposal following a May 2024 tornado. Removed, hauled, reduced and disposed of vegetative and C&D debris
Maury County, TN	Debris Removal Services	$638,522	37,139	May – August 2024	Disaster debris removal following a May 2024 tornado. Removed, hauled, reduced and disposed of vegetative and C&D debris from ROW and Private Property. Removed 274 hazardous trees and hazardous limbs from 163 trees. Extracted 15 stumps.
St. Martin Parish, LA	Pre-Positioned Disaster Debris Removal	$336,619	31,640	May – June 2024	Disaster debris removal, and disposal following a severe wind event in May 2024
San Marcos, TX	On-Call Debris removal Services	$239,658	23,200	May – June 2024	Disaster debris removal and disposal following a wind event in May 2024
East Feliciana Parish, LA	Pre-Positioned Disaster Debris Removal	$218,829	17,359	May 2024	Disaster debris removal, reduction and disposal following a severe wind event in May 2024 – North Side of Parish.
Slidell, LA	2024 Hurricane Season Post-Disaster Roadway Clearing (The Push)	$13,217.40	Hourly	April 2024	Cut and Push following a tornado
St. Tammany Parish, LA	Contract for Essential Services	$729,185	55,171	April 2024	Disaster debris removal following an EF2 tornado.
Rockdale County, GA	Debris Removal for Emergency Management Agency	$346,773	30,606	April 2024	Disaster debris removal, reduction, and disposal following am EF2 tornado
FDOT District 2 – Taylor County	Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations	$426,431	35,042	Feb – March 2024	Debris removal and disposal from private roads following Hurricane Idalia
Merced County, CA	Agreement for Special Services – Flood Debris Removal	$1,732,223	65,978	July 2023 –March 2024	Removal and reduction of Debris following flood event
Cape Coral, FL	Vacant Lot Debris Removal	$2,923,339.56	Time and Materials	October 2023 – April 2024	Private Property Debris Removal from vacant lots following Hurricane Ian
FDOT District 2 – Taylor County, FL	Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations	$30,991,644	1,752,129	September 2023 – February 2024	Removal and reduction of Debris following Hurricane Idalia
Columbia County, FL	Disaster Debris Removal and Disposal	$663,803	52,643	September – November 2023	Removal and reduction of Debris following Hurricane Idalia

Owner & Location	Title of Work	Value	CY	Time Period	Description
Taylor County, FL	Debris Management Services Contract	$365,308	23,614	September - November 2023	Removal and reduction of Debris following Hurricane Idalia
New Mexico DOT	Fire and Flood Debris Collection and Removal - Mora and San Miguel Counties, NM	$25,415,954	48,062 tons of fire debris, contaminated soil, sediment, metals 18,792 Hazard Trees removed	September 2022 – September 2023	Wildfire debris removal project following the Calf Canyon/Hermits Peak Fire and 2022 Flash Flooding. *Ceres was a subcontractor on this project.*
St. Tammany Parish, LA	Waterway Debris Removal	$8,381,699	381,333 LF	September 2022 - September 2023	Removal of debris from waterways throughout the Parish.
City of Perry, FL	Hurricane Idalia Debris Removal and Disposal Services	$249,218	15,715	September - October 2023	Removal and reduction of Debris following Hurricane Idalia
Glynn County, GA	Debris Removal and Disposal Services	$332,556	25,440	September – November 2023	Removal and reduction of debris following Hurricane Idalia
State of Vermont	Debris Management Services	$634,553	1,855.7 CY of Veg and 5920 Tons of C&D	July – September 2023	Removal of Debris Following July Severe Flooding Event
Shreveport, LA	Vegetative Storm Debris Removal and Disposal Services	$2,180,607	195,220	July – September 2023	Removal of Debris Following June Major Storm
Tulare County, CA	Flood and Storm Debris Removal	$231,921.72	5,982.25	March – September 2023	Removal of Debris Following Flood Disaster
Livingston Parish, LA	Vegetative Debris Removal from Parish Waterways	$65,467,989	3,306,224 Linear Feet	May 2018 – September 2023	Removal of waterway debris as part of the NRCS funded Emergency Watershed Protection Project
Harris County, TX	Emergency Services for Debris Clearing, Removal and Disposal, and Operation of Temporary Staging and Reduction Sites	$423,305.10	21,152.35	June – July 2023	Removal of Debris Following June Windstorm
LUMA/PREPA Puerto Rico	Vegetation Management Services	$9,500,000	Time and Materials	March – September 2023	Removal of vegetation that affected safe work access to power distribution lines following Hurricane Fiona
Carroll County, MS	MS Exigent Circumstances-Tornadoes	$362,202	34,613	March – July 2023	Removal of Debris Following March Mississippi Tornados
Williamson County, TX	Debris Management Services	$3,422,753	95,550	March-June 2023	Removal of Debris Following Winter Storm Mara
Cameron Parish, LA	Debris Clearance and Removal Services - PPDR	$153,950	7,444	March – June 2023	Removal and disposal of debris generated from Hurricanes Laura and Delta from private property.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Austin, TX	Debris Removal Services	$2,895,125	235,346	February -March 2023	Removal of Debris Following Winter Storm Mara
Arcadia, FL	Emergency Debris Removal and Disposal Services	$1,400,512	97,379	September 2022 – November 2022	Removal of Debris Following Hurricane Ian
Bradenton, FL	Disaster Debris Collection Services	$588,862	34,738	September – November 2022	Removal of Debris Following Hurricane Ian
Cape Coral, FL	Emergency Disaster Assistance and Debris Removal	$64,888,996	2,707,047	September 2022 – May 2023	Removal of Debris Following Hurricane Ian
Deltona, FL	Emergency Debris Removal Services	$1,735,331	142,427	October 2022 – February 2023	Removal of Debris Following Hurricane Ian
FDOT, District 1- Collier County	Emergency Debris Removal Operations	$18,486	440 trees 240 CY	December 2022	Removal of Debris Following Hurricane Ian
FDOT, District 1- Hendry County	Emergency Debris Removal Operations	$17,259	1,218	January 2023	Removal of Debris Following Hurricane Ian
FDOT, District 1- Lee County	Emergency Debris Removal Operations	$820,572	45,262	October 2022 – February 2023	Removal of Debris Following Hurricane Ian
FDOT, District 1- Manatee County	Emergency Debris Removal Operations	$935,156	45,768	October 2022 – February 2023	Removal of Debris Following Hurricane Ian
FDOT, District 1- Sarasota County	Emergency Debris Removal Operations	$1,346,299	67,002	October 2022 – February 2023	Removal of Debris Following Hurricane Ian
Hardee County, FL	Debris Management	$2,712,465	170,673	September 2022 – November 2022	Removal of Debris Following Hurricane Ian
Holmes Beach, FL	Debris Removal Services	$168,790	8,481	October – November 2022	Removal of Debris Following Hurricane Ian
Indian River County, FL	Disaster Debris Removal and Disposal	$138,002	9,952	October – November 2022	Removal of Debris Following Hurricane Ian
Longwood, FL	Disaster Debris Removal Services	$236,358	14,485	October 2022 – November 2022	Removal of Debris Following Hurricane Ian
Manatee County, FL	Debris Management Services and Emergency Response Management and Recovery Services	$2,091,469	136,011	October 2022 – December 2022	Removal of Debris Following Hurricane Ian
Melbourne, FL	Disaster Debris Removal Services	$358,039	37,043	October 2022 – December 2022	Removal of Debris Following Hurricanes Ian and Nicole

Owner & Location	Title of Work	Value	CY	Time Period	Description
Mt. Dora, FL	Emergency Debris Hauling and Disposal	$112,132	8,774	September – December 2022	Removal of Debris Following Hurricanes Ian and Nicole
North Port, FL	Disaster Debris Clearance and Removal Services	$42,031,396	2,446,843	October 2022 – March 2023	Removal of Debris Following Hurricane Ian
Palmetto, FL	Emergency Response Debris Removal Services	$309,118	26,293	October 2022 – November 2022	Removal of Debris Following Hurricane Ian
Sarasota County, FL	Disaster Debris Collection, Reduction and Disposal	$623,932	54,499	September 2022 – January 2023	Removal of Debris Following Hurricane Ian
Sarasota, FL (City of)	Disaster Recovery Services	$2,405,850	114,340	October 2022 – January 2023	Removal of Debris Following Hurricane Ian
Sebastian, FL	Disaster Debris Removal and Disposal	$28,353	3,161	October 2022	Removal of Debris Following Hurricane Ian
Seminole County, FL	Disaster Debris Hauling	$2,573,750	182,533	October 2022 – January 2023	Removal of Debris Following Hurricane Ian
Wellington, FL	Disaster Recovery Services	$39,052	3,387	October 2022	Removal of Debris Following Hurricane Ian
Winter Park, FL	Emergency Debris Management Services	$270,711	19,822	October – November 2022	Removal of Debris Following Hurricane Ian
City of Cedar Rapids, IA	Drainageway Derecho Cleanup	$781,869.60	52 Acres	March – June 2022	Removal of debris and cleaning of drainageway
City of Cedar Rapids, IA	Drainageway Derecho Cleanup	$518,591.40	42 Acres	March – June 2022	Debris Clearance and Removal Services
St. Helena Parish Police Jury, LA	Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal	$5,036,779	349,389	September 2021 – April 2022	Removal and disposal of debris following Hurricane Ida
Kenner, LA	Post-Disaster Debris Collection, Processing and Disposal Services	$5,015,066	239,906	September - December 2021	Removal and disposal of debris following Hurricane Ida
East Feliciana Parish, LA	Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal	$1,123,044	32,252	September - December 2021	Removal and disposal of debris following Hurricane Ida
Mandeville, LA	Emergency Debris Removal and Disposal	$5,576,418	306,702	September-December 2021	Removal and disposal of debris following Hurricane Ida

Owner & Location	Title of Work	Value	CY	Time Period	Description
Covington, LA	Debris Removal and Site Management for Debris Reduction, Emergency Roadway Debris Clearance and Waterway Debris Removal	$3,550,181	230,300	September - December 2021	Removal and disposal of debris following Hurricane Ida
Westwego, LA	Emergency Debris Removal	$298,695	18,787	September – December 2021	Removal and disposal of debris following Hurricane Ida
Denham Springs, LA	Disaster Debris Management and Disposal Services	$984,710	70,589	September-November 2021	Removal and disposal of debris following Hurricane Ida
Gonzales, LA	Disaster Debris Removal	$1,493,917	106,041	September - October 2021	Removal and disposal of debris following Hurricane Ida
New Orleans, LA (Zone 1)	Debris Collection, Removal, Processing, and Disposal	$2,635,055	112,085	September- January 2022	Removal and disposal of debris following Hurricane Ida
New Orleans, LA (Zone 2)	Debris Collection, Removal, Processing, and Disposal	$2,149,393	72,289	September- January 2022	Removal and disposal of debris following Hurricane Ida
New Orleans, LA (Zone 3)	Debris Collection, Removal, Processing, and Disposal	$2,436,468	97,421	September- January 2022	Removal and disposal of debris following Hurricane Ida
Richwood, TX	Debris Removal and Disposal Services	$140,461	11,437	September-October 2021	Removal and disposal of debris in response to Tropical Storm Nicholas
Thibodaux, LA	Disaster Debris Management Services	$1,653,961	105,691	August – November 2021	Removal and disposal of debris following Hurricane Ida
Livingston Parish, LA	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	$23,019,328	1,322,210	August 2021 – January 2022	Removal and disposal of debris following Hurricane Ida
Larimer County, CO	Poudre Canyon Mudslide	$308,779	3,655 CY	July – Aug 2021	Debris removal following a mudslide in Poudre Canyon. Debris included land and waterway vegetation, C&D, and hazardous materials such as asbestos.
Macon-Bibb County, GA	Waste Disposal Services	$665,027.95	2,304 tons	July – September 2021	Mixed debris removal
Vermilion Parish, LA	Non-Storm Related Debris Removal	$32,130	1,640	July 2021	Non-emergency yard waste collection
Larimer County, CO	Cameron Peak Fire 2020 - Debris Management Services	$3,860,431	14,207 trees	May-July 2021	Hazard tree removal steep slope tree removal, and tree grinding following Cameron Peak Fire in Colorado
Harris County, TX	Emergency Services for Debris Clearing, Removal, Disposal & Operations of TDSRS	$398,476	Hourly + 3,932 CY	March – April 2021	Removal and disposal of debris in response to Winter Storm Uri.

Owner & Location	Title of Work	Value	CY	Time Period	Description
City of Sarasota, FL	Disaster Recovery Services – Red Tide Clean Up	$51,317	Hourly	August 2021	Manual and mechanical beach and shoreline raking for red tide debris removal
Linn County, IA	Derecho Storm Debris Removal from Waterways	$89,353	3,284	June-August 2021	Removal of waterway debris following the 2020 Derecho in Iowa
Sabine River Authority, LA	Disaster Debris Management and Other Ancillary Services Agreement	$5,560,812	119,572	February-May 2021	Removal of Hurricane Laura debris from levee systems
Pearland, TX	Debris Management Services	$43,695.90	2,210	February-March 2021	Debris removal and disposal services as a result of Winter Storm Uri.
Nacogdoches, TX	Post Disaster Debris Collection, Processing, and Disposal Services	$243,582.77	Hourly	March – April 2021	Removal and disposal of debris generated by Winter Storm Uri.
Oregon Department of Transportation (ODOT)	Hazard Tree Removal Services	$36,294,618	22,311 trees	February 2021 – April 2022	Hazard Tree Removal in 3 Operational Branches: Branch 1: Archie Creek Fire, Douglas County, Branch 5: Thielson Fire, Douglas County and Branch 6: Two Four Two Fire, Klamath County.
Oklahoma Emergency Management Agency (OEMA)	Emergency Debris Removal	$3,024,587	205,069	November 2020 – January 2021	Ice Storm Debris Grinding
Calumet, OK	Emergency Debris Removal Services	$99,755.70	9,509.60	December 2020	Ice storm debris removal within the City limits of Calumet.
Oklahoma City, OK	Emergency City Street Access Tree and Debris Removal	$487,300.00	5000 Tons	December 2020 – January 2021	Removal and disposal of vegetative debris generated by the 2020 ice storm.
Piedmont, OK	Emergency Debris Removal Services	$453,242.22	40,573.70	November - December 2020	Vegetative debris removal as a result of the 2020 ice storm.
New Orleans, LA (Zone 1)	Disaster Street – Clearing and Debris Collection, Removal, Processing and Disposal	$884,403.50	42,742	November - December 2020	Debris removal, processing, and disposal as a result of Hurricane Zeta.
New Orleans, LA (Zone 3)	Disaster Street – Clearing and Debris Collection, Removal, Processing and Disposal	$534,109.88	20,244	November - December 2020	Debris removal, processing, and disposal as a result of Hurricane Zeta.
Kingfisher, OK	Emergency Debris Removal Services	$377,799.11	46,241.50	November - December 2020	Ice storm debris removal within the City limits of Kingfisher.
El Reno, OK	Emergency Debris Removal Services	$1,381,052.01	98,408.50	November - December 2020	Vegetative debris removal as a result of the 2020 ice storm.
Lafourche Parish, LA	Debris Removal & Recovery Services	$773,850.27	57,130	November 2020 - January 2021	Removal, reduction and disposal of debris generated by Hurricane Zeta.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Nederland, TX	Debris Removal Services	$296,976.60	36,155.87	October - November 2020	Debris removal as a result of Hurricane Delta.
Scott, LA	Debris Removal and Disposal Services	$370,425.99	16,099.15	October - November 2020	Removal and disposal of debris generated from Hurricane Delta.
St. Martin Parish, LA	Pre-Positioned Disaster Debris Removal Contract	$587,092.19	30,600.80	October - November 2020	Debris removal, reduction and disposal as a result of Hurricane Delta.
Allen Parish, LA	Debris Removal and Disposal Service	$8,526,706.44	550,846.00	September - December 2020	Collection and disposal of debris generated from Hurricane Laura.
Escambia County School Board, FL	Tree Debris Removal	$793,494.35	5,732.70	September - October 2020	Debris removal and disposal as a result of Hurricane Sally.
Santa Rosa County, FL	Disaster Debris Removal Services	$9,394,981.31	595,746	September 2020 – Feb 2021	Collection, reduction and disposal of debris generated from Hurricane Sally.
Vermilion Parish, LA	Pre-Positioned Disaster Debris Removal Contract	$4,905,458.09	265,883.85	September 2020 - January 2021	Hurricane Laura debris removal and disposal.
Linn County, IA	Debris Clearance and Removal Services (Pre-Event Contract)	$9,476,677	681,998	September 2020 - January 2021	Removal and disposal of debris resulting from August derecho.
Pharr, TX	Catastrophic Event Debris Removal Contract	$254,362.26	29,995.55	August – September 2020	Hurricane Hanna debris collection, reduction, and disposal.
Linn County, IA	Debris Clearance and Removal Services (30-day Post-Event Contract)	$6,662,897.33	479,167.52	August - September 2020	Removal and disposal of debris resulting from August derecho.
Hidalgo County, TX	Debris Removal and Disposal Services	$1,489,567.28	187,135.05	August - September 2020	Hurricane Hanna debris collection and disposal.
Cameron Parish, LA	Debris Clearance and Removal Services	$28,880,677	1,151,059	August 2020 – May 2021	Removal, reduction, and disposal of debris generated from Hurricane Laura and Hurricane Delta.
City of Edinburg, TX	Disaster Debris Removal and Recovery Services	$931,991.86	109,904.70	August – September 2020	Debris removal and disposal as a result of Hurricane Hanna.
Santa Rosa County, FL	Disaster Debris Removal Services	$618,321.55	47,518	May – June 2020	Debris removal and disposal as a result of severe weather in April 2020.
Jones County, MS	Tornado Debris Removal and Disposal Services	$3,273,295.10	240,056.40	May – August 2020	Collection, reduction by air curtain incineration, and disposal of tornado generated debris.
Hamilton County, TN	Emergency Debris Collection and Disposal Services	$5,369,509.79	409,504.30	April – June 2020	Tornado debris collection, reduction, and disposal.
CalRecycle	Fire Debris Removal and Recovery Services for the Camp Fire in Butte County	$246,156,950	768,458.69 tons; 3083 ROEs	January 2019 – May 2020	Wildfire Structure and Debris removal in Butte County, CA Camp Fire

Owner & Location	Title of Work	Value	CY	Time Period	Description
U.S Army Corps of Engineers; Southwest GA, multiple counties	W912P814D0020 (ACI) Debris Management: Hurricane Michael Debris Removal	$134,159,610	4,271,053	October 2018 – March 2019	Removal of debris and hauling following Hurricane Michael within 13 Southwest Georgia Counties.
U.S. Army Corps of Engineers; Sacramento, CA	Debris Removal and Processing for Lake, Mendocino, and Napa Counties, CA	$37,652,633.00	84,000 tons	January 2018- June 2018	Wildfire Structure and Debris Removal, Reduction, Hauling and Disposal in Lake, Mendocino, and Napa Counties, California
USACE – Virgin Islands	W912P8-14-D- 0020, Debris Management	$55,448,300	1,029,505	October 2017 – May 2019	Removal and reduction of debris resulting from Hurricanes Irma and Maria; site management and restoration
City of Albany, GA	Debris Removal and Disposal Services	$4,541,937	340,779	February-May 2019	Removal of debris resulting from Hurricane Michael
Dougherty County GA	Debris Removal and Disposal Services	$1,664,063	41,879	February-May 2019	Removal of debris resulting from Hurricane Michael
Miller County, GA	Debris Removal and Disposal Services	$89,394.77	5,203	March 2019	Removal of debris resulting from Hurricane Michael
FDOT – District 3	Debris Removal and Disposal Services	$49,589,902.77	3,358,266	October 2018 - May 2019	Removal of debris resulting from Hurricane Michael in Jackson and Washington Counties
City of Albany, GA	Disaster Debris Clearance and Removal Services	$2,270,136.69	490,310	October 2018	Removal of debris resulting from Hurricane Michael
Dougherty County, GA	Disaster Debris Clearance and Removal Services	$1,368,389.28	267,998	October 2018	Removal of debris resulting from Hurricane Michael
Leon County, FL	Debris Removal and Disposal Services	$2,561,300	98,209	October - November 2018	Removal of debris resulting from Hurricane Michael
Tallahassee, FL	Disaster Debris Clearance and Removal Services	$1,668,183	63,932	October – November 2018	Debris removal (including tree and limb removal) and temporary debris staging and reduction site management following Hurricane Michael.
Florida A&M University (FAMU)	Disaster Debris Clearance and Removal Services	$14,216.42	1,150	October 2018	Removal of debris resulting from Hurricane Michael
Jackson County, FL	Disaster Debris Clearance and Removal Services	$2,622,134.88	38,246	October 2018 – December 2019	Emergency debris road clearance, debris removal, staging and reduction following Hurricane Michael.
NC Dept of Agriculture	RFQ#: 10-RFQ-007994 Carbon Source Material Delivery	$4,543,359.47	143,189	September – Octoberr 2018	Mulch hauling for animal remains cleanup following Hurricane Florence.
Town of St James, NC	Disaster Debris Removal Services	$471,415.00	58,849	September – October 2018	Removal of debris from Hurricane Florence.

Owner & Location	Title of Work	Value	CY	Time Period	Description
Atlantic Beach (Town) -Co-op w/ HSCWA	Disaster Debris Removal Services	$916.87	7.65 Tons	October – November 2018	Removal of debris from Hurricane Florence.
Lenoir County, NC	Disaster Debris Removal Services	$715,958.68	34,662	September – November 2018	Removal of debris from Hurricane Florence.
University of North Carolina	Disaster Debris Removal Services	$215,879.26	19,933	October 2018	Removal of debris from Hurricane Florence.
Horry County, SC	Disaster Debris Removal Services	$372,955.98	4,181	October – November 2018	Removal of debris from Hurricane Florence.
NC Department of Transportation Division 2-Jones CO	Disaster Debris Removal Services	$509,103.88	3,479	October 2018 – January 2019	Removal of debris from Hurricane Florence.
City of Olathe, KS	Debris Removal and Disposal Services	$129,286.77	Hourly	January 2019 – February 2019	Debris removal as a result of the January 2019 snowstorm.
Indian River County, FL	Red Tide Cleanup	$116,710.00	160,000 pounds of marine debris	October 2018	Red Tide cleanup along over 22 miles of shoreline.
Brookfield, CT	Disaster Debris Collection, Hauling, Grinding, Site Management and Disposal	$1,006,164.66	Haul: 47,396 Grinding: 61,594	June – July 2018	Collection, hauling, grinding, site management and disposal of debris generated by a Macroburst Storm event in May of 2018.
DTOP Central and South Regions	Contract No 2018-000-175 and Contract No. Contract No 2018-000-176, Debris Removal, Hauling, Consolidation, Processing and Disposal Services (Hurricane Maria)	$39,789,170.25	Haul: 310,052 Grinding: 301,900	December 2017-November 2020	Removal, processing and disposal of hurricane generated debris from state roads following Hurricane Maria, as well as grinding and mulch haul-out. Includes vegetative debris, trees, C&D debris.
USACE – Puerto Rico	W912P8-13-R-0011, ACI SATOC for Temporary Roofing and Debris Management	$47,007,721.42		October 2017 – April 2018	Installation of Blue Roofs and roof repairs following Hurricane Maria performed by Ceres Caribe.
Glynn County, GA	Debris Removal and Disposal Services	$6,423,081.22	381,866	September-December 2017	Removal of debris resulting from Hurricane Irma
Seminole County, FL	Disaster Debris Hauling Services	$13,151,655.57	786,619	September 2017 – January 2018	Hauling debris resulting from Hurricane Irma
Miami-Dade County, FL	Hurricane Irma Debris Removal Services	$8,708,850.18	645,100	September-November 2017	Removal of debris resulting from Hurricane Irma
Miami, FL	Emergency Debris Removal and Disposal Services	$6,309,411.42	455,554	September-December 2017	Removal of debris resulting from Hurricane Irma
Orange County, FL	Disaster Recovery and Debris Removal	$5,524,027.41	330,555	September-December 2017	Removal of debris resulting from Hurricane Irma

Owner & Location	Title of Work	Value	CY	Time Period	Description
Palmetto Bay, FL	Emergency Debris Removal and Management Services	$1,451,620.42	253,155	September-October 2017	Removal of debris resulting from Hurricane Irma
Palm Bay, FL	Disaster Recovery Debris Removal Services	$1,914,781.78	133,824	September-November 2017	Removal of debris resulting from Hurricane Irma
North Lauderdale, FL	Disaster and Debris Management Services	$1,418,512.32	215,574	September-December 2017	Removal of debris resulting from Hurricane Irma
Hollywood, FL	Emergency Response and Recovery Services	$1,482,282.99	154,201	September-November 2017	Removal of debris resulting from Hurricane Irma
Miami Beach, FL	Disaster Recovery Services	$2,093,174.73	152,648	September-December 2017	Removal of debris resulting from Hurricane Irma
Melbourne, FL	Disaster Debris Removal Services	$1,691,669.48	151,437	September 2017 - January 2018	Removal of debris resulting from Hurricane Irma
Pasco County, FL	Disaster Recovery and Debris Removal Services	$2,511,064.45	150,734	September-December 2017	Removal of debris resulting from Hurricane Irma
Tampa, FL	Emergency Debris Management and Disaster Recovery Services	$2,348,100.45	145,174	September - December 2017	Removal of debris resulting from Hurricane Irma
Pinellas County, FL	Disaster Debris Collection & Removal Services	$3,204,060.97	123,916	September-December 2017	Removal of debris resulting from Hurricane Irma
Palm Beach County School District, FL	Debris (Cleanup) Services for Disaster Recovery Assistance	$2,177,025.59	12,631 trees	September 2017 - January 2018	Removal of debris resulting from Hurricane Irma
Indian River County, FL	Disaster Debris Removal and Disposal	$1,327,215.25	101,701	September-December 2017	Removal of debris resulting from Hurricane Irma
Port St. Lucie, FL	Emergency Debris Collection & Removal Services	$1,219,259.90	86,676	September-December 2017	Removal of debris resulting from Hurricane Irma
City of Sarasota, FL	Disaster Recovery Services	$943,134.45	79,661	September-December 2017	Removal of debris resulting from Hurricane Irma
Palm Beach Gardens, FL	Emergency Debris and Disaster Recovery Services	$869,084.75	71,153	September-November 2017	Removal of debris resulting from Hurricane Irma
Jacksonville Beach, FL	Disaster Debris Management, Recovery & Response Services	$1,130,639.50	67,699	September - October 2017	Removal of debris resulting from Hurricane Irma
Winter Park, FL	Disaster Recovery and Debris Removal Services	$880,653.53	46,441	September - November 2017	Removal of debris resulting from Hurricane Irma
Broward County, FL	Disaster Debris Clearing and Removal Services	$347,132.15	45,903.99	September - October 2017	Removal of debris resulting from Hurricane Irma

Owner & Location	Title of Work	Value	CY	Time Period	Description
Atlantic Beach, FL	Citywide Emergency Debris Management Services Hurricane Irma	$302,517.97	44,810	September-October 2017	Removal of debris resulting from Hurricane Irma
Miramar, FL	Debris Management & Removal Services	$301,569.75	38,572	September - October 2017	Removal of debris resulting from Hurricane Irma
FDOT District 5	Emergency Cut & Toss/Debris Removal	$846,989.27	19,793	September - October 2017	Removal of debris resulting from Hurricane Irma
Palm Beach County School District, FL	Debris (Haul) Services for Disaster Recovery Assistance	$883,957.36	17,948	September 2017 - January 2018	Removal of debris resulting from Hurricane Irma
Gulfport City, FL	Disaster Debris Collection & Removal Services, Hurricane Irma - (Participant Agreement with Pinellas County Govt)	$164,179.56	10,241	September-October 2017	Removal of debris resulting from Hurricane Irma
FDOT District 1	Emergency Debris Removal	$402,649.05	7,719	September-December 2017	Removal of debris resulting from Hurricane Irma
Jupiter Island, FL	Disaster Recovery Debris Removal	$65,235.78	6,802	September - October 2017	Removal of debris resulting from Hurricane Irma
Jupiter Island, FL	Emergency Disposal of Debris	$45,848.72	6,802	September - October 2017	Removal of debris resulting from Hurricane Irma
Longboat Key, FL	Disaster Recovery Services	$54.060.41	3,194	September-December 2017	Removal of debris resulting from Hurricane Irma
Bal Harbor, FL	Disaster Debris Management Services	$60,061.50	2,565	September - October 2017	Removal of debris resulting from Hurricane Irma
Atlanta, GA	Emergency On-Call Services for Debris Removal	$322,631.25	2,363.25 hours	September-December 2017	Removal of debris resulting from Hurricane Irma
Miami-Dade County Schools, FL	Emergency Debris Clearing	$86,497.53	2,356	September - October 2017	Removal of debris resulting from Hurricane Irma
New College, FL	Debris Removal Services	$33,966.63	1,231	September 2017	Removal of debris resulting from Hurricane Irma
Sweetwater, FL	Hurricane Irma Emergency Cut, Toss Debris Removal	$138,532.11	17,614	October-December 2017	Removal of debris resulting from Hurricane Irma
FDOT District 7	Emergency Cut & Toss and Debris Removal	$16,594.00		September-November 2017	Removal of debris resulting from Hurricane Irma – Cut and Toss

Owner & Location	Title of Work	Value	CY	Time Period	Description
Houston, TX	Debris Removal	$963,022.29	80,014	September - November 2017	Removal of debris resulting from Hurricane Harvey
Pearland, TX	Debris Management Services	$1,065,532.89	54,771	September – October 2017	Removal of debris resulting from Hurricane Harvey
Clear Brook Municipal Utility District, TX	Disaster Debris Clearance & Removal Services	$841,453.87	46,915	September – October 2017	Removal of debris resulting from Hurricane Harvey
Wharton, TX	Disaster Debris Removal and Disposal Hurricane Harvey	$509,104.30	31,829	September – December 2017	Emergency debris road clearance, debris removal (including tree and limb removal) and temporary debris staging and reduction site management following Hurricane Harvey
Katy, TX	Disaster Debris Clearance Contract	$599,003.40	29,495	September - November 2017	Removal of debris resulting from Hurricane Harvey
Humble, TX	Disaster Debris Clearance and Removal Services	$214,632.16	13,945	September – October 2017	Removal of debris resulting from Hurricane Harvey
West University Place, TX	Disaster Debris Clearance and Removal Services	$34,301.16	1,131	September 2017	Removal of debris resulting from Hurricane Harvey
Dougherty County GA	Debris Removal and Disposal Services	$7,200,631	539,846	February-May 2017	Removal of debris resulting from Georgia Tornadoes
Livingston Parish, LA	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	$16,338,932.00	860,188	August 2016 – August 2017	Removal and disposal of debris from summer floods throughout the Parish. Ceres also removed 400,000 pounds of putrid food and 20,000 units of white goods ruined in the floods.
Denham Springs, LA	Disaster Debris Removal	$4,070,506	275,507	August 2016 – August 2017	Removal and disposal of flood debris following heavy rains. Ceres also removed more than 1,500 units of electronic waste.
Albany, GA	Disaster Related Debris Removal Services	$4,973,565.60	378,548	February –June 2017	Debris removal and disposal within the City following a January tornado
Beaufort County, SC	Storm Debris Removal, Debris Management Site Operations and Disposal	$24,790,569.30	1,630,533	October 2016 – April 2017	Collection, removal and reduction of debris from public and private ROW following Hurricane Matthew
Savannah, GA	Storm Debris Removal Services	$11,934,437.55	449,873	October 2016 – June 2017	Debris removal after Hurricane Matthew, removal and reduction of vegetative debris, trees and stumps. Ceres also removed almost 50,000 CY of waterway debris.

Owner & Location	Title of Work	Value	CY	Time Period	Description
South Carolina DOT (Berkeley, Jasper and Hampton Counties)	Disaster Recovery Assistance following a Declared Disaster	$3,263,229.11	217,414	October 2016 – April 2017	Removal and disposal of vegetative debris from County ROW in three counties following Hurricane Matthew
Indian River County, FL	Disaster Debris Removal & Disposal	$1,177,749.04	93,227	October 2016 – December 2016	Debris removal resulting from Hurricane Matthew.
Palm Bay, FL	Debris Removal/Disaster Recovery Services	$1,052,878.00	84,932	October 2016 – January 2017	Collection, reduction and disposal of vegetative and C&D debris resulting from Hurricane Matthew
New Orleans, LA	Disaster Street-Clearing and Debris Collection, Removal, Processing and Disposal	$830,312.50	57,440	January – April 2017	Removal and disposal of vegetative and C&D debris resulting from early tornado in Louisiana, as well as clearing of 60 trees and 150 limbs from the City
Jacksonville Beach, FL	Standby Contract for Disaster Services	$745,594.00	49,308	October 2016 – January 2017	Removal and disposal of hurricane debris within the City, including more than 3,000 cubic yards of sand reclamation from beaches
Brunswick, GA	Debris Removal and Disposal	$352,224.04	46,890	November 2016 – January 2017	Removal and disposal of vegetative and C&D debris following Hurricane Matthew
Glynn County, GA	Debris Removal and Disposal Services	$7,945,091.78	441,127 CY	October 2016 – March 2017	Removal of debris resulting from Hurricane Matthew
Lenoir County, NC	Debris Management Services	$556,787.00	45,387	October – December 2016	Removal of vegetative and C&D debris resulting from Hurricane Matthew
Atlantic Beach, FL	Emergency Debris Management Services	$148,674.00	21,807	October 2016 – January 2017	Collection and hauling of vegetative debris within City limits following Hurricane Matthew
Palm Beach Gardens, FL	Emergency Debris and Disaster Recovery Services	$31,507.78	3,936	November 2016	Clearing and removing vegetative debris from public ROW in the City following Hurricane Matthew.
Jupiter Island, FL	Disaster Recovery Debris Removal	$49,088.80	3,548	October - November 2016	Pick up, haul and dispose of vegetative debris resulting from Hurricane Matthew.
Bald Head Island, NC	Debris Removal and Disposal	$45,647.47	1,944	November 2016	Vegetative debris removal and disposal services as a result of Hurricane Matthew
Fernandina Beach, FL	Hurricane & Other Disasters, Debris Removal Reduction and Disposal	$406,166.00	1,792 CY 1,310 limbs	October – November 2016	Collection, reduction and disposal of vegetative debris as well as hangers and leaners following Hurricane Matthew
Charleston County Park and Recreation Commission, SC	Debris Removal and Disposal Services	$38,592.00	1,106 CY 59 trees	October – December 2016	Clearing of hurricane debris from roads throughout the County, and damaged trees

Owner & Location	Title of Work	Value	CY	Time Period	Description
Cumberland County, NC	Disaster Debris Clearance & Removal	$33,175.00	250	December 2016 – January 2017	Removal and disposal of debris from Hurricane Matthew
Taylor County, FL	Disaster Debris Management	$274,631.96	28,509	October 2016	Debris removal of vegetative and C&D debris generated from Hurricane Hermine. Ceres also removed 238 white goods units.
Pasco County, FL	Disaster Debris Management Services	$29,460.34	2,682	September 2016	Debris collection, hauling and disposal of debris related to Hurricane Hermine.
Zachary, LA	Disaster Debris Management and Removal	$183,611.91	17,398	August – September 2016	Management and removal of disaster debris resulting from Louisiana floods
Bastrop County, TX	Debris Removal Contractor	$13,923.80	535	June 2016	Post-event debris removal of vegetative debris from three flood events in Bastrop County
Oklahoma Environmental Management Authority (Canadian County and Cities of, El Reno, Yukon, Piedmont, Calumet, and Union City)	Emergency Debris Removal Services/ Grinding and Burning of Disaster Debris	$2,040,657.00	237,427 CY collection and removal 151,127 CY Grinding 213,223 CY Air Burning	December 2015 – March 2016	Collection and removal of ice storm generated debris from public ROW after Winter Storm Goliath. Ceres also performed the initial 70-hour push for OEMA and disposed of debris by grinding and air curtain burning.
City of Warr Acres, OK	Post Event Debris Removal	$366,829.01	34,773	January – February 2016	Pick up, hauling and disposal of woody debris from the City's right of ways after winter ice storm
City of Oklahoma City, OK	Emergency Storm Debris Removal	$2,655,604.85	26,411	December 2015 – April 2016	Collection, removal, and disposal of storm debris generated by the November 2015 ice storm
Livingston Parish, LA	Waterway Debris Removal	$606,874.58	8,538 CY, 144 Boats	October – December 2015	FEMA approved debris removal project of vegetative, C&D, and white good debris removal from waterways in Livingston Parish
Dawson County, GA	Disaster Debris Removal & Disposal Services	$927,163.49	49,645 CY, 2,976 Hangers	March – July 2015	Debris removal operations of vegetative debris resulting from February 2015 ice storm

5.2 Projects and Events Exceeding $25 Million

Ceres Environmental Services, Inc. has been working actively in the disaster recovery business since our founding in 1976. Ceres has extensive experience performing as a primary contractor on Disaster Debris Management Projects and Events exceeding twenty-five million dollars ($25,000,000) per project or event. The tables below contain the information on these projects and events. **Refer to Section 5.3 for References.**

Projects Exceeding Twenty-Five Million Dollars ($25,000,000)

Owner & Location	Disaster	Value	CY	Time Period	Description
Augusta-Richmond County, GA	Hurricane Helene	$51,038,628 to date	3,271,976 to date	October 2024 - Current	Removal, reduction and disposal of debris following Hurricane Helene.
Columbia County, GA	Hurricane Helene	$63,798,654	3,775,158	October 2024 – April 2025	Removal, reduction and disposal of debris following Hurricane Helene.
FDOT District 2 – Taylor County, FL	Hurricane Idalia	$30,991,644	1,752,129	September 2023 – February 2024	Removal and reduction of Debris following Hurricane Idalia
Cape Coral, FL	Hurricane Ian	$64,888,996	2,707,047	September 2022 – May 2023	Removal of Debris Following Hurricane Ian
North Port, FL	Hurricane Ian	$42,031,396	2,446,843	October 2022 – March 2023	Removal of Debris Following Hurricane Ian
Cameron Parish, LA	Hurricane Laura	$28,880,677	1,151,059	August 2020 – May 2021	Removal, reduction, and disposal of debris generated from Hurricane Laura
CalRecycle	Camp Fire	$246,156,950	1,536,916 3083 ROE's	January 2019 – May 2020	Wildfire Structure and Debris removal in Butte County, CA Camp Fire
U.S Army Corps of Engineers; Southwest GA, multiple counties	Hurricane Michael	$134,159,610	4,271,053	October 2018 – March 2019	Removal of debris and hauling following Hurricane Michael within 13 Southwest Georgia Counties.
U.S. Army Corps of Engineers; Sacramento, CA	California Wildfires	$37,652,633	163,592 323 Vehicles Soil Testing Air Monitoring	January 2018-June 2018	Wildfire Structure and Debris Removal, Reduction, Hauling and Recycling and Disposal in Lake, Mendocino, and Napa Counties, California
FDOT – District 3	Hurricane Michael	49,589,902	3,358,266	October 2018 - May 2019	Removal of debris resulting from Hurricane Michael in Jackson and Washington Counties
DTOP Central and South Regions	Hurricane Maria	$39,789,170	Haul: 310,052 Grinding: 301,900	December 2017-November 2020	Removal, processing and disposal of hurricane generated debris from state roads following Hurricane Maria, as well as grinding and mulch haul-out. Includes vegetative debris, trees, C&D debris.
U.S. Army Corps of Engineers – Virgin Islands	Hurricanes Irma and Maria	$55,448,300	1,029,505	October 2017 – May 2019	Removal and reduction of debris resulting from Hurricanes Irma and Maria; site management and restoration

Owner & Location	Disaster	Value	CY	Time Period	Description
U.S. Army Corps of Engineers; Louisiana (11 Parishes)	Hurricane Katrina	$449,313,380	13,439,358	September 2005 – September 2007	Various tasks for hurricane recovery including: Load and haul hurricane debris from City ROW, load and haul debris from private property, manage TDSRS sites, reduce debris by grinding/chipping, reduce debris by burning, trim and remove hazardous trees and limbs, remove and recycle Freon, recycle white goods, remove hazardous materials, demolish damaged properties. **Ceres received an "Outstanding" evaluation from the U.S. Army Corps of Engineers for its work in Louisiana after Katrina**
U.S. Army Corps of Engineers; Puerto Rico	Hurricane Georges	$35,700,000	3,300,000	October 1998 – September 1999	Processed and reduced more than 3.3 million cubic yards of mixed debris. Ceres submitted a Value Engineering Change Proposal for this project that saved the Corps nearly a million dollars in tipping fees and returned soil to the land instead of sending it to the landfills.

Events Exceeding Twenty-Five Million Dollars ($25,000,000)

Disaster Name	Owner & Location	Value	CY	Time Period
Hurricane Milton	• Bradenton, FL • Cape Coral, FL • Daytona Beach, FL • Debary, FL • Deltona, FL • Hardee County, FL • Hillsborough County, FL • Holmes Beach, FL • Indian River County, FL • Lake County, FL • Longwood, FL • Maitland, FL • North Port, FL • Ocoee, FL • Palm Bay, FL • Palmetto, FL • Pasco County, FL • Port Orange, FL • Sarasota County, FL • Sarasota (City), FL • Sumter County, FL • Temple Terrace, FL	$61,173,077	2,645,955	October 2024 – February 2025

Disaster Name	Owner & Location	Value	CY	Time Period
	• Tampa, FL • The Villages, FL • Mt. Dora, FL • Village of Wellington, FL			
Hurricane Helene	• Augusta-Richmond, GA • Bessemer, NC • Brunswick, GA • Bryan County, GA • Columbia County, GA • Effingham County, GA • FDOT District II (Taylor County, FL) • Glynn County, GA • Grovetown City and County, GA • Harlem, GA • Holmes Beach, FL • Lincoln County, GA • Longboat Key, FL • Palmetto, FL • Pembroke, GA • Sarasota County, FL • Sarasota (City), FL • Tattnall County, GA • Thunderbolt, GA • Columbia County, FL • Gainesville, FL • Tallahassee, FL • Washington, GA • FDOT, Dist. 1 - Sarasota/Manatee Co, FL • Franklin County, FL • Macon-Bibb County, GA • Atlanta, GA	$151,675,286 to date	8,660,783 to date	October 2024 - Current
Hurricane Idalia	• FDOT District 2 – Taylor County, FL • City of Perry, FL • Glynn County, GA • Taylor County, FL • Columbia County, FL	$32,602,529	1,868,541	September 2023 – February 2024

Disaster Name	Owner & Location	Value	CY	Time Period
Hurricane Ian	• Cape Coral, FL • North Port, FL • Sebastian, FL • Wellington, FL • Mount Dora, FL • Indian River County, FL • Holmes Beach, FL • Longwood, FL • Melbourne, FL • Palmetto, FL • City of Winter Park, FL • Bradenton, FL • Sarasota County, FL • Arcadia, FL • Deltona, FL • Manatee County, FL • Sarasota, FL • Hardee County, FL • Seminole County, FL • FDOT District 1, Collier County, FL • FDOT District 1, Hendry County, FL • FDOT District 1, Lee County, FL • FDOT District 1, Manatee County, FL • FDOT District 1, Sarasota County, FL	$126,545,758	6,347,443	September 2022 – May 2023
Hurricane Ida	• St, Mary Parish, LA • Westwego, LA • Terrebonne Parish, LA • Denham Springs, LA • East Feliciana Parish, LA • Gonzales, LA • Thibodaux, LA • New Orleans, LA (Zones 1, 2 and 3) • Covington, LA • Kenner, LA • St. Helena Parish, LA • Mandeville, LA • Livingston Parish, LA	$57,049,742	2,990,078	September 2021 – January 2022

Disaster Name	Owner & Location	Value	CY	Time Period
Hurricane Laura	• Cameron Parish, LA • Allen Parish, LA • Vermillion Parish, LA	$42,308,322	2,220,539	August 2020 – May 2021
Hurricane Michael	• U.S Army Corps of Engineers; Southwest GA, 13 SW GA Counties • Florida A&M University, FL • Miller County, GA • Thomas County, GA • Dougherty County, GA • Tallahassee, FL • City of Albany, GA • FDOT District 3, FL • Leon County, FL • Jackson County, FL	$207,205,228	8,462,440	October 2018 – December 2019
Hurricane Irma	• FDOT District 7 • New College, FL • Jupiter Island, FL • Bal Harbor, FL • Longboat Key, FL • Sweetwater, FL • Gulfport City, FL • Miramar, FL • Atlantic Beach, FL • Atlanta, GA • Broward County, FL • FDOT District 1 • Miami-Dade County Schools, FL • Winter Park, FL • Palm Beach Gardens, FL • FDOT District 5 • Sarasota, FL • Jacksonville Beach, FL • Port St. Lucie, FL • Indian River County, FL • North Lauderdale, FL • Palmetto Bay, FL • Seminole County, FL	$70,629,860	4,148,425	September 2017-February 2018

Disaster Name	Owner & Location	Value	CY	Time Period
	• Hollywood, FL • Melbourne, FL • Palm Bay, FL • Miami Beach, FL • Palm Beach County School District, FL • Miami-Dade County, FL • Tampa, FL • Pasco County, FL • Pinellas County, FL • Miami, FL • Orange County, FL • Glynn County, GA			
Hurricane Maria	• DRD - Puerto Rico • DTOP Central and South Regions • USACE – Puerto Rico	$88,243,415	310,052	October 2017 – April 2018
Hurricane Matthew	• Jupiter Island, FL • Palm Beach Gardens, FL • Cumberland County, NC • Charleston County Park and Recreation Commission, SC • Bald Head Island, NC • Atlantic Beach, FL • Fernandina Beach, FL • Lenoir County, NC • Brunswick, GA • Jacksonville Beach, FL • Palm Bay, FL • Indian River County, FL • South Carolina DOT (Berkeley, Jasper and Hampton Counties) • Glynn County, GA • Savannah, GA • Beaufort County, SC	$52,953,420	3,096,389	October 2016 – June 2017

5.3 References

Ceres Environmental Services, Inc. has a long record of successful contract performance. Many of our customers have provided formal evaluations or letters of recommendation that attest to our strong performance and record of customer service and satisfaction. Ceres Reference Letters are provided in the following section. The tables below contain a selection of our references from projects completed in the past ten (10) years.

Cape Coral, FL	
Project Name and Location:	Emergency Disaster Assistance and Debris Removal, Cape Coral, FL
Project Description:	Collection, Hauling, Processing, and Disposal of 2,707,047 CY following Hurricane Ian. Scope of work included Vegetative, C&D, and waterway debris removal, white goods removal, cutting of trees and limbs, extraction of stumps, grinding, debris haul out.
Project Owner's Representative:	Terry B. Schweitzer, Solid Waste Manager; P.O. Box 150027, Cape Coral, Florida 33915-0027, 239-573-3136; tschweitzer@capecoral.gov
Project Duration:	October 2022 – May 2023
Size of Project:	2,707,047 Cubic Yards of Debris
Cape Coral Population:	224,455
Cost of Project:	$64,888,996
Results/Deliverables:	Ceres hauled, reduced, and disposed of 1,971,919 CY of debris from the RoW and 741,260 CY of debris from waterways. Ceres also cut and removed 7,515 hangers and 787 leaners. Terry Schweitzer, Solid Waste Manager for the City, stated, *"Ceres has provided the highest quality of communications and responsiveness with even better customer service… The professional leadership of the field team to rapidly mobilize and ramp up with full-time personnel and numerous subcontractors is a testimony to the dedication of their staff. A positive relationship was built with all levels of the City's government, making them a reliable partner to us."*

North Port, FL	
Project Name and Location:	Disaster Debris Clearance and Removal Services, North Port, FL
Project Description:	Collection, Hauling, Processing, and Disposal of 2,446,843 CY of debris following Hurricane Ian. Scope of work included vegetative and C&D debris removal, cutting of trees and limbs, grinding of vegetative debris, compaction of C&D debris, debris haul out.
Project Owners Representative:	Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, (941) 240-8074; flama@northportfl.gov
Project Duration:	October 2022 - March 2023
Size of Project:	2,446,843 Cubic Yards of Debris
North Port Population:	88,934
Cost of Project:	$42,031,396
Results/Deliverables:	Ceres hauled, processed, and disposed of over 2.4 million cubic yards of debris, which enabled a faster than anticipated restoration of the North Port community. At the project's peak, 47,000 cubic yards of debris were hauled in a single day. Frank Lama, Solid Waste Manager for the City, stated, *"I highly recommend Ceres Environmental Services, Inc. for any future disaster debris management projects. They are a reliable and professional company that exceeded our expectations during our disaster response efforts."*

Bradenton, FL	
Project Name and Location:	Disaster Debris Removal and Disposal Services, Bradenton, FL
Project Description:	Ceres mobilized to Bradenton, FL following Hurricane Milton in 2024. In total, Ceres hauled, reduced, and disposed of 204,957 CY of storm generated debris.
Project Owners Representative:	Irvin Lee, Public Works/Utilities Director, 13th Avenue E, Bradenton, FL 34208; (941) 462 - 1989; irvin.lee@bradentonfl.gov
Project Duration:	October 2024 – January 2025
Size of Project:	204,957 Cubic Yards of Debris
Bradenton Population:	57,076
Cost of Project:	$2,299,665
Results/Deliverables:	Ceres collected, hauled, processed, and disposed of 204,957 cubic yards of debris. The City appreciated that Ceres owned all the reduction equipment and mobilized quickly to reduce the amount of debris in a timely fashion. This helped reduce the overall processing times and push the project forward ahead of other jurisdictions in the area.

Pearland, TX	
Project Name and Location:	Debris Removal and Disposal Services, Pearland, TX
Project Description:	Ceres mobilized to Pearland, TX following Hurricane Beryl in 2024. In total, Ceres hauled, reduced, and disposed of 195,471 CY of storm generated debris, as well as cutting and trimming 1,541 hazardous trees.
Project Owners Representative:	Laurie Rodriguez, Environmental Services Superintendent; 3519 Liberty Dr., Pearland, TX 77581; (281) 652-1813; lrodriguez@pearlandtx.gov
Project Duration:	July – September 2024
Size of Project:	195,471 Cubic Yards of Debris
Pearland Population:	127,736
Cost of Project:	$3,153,688
Results/Deliverables:	Ceres hauled, reduced, and disposed of 195,471 CY of storm generated debris. Ceres has responded to the City of Pearland three (3) times in the past ten (10) years. Following Winter Storm Uri in 2021 we removed 2,210 CY of debris, and after Hurricane Harvey affected the City in 2017, we managed 54,771 CY of debris. Laurie Rodriguez, Environmental Services Superintendent, stated, *"Ceres personnel were very professional, friendly, and informative while on the ground. They worked with our City staff to ensure seamless removal of residential debris timely. Our City staff appreciate the guidance they were able to provide and would recommend them for future projects."*

Daytona Beach, FL	
Project Name and Location:	Debris Hauling and Disposal, Daytona Beach, FL
Project Description:	Ceres mobilized to Daytona Beach, FL following Hurricane Milton in 2024. In total, Ceres hauled, reduced, and disposed of 57,822 CY of storm generated debris.
Project Owners Representative:	David Waller, Public Works Director, 301 S. Ridgewood Avenue, Daytona Beach, FL 32114; (386) 671-8681; wallerd@codb.us
Project Duration:	October 2024 – January 2025

Daytona Beach, FL	
Size of Project:	57,822 Cubic Yards of Debris
Daytona Beach Population:	82,485
Cost of Project:	$944,547
Results/Deliverables:	Ceres mobilized quickly, maintained clear and consistent communication with the City's team, and exceeded their expectations by completing the project on schedule and under budget. On the same day the City activated the disaster debris management contract, a Ceres representative was on-site. Within the first week, over 7,000 CY of debris had been removed from rights-of-way. Although there were limited locations for Debris Management Sites, Ceres coordinated with Daytona Speedway representatives to utilize Parking Lot #7, a two-square-mile grass lot typically used during Speedway events. This provided ample space for debris separation and reduction, and Ceres ensured the site was restored to its original condition, meeting the Speedway's standards. David Waller, Public Works Director, stated, *"Ceres is a reliable and professional company that met and exceeded our expectations. I highly recommend them for any disaster debris management project."*

CITY OF MOUNT DORA
PUBLIC WORKS AND UTILITIES

City Hall
510 N. Baker St.
Mount Dora, FL 32757

Office of the City Manager
352-735-7126
Fax: 352-383-4801

Customer Service
352-735-7105
Fax: 352-735-2892

Finance Department
352-735-7118
Fax: 352-735-1406

Human Resources
352-735-7106
Fax: 352-735-9457

Planning and Development
352-735-7112
Fax: 352-735-7191

City Hall Annex
900 N. Donnelly St.
Mount Dora, FL 32757

Parks and Recreation
352-735-7183
Fax: 352-735-3681

Public Safety Complex
1300 N. Donnelly St.
Mount Dora, FL 32757

Police Department
352-735-7130
Fax: 352-383-4623

Fire Department
352-735-7140
Fax: 352-383-0881

Public Works Complex
1501 Robie Ave.
Mount Dora, FL 32757
352-735-7151
Fax: 352-735-1539

W. T. Bland Public Library
1995 N. Donnelly St.
Mount Dora, FL 32757
352-735-7180
Fax: 352-735-0074

Website:
www.cityofmountdora.com

February 9, 2023

Tia Laurie, Director of Administration
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, Florida 34240

Re: Hurricane Ian and Hurricane Nicole Debris Removal

Dear Tia;

Please accept my profound appreciation for all the hard work your team did for the City of Mount Dora as we recovered from these two back-to-back storm events.

Hurricane Ian was a first-time experience for some of us in this community and we are very grateful for the expeditious debris removal service Ceres was able to provide from the days leading up to the storm, and days and weeks after the storm. Ceres brought experience and confidence that made the situation easier than it might have otherwise been for us.

The staff we interacted with were always considerate and understanding of our situations. We had two key events during this debris clean up -- a bike rally one weekend and craft fair the following week. The advanced preparation by your team produced immediate results within a remarkably short time, allowing success for both weekends. The responsiveness to specific situations was greatly appreciated by all the concerned organizations here at Mount Dora.

Thank you for the quality of services the CERES provided to this community. May I especially recognize the continuous communication and care that I received from Don Stubblefield as he strove daily to keep us on target and satisfy the needs of our entire community.

Sincerely,

George Marek

Digitally signed by George Marek
Date: 2023.02.09 12:42:15 -05'00'

George Marek
Director of Public Works
City of Mount Dora

City of Cape Coral
Public Works Department

April 27, 2023

Bryan Fike
Regional Client Services Director
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, FL, 34240

Re: City of Cape Coral Hurricane Ian Debris Removal Project

Dear Bryan Fike:

I am writing to acknowledge and commend CERES Environmental Operations for the excellent performance related to disaster debris removal following Hurricane Ian's landfall in Cape Coral.

I offer sincere appreciation for their rapid recovery services during one of the most powerful and destructive storms to ever hit the United States. The project scope included over 127 square miles of land and 1,500 miles of roadway. Ever since we signed our contract, they have provided the highest quality of communications and responsiveness with even better customer service. Our deadlines were met earlier than expected, and they quickly resolved any issues that arose without reservation. Our recovery could not have been successful without them. The professional leadership of the field team to rapidly mobilize and ramp up with full-time personnel and numerous subcontractors is a testimony to the dedication of their staff. A positive relationship was built with all levels of the city's government, making them a reliable partner to us.

Immediately after the storm passed, CERES mobilized a large volume of equipment and personnel to conduct first push operation, began vegetative debris removal, set up and operated four separate debris management sites within city limits. The CERES team and their sub-contractors, were well equipped to, not only, meet the physical demand, but also, extremely familiar with the tedious requirements related to federal funding.

Key staff within the CERES organization provided excellent customer service and addressed all citizen concerns with a sense of urgency and professionalism.
While Cape Coral's debris removal activities were being well maintained by CERES, City of Cape Coral Public Works staff were able to focus on different infrastructure recovery efforts.

At the 60-day mark of the declared disaster, Ceres had removed over 1,800,00 cubic yards of vegetation and C&D from city streets. At project completion, CERES collected, chipped, and disposed of 1,510,773 cubic yards of vegetative debris; and collected, staged and disposed of 454,308 cubic yards C&D both, in only 4 months. This included two weeklong holiday breaks.

In addition to the right-of-way removal, a unique facet to the recovery was Ceres also planned and successfully conducted both land-based and water-based debris removal of vegetation knocked down by Ian, and non-vegetative debris blown into the canals or damaged by the storm surge.

The scope of this project included collecting, chipping, and disposing of 750,000 cubic yards of vegetative debris and 800 cubic yards of C&D from over 400 miles of both saltwater and freshwater canals, while supporting the City's efforts in protecting waterfowl, wading birds, migrant songbirds, gopher tortoises, and dolphins and reptiles. Cape Coral is home to the largest population of burrowing owls in Florida, and the canal system is so extensive that local ecology and tides have been affected. The system provides many residents with waterfront living access to the Gulf of Mexico via the broad Caloosahatchee River and Matlacha Pass.

The City of Cape Coral is honored to have completed a successful FEMA funded project with CERES, and I would whole-heartedly recommend the CERES team for emergency debris removal activities.
Sincerely,

Terry B. Schweitzer
Solid Waste Manager
City of Cape Coral

TS:jr

City of North Port
DEPARTMENT OF PUBLIC WORKS
Office: 941.240.8050
Fax: 941.240.8063

MEMORANDUM

TO: Mike Beavers
Karl Dix

FROM: Frank Lama, Solid Waste Manager

SUBJECT: Hurricane IAN Cleanup Recommendation Letter

DATE: April 21, 2023

Dear Mr. Beevers,

It is my pleasure to recommend Ceres Environmental Services, Inc. for their exceptional work in the City of North Port in the aftermath of Hurricane Ian. North Port was among the hardest-hit areas of Florida experiencing significant flooding and strong sustained winds for hours. The hurricane produced millions of cubic yards of vegetative and C&D debris. Your team at Ceres made the completion of this complex, large-scale debris removal project seem easy.

Ultimately, your team collected, hauled, processed, and disposed of over 2.4 million cubic yards of debris, which enabled a faster than anticipated restoration of the North Port community. At the project's peak, 47,000 cubic yards of debris was hauled in a single day. The City especially appreciated that Ceres owned all the reduction equipment mobilized to quickly reduce the incredible amounts of debris. This helped reduce the overall processing times and propel the project forward ahead of other jurisdictions in the area. Due to the quick response and the expedited project, the City was able to maximize FEMA reimbursement with the increased federal cost share granted by FEMA.

Ceres was also able to help us return an essential aspect of our economy back to normal. As you know, each year between February and March, tens of thousands of avid baseball fans visit North Port during MLB spring training to enjoy the weather and watch the Atlanta Braves play. Spring Training is a key economic driver for the City. Each year, Spring Training pumps millions of dollars into our City. Ceres set an ambitious goal to complete the debris cleanup process before the start of spring training, and I'm proud to say that this goal was successfully achieved.

I highly recommend Ceres Environmental Services, Inc. for any future disaster debris management projects. They are a reliable and professional company that exceeded our expectations during our disaster response efforts. Please, feel free to show this letter to potential clients. I would be happy to answer any questions or supply additional information.

Sincerely,

Frank Lama

City of North Port, FL

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CITY OF HOUSTON
Department Name

John Whitmire
Mayor

Mark Wilfalk
Director
P.O. Box 1562
Houston, Texas 77251-1562

T. 832-393-0454
F. 832-393-0333
www.houstontx.gov

Reference Letter – City of Houston

Ceres Environmental

Mr. Rob Smith

Director of Disaster Recovery

This letter expresses the City of Houston's support for Ceres Environmental Services. In the aftermath of Hurricane Beryl, which devastated Houston on July 8th, Ceres demonstrated exceptional efficiency and professionalism. They mobilized immediately upon receiving the go-ahead and successfully managed the removal and disposal of large quantities of debris, establishing multiple debris sites within the first week. Their dedication to safety and timely execution helped achieve early project completion, which was remarkable.

Ceres rapidly reached a high debris hauling capacity. By the third day of operations, they had achieved a daily production of 17,530 cubic yards, exceeding our expectations. They maintained this impressive performance for several weeks, deploying up to 62 trucks and consistently hauling between 20,000 and 25,000 cubic yards of debris each day. Their incredible efforts to remove debris from the rights-of-way as quickly and safely as possible assisted our residents in getting back on their feet.

Thousands of trees were affected by wind damage, requiring either hazard tree removal or the clearance of hazardous hangers to ensure public safety. In total, Ceres managed 13,511 trees and transported the resulting vegetative debris to the designated site for mulching and beneficial use.

I would like to commend the Ceres team's exceptional responsiveness and creativity throughout this disaster response project. Despite being engaged later than the other contractors, the Ceres project leadership team excelled with impressive dedication, organization, and efficiency. Their team implemented a well-structured approach, brought in the necessary equipment and manpower, kept us consistently informed, and ultimately completed their portion of the project ahead of schedule.

Ceres is a highly capable disaster management company. Their personnel are experts in this industry, and I genuinely appreciated their transparency and communication throughout all aspects of this project. I highly recommend Ceres for any disaster management initiative.

DocuSigned by:
Mark Wilfalk
7F557A9E24B1434...

Mark Wilfalk, Director
Solid Waste Management Department

Council Members: Amy Peck Tarsha Jackson Abbie Kamin Carolyn Evans-Shabazz Fred Flickinger Tiffany D. Thomas Mary Nan Huffman Mario Castillo Joaquin Martinez Edward Pollard Martha Castex-Tatum Julian Ramirez Willie Davis Twila Carter Letitia Plummer Sallie Alcorn
Controller: Chris Hollins

Glynn County Georgia

Glynn County Public Works
4145 Norwich Street Ext.
Brunswick, GA 31520
912.554.7746
Fax 888.558.1549

To Whom It May Concern:

I am writing this letter to recommend Ceres Environmental Services, Inc. as a debris removal contractor. I had the pleasure of working with Ceres in 2023 during the aftermath of Hurricane Idalia that hit parts of Florida and Georgia, causing damage across Glynn County, GA. I was very impressed with Ceres' professionalism, efficiency, and dedication to their work.

Following Hurricane Idalia, Ceres collected, hauled, and disposed of 35,440 cubic yards of debris. Their prompt and efficient service helped in the restoration of the community and allowed for quick return to normalcy for our residents. Their team of professionals were highly skilled, efficient, and reliable in carrying out the required tasks and keeping the County informed of the progress on a daily basis.

Overall, I highly recommend Ceres Environmental Services, Inc. for any future debris removal projects, and I am confident that they will exceed your expectations.

Please do not hesitate to contact me if you require any additional information regarding their work.

Sincerely,

Danny Smith, CPWP-M
Public Works Director
4145 Norwich Street
Brunswick, GA 31520
Office Phone: 912-554-7701
Danny.Smith@glynncounty-ga.gov

City of Pearland

3501 E. Orange St
Pearland, Texas 77581
Tel: 281.652.1900
pearlandtx.gov

March 17, 2021

Tia Laurie
Director of Administration
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, FL 34240

RE: Recommendation

Dear Ms. Laurie

In response to Winter Storm Uri, the City of Pearland formally activated Ceres Environmental Services, Inc. for Debris Management Services. Chad Dorsey and Mike Beevers were assigned to coordinate the debris removal for our City. They both were very professional, friendly, and informative while on the ground. They worked with our City staff to ensure seamless removal of residential debris timely. Our City staff appreciate the guidance they were able to provide and would recommend them for future projects.

Thank you for your service to the City and its residents.

Sincerely,

Laurie Rodriguez

The CITY OF DAYTONA BEACH

"THE WORLD'S MOST FAMOUS BEACH"

David Waller
Public Works Director
City of Daytona Beach
950 Bellevue Ave
Daytona Beach, FL 32114

March 20, 2025

To Whom It May Concern,

I would like to express my appreciation and gratitude to Ceres for the exceptional service they provided to Daytona Beach following Hurricane Milton. Throughout the disaster response, Ceres mobilized quickly, maintained clear and consistent communication with my team, and exceeded our expectations by completing the project on schedule and under budget.

The 2024 Hurricane Season may be considered one of the most difficult and destructive Seasons this decade, yet Ceres did not falter in their service for our City. On the same day the City activated the disaster debris management contract, a Ceres representative was on-site. Within the first week, over 7,000 CY of debris had been removed from rights-of-way, and by the project's completion, more than 76,000 CY had been hauled, reduced, and properly disposed of.

Although there were limited locations for Debris Management Sites, Ceres coordinated with Daytona Speedway representatives to utilize Parking Lot #7, a two-square-mile grass lot typically used during Speedway events. This provided ample space for debris separation and reduction, and Ceres ensured the site was restored to its original condition, meeting the Speedway's standards.

Ceres is a reliable and professional company that met and exceeded our expectations. I highly recommend them for any disaster debris management project. Please feel free to contact me for any further comments.

Please feel free to contact me at 321-246-2331 or wallerdavid@codb.us if you require any further information.

Sincerely,

David Waller
Public Works Director
City of Daytona Beach

MIAMI-DADE COUNTY

Solid Waste Management
2525 NW 62nd Street • Suite 5100
Miami, Florida 33147
T 305-514-6666

111 NW 1st Street • Suite 1610
Miami, Florida 33128
T 305-514-6666

miamidade.gov

November 3, 2017

Mr. Jamie Triplett
Area Manager
Ceres Environmental
3825 85th Avenue North
Brooklyn Park, MN 55443

Dear Mr. Triplett:

On behalf of the Miami-Dade County Department of Solid Waste Management, I would like to thank Ceres Environmental for your participation in the Hurricane Irma debris removal effort as one of six prime contractors. The quality and quantity of work performed by Ceres Environmental during this emergency response has met our expectations. Further, your firm's responsiveness and focus on customer service have been very helpful to the Department.

Again, thank you for your service to Miami-Dade County.

Sincerely,

Paul Mauriello
Deputy Director for Operations
Miami-Dade County
Department of Solid Waste Management

MIAMIBEACH
City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

PUBLIC WORKS, Sanitation Division
Tel: (305) 673-7616, Fax: (305) 673-7627

September 6, 2018

RE: LETTER OF RECOMMENDATION

Dear David Preus,

The City of Miami Beach Public Works Sanitation Division would like to congratulate Ceres Environmental Services, Inc. on the highly successful operations in debris recovery in the aftermath of Hurricane Irma.

As we are all aware of the difficult challenges that the 2017 hurricane season brought to many parts of the country, Hurricane Ira was especially unkind to the State of Florida in particularly Miami Beach. Although Ceres Environmental was not the city's primary contractor, once contact was made your company mobilized and responded to the city's needs. Being a top world destination and our busy season was approaching, it was crucial that the City return to normal and time was of the essence. Approximately 150,000 cubic yards of debris were collected, processed and disposed of within a 50 day time frame. Ceres Environmental was instrumental in helping our residents and business owners limit the amount of hardships and financial losses that play an important factor on how well a community rebounds form a natural disaster.

I would highly recommend Ceres Environmental to other municipalities in times of crises. My experience with this firm is that they are true professionals with a focus on the need of their customers and the community they serve regardless of the circumstances.

Respectfully,

Alberto Zamora, Sanitation Division Director
City of Miami Beach

DATE: 3/28/2025

Dear Sir or Madam,

I am writing this recommendation letter in response to Ceres' disaster debris management services provided following Hurricane Milton in the fall of 2024. Ceres was an incredible partner in ensuring proper cleanup of our city and the disposal of 100K cubic yards of debris within 48 days. This effort could not have been possible without the team Ceres provided, along with the knowledge and resources they shared with the city.
Hurricane Milton had significantly impacted Port Orange. Once the storm had passed, and City officials assessed damage, we decided to activate our disaster debris contract. Ceres personnel were in contact with officials almost immediately. This brought great relief during a stressful tie for our community.
In addition to the Scope of Work (SOW) stated in the contract, which included Right-of-Way debris removal, debris hauling, and debris reduction at the DMS, we had asked Ceres to pick up some debris and manage hazard trees on City Property. Though this was not part of the original SOW, Ceres stepped up to the plate and completed the additional task.
Ceres was a vital partner during the recovery process following Hurricane Milton. I'd like to also mention John Gallicchio, the assigned Project Manager. He was extremely knowledgeable, communicative, and was able to supply ample resources that allowed the debris removal and disposal process to proceed smoothly. Bottom line, I would not hesitate to recommend Ceres for disaster debris removal and disposal work.

Sincerely,

Thomas

Thomas DiEulio
Public Works Director
City of Port Orange
(386) 506-5575
tdieulio@port-orange.org

JACKSONVILLE BEACH

City of
Jacksonville Beach
City Hall
11 North Third Street
Jacksonville Beach
FL 32250
[P] 904.247.6268
[P] 904.247.6276

www.jacksonvillebeach.org

August 23, 2018

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota, FL 34240

Dear Mr. Preus,

On behalf of the City of Jacksonville Beach, I would like to commend Ceres Environmental Services, Inc. and your subcontractor (Arbor Masters) on the debris management, recovery and response services put forth during the Hurricane Irma event.

The lives of many Florida residents were changed forever on September 10th 2017, when Hurricane Irma ripped through our state. The City of Jacksonville Beach, located on the Northeast Coast of Florida was one of the areas impacted by Hurricane Irma. The City authorized its Debris Contractor Ceres Environmental Services, Inc. at a cost of $ 1,130,639.50 to remove, process and dispose of 68,076.93 cubic yards of vegetative and construction and demolition (C&D) debris.

Ceres Environmental Services, Inc. was on the ground within 72 hours. They exhibited great reliability and dedication during the entire process. Ceres strictly adhered to the established unit prices in the contract and FEMA debris removal guidelines to achieve the reimbursement rates for the City. Their team was organized and worked diligently to meet the City's needs.

For the reasons stated above, I highly recommend Ceres Environmental Services, Inc. as a disaster debris contractor.

Sincerely,

Ty Edwards

Ty Edwards, P.E.
Director of Public Works
City of Jacksonville Beach
1460A-Shetter Ave.
Jacksonville Beach, Fl. 32250

City of Arcadia

P. O. Drawer 1000 • Arcadia, Florida 34265

To Whom It May Concern:

I am writing this letter to recommend Ceres Environmental Services, Inc. as a debris removal contractor. I had the opportunity to work with Ceres during the aftermath of Hurricane Ian that hit Southwest and Central Florida, causing significant damage to Arcadia. Ceres provided exceptional debris removal services that were crucial to our community's recovery efforts.

Hurricane Ian caused extensive flooding in the City of Arcadia. Many main roads in the area were completely submerged and cut off emergency response personnel from getting in the City. Additionally, a major fuel shortage affected Southwest Florida. Despite these challenges, the Ceres team found a suitable route on the east side of the City for their equipment. Ceres personnel commuted to and from Central Florida with fuel transfer tanks, which allowed them to keep their crews working seven days a week, ensuring that the cleanup effort continued without interruption.

Ceres collected, hauled, and disposed of 97,379 cubic yards of debris. Their service was prompt and efficient, their team of professionals are highly skilled in removing hurricane and flood-generated debris. Their ability to handle a significant amount of debris in a safe and timely manner was critical to the community's recovery efforts. They completed the project in less than 60 days, which allowed the City to receive maximum FEMA reimbursement.

Overall, I highly recommend Ceres Environmental Services, Inc. for any future debris removal projects. Their reliability, efficiency, and dedication to this project was unmatched, and I am confident that they will provide exceptional service and exceed your expectations.

Please do not hesitate to contact me if you require any additional information regarding their work.

Sincerely,

Director of Public Works

City of Arcadia

JAMIE ENGLISH
District 1

JIM MOODY
District 2

MICHAEL NEWMAN
District 3

PAM FEAGLE
District 4

THOMAS DEMPS
District 5

TAYLOR COUNTY
BOARD OF COUNTY COMMISSIONERS

GARY KNOWLES, Clerk of Court
Post Office Box 620
Perry, Florida 32348
(850) 838-3506 Phone
(850) 838-3549 Fax

LAWANDA PEMBERTON, County Administrator
201 East Green Street
Perry, Florida 32347
(850) 838-3500, extension 7 Phone
(850) 838-3501 Fax

CONRAD C. BISHOP, JR., County Attorney
Post Office Box 167
Perry, Florida 32348
(850) 584-6113 Phone
(850) 584-2433 Fax

April 24, 2024

Ceres Environmental
Services 6968 Professional
Pkwy E. Sarasota FL 34240

To Whom It May Concern:

I am writing this letter in sincere appreciation for the exceptional efforts and performance of CERES Environmental Services in the aftermath of Hurricane Idalia.

Within hours of the impact of Hurricane Idalia, CERES responded with the mobilization of their employees, fleet of trucks and equipment, clearly demonstrating their preparedness for such emergencies.

Due to Governor DeSantis' efforts to assist Taylor County with disaster relief there were numerous entities involved in the debris removal efforts within Taylor County. CERES was able to work with all the entities and demonstrated professionalism throughout the challenging process.

CERES employees provided amazing customer service and addressed our needs as they arose. They were very professional, but also very pleasant and easy to work with. Their communication and cooperation made the whole process smooth and efficient.

Given the exceptional performance and positive impact CERES had on our community, the Taylor County would call upon CERES Environmental Services again, should we face the impact of another hurricane in the future.

Sincerely,

LaWanda Pemberton
County Administrator

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota, Florida 34240

June 18, 2018

Dear Mr. Preus,

I am writing this letter on behalf of the City of Sarasota to both thank you and your staff, along with offering this letter as a recommendation for Ceres Environmental to any agency that may need recovery assistance following a disaster.

On September 10th, the City of Sarasota was impacted by Hurricane Irma making its pass through our City as a Category 1 storm. Days prior to its impact, Ceres's staff were in constant communications with the City assessing our potential needs based on at that time, prior to landfall, was expected to be a Category 3 to 4 storm. As this was the first time we needed to activate a contract in over 15 years, your staff showed extreme reliability and professionalism in working with myself and other emergency management staff of the City both prior to and immediately following its impact on us.

Ceres met its contractual obligations to be on site within 72 hours to remove, process and dispose of approximately 60,000 cubic yards of debris. The staff's extensive knowledge of the public assistance program and strict adherence to FEMA's debris removal guidelines is expected to result in complete reimbursement of approximately $950,000 in expenditures.

In recognition of Ceres performance and its ongoing commitment to our area, Ceres again was awarded a three-year contract as the top ranked proposer to our recent request for proposals for recovery services. We look forward to our continued relationship.

Sincerely,

Doug Jeffcoat
Public Works Director
City of Sarasota
Douglas.Jeffcoat@Sarasotafl.gov

1761 12th Street Sarasota, Florida 34236

PUBLIC WORKS DEPARTMENT

City of Port St. Lucie

Accredited Agency – American Public Works Association

"A City for All Ages"

To: David Preus, Ceres Senior Vice President, Disaster Recovery Division

From: Joe Mercurio – City of Port St Lucie Emergency Manager

Date: July 10, 2018

Re: PSL Debris Management _ Letter of Recommendation

The City of Port St Lucie Debris Management Team seeks to congratulate Ceres Environmental Services, Inc. on the highly successful operations in debris recovery in the aftermath of Hurricane Irma.

As the lore of Hurricane Irma passes into the record books, it was Ceres Environmental who served as the City of Port St Lucie Prime Debris Hauler Contractor to this devastating storm event. As well-known throughout Florida, the direct impact of Hurricane Irma played a significant role in the response and recovery efforts of the entire debris haul industry and how the logistical response was to be met. Ceres Environmental was instrumental in first response to initiate "First Push" to clear main roads throughout the City. A detailed analysis was presented for clean-up actions with an expected time-line that had to work with the given City Debris Management Plan.

The City of Port St Lucie was aggressive in time constraints to service the community and we worked well with Ceres to promote effective and efficient debris collections strategies to ensure safety, proper mobilization, and economic securities for the general population as well as the company. Their efforts were directly responsible to the collection of over 86,000 CY of vegetative material with billing receipts totaling over $1.25 million. Ceres Environmental remained committed as well as loyal to the City as stronger incentives offered by affected communities lured other companies away from promised commitments. Ceres stood by Port St Lucie, and for that we are indebted.

As communities seek to incorporate the benefit of a defined and organized emergency debris haul contract, we would promote and recommend that Ceres Environmental be at the forefront of consideration. The company is committed to purpose, responsive to action, and sets the standard of industry excellence.

Respectfully,

Joe Mercurio
Project Manager, Emergency Management
City of Port St. Lucie
(772) 871-5175 - W
(772) 618-5093 - C
jmercurio@cityofpsl.com

The City of Florida
Palm Bay
www.palmbayflorida.org

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota FL 34240

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The lives of many Florida residents were changed forever on September 10th 2017, when Hurricane Irma ripped through our state. The City of Palm Bay, located on the East Coast of Florida was one of the areas affected by Hurricane Irma. The City's leadership team immediately went to work, hiring Ceres Environmental at an approximate cost of $2 Million +/- to remove, process and dispose of approximately 110,*000* +/- cubic yards of debris.

Ceres Environmental was on the ground within *72* hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the *City*. Organized and diligent, their team quickly adapted to meet the City's needs.

After witnessing the success and partnership of the City of Palm Bay and Ceres Environmental Services Inc, the City went ahead and renewed their contract with Ceres for another year.

Ceres Environmental Services Inc has my highest recommendation, and I am happy to furnish more details if you would like additional information.

Sincerely,

Barney Weiss
Asst. Public Works Director
City of Palm Bay

CITY OF WINTER PARK

401 Park Avenue South

Winter Park, Florida

32789-4386

June 21, 2018

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The City of Winter Park experienced significant damage on September 11, 2017 when Hurricane Irma impacted most of the State of Florida. The City of Winter Park immediately went to work, hiring Ceres Environmental at a cost of *$880,653.53* to assist in removing in excess of *55,000* cubic yards of debris.

Ceres Environmental was on the ground within *72* hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the City. Organized and diligent, their team quickly learned our people, our systems and our area. Ceres Environmental helped to organize and utilize Florida contractors, allowing local people to heal by doing something to help in their own backyards. Ceres assistance allowed residents in Winter Park to return to normal after only two months. After witnessing the profound success and partnership of Winter Park and Ceres Environmental, Winter Park again, after formal solicitation, selected Ceres to assist should another storm arise anytime in the next five years.

Ceres Environmental has my highest recommendation, and I am happy to furnish more details if you would like additional information.

Sincerely,

Keri Martin
Debris Project Manager

District No. 1 - Ronald Williams
District No. 2 - Rocky Ford
District No. 3 - Robby Hollingsworth
District No. 4 – Everett Phillips
District No. 5 - Tim Murphy



BOARD OF COUNTY COMMISSIONERS • COLUMBIA COUNTY

November 14, 2023

David McIntyre
Owner, Ceres Environmental Services
6968 Professional Pkwy E. Sarasota, FL 34240

Mr. McIntyre,

I am writing this letter to express my sincere appreciation and commendation for the exceptional efforts and outstanding performance of Ceres Environmental Services in the aftermath of Category 3 Hurricane Idalia, which struck Columbia County, Florida on August 30th, 2023.

In the wake of the devastating hurricane, the debris removal mission posed significant challenges for our community, requiring prompt and efficient response. Ceres Environmental Services not only met but surpassed our expectations in undertaking this critical task. The dedication, professionalism, and expertise demonstrated by the Ceres team was truly commendable.

One of the most impressive aspects of Ceres' response was the rapid mobilization of their fleet of trucks and equipment, all owned by Ceres, showcasing the company's robust infrastructure and preparedness for such emergencies. The ability to self-perform the work contributed significantly to the efficiency and effectiveness of the debris removal operations.

From the moment Ceres was called upon, they demonstrated a commitment to prompt action and a keen understanding of the urgency of the situation. The responsiveness of the Ceres team was exemplary, and their ability to exceed expectations in terms of volume, production, and timelines was truly remarkable.

Working with the Ceres Environmental Services Team, I found them to be not only professional, but also pleasant to work with. The team's collaboration with our local authorities was seamless, and their commitment to open communication and cooperation made the entire process smooth and efficient.

Given the exceptional performance and positive impact Ceres had on our community during this challenging time, there is no doubt that Columbia County would enthusiastically call upon Ceres Environmental Services again, should we face the impact of another hurricane in the future.

In conclusion, I want to express our deepest gratitude for the invaluable support and exemplary service provided by Ceres Environmental Services. Your dedication to the well-being of our community did not go unnoticed, and we are grateful for the partnership forged during this critical period.

Sincerely,

Kevin Kirby
Assistant County Manager, Columbia County
135 NE Hernando Avenue, Suite 203 Lake City, FL 32055

CITY OF PERRY
FLORIDA

224 South Jefferson Street
Perry, Florida 32347-3235
P: 850-584-7161

February 6, 2024

Ceres Environmental Services
6968 Professional Pkwy E.
Sarasota FL 34240

To Whom It May Concern:

I am writing this letter in sincere appreciation for the exceptional efforts and performance of CERES Environmental Services in the aftermath of Hurricane Idalia.

The City of Perry has never been hit by a storm of this magnitude and CERES immediately responded with the mobilization of their employees, fleet of trucks and equipment showcasing their preparedness for such emergencies.

CERES employees provided amazing customer service and addressed our needs as they arose. They were very professional, but also very pleasant and easy to work with. Their communication and cooperation made the whole process smooth and efficient.

Given the exceptional performance and positive impact CERES had on our community, the City of Perry would call upon CERES Environmental Services again, should we face the impact of another hurricane in the future.

Sincerely,

Danielle Ondash

Danielle Ondash
General Services Superintendent

City of Sugar Land

September 23, 2024

David A. McIntyre
President
Ceres Environmental Services, Inc.
9945 Windfern Road
Houston, Texas 77064

To whom it may concern,

I am writing to provide a reference for Ceres Environmental, who was contracted to assist with the cleanup of storm debris following a debris generating event. The City of Sugar Land had the opportunity to observe their work firsthand after Hurricane Beryl, and I can confidently recommend them for similar projects.

From the outset, Ceres representatives and project managers demonstrated a high level of professionalism and dedication. Prior to hurricane season they met with the City and were able to provide valuable information regarding coordination and activation. After receiving the Notice to Proceed (NTP) post Hurricane Beryl, they arrived promptly and were well-prepared to tackle the challenges posed by the storm debris. Their team worked efficiently, utilizing effective techniques to ensure the safe and thorough removal of debris while adhering to all FEMA guidelines, local regulations, and safety protocols.

After activation they met with City staff, and the Debris Monitor, multiple times a day to ensure we had a coordinated plan. Throughout the project, Ceres Project Manager, Alonzo Clay, maintained open communication, providing daily updates and addressing any concerns that arose. Their commitment to quality and customer satisfaction was evident in their attention to detail and willingness to meet our requests.

In addition to their technical expertise, Ceres Environmental and their team displayed a strong work ethic and a positive attitude, which contributed to a collaborative and productive working environment. Ceres was able to assist the City of Sugar Land in recovering from Hurricane Beryl in a timely manner in comparison to surrounding areas impacted.

I recommend Ceres Environmental for any future projects involving cleanup and debris removal. Their experience, reliability, and dedication make them an excellent choice for municipalities and organizations in need of these services.

Please feel free to contact the City if you have any further questions.



Christian Eubanks

Environmental Manager

City of Sugar Land

GARLAND
TEXAS MADE HERE

September 10, 2024

Marcus Smith
Project Manager
CERES Environmental, Inc.

Dear Marcus,

I am writing to express my heartfelt appreciation for your outstanding leadership and dedication in managing the recent disaster debris collection efforts in the City of Garland, Tx.. The work your team completed was nothing short of remarkable, and it was clear that your guidance played a pivotal role in the success of this massive and historic undertaking.

The aftermath of the May 28, 2024 storm presented unprecedented challenges for the Garland community, and we are deeply grateful for the speed and efficiency with which your team mobilized. Your ability to coordinate such a large-scale operation, ensuring that debris was removed swiftly and safely, brought much-needed relief to our residents. The professionalism, diligence, and commitment to the highest standards exhibited by you and your team were evident in every aspect of the project.

I would also like to commend your communication throughout the process. Keeping my staff informed, addressing concerns promptly, and providing updates on progress were invaluable in helping everyone navigate this difficult time with a sense of confidence and assurance.

Please extend my sincerest thanks to every member of your team for their hard work and dedication. The difference you have made in the lives of our residents and the overall recovery of our community cannot be overstated.

Once again, thank you for your exceptional service and leadership during this critical time. Your efforts have left a lasting positive impact on the City of Garland, and we are truly grateful.

Sincerely,

Uriel Villalpando

URIEL D VILLALPANDO, MBA | Director
Sanitation | Transfer Station | Recycling Center
1434 Commerce Street
Garland, TX. 75040
Office: (972) 205-3424 | Fax: (972) 205-3703
uvillalpando@garlandtx.gov | www.garlandtx.gov

BEAUFORT COUNTY PUBLIC WORKS
Solid Waste and Recycling
120 Shanklin Road
Beaufort, South Carolina 29906
Voice (843) 255-2800 Facsimile (843) 255-9435

Mr. David Preus
Ceres Environmental Services Inc.

Dear Mr. Preus:

I am writing to express my appreciation for the performance of the entire team from Ceres in the debris operations for Hurricane Matthew. As our debris removal firm the level of support and professional performance provided has been exceptional in all regards. My direct point of contact with your firm was Project manager Mike Beevers. Mike supported the County in an outstanding manner and his counsel was invaluable throughout this operation. He is a professional in all respects and helped to establish a high standard for compliance. On a personal level, Mike was extremely responsive to answer any questions and provide the assistance I required. As the Debris Manager I am not exaggerating when I state that without his diligence, knowledge, and ability to gain the cooperation within the team we would not have been as effective. Mike is a" machine". As a team we moved 72% of all ROW debris into the DMS sites in the first 90 days of operation; over 90% of hangers and leaners were addressed in the same period. FEMA and SCEMD officials remarked that "Beaufort County had their operation together". Mike played a huge part in making that happen. If I ever had to do this again I would want Mike as my Project Manager.

Providing Karl Dix to assist with the process allowed the County to get a jump on a difficult task. Without his vital help we would have been overwhelmed with obtaining PPDR approval from FEMA and removing debris from 83 individual private communities. Karl provided essential high level technical support and coordination for the debris removal operation. He is a treasure trove of knowledge and expertise that worked seamlessly with the entire County staff. Ralph Sosabe is the most effective problem solver I have ever worked with. His professionalism, personality and ability to communicate with our citizens kept things moving smoothly. Ralph handled the most difficult situations with ease which I sincerely appreciated. His ability "To Make the Noise Stop" was nothing short of incredible.

Bottom line, Ceres did an exceptional job and I am thankful for each member of your team. You exceeded expectations in every area and continue to provide us with excellent customer service. I am forwarding a copy of this letter to our Administration and Purchasing Department for future reference.

Regards

James S Minor Jr.

JAMES S. MINOR, JR
SOLID WASTE / DEBRIS MANAGER

BOARD OF COMMISSIONERS

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JENNIFER O. RUTLEDGE, COUNTY CLERK

ROCKDALE COUNTY EMERGENCY MANAGEMENT AGENCY

Dan Morgan, GA-ACEM, Director
Dan.morgan@rockdalecountyga.gov
OFFICE: 770-278-8405
FAX: 770-278-8905

May 6, 2024

Recommendation Letter for CERES Environmental

To Whom It May Concern:

Rockdale County, Georgia, sustained damage from an EF2 tornado in the morning hours of April 2nd, 2024. After surveying the damage and the amount of vegetative debris, Rockdale County EMA activated our debris management plan. CERES is the contracted hauler and processor for Rockdale County.

They responded with the correct amount of equipment, did a thorough assessment of the damaged area and set up operations at the Debris Management Site (DMS). Their operations manager, Marian Banks, kept in constant contact while overseeing the total operation. The daily operations needed very little oversight from Rockdale County as CERES handled all aspects of the debris response.

As the EMA Director, I feel confident in the abilities of the CERES team to successfully respond to and complete any debris disaster. I would highly recommend CERES as a valuable addition to any disaster response team.

Sincerely,

Dan Morgan
EMA Director
Rockdale County, Georgia

Letter of Recommendation

March 7, 2023

Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, Florida 34240

It is my pleasure to write a letter of reference for Ceres Environmental Services. I had the opportunity to work with Ceres staff during the Winter Storm Mara (2023) recovery efforts in Austin, Texas.

Ceres collected, processed, hauled and disposed of approximately 230,000 cubic yards of debris. Ceres its employees are very knowledgeable in the disaster process of debris removal. They understand FEMA regulations and requirements and communicated the cleanup and recovery steps throughout the event. The staff we worked directly with were knowledgeable, compassionate and brought confidence to the situation.

Ceres staff were reliable, organized and executed their tasks with efficiency and timeliness. Their integrity as a company was evident throughout the event and played a critical role in helping Austin recover from Winter Storm Mara. I would recommend them for their services as a debris contractor.

If you have any questions, please do not hesitate to contact me at amy.slagle@austintexas.gov.

Amy Slagle
Mar 7, 2024 12:28 CST)

Amy Slagle
Acting Assistant Director
City of Austin
Austin Resource Recovery

VERMONT

Vermont Department of Environmental Conservation *Agency of Natural Resources*
Waste Management & Prevention Division, Solid Waste Management Program
One National Life Drive, Davis 1 [phone] 802-828-1138
Montpelier, VT 05620-3704 [web] VTrecycles.com

August 28, 2024

Ceres Environmental Services
6968 Professional Pkwy
E. Sarasota FL 34240

To Whom It May Concern:

I am writing this letter in sincere appreciation for the exceptional efforts and performance of CERES Environmental Services with debris removal in the aftermath of severe flooding events in July 2023 and July 2024.

The State of Vermont has never been hit by such large-scale debris event storms of this magnitude and CERES immediately responded with the mobilization of their employees, fleet of trucks and equipment showcasing their preparedness for such emergencies.

CERES employees provided amazing customer service and addressed our needs as they arose. They were very professional, very pleasant, and easy to work with. Their communication and cooperation made the whole process as efficient as possible.

Given the exceptional performance and positive impact CERES had on our community, the State of Vermont would use the contract with CERES Environmental Services again, should the need arise in the future.

Sincerely,



Steven Young, State Debris Management Coordinator
Vermont Department of Environmental Conservation

ST. TAMMANY PARISH
MICHAEL B. COOPER
PARISH PRESIDENT

To Whom It May Concern:

Ceres Environmental Services has done an exceptional job clearing numerous waterways in St. Tammany Parish. In 2022 and 2023, we had the pleasure of collaborating with Ceres on an NRCS-funded project aimed at preventing flooding by removing debris from our extensive canals, channels, and various waterway systems. Their dedication, professionalism, and expertise were instrumental in the success of this project.

In total, Ceres cleared 381,333 linear feet of waterways, working within the National Wild and Scenic Rivers System. Ceres demonstrated efficiency, effectiveness, and high levels of expertise in their waterway debris removal efforts. They exhibited a profound understanding of the challenges posed by our waterways, requiring specialized knowledge and equipment to ensure project success while minimizing the environmental impact. They applied various debris removal techniques to tackle challenges such as the varying depth and width of the waterways, the limited availability of access points, and the presence of obstacles in the waterways.

Ceres complied with all applicable rules and regulations and provided thorough documentation to NRCS to ensure St. Tammany Parish's reimbursement eligibility.

I highly recommend Ceres for any future projects related to waterway debris removal and restoration. Their unwavering dedication to quality, safety, and efficiency sets them apart. We are grateful for their dedication, and we look forward to future collaborative efforts.

Sincerely,

MICHAEL B. COOPER
Parish President

OFFICE OF THE PARISH PRESIDENT
P.O. BOX 628 | COVINGTON, LOUISIANA | 70434 | MCOOPER@STPGOV.ORG | 985-898-2362
WWW.STPGOV.ORG

LARIMER COUNTY | OFFICE OF EMERGENCY MANAGEMENT

P.O. Box 1190, Fort Collins, Colorado 80522-1190, 970.498.7010, Larimer.org

January 21, 2022

RE: Ceres Environmental Services

To Whom It May Concern:

This letter should serve as a letter of recommendation for Ceres Environmental Services for their debris management efforts on Larimer County's behalf after the Cameron peak Wildfire and the Black Hollow Debris Flow.

Ceres Environmental Services, Inc. provided exceptional performance during the roughly $4,200,000.00 hazard tree removal project inside the Front Range resulting from the Cameron Peak Fire. As the Director of Emergency Management for Larimer County, I was responsible for all aspects of the hazard tree removal project, including coordination amongst key stakeholders from the U.S. Forest Service, FEMA, the State of Colorado, other County Departments, multiple HOAs, and individual residents. Ceres met the challenging demands of the project with strong leadership, and a team of professionals possessing expert knowledge of planning for and removing hazardous trees. It was evident that Ceres had completed projects of similar scope and complexity numerous times before our project in Larimer County.

The Ceres' project management team engaged with the County early and often prior to the start of the project. During the initial planning phase, we collectively shared ideas for the concept of operations, unique features of the impacted area, path through the project, messaging to residents, and overall goals for the program. Ceres brought continuity and competency to the response offering lessons learned from past fire responses and disaster projects. At final tally, Ceres removed 14,207 hazardous trees along 65+ miles of roads in very difficult terrain. When a debris flow impacted the County near the project, Ceres quickly changed focus, and mobilized personnel and equipment to assist search and rescue and recovery operations. Even with the changing scope, the project finished ahead of schedule.

During the hazard tree removal process, a catastrophic debris flow occurred in the Black Hollow drainage in the Cameron Peak Fire area, causing the death of four people and the destruction of multiple structures. Ceres was able to shift operations quickly and effectively to assist with Search and Rescue efforts and later with debris removal from the site.

LARIMER COUNTY

I specifically appreciated Ceres consistent attention to any concern I raised and their commitment to resolving any problem quickly and effectively. Ceres started and finished operations along ROWs mile-by-mile in a systematic and orderly fashion. This is a key component of any disaster project as it reduces the length of time that our operations impact residents as they rebuild on their property.

Ceres is also deserving of our recognition and its accomplishments are quite noteworthy.

- Ceres deployed cutting-edge forestry resources (Sennebogens) and efficient industry work methods, completing over 60% of the work with its own forces.
- Ceres introduced forestry and tree removal practices not anticipated in the original contract, providing cost savings while consistently protecting areas containing sensitive environmental resources.
- Ceres developed and implemented a Steep-Slope Operations Plan to remove and chip hazardous trees on rugged terrain. The steep slope operations plan reduced the overall safety risk to all stakeholders while improving project performance.
- Working inside the Front Range, the County has a limited window to start and finish infrastructure projects. Ceres coordinated with other County Departments and their contractors to ensure hazard tree removal operations did not adversely impact other county infrastructure and recovery projects.

I highly recommend Ceres to any other jurisdiction, both in Colorado and across the United States. Please contact me with any questions or concerns at 303-656-3214 or via email at hodgeslr@co.larimer.co.us. Thank you.

Regards,



Lori Hodges, Director
Office of Emergency Management
Larimer County

Mark R. Johnson
Mayor

March 23, 2022

To Whom It May Concern,

It is my great pleasure to recommend Ceres Environmental Services Inc. to any organization in need of debris removal services. The City of Covington, located in southeast Louisiana, completed an RFP for a standing debris removal service contract over the summer of 2021 and executed a contract in early August 2021. Less than one month later Hurricane Ida formed in the Gulf of Mexico and was projected to impact the City of Covington. Within hours of being notified of the possible strength of the storm, Ceres contacted our staff to provide assurance they were ready to respond if needed. The City pre-emptively issued a purchase order one day ahead of the projected impacts to enable Ceres to activate immediately if necessary.

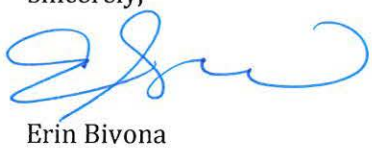
Weather bands from Hurricane Ida started rolling in the evening of Sunday, August 29th, 2021. Severe weather conditions continued throughout that evening until approximately 6:00 AM Monday morning, at which point the City's Public Works Director determined roads were impassable and we needed to activate Ceres. By 7:00 AM I made direct contact with our Ceres representative and a crew was mobilized. By 11:00 AM our assigned Project Manager arrived in town and a kickoff meeting was held. By 1:00 PM the city was divided into response zones and several debris crews were in route to our area. Debris push efforts on City roads began the following morning at sunrise.

The immediate response by Ceres within hours of activation was the key component to the City being able to clear roads for emergency response and reentry. Not only were the crews able to move quickly and efficiently, our Project Manager had a strong understanding of FEMA regulations. It was immediately clear that the City's ability to seek FEMA reimbursement based on eligibility was a priority for Ceres.

Our Project Manager and debris crews were in Covington working nearly 7 days a week from August 30th through mid-December. During this time, Ceres demonstrated their ability to operate independently, which allowed the City's leadership to focus on re-establishing City operations. Our Project Manager maintained on-going coordination with the staff, provided notifications of time-sensitive matters, and kept a sharp focus on the community's need to recover and return to daily life as quickly as possible. Meanwhile, he continued to prioritize the City's eligibility for FEMA reimbursement.

I can confidently say the City of Covington's speedy and successful recovery in the wake of Hurricane Ida is in large part due to the excellent planning and execution of our Ceres team.

Sincerely,



Erin Bivona
Chief Administrative Officer
City of Covington, LA

City of Thibodaux- Office of Emergency Preparedness
310 North Canal Blvd. P.O. Box 5418
Thibodaux, La. 70302

January 7, 2022

David McIntyre
Ceres Environmental

I would like to offer my personal thanks to you for the efforts of Karl Dix, Mike Beevers and Mike Dillard for their work in support of the City of Thibodaux in response to Hurricane Ida.

I would like to preface my gratitude with some of my personal background. I am currently serving with the City of Thibodaux as the Special Projects Coordinator, as well as the Emergency Preparedness Director. I started this position in 2019 having just retired from the U.S. Marshals. I had a total of 28 years in service, serving as a supervisory federal law enforcement agent for 17 years of those 28 years. In addition, I also served as a leader in the U.S. Army- Louisiana National Guard for 31 years (retiring as a Colonel in 2015). Of my 31 years, I served 19 years in eight different command assignments. Between these two careers, I have supervised over 100 emergency management events (including a tour in Iraq as the Commander of Security Forces in the Green Zone). These events spanned the elected terms of 6 U.S. Presidents and 7 Louisiana Governors.

Karl, Mike B. and Mike D. are some of the best leaders I have ever seen in this line of work. Their ability to take strategic concepts and turn them into operational programs is outstanding. There are three things that set these leaders above their peers in this industry: their problem solving, their ability to interact with others and their decision making. I have personally watched them interact with residents, politicians and governmental leaders in the past 5 months. Their ability to move through issues to solutions is a testament to their ability as leaders. They see problems and solve them before progression migrates to major events.

These three leaders have established a level of production that is rarely seen in debris management. They have represented Ceres Environmental in a dynamic fashion and are a testament to the ability of your team. I know that you are well aware of their value as leaders and I want to thank you for allowing them to help us get through this tough time. Leadership is not about personal achievement, leadership is about impact to those around us. Karl, Mike B. and Mike D. have truly made an impact here and we thank you as well for effort: Job well done!

Jacques Thibodeaux
Special Projects Coordinator
Emergency Preparedness Director
City of Thibodaux

City of Gonzales

120 SOUTH IRMA BOULEVARD • GONZALES, LOUISIANA 70737 • PHONE (225) 647-2841 • FAX (225) 647-9557

BARNEY D. ARCENEAUX
MAYOR/ADMINISTRATOR

TIMOTHY R. RILEY-Division A
COUNCILMAN
DRAINAGE
MAYOR'S YOUTH COUNCIL

KIRK J. BOUDREAUX-Division B
COUNCILMAN
MAYOR PRO-TEMPORE
TREASURER/FINANCE
STREETS
AEDC LIAISON

HAROLD L. STEWART-Division C
COUNCILMAN
SANITATION
TOURISM

TYLER J. TURNER-Division D
COUNCILMAN
ASSISTANT TREASURER
UTILITIES
ORDINANCE

JOHNNY A. BERTHELOT-Division E
COUNCILMAN
RECREATION
ENGINEERING
PUBLIC SAFETY

SHERMAN D. JACKSON
CHIEF OF POLICE

TRACEY N. NORMAND
FIRE CHIEF

SCOT BYRD
CITY CLERK / CAO

MATTHEW I. PERCY
CITY ATTORNEY

October 25, 2021

Mr. Karl Dix
Director of Client Services
CERES Environmental Operations
6968 Professional Parkway
Sarasota, FL 34240

RE: Debris Removal Hurricane Ida

Dear Mr. Dix:

I am writing to acknowledge and commend CERES Environmental Operations for the excellent performance related to disaster debris removal following Hurrican Ida's landfall in Gonzales. Immediately after the storm passed, CERES mobilized with a large volume of equipment and personnel to begin vegetative debris removal. The CERES team, and their sub-contractor, was well equipped to, not only, meet the physical demand, but also extremely familiar with the tedious requirements related to federal funding.

Key staff within the CERES organization provided excellent customer service and addressed all citizen concerns with a sense of urgency and professionalism. While Gonzales' debris removal activities were being well maintained by CERES, City of Gonzales DPW staff was able to focus on alternate infrastructure recovery efforts. At project completion, CERES hauled, chipped and disposed of 91,230 cubic yards vegetative debris and disposed 14,811 cubic yards C&D in only 40 days.

The City of Gonzales is honored to have completed a successful FEMA funded project with CERES, and I would whole-heartedly recommend the CERES team for emergency debris removal activities.

Sincerely,

Jackie Baumann, P.E.
City Engineer

CC: Mayor Barney Arceneaux

WESTON WAMP
COUNTY MAYOR



JOHN A. AGAN, P.E.
DIRECTOR
ENGINEERING &
FACILITIES MAINTENANCE

HAMILTON COUNTY, TENNESSEE

Tia Laurie, Director of Administration
Ceres Environmental Services, Inc.
6968 Professional Parkway East
Sarasota, Florida 34240

Subj: Letter of Recommendation

Dear Ms. Laurie,

As director of Engineering and Facilities Maintenance for Hamilton County, I was assigned to coordinate and manage the debris removal contract with your firm after Hamilton County sustained an EF-3 Tornado disaster on April 11, 2020. At the onset of the contract initiation with Ceres, your team immediately contacted us and commenced planning to be onsite within 24 hours. The dedication, determination, and professional performance by all the Ceres team members and sub-contractors started with resilience and maintained so until project completion.

The debris removal effort included a total of 408,475 cubic yards (376,043 cubic yards were vegetative, and 32,432 cubic yards were C&D material). The debris removal effort was completed safely and efficiently in the 45 day period required by FEMA guidelines. The contract amount was $5,369,509.80.

The project management team provided daily information on the removal process along with detailed and coordinated weekly meetings. The Ceres project management team worked to ensure compliance with all FEMA guidelines, and USACE recommendations, ensuring that Hamilton County reimbursement was not jeopardized.

Ceres displayed an outstanding team attitude in the interaction between Hamilton County officials, the debris monitoring firm, and the FEMA assigned USACE subject matter expert team. Ceres' professionalism and debris removal expertise was critical in the timely restoration of our community, and allowed for a quicker return to normalcy for our residents.

Ceres is highly recommended for any future debris removal projects. Please feel free to forward this letter to agencies requiring a recommendation, and let them know that they can contact me.

Sincerely,

John a. Agan

John A. Agan, PE
Director
Engineering & Facilities Maintenance
Hamilton County, Tennessee
(423) 209-7840

TOWN OF ST. JAMES

October 22, 2018

Mr. Karl Dix
Director of Client Services
CERES Environmental Services
3825 85th Avenue N
Brooklyn Park, MD 55443

Dear Karl;

This letter is in reference to the recovery work that CERES provided to the Town of St. James because of Hurricane Florence.

Hurricane Florence was a first time experience for many of us here in this community and we are very grateful to the assistance that CERES was able to give us from the days leading up to the storm, during the storm and the days and weeks after the storm.

CERES brought experience and confidence that made the situation easier than it might otherwise have been for us. The staff that was here, as well as the staff that we interacted with were always considerate and understanding of our situations. The advance preparation by your team produced immediate results that facilitated our ability and desire to get the recovery underway within a remarkably short time. The responsiveness to specific situations was greatly appreciated by all of the concerned organizations here at St. James.

Thank you for the quality of services that CERES provided to this community.

Sincerely;

Gary 2 Brown

Gary Brown
Town Manager

4140-A Southport-Supply Road SE, St. James, NC 28461
Telephone: (910) 253-4730 Fax: (910) 253-4732 E-mail: tosj@stjames.town

Livingston Parish

Office of Homeland Security and Emergency Preparedness

MARK HARRELL
Director

BRANDI JANES
Deputy Director

18 September 2018
LOHSEP/MH/BJ/185

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota FL 34240

Ref: Debris Removal for the Great Flood of August 2016

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The lives of many Livingston Parish residents were changed forever beginning August 11, 2016, when heavy rains and extensive flooding ripped through our parish and surrounding areas. The Parish had a pre-event contract with Ceres Environmental and immediately hired Ceres Environmental to remove, process and dispose of approximately 1,348,249 cubic yards of debris for $16,399,988.71 once the flood waters receded and residents were able to get back into the area.

Ceres Environmental was on the ground within *72* hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the project. Organized and diligent, their team quickly adapted to meet our needs.

Ceres Environmental helped to organize and utilize local contractors, allowing local people to heal by doing something to help in their own backyards. After witnessing the success and partnership of Livingston Parish, its other contractors and Ceres Environmental, we have elected to continue to use Ceres for debris cleanup for an NRCS Emergency Watershed Protection project.

Ceres Environmental has my highest recommendation, and I am happy to furnish more details if you would like additional information.

P.O. Box 1060, Livingston, LA 70754
225-686-3066 225-686-7280 Fax

Please feel free to contact my office to discuss this request. Your assistance in this matter is greatly appreciated.

Respectfully,

Mark Harrell, LOHSEP Director
P.O. Box 1060
Livingston, LA 70754
lohsep1@lpgov.com
Telephone: (225) 686-3066

BOARD OF COMMISSIONERS
DOUGHERTY COUNTY
ALBANY, GEORGIA

COUNTY COMMISSION:
CHRISTOPHER S. COHILAS, CHAIRMAN
CLINTON JOHNSON, VICE CHAIR
GLORIA GAINES
JOHN HAYES
LAMAR HUDGINS
ANTHONY JONES
EWELL LYLE

COUNTY ADMINISTRATOR
RICHARD CROWDIS

David Preus
Senior Vice President
Disaster Recovery Division
Ceres Environmental Services, Inc.
6968 Professional Pkwy East
Sarasota FL 34240

Ref: Dougherty County Debris Removal

Dear Mr. Preus,

It is my pleasure to offer this letter of recommendation for Ceres Environmental to any area that is unfortunately affected by a natural disaster.

The lives of many Dougherty County residents were changed forever on January 22, 2017, when a tornado ripped through our community. Dougherty County, which is located in Southwest Georgia procured the services of Ceres Environmental to remove, process and dispose of approximately 950,000 cubic yards of debris for $9.5 million.

Ceres Environmental was on the ground within 72 hours. They showed extreme reliability and dedication in the midst of chaos. They educated staff on federal requirements and strictly adhered to FEMA debris removal guidelines to achieve greater reimbursement rates for the Dougherty County. Organized and diligent, their team quickly adapted to meet our needs.

Ceres Environmental helped to organize and utilize local contractors, allowing local people to heal by doing something to help in their own backyards. After witnessing the success and partnership of the County and Ceres Environmental, we have elected to continue to use Ceres for debris cleanup for Private Property Debris Removal.

Ceres Environmental has my highest recommendation, and I am happy to furnish more details if you would like additional information.

Sincerely,

Michael McCoy
Interim County Administrator

222 PINE AVENUE POST OFFICE BOX 1827 ALBANY, GEORGIA 31702-1827 (229) 431-2121 FAX (229) 438-3967

COLUMBIA COUNTY
GEORGIA
Emergency & Operations Division

LETTER OF RECOMMENDATION

February 9, 2015

To Whom It May Concern:

As the Debris Management Services Contract Manager, please accept this letter as my official recommendation for CERES Environmental Services, Inc.

Columbia County has maintained a pre-event debris management contract with CERES since 2008 and activated the contract when Ice Storm Pax deposited one inch of ice on our trees/vegetation and overhead utilities in February 2014. CERES immediately responded, mobilized their workforce and started the task of removing over 535,000 cubic yards of debris from our right of ways.

CERES was professional in every aspect of this operation, from removing the debris to transporting it to final destinations. During the debris removal operations, CERES provided me with a "zone map" of the county and provided daily information so that I could let our citizens know when they should have their debris out on the public right of way for pick up. They cleaned the areas following the pick-ups, which made our citizens very happy.

Additionally, CERES assisted us with FEMA documentation all along the way to assure that we received the maximum amount of State and Federal reimbursement possible, resulting in a 92% cost recovery for our County.

In summary, I can attest to the fact that CERES has years of experience – and from the first day to the last day of our project – they performed their work in an admirable and cooperative manner. They did everything expected – and even exceeded our expectations in getting our community back to normal as quickly as possible.

Please feel free to contact me if you have any questions or need more information in this regard.

Sincerely,

Pamela P. Tucker
Director

P.O. Box 498 • 650-B Ronald Reagan Drive • Evans, GA 30809 • Phone: 706-868-3303 • Fax: 706-868-3343
www.columbiacountyga.gov

6 FINANCIAL CAPABILITY

6.1 Financial Resources

Ceres Environmental Services, Inc. can provide performance and payment bonds from an 'A'-rated, treasury-listed carrier in amounts in excess of $2 Billion per project. With liquid working capital and additional credit lines in excess of $200 million available, a lack of financial resources is never an obstacle for Ceres.

Ceres has an established, solid 25-year banking relationship with 1st Source Bank as well as other financial institutions. Financial concerns such as short-term cash flow are not obstacles for Ceres. The company is able to perform work with its own funds and the timing of payments from customers is a non-issue for the corporation. During Hurricanes Harvey, Irma, Maria and NorCal wildfires in 2017-18, Ceres carried $98 million in open invoices with no work stoppages or delay in subcontractor payments. On the Hurricane Katrina Project, Ceres had up to $140 million in open invoices to the USACE, without an interruption in work performance or delays in payments to the subcontractors.

Bank of Record (Letter Attached):
1st Source
Art Bayley
Box 266
Oconomowoc, WI 53066
262-567-7057 telephone

Surety Company Contact (Letter Attached):
Ted Jorgensen
Liberty Mutual Insurance Company
150 S 5th Street, Ste. 2800
Minneapolis, MN 55402
612-349-2464 telephone

Insurance Company Information (Insurance Certificate Attached):
Rob Dahlin
Holmes Murphy
225 South Sixth Street, Ste. 1900
Minneapolis, MN 55402
612-349-2420 telephone

1st Source Bank
Construction Equipment Financing

Box 333
Lannon, WI 53046
262-488-3800

October 15, 2024

RE: Ceres Environmental Services, Inc.

Dear Sir/Madam:

1st Source Bank has had an excellent relationship with Ceres Environmental Services, Inc. for over 30 years. We provide Ceres a medium 8 figure revolving line of credit, a Medium 8 figure equipment finance line and they maintain a Medium 7 figure deposit account.

All accounts are handled ins a very satisfactory manner. Please contact me at the above address if you have any questions.

Sincerely,

Art Bayley
Vice President

F7266-WI

Liberty Mutual Surety

April 28, 2025

City of Destin
4200 Indian Bayou Trail
Destin, FL 32541

Re: Surety Bond Commitment
Ceres Environmental Services, Inc. (6371 Business Blvd., Suite 100., Sarasota, FL 34240)
RFP: 25-05-PW, Disaster Debris Management Services

To Whom It May Concern:

Liberty Mutual Insurance Company has approved the issuance of performance and payment bonds for the benefit of **the City of Destin, FL** per the requirements set forth in **RFP: 25-05-PW, Disaster Debris Management Services.** This performance and payment bond will be for the successful contract completion of the work set forth in **RFP: 25-05-PW, Disaster Debris Management Services**. Environmental Services, Inc. is approved to provide bonds for single projects up to $2,000,000,000 (Two Billion).

Liberty Mutual Insurance Company is a surety or insurance company currently listed on the U.S. Department of the Treasury Financial Management Service list of approved bonding companies which is published annually in the Federal Register, with an A rating, financial size category of XV in the latest printing of the A.M. Best's Key Rating guide to write individual bonds up to ten (10) percent of policyholders' surplus as shown in the A.M. Best's key rating guide and is licensed to issue surety bonds in the State of **Florida.**

Please note that the decision to issue performance and payment bonds is a matter between Ceres and Liberty Mutual Insurance Company, and it will be subject to standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms and financing. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

Sincerely,

Ted Jorgensen,
Attorney-in-Fact
612-349-2400
Liberty Mutual Insurance
2854 Highway 55, Suite #250
Eagan, MN 55121

POWER OF ATTORNEY

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No: **8213401- 190054**

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Kristine M. Becks; Melinda C. Blodgett; R. C. Bowman; Joseph Cardinal; Tina Domask; Sandra M. Engstrum; R. W. Frank; Ted Jorgensen; Joshua R. Loftis; Ryan-Olivia E Lundy; Michelle Morrison; Austin Muehlschlegel; Brian J. Oestreich; Sarah Robinson; Ross S. Squires; Nicole Stillings; Nathan Weaver; Colby D. White

all of the city of St. Louis Park state of MN each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 19th day of March, 2025.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: _____
Nathan J. Zangerle, Assistant Secretary

State of PENNSYLVANIA
County of MONTGOMERY ss

On this 19th day of March, 2025 before me personally appeared Nathan J. Zangerle, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.

Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2029
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: _____
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS: Section 12. Power of Attorney.
Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts: Section 5. Surety Bonds and Undertakings.
Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes Nathan J. Zangerle, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this **28th** day of **April**, **2025**.

By: _____
Renee C. Llewellyn, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 11/18/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Holmes Murphy & Associates LLC 2727 Grand Prairie Parkway Waukee IA 50263	**CONTACT NAME:** Jeffrey Whitworth **PHONE (A/C, No, Ext):** 801-532-5976 **FAX (A/C, No):** **E-MAIL ADDRESS:** jwhitworth@holmesmurphy.com
	INSURER(S) AFFORDING COVERAGE / **NAIC #**
	INSURER A : Zurich American Insurance Company / 16535
INSURED CERENVPC Ceres Environmental Services Inc. 6371 Business Boulevard Suite 100 Sarasota, FL 34240	**INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 2130451534 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY**			GLO183855305	9/1/2024	9/1/2025	EACH OCCURRENCE	$ 2,000,000
	[ ] CLAIMS-MADE [X] OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 300,000
	X Contr Liab Per						MED EXP (Any one person)	$ 10,000
	X Policy Form/XCU						PERSONAL & ADV INJURY	$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 4,000,000
	[ ] POLICY [X] PRO-JECT [ ] LOC						PRODUCTS - COMP/OP AGG	$ 4,000,000
	[ ] OTHER:							$
A	**AUTOMOBILE LIABILITY**			BAP184004605	9/1/2024	9/1/2025	COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	[ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	[ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
							Hired Auto Phy Damage	$ ACV less ded
	[ ] **UMBRELLA LIAB** [ ] OCCUR						EACH OCCURRENCE	$
	[ ] **EXCESS LIAB** [ ] CLAIMS-MADE						AGGREGATE	$
	[ ] DED [ ] RETENTION $							$
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [N] **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC183855405	9/1/2024	9/1/2025	X PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

FL

All Work Performed
Additional Insured only if required by written contract with respect to General Liability and Automobile Liability applies on a primary basis and the Insurance of the Additional Insured shall be Non-Contributory: Certificate Holder, Project Owner and Others as required by written contract, per policy terms and conditions.
• Waiver of Subrogation only if required by written contract with respect to General Liability, Automobile Liability and Workers Compensation applies in favor of: Certificate Holder, Project Owner and Others as required by written contract, per policy terms and conditions.
General Liability, Automobile & Workers Compensation policies include a provision that a 30-day notice of cancellation will be furnished to the certificate holder.

CERTIFICATE HOLDER

PROOF OF COVERAGE
XXXXXXXXXXXXXX
XXXXXXXXXXXXXX
XXXXXXXXXXXXXX

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$9.95	3,940,000	$39,203,000.00
16-30 miles	$10.45	500,000	$5,225,000.00
31-60 miles	$11.25	50,000	$562,500.00
61+ miles	$12.50	10,000	$125,000.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$11.20	50,000	$560,000.00
16-30 miles	$11.25	700,000	$7,875,000.00
31-60 miles	$12.50	700,000	$8,750,000.00
61+ miles	$12.95	50,000	$647,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$17.20	10,000	$172,000.00
16-30 miles	$17.25	90,000	$1,552,500.00

31-60 miles	$18.50	90,000	$1,665,000.00
61+ miles	$18.95	10,000	$189,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$22.20	10,000	$222,000.00
16-30 miles	$22.25	90,000	$2,002,500.00
31-60 miles	$23.50	90,000	$2,115,000.00
61+ miles	$23.95	10,000	$239,500.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$5.98	4,400,000	$26,312,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$5.00	50,000	$250,000.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$4.20	50,000	$210,000.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$3.98	100,000	$398,000.00
16-30 miles	$5.48	450,000	$2,466,000.00
31-60 miles	$5.98	450,000	$2,691,000.00
61+ miles	$6.08	120,500	$732,640.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	$55.00	200	$11,000.00
13” to 24” diameter	$198.00	500	$99,000.00
25” to 36” diameter	$250.00	200	$50,000.00
37” to 48” diameter	$275.00	100	$27,500.00
49” and larger diameter	$350.00	50	$17,500.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$250.00	100	$25,000.00
37" to 48" diameter	$400.00	50	$20,000.00
49" and larger diameter	$500.00	50	$25,000.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$100.00	$7.95	N/A

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$95.00	500	$47,500.00
All other white goods	$65.00	500	$32,500.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$19.00	500	$9,500.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$1.00	950	$950.00
Large animals more than 101 pounds	$1.00	50	$50.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$64.00	10,000	$640,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$39.00	1000	$39,000

EXHIBIT "A" Price Proposal **PROPOSER:** Ceres Environmental Services, Inc.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: May 6, 2025

Name: Tia Laurie	Address: 6371 Business Boulevard, Suite 100, Sarasota, Florida, 34240
Title: Corporate Secretary	City: Sarasota State: Florida
Telephone: (800) 218-4424	Fax: (866) 228-5636
Email: contact@ceresenv.com	

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

MCINTYRE, DAVID A

CERES ENVIRONMENTAL SERVICES INC
6371 BUSINESS BLVD.
SUITE 100
FL
SARASOTA FL 34240

LICENSE NUMBER: CGC1508764

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 07/08/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

State of Florida
Department of State

I certify from the records of this office that CERES ENVIRONMENTAL SERVICES, INC. is a corporation organized under the laws of the State of Florida, filed on November 6, 2020, effective July 31, 1995.

The document number of this corporation is P20000086640.

I further certify that said corporation has paid all fees due this office through December 31, 2025 and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-eighth day of January, 2025

Secretary of State

Tracking Number: 5842135010CC

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

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

State of Florida

Department of State

I certify the attached is a true and correct copy of the Articles of Conversion and Articles of Incorporation, filed on November 6, 2020, with an organizational date deemed effective July 31, 1995, for CERES ENVIRONMENTAL SERVICES, INC., the resulting Florida corporation, as shown by the records of this office.

The document number of this entity is P20000086640.

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

Laurel M. Lee

Secretary of State

CR2E022 (01-11)

Sunbiz.org DIVISION of CORPORATIONS an official State of Florida website

Detail by Entity Name

Florida Profit Corporation
CERES ENVIRONMENTAL SERVICES, INC.

Filing Information

Document Number	P20000086640
FEI/EIN Number	41-1816075
Date Filed	11/06/2020
Effective Date	07/31/1995
State	FL
Status	ACTIVE
Last Event	CONVERSION
Event Date Filed	11/06/2020
Event Effective Date	NONE

Principal Address

6968 Professional Parkway
SARASOTA, FL 34240

Changed: 02/13/2024

Mailing Address

6371 Business Blvd.
Suite 100
SARASOTA, FL 34240

Changed: 02/03/2024

Registered Agent Name & Address

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301-2525

Name Changed: 10/09/2023

Address Changed: 10/09/2023

Officer/Director Detail

Name & Address

Title President

McIntyre, David
6371 Business Blvd
Suite 100
SARASOTA, FL 34240

Title Secretary

Laurie, Tia
6371 Business Blvd.
Suite 100
SARASOTA, FL 34240

Title VP

Ulschmid, John
6371 Business Blvd
Suite 100
SARASOTA, FL 34240

Annual Reports

Report Year	Filed Date
2022	01/28/2022
2023	01/24/2023
2024	02/03/2024

Document Images

02/03/2024 -- ANNUAL REPORT	View image in PDF format
10/09/2023 -- Reg. Agent Change	View image in PDF format
01/24/2023 -- ANNUAL REPORT	View image in PDF format
01/28/2022 -- ANNUAL REPORT	View image in PDF format
04/06/2021 -- AMENDED ANNUAL REPORT	View image in PDF format
01/26/2021 -- ANNUAL REPORT	View image in PDF format
11/06/2020 -- Domestic Profit	View image in PDF format

9 ADDITIONAL INFORMATION

9.1 Why Ceres?

Throughout our proposal, we have highlighted the experience and capabilities that make us an excellent choice to support City of Destin in the event of a disaster. Ceres has 48 years of experience in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. Ceres and its family of companies own 2,019 pieces of equipment. Additionally, we have a database of 3,346 subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than $2 billion per project.

We know that City of Destin will receive proposals from several other qualified disaster relief firms. Why choose Ceres above the others? Beyond our experience and capabilities is our reputation: we always get the job done. Some of the highlights of our reputation include:

- **Ceres Environmental Services, Inc. has never defaulted on a contract or failed to complete any work awarded**

  Through exemplary performance on over $2.5 billion dollars of Emergency Debris Management contracts awarded by various government agencies within the past 30 years on over 400 FEMA-funded contracts, Ceres has **never** defaulted or failed to complete a contract.

  Ceres has, on more than one occasion, stepped in when other prime contractors could not complete the work they were obligated to perform and has taken over as prime contractor. For example, when a devastating hurricane hit Isle of Wight County in Virginia, the prime contractor could not perform due to other contractual commitments. Ceres stepped in and performed as prime, earning a Letter of Recommendation and appreciation from the County Director of Public Works which reads, in part:

  "Through this very trying and difficult period Ceres has given us exemplary service. They have been responsive in the needs that are unique to our County, they have advised us of FEMA regulations, they have made suggestions to save the County money and most importantly they conducted their business in a professional manner.

  I have been most impressed by their thoroughness and flexibility. As one may well expect, during such a disaster as this hurricane, plans often go down the drain. They have in many instances put planned duties aside to respond to emergency requests without sacrificing the overall goal."

- **No client of Ceres has been denied reimbursement for work Ceres has performed**

  Ceres' personnel are trained in FEMA regulations and are schooled in the use of FEMA Public Assistance Program and Policy Guide (latest version), pertinent FEMA Fact Sheets, and the Stafford Act. Ceres personnel are also familiar with FEMA 325 Debris Management Guide (co-authored by Allen Morse who works for Ceres) as well as FEMA's Public Assistance Debris Monitoring Guide, FEMA 322 Public Assistance Guide, and FEMA 321 Public Assistance Policy Digest. Ceres always assists its clients eligible for FEMA reimbursement receive the maximum amount for which their jurisdiction was eligible. Ceres personnel have successfully assisted clients in Project Worksheet development, FDEM audits, and FEMA OIG audits.

- **Ceres has the proven capacity to handle multiple response situations simultaneously without sacrificing schedules or quality**

  In 2022, Ceres received 27 contract activations across the state following Hurricanes Ian and Nicole. That same year, Ceres also responded to the South Carolina DOT following a winter storm, removed fire debris in New Mexico, and worked in Louisiana, Iowa and South Dakota to clear debris from waterways. Additionally, Ceres helped the City of Atlanta, GA with routine debris removal when the City experienced shortage of staff.

  In 2018-2019, Ceres was activated by the U.S. Army Corps of Engineers in 13 counties located in southwest Georgia following Hurricane Michael while also performing work for individual jurisdictions in Florida. In addition to this work, Ceres was still actively providing disaster recovery services throughout North and South Carolina as a result of Hurricane Florence.

In 2017, Ceres received 54 major contract activations from cities, counties, and the U.S. Army, including an ACI activation in the U.S. Virgin Islands (USVI) for debris removal and off-island debris disposal. For that work, Ceres received an **Exceptional overall rating – the highest possible contract evaluation** for its Hurricanes Irma and Maria response. Our successful experience in multiple response situations as well as our substantial resources and teaming relationships, assures that Ceres performance on this contract will be to the City's utmost satisfaction.

- **Ceres is Operations, not Marketing, based**
  Ceres employs a full staff of Project Managers, Project Superintendents, Quality and Safety Managers and other debris management experts to ensure that we are always ready and able to self-perform. Our Sarasota office location ensures that we will arrive swiftly before or during an event.

- **Ceres' multiple locations ensure that, even if an event affects Ceres' Florida locations, other offices will swiftly take over to meet the needs of the City**
  Ceres maintains offices in Sarasota, FL, Houma, LA, Houston, TX, Brooklyn Park, MN, and Cameron Park, CA. To mitigate the risks of an event impacting the primary responding office, Ceres maintains robust continuity of operations plans to quickly step in and assume responsibility for disaster response. This includes either opening a local office within City of Destin or mobilizing one of Ceres Debris Unified Command trailers. In 2017, Ceres activated its continuity of operations plan as Hurricane Irma impacted Sarasota and damaged our primary office. Ceres Minnesota office assumed responsibility for disaster response to Ceres' clients in Florida as our Houston office continued response to Hurricane Harvey clients in Texas. Ceres also has servers storing company documents in multiple locations throughout the country. If one server is lost in an event the data will not be lost and will not prevent Ceres from performing any work for any of its clients.

- **Ceres is completely self-sufficient**
  Ceres has a number of containerized offices that can be used mobile command centers. These can be moved to the disaster zone via low bed trailers and semi tractors. These mobile offices can be onsite, equipped with satellite communications and internet, and fully operational within hours. Ceres can also provide a wide variety of emergency housing options, including fully containerized bunkhouses that can be trailered to a Destin location.

- **Ceres' Corporate Officers are in the field ensuring the job gets done**
  Ceres is structured so that one or two of the corporate officers can be absent from headquarters for extended periods of time in order to manage projects from the field. There are always one or two remaining at the headquarters to ensure continuity of management. This proved very useful when Ceres was awarded a $1 billion contract by the U.S. Army Corps of Engineers to perform a disaster debris contract following Hurricanes Katrina and Rita in which two of Ceres' corporate officers were in the field in Louisiana for over six months. Ceres' management is also experienced in a wide variety of geographic conditions. Their work histories include all of the U.S. Gulf states, Hawaii, Alaska, Puerto Rico, Thule, Greenland, Ascension Island, Haiti and New Zealand.

- **Ceres' excellent financial stability means that it can provide performance and payments bonds from treasury-listed carriers in amounts in excess of $2 billion per single project**
  With liquid working capital and additional credit lines in excess of $200M available, a lack of financial resources is never an obstacle for Ceres. During Hurricanes Harvey, Irma and Maria, and NorCal wildfires in 2017-18, Ceres carried $98 million in open invoices with no work stoppages or delay in subcontractor payments. Ceres was able to maintain a steady pace in all of the recovery projects by ensuring that personnel were provided for, equipment was maintained, and subcontractors received prompt payments.

After 48 years of doing demanding work in almost every U.S. state and territory, Ceres is still known for keeping its promises: **Ceres has never defaulted on a contract, failed to complete a contract, nor had any client denied reimbursement**. An evaluation from the Department of the Navy is typical: *"perhaps the finest contractor I have worked with…."* Ceres always adheres to the highest standards of quality, integrity and safety, and that's a promise we do not hesitate to make to City of Destin.

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: Ceres Environmental Services, Inc.

Signature: 

Name (type/print): Tia Laurie

Title: Corporate Secretary

Address: 6371 Business Boulevard, Suite 100

City: Sarasota State: Florida Zip: 34240

Telephone: (800) 218-4424 Fax No.: (866) 228-5636 Date: May 6, 2025

Email Address: contact@ceresenv.com

JOINT WRITTEN ACTION OF THE BOARD OF DIRECTORS AND SHAREHOLDERS OF CERES ENVIRONMENTAL SERVICES, INC.

The undersigned, being the sole member of the Board of Directors and the sole shareholder of Ceres Environmental Services, Inc., a Florida corporation (the "Corporation"), does hereby adopt the following resolution in writing pursuant to Florida Statutes effective as of the 13th day of October 2021:

WHEREAS, the Corporation desires to prepare and execute contract documents including but not limited to addendums, change orders, notices to proceed and task orders, and the Corporation desires to grant the authority to the Corporate Secretary, Tia Laurie, to sign and execute such contractual documents on behalf of the Corporation,

NOW, THEREFORE, IN CONSIDERATION OF THE FOREGOING, BE IT:

RESOLVED, that Ceres Environmental Services, Inc. grants Tia Laurie, Corporate Secretary, the authority to sign and bind the Corporation in matters related to the execution of contractual documents.

IN WITNESS WHEREOF, the undersigned Board of Directors and Shareholders have set their hands effective as of the day first written above.



David A. McIntyre
President and Sole Director/Shareholder

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, Ceres Environmental Services, Inc., certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

May 6, 2025

Date

Tia Laurie, Corporate Secretary

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Ceres Environmental Services, Inc. Date: May 6, 2025

Authorized Signature:  Printed Name: Tia Laurie

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

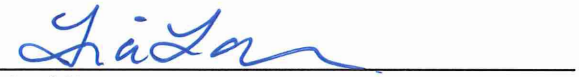
   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Ceres Environmental Services, Inc.
Company Name


Authorized Signature

Tia Laurie
Printed Name

May 6, 2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Signature

Tia Laurie

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Ceres Environmental Services, Inc.

Business Address: 6371 Business Boulevard, Suite 100, Sarasota, Florida, 34240

Street City State Zip

County Business is located in: Sarasota

Name of Contact Person: Tia Laurie

Phone: (800)218-4424 Fax: (866)228-5636

Email Address: contact@ceresenv.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [X]Over $5,000,000

Age of Business: 48 Years 9 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Professional Disaster Debris Management Services.

Will you subcontract any of your work? Yes* ~~No~~

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: [signature] Date: May 6, 2025

Printed Name: Tia Laurie Title: Corporate Secretary

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Tia Laurie, being first duly sworn, deposes and says that:

1. (S)He is Corporate Secretary of Ceres Environmental Services, Inc., the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

Tia Laurie
(Signature)

Corporate Secretary
(Title)

Subscribed and Sworn to before me of this 6th day of May, 2025.

Megan Fay
(Notary's Signature)

Megan Fay
(Notary's Stamped or Printed Name)

MEGAN ANNE FOY
Notary Public - State of Florida
Commission # HH 446411
My Comm. Expires Sep 20, 2027
Bonded through National Notary Assn.

Notary Public, in and for Sarasota County,
My commission expires: 9/20/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature) Corporate Secretary (Title)

Subscribed and Sworn to before me of this 6th day of May, 2025.

(Notary's Signature) Megan Foy (Notary's Stamped or Printed Name)

MEGAN ANNE FOY
Notary Public - State of Florida
Commission # HH 446411
My Comm. Expires Sep 20, 2027
Bonded through National Notary Assn.

Notary Public, in and for Sarasota County,
My commission expires: 9/20/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. RFP# 25-05-PW

   for City of Destin, FL.

2. This sworn statement is submitted by Ceres Environmental Services, Inc.
   [name of entity submitting sworn statement]

   whose business address is 6371 Business Boulevard, Suite 100, Sarasota, FL 34240
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 41-1816075

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(N/A .)

3. My name is Tia Laurie and my relationship to
   [please print name of individual signing]

   the entity named above is Corporate Secretary.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

__X__ The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) Corporate Secretary (Title)

Subscribed and Sworn to before me of this 6th day of May, 20 25.

(Notary's Signature) Megan Foy (Notary's Stamped or Printed Name)

MEGAN ANNE FOY
Notary Public - State of Florida
Commission # HH 446411
My Comm. Expires Sep 20, 2027
Bonded through National Notary Assn.

Notary Public, in and for Sarasota County,
My commission expires: 9/20/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Tia Laurie (insert name) as Corporate Secretary (insert title) on behalf of Ceres Environmental Services, Inc. (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. Ceres Environmental Services, Inc. (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, Ceres Environmental Services, Inc. (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: Tia Laurie
Title: Corporate Secretary
Nongovernmental entity: Ceres Environmental Services, Inc.
Date: May 6, 2025

STATE OF FLORIDA
COUNTY OF SARASOTA

SWORN TO AND SUBSCRIBED before me X in person or _____ remote notarization by Tia Laurie as Corporate Secretary on behalf of Ceres Environmental Services, Inc., who is personally known to me or who produced _____ as identification this 6th day of May, 2025.

Notary Public

MEGAN ANNE FOY
Notary Public - State of Florida
Commission # HH 446411
My Comm. Expires Sep 20, 2027
Bonded through National Notary Assn.

(Notary Seal)

10.11 Addenda Acknowledgement

Ceres Environmental Services, Inc. acknowledges receipt of the following addenda:

Addendum Number	Date
N/A	

Tia Laurie
Corporate Secretary
Ceres Environmental Services, Inc.

CITY OF DESTIN, FLORIDA

REQUEST FOR PROPOSAL, RFP 25-05-PW

DISASTER DEBRIS MANAGEMENT SERVICES

City of Destin, Florida
April 2025

Larry Jones
City Manager
Phone (850) 837-6869
4200 Indian Bayou Trail
Destin, FL 32541

CITY OF DESTIN, FLORIDA
REQUEST FOR PROPOSALS

RFP# 25-05-PW

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

The City of Destin is requesting proposals from professional Debris Removal Firms experienced in providing Disaster Debris Management Services.

Sealed and complete hardcopy proposals **with original or electronic signature**, and **one (1) complete and identical electronic copy (SINGLE PDF DOCUMENT)** on flash drive or CD must be received no later than **May 8, 2025, 2 PM**, local time, at the following location:

Destin City Hall
4200 Indian Bayou Trail Destin, Florida, 32541
Attention: City Clerk

Submittals received after the closing time will not be accepted. Multiple submittals from the same entity will not be accepted. After the submittal deadline those submittals received will be opened and publicly acknowledged. Interested parties may attend.

Specifications will be posted to the City's website at www.cityofdestin.com/bids.aspx. **Addenda will be posted to the City's website. Proposers are responsible for obtaining addenda and are advised to check the website frequently.**

A proposal tabulation with a Notice of Intent to Award will be posted to the City's website at www.cityofdestin.com/bids.aspx. Proposers are advised to check the website frequently.

Any questions concerning the proposal should be addressed and submitted in writing **no later than 2:00 PM**, local time, **April 24, 2025,** to:

City Clerk
City of Destin
4200 Indian Bayou Trail
Destin, FL 32502
cityclerk@cityofdestin.com

The City of Destin adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs, and activities. Please email ADACoordinator@cityofdestin.com or call (850) 837-4242. Requests must be made at least 48 hours in advance of the event to allow the City time to provide accommodation.

The City of Destin reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item number when applicable, to waive any proposal informalities and to re-advertise for proposals when deemed in the best interest of the City of Destin.

The City of Destin provides equal access in employment and public services.

SECURITY NOTICE

Visitors to City Hall are required to stay in the lobby unless otherwise directed.

Late submittals will not be accepted.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

ITEMS REQUIRED		DESCRIPTION OF ITEM REQUIRED	*Verify Document is attached by checking the box
1	Title Page	Must include RFB# 25-05-PW DISASTER DEBRIS MANAGEMENT	☑
2	Table of Contents	TAB 1	☑
3	Letter of Interest	TAB 2: Max 2 pages, Firm Overview, Commitment, Summary of Capabilities, why your Firm is the best fit	☑
4	Experience and Ability	TAB 3: Organizational Background, Staff Resumes, Relevant Certifications, Subcontractor Info, List of Current debris contracts	☑
5	Operational Plan	TAB 4: Approach to debris management, pre-planning, mobilization, training, QA/QC, etc.	☑
6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☑
7	Financial Capability	TAB 6: Financial Status, Line of Credit, Proof of Assets	☑
8	Project Cost/Rates	TAB 7: Exhibit "A" provided	☑
9	Business Structure & Registrations	TAB 8: Business Licenses, Proof of Registration of the State of Florida, Professional Certifications	☑
10	Additional Information	TAB 9: Any pertinent information not required above	☑
Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☑
13	Appendix A – Certification Regarding Lobbying	provided	☑
14	FAR 52.209-5 Certification Regarding Debarment	provided	☑
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☑
16	Drug-Free Workplace	provided	☑
17	Bidders List Form	provided	☑
18	Non-Collusion Affidavit	provided	☑
19	Anti-Kickback Affidavit	provided	☑
20	Public Entity Crimes	provided	☑

	Statement		
21	Acknowledgement of Addenda	provided	☑
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☑

*If any boxes are left unchecked bid is considered unresponsive.

FEDERAL CONDITIONS

Required Contract Provisions

1. BREACH OF CONTRACT TERMS *(2 CFR § 200 Appendix II(A))*
The City reserves the right to seek all remedies available under law in the event of a failure to perform or other breach of this Contract by the Contractor, and the failure of the City to employ a particular remedy shall not be regarded by the Parties as a waiver of that or any other available remedy.

2. TERMINATION FOR CAUSE OR CONVENIENCE *(2 CFR § 200 Appendix II(B))*
The City may terminate this Contract for cause or for convenience upon thirty (30) days prior written notice.

3. CLEAN AIR ACT AND FEDERAL WATER POLLUTION CONTROL ACT
Clean Air Act
Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 U.S.C. §§ 7401-7671q.) and the Federal Water Pollution Control Act as amended (33 U.S.C. §§ 1251-1387). Violations must be reported to the Regional Office of the Environmental Protection Agency. See 2
C.F.R. Part 200, Appendix II(G).

The contractor agrees to report each violation to the City of Destin and understands and agrees that the City of Destin will, in turn, report each violation as required to assure notification to the appropriate Environmental Protection Agency Regional Office.
The contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with assistance provided by the federal government.

Federal Water Pollution Control Act (Clean Water Act)
The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 et seq.
The contractor agrees to report each violation to the City of Destin and understands and agrees that the City of Destin will, in turn, report each violation as required to assure notification to the appropriate Environmental Protection Agency Regional Office.

The contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with assistance provided by the federal government.

4. DEBARMENT AND SUSPENSION
This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

This certification is a material representation of fact relied upon by City of Destin. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to City of Destin, the federal government may pursue available remedies, including but not limited to suspension and/or debarment.

The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

5. ACCESS TO RECORDS

The Contractor agrees to provide the City of Destin, the federal officials, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.

The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed. The Contractor agrees to provide the federal government or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

In compliance with the Disaster Recovery Act of 2018, the City of Destin and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the federal government or the Comptroller General of the United States.

6. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

This is an acknowledgement that federal financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable federal law, regulations, executive orders, federal policies, procedures, and directives.

7. NO OBLIGATION BY FEDERAL GOVERNMENT

The federal government is not a party to this contract and is not subject to any obligations or liabilities to the non-federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

8. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

9. EQUAL EMPLOYMENT OPPORTUNITY

The regulation at 41 C.F.R. Part 60-1.4(b) requires the insertion of the following contract clause: During the performance of this contract, the contractor agrees as follows:
The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause. The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.

The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books,

records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance, provided however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors

by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

10. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT

Compliance with the Contract Work Hours and Safety Standards Act.
Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

Violation; liability for unpaid wages; liquidated damages.
In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of $27 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1) of this section.

Withholding for Unpaid Wages and Liquidated Damages
The City of Destin shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.
Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.

11. PROCUREMENT OF RECOVERED MATERIALS

In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired—

a) Competitively within a timeframe providing for compliance with the contract performance schedule;

b) Meeting contract performance requirements; or

c) At a reasonable price.

Information about this requirement, along with the list of EPA- designated items, is available at EPA's Comprehensive Procurement Guidelines web site, https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program.

The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act."

12. BYRD ANTI-LOBBYING AMENDMENT.

Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of $100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

Required Certification. If applicable, contractors must sign and submit to the non- federal entity the attached certification (Appendix A).

ATTACHMENT "C"

DAVIS BACON REQUIREMENTS - 29 CFR 5.5

(1) ***Minimum wages*** —

(i) ***Wage rates and fringe benefits.*** All laborers and mechanics employed or working upon the site of the work (or otherwise working in construction or development of the project under a development statute), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3)), the full amount of basic hourly wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the contractor and such laborers and mechanics. As provided in paragraphs (d) and (e) of this section, the appropriate wage determinations are effective by operation of law even if they have not been attached to the contract. Contributions made or costs reasonably anticipated for bona fide fringe benefits under the Davis-Bacon Act (40 U.S.C. 3141(2)(B)) on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (a)(1)(v) of this section; also, regular contributions made or costs incurred for more than a weekly period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics must be paid the appropriate wage rate and fringe benefits on the wage determination for the classification(s) of work actually performed, without regard to skill, except as provided in paragraph (a)(4) of this section. Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification for the time actually worked therein: *Provided,* That the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classifications and wage rates conformed under paragraph (a)(1)(iii) of this section) and the Davis-Bacon poster (WH–1321) must be posted at all times by the contractor and its subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.

(ii) ***Frequently recurring classifications.***

(A) In addition to wage and fringe benefit rates that have been determined to be prevailing under the procedures set forth in 29 CFR part 1, a wage determination may contain, pursuant to § 1.3(f), wage and fringe benefit rates for classifications of laborers and mechanics for which conformance requests are regularly submitted pursuant to paragraph (a)(1)(iii) of this section, provided that:

(1) The work performed by the classification is not performed by a classification in the wage determination for which a prevailing wage rate has been determined;

(2) The classification is used in the area by the construction industry; and

(3) The wage rate for the classification bears a reasonable relationship to the prevailing wage rates contained in the wage determination.

(B) The Administrator will establish wage rates for such classifications in accordance with paragraph (a)(1)(iii)(A)(3) of this section. Work performed in such a classification must be paid at no less than the wage and fringe benefit rate listed on the wage determination for such classification.

(iii) ***Conformance.***

(A) The contracting officer must require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination, and which is to be employed under the contract be classified in conformance with the wage determination. Conformance of an additional classification and wage rate and fringe benefits is appropriate only when the following criteria have been met:

(1) The work to be performed by the classification requested is not performed by a classification in the wage determination; and

(2) The classification is used in the area by the construction industry; and

(3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.

(B) The conformance process may not be used to split, subdivide, or otherwise avoid application of classifications listed in the wage determination.

(C) If the contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken will be sent by the contracting officer by email to *DBAconformance@dol.gov*. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30–day period that additional time is necessary.

(D) In the event the contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer will, by email to *DBAconformance@dol.gov*, refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the

Administrator for determination. The Administrator, or an authorized representative, will issue a determination within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30–day period that additional time is necessary.

(E) The contracting officer must promptly notify the contractor of the action taken by the Wage and Hour Division under paragraphs (a)(1)(iii)(C) and (D) of this section. The contractor must furnish a written copy of such determination to each affected worker or it must be posted as a part of the wage determination. The wage rate (including fringe benefits where appropriate) determined pursuant to paragraph (a)(1)(iii)(C) or (D) of this section must be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.

(iv) ***Fringe benefits not expressed as an hourly rate.*** Whenever the minimum wage rate prescribed in the contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the contractor may either pay the benefit as stated in the wage determination or may pay another bona fide fringe benefit or an hourly cash equivalent thereof.

(v) ***Unfunded plans.*** If the contractor does not make payments to a trustee or other third person, the contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, *Provided,* That the Secretary of Labor has found, upon the written request of the contractor, in accordance with the criteria set forth in § 5.28, that the applicable standards of the Davis-Bacon Act have been met. The Secretary of Labor may require the contractor to set aside in a separate account asset for the meeting of obligations under the plan or program.

(vi) ***Interest.*** In the event of a failure to pay all or part of the wages required by the contract, the contractor will be required to pay interest on any underpayment of wages.

(2) ***Withholding*** —

(i) ***Withholding requirements.*** The City may, upon its own action, or must, upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld from the contractor so much of the accrued payments or advances as may be considered necessary to satisfy the liabilities of the prime contractor or any subcontractor for the full amount of wages and monetary relief, including interest, required by the clauses set forth in paragraph (a) of this section for violations of this contract, or to satisfy any such liabilities required by any other Federal contract, or federally assisted contract subject to Davis-Bacon labor standards, that is held by the same prime contractor (as defined in § 5.2). The necessary funds may be withheld from the contractor under this contract, any other Federal contract with the same prime contractor, or any other federally assisted contract that is subject to Davis-Bacon labor standards requirements and is held by

the same prime contractor, regardless of whether the other contract was awarded or assisted by the same agency, and such funds may be used to satisfy the contractor liability for which the funds were withheld. In the event of a contractor's failure to pay any laborer or mechanic, including any apprentice or helper working on the site of the work (or otherwise working in construction or development of the project under a development statute) all or part of the wages required by the contract, or upon the contractor's failure to submit the required records as discussed in paragraph (a)(3)(iv) of this section, the City may on its own initiative and after written notice to the contractor, sponsor, applicant, owner, or other entity, as the case may be, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.

(ii) ***Priority to withheld funds.*** The Department has priority to funds withheld or to be withheld in accordance with paragraph (a)(2)(i) or (b)(3)(i) of this section, or both, over claims to those funds by:

(A) A contractor's surety(ies), including without limitation performance bond sureties and payment bond sureties;

(B) A contracting agency for its re-procurement costs;

(C) A trustee(s) (either a court-appointed trustee or a U.S. trustee, or both) in bankruptcy of a contractor, or a contractor's bankruptcy estate;

(D) A contractor's assignee(s);

(E) A contractor's successor(s); or

(F) A claim asserted under the Prompt Payment Act, 31 U.S.C. 3901–3907.

(3) ***Records and certified payrolls*** —

(i) ***Basic record requirements*** —

(A) ***Length of record retention.*** All regular payrolls and other basic records must be maintained by the contractor and any subcontractor during the course of the work and preserved for all laborers and mechanics working at the site of the work (or otherwise working in construction or development of the project under a development statute) for a period of at least 3 years after all the work on the prime contract is completed.

(B) ***Information required.*** Such records must contain the name; Social Security number; last known address, telephone number, and email address of each such worker; each worker's correct classification(s) of work actually performed; hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in 40

U.S.C. 3141(2)(B) of the Davis-Bacon Act); daily and weekly number of hours actually worked in total and on each covered contract; deductions made; and actual wages paid.

(C) ***Additional records relating to fringe benefits.*** Whenever the Secretary of Labor has found under paragraph (a)(1)(v) of this section that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in 40 U.S.C. 3141(2)(B) of the Davis-Bacon Act, the contractor must maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits.

(D) ***Additional records relating to apprenticeship.*** Contractors with apprentices working under approved programs must maintain written evidence of the registration of apprenticeship programs, the registration of the apprentices, and the ratios and wage rates prescribed in the applicable programs.

(ii) ***Certified payroll requirements*** —

(A) ***Frequency and method of submission.*** The contractor or subcontractor must submit weekly, for each week in which any DBA- or Related Acts-covered work is performed, certified payrolls to the U.S. Department of Labor if the agency is a party to the contract, but if the agency is not such a party, the contractor will submit the certified payrolls to the applicant, sponsor, owner, or other entity, as the case may be, that maintains such records, for transmission to the U.S. Department of Labor. The prime contractor is responsible for the submission of all certified payrolls by all subcontractors. A contracting agency or prime contractor may permit or require contractors to submit certified payrolls through an electronic system, as long as the electronic system requires a legally valid electronic signature; the system allows the contractor, the contracting agency, and the Department of Labor to access the certified payrolls upon request for at least 3 years after the work on the prime contract has been completed; and the contracting agency or prime contractor permits other methods of submission in situations where the contractor is unable or limited in its ability to use or access the electronic system.

(B) ***Information required.*** The certified payrolls submitted must set out accurately and completely all of the information required to be maintained under paragraph (a)(3)(i)(B) of this section, except that full Social Security numbers and last known addresses, telephone numbers, and email addresses must not be included on weekly transmittals. Instead, the certified payrolls need only include an individually identifying number for each worker (*e.g.,* the last four digits of the worker's Social Security number). The required weekly certified payroll information may be submitted using Optional Form WH–347 or in any other format desired. Optional Form WH–347 is available for this purpose from the Wage and Hour Division website at: *https://www.dol.gov/sites/dolgov/files/WHD/legacy/files/wh347/.pdf* or its successor website. It is not a violation of this section for a prime contractor to require a subcontractor to provide full Social Security numbers and last known addresses, telephone numbers, and email addresses to the prime contractor for its own records, without weekly submission by the subcontractor to the sponsoring government agency (or the applicant, sponsor, owner, or other entity, as the

case may be, that maintains such records).

(C) ***Statement of Compliance.*** Each certified payroll submitted must be accompanied by a "Statement of Compliance," signed by the contractor or subcontractor, or the contractor's or subcontractor's agent who pays or supervises the payment of the persons working on the contract, and must certify the following:

(1) That the certified payroll for the payroll period contains the information required to be provided under paragraph (a)(3)(ii) of this section, the appropriate information and basic records are being maintained under paragraph (a)(3)(i) of this section, and such information and records are correct and complete;

(2) That each laborer or mechanic (including each helper and apprentice) working on the contract during the payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in 29 CFR part 3; and

(3) That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification(s) of work actually performed, as specified in the applicable wage determination incorporated into the contract.

(D) ***Use of Optional Form WH–347.*** The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH–347 will satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (a)(3)(ii)(C) of this section.

(E) ***Signature.*** The signature by the contractor, subcontractor, or the contractor's or subcontractor's agent must be an original handwritten signature or a legally valid electronic signature.

(F) ***Falsification.*** The falsification of any of the above certifications may subject the contractor or subcontractor to civil or criminal prosecution under 18 U.S.C. 1001 and 31 U.S.C. 3729.

(G) ***Length of certified payroll retention.*** The contractor or subcontractor must preserve all certified payrolls during the course of the work and for a period of 3 years after all the work on the prime contract is completed.

(iii) ***Contracts, subcontracts, and related documents.*** The contractor or subcontractor must maintain this contract or subcontract and related documents including, without limitation, bids, proposals, amendments, modifications, and extensions. The contractor or subcontractor must preserve these contracts, subcontracts, and related documents during the course of the work and for a period of 3 years after all the work on the prime contract is completed.

(iv) ***Required disclosures and access*** —

(A) ***Required record disclosures and access to workers.*** The contractor or subcontractor must make the records required under paragraphs (a)(3)(i) through (iii) of this section, and any other documents that the City of Destin or the Department of

Labor deems necessary to determine compliance with the labor standards provisions of any of the applicable statutes referenced by § 5.1, available for inspection, copying, or transcription by authorized representatives of the City of Destin or the Department of Labor, and must permit such representatives to interview workers during working hours on the job.

(B) ***Sanctions for non-compliance with records and worker access requirements.*** If the contractor or subcontractor fails to submit the required records or to make them available, or refuses to permit worker interviews during working hours on the job, the Federal agency may, after written notice to the contractor, sponsor, applicant, owner, or other entity, as the case may be, that maintains such records or that employs such workers, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available, or to permit worker interviews during working hours on the job, may be grounds for debarment action pursuant to §5.12. In addition, any contractor or other person that fails to submit the required records or make those records available to WHD within the time WHD requests that the records be produced will be precluded from introducing as evidence in an administrative proceeding under 29 CFR part 6 any of the required records that were not provided or made available to WHD. WHD will take into consideration a reasonable request from the contractor or person for an extension of the time for submission of records. WHD will determine the reasonableness of the request and may consider, among other things, the location of the records and the volume of production.

(C) ***Required information disclosures.*** Contractors and subcontractors must maintain the full Social Security number and last known address, telephone number, and email address of each covered worker, and must provide them upon request to the Wage and Hour Division of the Department of Labor. If the Federal agency is not such a party to the contract, the contractor, subcontractor, or both, must, upon request, provide the full Social Security number and last known address, telephone number, and email address of each covered worker to the applicant, sponsor, owner, or other entity, as the case may be, that maintains such records, for transmission to the contractor, or the Wage and Hour Division of the Department of Labor for purposes of an investigation or other compliance action.

(4) ***Apprentices and equal employment opportunity*** —

(i) ***Apprentices*** —

(A) ***Rate of pay.*** Apprentices will be permitted to work at less than the predetermined rate for the work they perform when they are employed pursuant to and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Office of Apprenticeship (OA), or with a State Apprenticeship Agency recognized by the OA. A person who is not individually registered in the program, but who has been certified by the OA or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice, will be permitted to work at less than

the predetermined rate for the work they perform in the first 90 days of probationary employment as an apprentice in such a program. In the event the OA or a State Apprenticeship Agency recognized by the OA withdraws approval of an apprenticeship program, the contractor will no longer be permitted to use apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

(B) ***Fringe benefits.*** Apprentices must be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator determines that a different practice prevails for the applicable apprentice classification, fringe benefits must be paid in accordance with that determination.

(C) ***Apprenticeship ratio.*** The allowable ratio of apprentices to journey workers on the job site in any craft classification must not be greater than the ratio permitted to the contractor as to the entire work force under the registered program or the ratio applicable to the locality of the project pursuant to paragraph (a)(4)(i)(D) of this section. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed as stated in paragraph (a)(4)(i)(A) of this section, must be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under this section must be paid not less than the applicable wage rate on the wage determination for the work actually performed.

(D) ***Reciprocity of ratios and wage rates.*** Where a contractor is performing construction on a project in a locality other than the locality in which its program is registered, the ratios and wage rates (expressed in percentages of the journey worker's hourly rate) applicable within the locality in which the construction is being performed must be observed. If there is no applicable ratio or wage rate for the locality of the project, the ratio and wage rate specified in the contractor's registered program must be observed.

(i) ***Equal employment opportunity.*** The use of apprentices and journey workers under this part must be in conformity with the equal employment opportunity requirements of Executive Order 11246, as amended, and 29 CFR part 30.

(5) ***Compliance with Copeland Act requirements.*** The contractor shall comply with the requirements of 29 CFR part 3, which are incorporated by reference in this contract.

(6) ***Subcontracts.*** The contractor or subcontractor must insert in any subcontracts the clauses contained in paragraphs (a)(1) through (11) of this section, along with the applicable wage determination(s) and such other clauses or contract modifications as the U.S. Department of Labor may by appropriate instructions require, and a clause requiring the subcontractors to include these clauses and wage determination(s) in any lower tier subcontracts. The prime contractor is responsible for the compliance by any subcontractor or lower tier subcontractor with all the contract clauses in this section. In the event of any violations of these clauses, the prime contractor and any subcontractor(s) responsible will be liable for any unpaid wages and monetary relief, including interest from the date of the underpayment or loss, due to any workers of lower-tier

subcontractors, and may be subject to debarment, as appropriate.

(7) ***Contract termination: debarment.*** A breach of the contract clauses in 29 CFR 5.5 may be grounds for termination of the contract, and for debarment as a contractor and a subcontractor as provided in 29 CFR 5.12.

(8) ***Compliance with Davis-Bacon and Related Act requirements.*** All rulings and interpretations of the Davis-Bacon and Related Acts contained in 29 CFR parts 1, 3, and 5 are herein incorporated by reference in this contract.

(9) ***Disputes concerning labor standards.*** Disputes arising out of the labor standards provisions of this contract shall not be subject to the general disputes clause of this contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in 29 CFR parts 5, 6, and 7. Disputes within the meaning of this clause include disputes between the contractor (or any of its subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.

(10) ***Certification of eligibility.***

(i) By entering into this contract, the contractor certifies that neither it nor any person or firm who has an interest in the contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of 40 U.S.C. 3144(b) or § 5.12(a).

(ii) No part of this contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of 40 U.S.C. 3144(b) or § 5.12(a).

(iii) The penalty for making false statements is prescribed in the U.S. Code, Title 18 Crimes and Criminal Procedure, 18 U.S.C. 1001.

(11) ***Anti-retaliation.*** It is unlawful for any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, or to cause any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, any worker or job applicant for:

(i) Notifying any contractor of any conduct which the worker reasonably believes constitutes a violation of the DBA, Related Acts, this part, or 29 CFR part 1 or 3;

(ii) Filing any complaint, initiating or causing to be initiated any proceeding, or otherwise asserting or seeking to assert on behalf of themselves or others any right or protection under the DBA, Related Acts, this part, or 29 CFR part 1 or 3;

(iii) Cooperating in any investigation or other compliance action, or testifying in any proceeding under the DBA, Related Acts, this part, or 29 CFR part 1 or 3; or

(iv) Informing any other person about their rights under the DBA, Related Acts, this part, or 29 CFR part 1 or 3.

(b) ***Contract Work Hours and Safety Standards Act (CWHSSA).*** The Agency Head must cause or require the contracting officer to insert the following clauses set forth in paragraphs (b)(1) through (5)

of this section in full, or (for contracts covered by the Federal Acquisition Regulation) by reference, in any contract in an amount in excess of $100,000 and subject to the overtime provisions of the Contract Work Hours and Safety Standards Act. These clauses must be inserted in addition to the clauses required by paragraph (a) of this section or 29 CFR 4.6. As used in this paragraph (b), the terms "laborers and mechanics" include watchpersons and guards.

(1) ***Overtime requirements.*** No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek inwhich he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) ***Violation; liability for unpaid wages; liquidated damages.*** In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages and interest from the date of the underpayment. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchpersons and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of $32 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1).

(3) ***Withholding for unpaid wages and liquidated damages*** —

(i) ***Withholding process.*** The City of Destin may, upon its own action, or must, upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld from the contractor so much of the accrued payments or advances as may be considered necessary to satisfy the liabilities of the prime contractor or any subcontractor for any unpaid wages; monetary relief, including interest; and liquidated damages required by the clauses set forth in this paragraph (b) on this contract, any other Federal contract with the same prime contractor, or any other federally assisted contract subject to the Contract Work Hours and Safety Standards Act that is held by the same prime contractor (as defined in § 5.2). The necessary funds may be withheld from the contractor under this contract, any other Federal contract with the same prime contractor, or any other federally assisted contract that is subject to the Contract Work Hours and Safety Standards Act and is held by the same prime contractor, regardless of whether the other contract was awarded or assisted by the same agency, and such funds may be used to satisfy the contractor liability for which the funds were withheld.

(ii) ***Priority to withheld funds.*** The Department has priority to funds withheld or to be withheld in accordance with paragraph (a)(2)(i) or (b)(3)(i) of this section, or both, over claims to those funds by:

(A) A contractor's surety(ies), including without limitation performance bond sureties and payment bond sureties;

(B) A contracting agency for its reprocurement costs;

(C) A trustee(s) (either a court-appointed trustee or a U.S. trustee, or both) in bankruptcy of a contractor, or a contractor's bankruptcy estate;

(D) A contractor's assignee(s);

(E) A contractor's successor(s); or

(F) A claim asserted under the Prompt Payment Act, 31 U.S.C. 3901–3907.

(4) ***Subcontracts.*** The contractor or subcontractor must insert in any subcontracts the clauses set forth in paragraphs (b)(1) through (5) of this section and a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor is responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (5). In the event of any violations of these clauses, the prime contractor and any subcontractor(s) responsible will be liable for any unpaid wages and monetary relief, including interest from the date of the underpayment or loss, due to any workers of lower-tier subcontractors, and associated liquidated damages and may be subject to debarment, as appropriate.

(5) ***Anti-retaliation.*** It is unlawful for any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, or to cause any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, any worker or job applicant for:

(i) Notifying any contractor of any conduct which the worker reasonably believes constitutes a violation of the Contract Work Hours and Safety Standards Act (CWHSSA) or its implementing regulations in this part;

(ii) Filing any complaint, initiating or causing to be initiated any proceeding, or otherwise asserting or seeking to assert on behalf of themselves or others any right or protection under CWHSSA or this part;

(iii) Cooperating in any investigation or other compliance action, or testifying in any proceeding under CWHSSA or this part; or

(iv) Informing any other person about their rights under CWHSSA or this part.

(c) ***CWHSSA required records clause.*** In addition to the clauses contained in paragraph (b) of this section, in any contract subject only to the Contract Work Hours and Safety Standards Act and not to any of the other laws referenced by § 5.1, the Agency Head must cause or require the contracting officer to insert a clause requiring that the contractor or subcontractor must maintain regular payrolls and other basic records during the course of the work and must preserve them for a period of 3 years after all the work on the prime contract is completed for all laborers and mechanics, including guards and watchpersons, working on the contract. Such records must contain the name; last known address, telephone number, and email address; and social security number of each such worker; each worker's correct classification(s) of work actually performed; hourly rates of wages paid; daily and weekly number of hours actually worked; deductions made; and actual wages paid. Further, the Agency

Head must cause or require the contracting officer to insert in any such contract a clause providing that the records to be maintained under this paragraph must be made available by the contractor or subcontractor for inspection, copying, or transcription by authorized representatives of the (write the name of agency) and the Department of Labor, and the contractor or subcontractor will permit such representatives to interview workers during working hours on the job.

(d) ***Incorporation of contract clauses and wage determinations by reference.*** Although agencies are required to insert the contract clauses set forth in this section, along with appropriate wage determinations, in full into covered contracts, and contractors and subcontractors are required to insert them in any lower-tier subcontracts, the incorporation by reference of the required contract clauses and appropriate wage determinations will be given the same force and effect as if they were inserted in full text.

(e) ***Incorporation by operation of law.*** The contract clauses set forth in this section (or their equivalent under the Federal Acquisition Regulation), along with the correct wage determinations, will be considered to be a part of every prime contract required by the applicable statutes referenced by § 5.1 to include such clauses, and will be effective by operation of law, whether or not they are included or incorporated by reference into such contract, unless the Administrator grants a variance, tolerance, or exemption from the application of this paragraph. Where the clauses and applicable wage determinations are effective by operation of law under this paragraph, the prime contractor must be compensated for any resulting increase in wages in accordance with applicable law.

GENERAL CONDITIONS

To ensure acceptance, all proposers submitting proposals to the City of Destin shall be governed by the following conditions, attached specifications, and proposal form(s) unless otherwise specified. Proposals not submitted on the proposal form(s) provided shall be rejected, and proposals not complying with these conditions will be subject to rejection. **Multiple submittals from the same entity will not be accepted.**

1. **Alternate Solutions:** During the drafting of written specifications, a sincere effort is made to describe items or services best suited to the needs of the City. However, the City invites proposals with alternate solutions to the objectives set forth in the specifications, unless a particular specification is expressly identified as mandatory.

2. **Approved Equivalents or Equals:** Any manufacturer's names, trade names, brand names, model numbers, etc. listed in the specifications are for information only and not intended to limit competition. The proposer may offer any brand for which he is an authorized representative which meets or exceeds the specifications as written. If the proposal is based on an "approved equivalent or equal" item(s) or service(s), supportive information in the form of the manufacturer's printed literature or brochures, sketches, diagrams, and/or complete specifications must accompany the proposal. The proposer must explain in detail the reasons why the proposed equivalent or equal will meet specifications and not be considered an exception thereto. The City of Destin reserves the right to determine acceptance of proposed equivalent or equal item(s) or service(s).

3. **Award Determination to be Based on Best Interest of City:** There is no obligation on the part of the City to award a contract to any proposer. The City reserves the right to award a contract to or negotiate a contract with a responsible proposer submitting the most responsive or best alternative proposal for a resulting contract which is most advantageous to and in the best interest of the City. The City shall be the sole judge of the proposal and the resulting contract, and its decision shall be final.

4. **Proposal (RFP) Bond: None.**

5. **E-Verify System (Mandatory):** In compliance with the provisions of F.S. 448.095 (Employment Eligibility Verification), the parties to this contract and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.
6. **Exceptions to Specifications:** In order that equal consideration be given in evaluating proposals, any exceptions to or deviations from the specifications as written must be noted and fully explained. The City Manager or City Council is the final authority in determining the acceptability of any exceptions to specifications.

7. **Governing Law:** The laws of the State of Florida shall be the laws applied in the resolution of any action, claim or other proceeding arising out of this contract.

8. **Interpretations:** All questions concerning the specifications or conditions shall be directed in writing to the Purchasing Office at least ten (10) days prior to submittal deadline, unless otherwise instructed on the Request for Proposals Page. Inquiries must refer to the proposed item(s) or service(s) and the date of the proposal submittal deadline. Interpretations will be made in the form of an addendum placed on the City's website. The City shall not be responsible for any other explanation or interpretation.

9. **Legal Requirements:** All applicable provisions of Federal, State, County, and local laws including all ordinances, rules, and regulations shall govern the development, submittal and evaluation of all proposals received in response to these specifications, and shall govern any and all claims between person(s) submitting a proposal response hereto and the City of Destin, by and through its officers, employees and authorized representatives. A lack of knowledge by the proposer concerning any of the aforementioned shall not constitute a cognizable defense against the legal effect thereof. The proposer agrees that it will not discriminate on the basis of race, creed, color, national origin, sex, age or disability.

10. **Licenses, Registration and Certificates:** Each proposer shall possess at the time of submitting its proposal all licenses, registrations and certificates necessary to engage in the business of contracting (or special contracting if the work to be performed necessitates a particular type of specialty contractor) in the City of Destin. Proposer must also possess all licenses, registrations and certificates necessary to comply with federal, state and local laws and regulations. The awarded proposer shall be registered at the time of contract execution as an active vendor with the Florida Department of State, Division of Corporations (www.sunbiz.org).

11. **Mistakes:** Proposers are expected to examine the conditions, scope of work, proposal prices, extensions, and all instructions pertaining to the item(s) or service(s) involved. Failure to do so will be at the proposer's risk. Unit prices proposed will govern in award.

12. **Payment of Invoices:** The City of Destin issues checks for payment of invoices on the 10th of each month. The signed receiving copy of the purchase order and a correct invoice must have been received by the Accounts Payable Activity prior to the 4th of the month. Item(s) or service(s) received on or after the 4th will be processed in the following month. All invoices are payable by the City under the terms of Florida Prompt Payment Act, Florida Statute §218.70. All purchases are subject to availability of funds in the City's budget.

13. **Permits and Taxes:** The proposer shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary and incidental to the due and lawful prosecution of the work. Proposers who use public roads of the City of Destin,

Florida for transport of goods of any kind which said goods were transported from a point without the City of Destin, Florida to a point within the City of Destin shall obtain a "Use of Streets" permit for a fee not in excess of the license paid for by local licensees engaged in the same business.

14. **Prohibited Conduct by Proposers:** Upon the publication of any solicitation for sealed bids, requests for proposals, requests for qualifications, or other solicitation of interest or invitation to negotiate by any authorized representative of the City of Destin, any party interested in submitting a bid, proposal, or other response reflecting an interest in participating in the purchasing or contracting process shall be prohibited from engaging in any communication **pertaining to formal solicitations** with any member of Destin City Council, the City Manager, or any member of a selection/evaluation committee for RFPs/RFQs, whether directly or indirectly or through any representative or agent, whether in person, by mail, by facsimile, by telephone, by electronic communications device, or by any other means of communication, until such time as the City has completed all action with respect to the solicitation.

15. **Proposal Withdrawals:** No proposal may be withdrawn after closing time for receipt of proposals for a period of sixty (60) days thereafter. The contract award shall be legally binding at the time of award by the Destin City Council.

16. **Protests:** Protests of the plans, specifications, and other requirements of requests for proposals must be received in writing by the Purchasing Office at least ten (10) business days prior to the scheduled proposal submittal deadline. A detailed explanation of the reason for the protest must be included. Protests of the intended award of proposal or contract must be in writing and received in the Purchasing Office within five (5) business days of the notice of intent to award. A detailed explanation of the protest must be included.

17. **Public Entity Crimes:** By submitting a proposal each proposer is confirming that the company has not been placed on the convicted vendors list as described in Florida Statute §287.133 (2) (a).

18. **Public Records:** Any material submitted in response to this Request for Proposal will become a public document pursuant to Florida Statute §119.07. This includes material which the responding proposer might consider to be confidential or a trade secret. Any claim of confidentiality is waived upon submission, effective after opening the proposal pursuant to Florida Statute §119.07.
19. **Public Records Law:** The Parties shall each comply with Florida Public Records laws. The Parties hereby contractually agree that each Party shall allow public access to all documents, papers, letters, or other public records as defined in Chapter 119, Florida Statutes, made or received by either Party in conjunction with this agreement, or related thereto, unless a statutory exemption from disclosure exists. Notwithstanding any provision to the contrary, it is expressly agreed that Contractor's failure to comply with this provision, within seven (7) days of notice from the City, shall constitute an immediate and material breach of contract for which the City may, in the City's sole discretion, unilaterally terminate this agreement without prejudice to any right or remedy.

20. **Rejection of Proposals:** The City of Destin reserves the right to accept or reject any or all proposals,

to award proposals on a split-order basis by item or service number, to waive any irregularities, technicalities, or informalities, and to re-advertise for proposals when deemed in the best interest of the City of Destin.

21. **Sealed Proposals:** The specifications and all executed proposal forms must be submitted in a sealed envelope. All proposals must be signed by an authorized representative of the proposer. In the event more than one proposal submittal deadline is scheduled for the same date and time, do not include proposals concerning different sets of specifications within the same envelope. **The face of the sealed envelope shall be plainly marked identifying the proposer, the item(s) or service(s) proposed and the proposal number.** It shall be the sole responsibility of the proposer to assure receipt of proposal at the Purchasing Office prior to the published time for the proposal submittal deadline. No proposal will be accepted after closing time for receipt of proposals; **nor will any offers by telephone, fax, internet or email be accepted.**

22. **Tax:** The City of Destin is exempt from all State and local sales tax.

23. **Termination for Convenience:** A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected via delivery to the contractor at least thirty (30) business days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services.

24. **Unauthorized Aliens:** The City of Destin shall consider the employment by any contracted vendor of unauthorized aliens a violation of Section 274A of the Immigration and Nationality Act. Such violation shall be cause for unilateral termination of this contract.

25. **Venue:** Venue for any claim, action or proceeding arising out of this contract shall be Okaloosa County, Florida.

ANY AND ALL SPECIAL CONDITIONS AND SPECIFICATIONS ATTACHED HERETO WHICH VARY FROM THESE GENERAL CONDITIONS SHALL HAVE PRECEDENCE.

SPECIAL CONDITIONS

The following instructions are given for the purpose of guiding proposers in properly preparing their bids or proposals. These directions have equal force and weight with the specifications, and strict compliance is required with all provisions.

1. QUALIFICATIONS OF BIDDERS – Proposals will not be accepted from, nor will any contract be awarded to, any person who is in arrears to the City of Destin, upon any debt or contract, or who has defaulted, as surely or otherwise, upon any obligations to the City, or who has been deemed irresponsible or unreliable by the City.

2. PERSONAL INVESTIGATION – Proposers shall satisfy themselves by personal investigation and by such other means as they may deem necessary or desirable as to the conditions affecting the proposed work and the cost.

3. INCONSISTENCIES – Any seeming inconsistency between different provisions of the plans, specifications, proposal or agreement, or any point requiring explanation must be inquired into by the proposer, in writing, at least ten (10) days prior to the time set for the opening proposals. After proposals are opened, the proposers shall abide by the decision of the City as to such interpretation.

4. LEGAL CONDITIONS – Proposers are notified to familiarize themselves with the provisions of the law of the State of Florida relating to the hours of labor on municipal work, and with the provisions of the laws of the State of Florida and the Charter and the ordinances of the City of Destin.

5. FORM OF PROPOSALS – Each proposal and its accompanying statements must be made on the blanks provided. The forms must be submitted in good order and with all the blanks filled in. The proposal must be signed by one duly authorized to do so, or in such cases where it is signed by a deputy or subordinate, the principal's properly written authority to such deputy or subordinate must accompany the proposal.

6. FILLING IN BIDS – All prices in the proposal must be clearly stated in the figures, and all proposals must fully cover all items for which proposals are asked and no other. Proposers are required to state the names and places of residence of all persons interested, and if no other person is interested, the proposer shall state that the proposal is, in all respects, fair and without collusion or fraud. Where more than one person is interested, it is required that all persons interested or their legal representatives make all verification and subscribe to the proposal.

7. NON-COLLUSION – The proposer agrees that there has been no consorting with any other firm or employees from any other firm who will be submitting a proposal on the same project.

8. CAUSES FOR REJECTION – No proposal will be considered which, in the opinion of the City, contains inadequate or unreasonable prices for any items; each item must carry its own proportion of the cost as nearly as is practicable. Any alteration, erasure, interlineations, or

failure to specify proposals for all items called for in the schedule shall render the proposal informal.

9. WITHDRAWALS – Any proposer may, without prejudice to himself, withdraw his proposal at any time prior to the proposal submittal deadline. Such request for withdrawal must be in writing and signed in the same manner and by the same person who signed the proposal. After the submittal deadline, no proposal can be withdrawn, modified, or explained. Where more than one person is interested, it is required that all persons interested or their legal representative make all verification and subscribe to the proposal.

10. CONTRACT – The proposer selected for the award of proposal shall execute a written contract with the City within ten (10) days of notice to provide the services described in this RFP, and maintain the ability to perform those services for the entirety of contract term. If the proposer to whom the first award is made fails to enter into a contract as provided, the award may be annulled and the contract let to the next lowest proposer who is reliable and responsible in the opinion of the City. Such proposer shall fulfill every stipulation as if it were the original party to whom award was made.

11. ENFORCEMENT OF SPECIFICATIONS – The City shall enforce each and every requirement of the contract.

12. HOURS OF WORK – All work will be performed as outlined in the Scope of Work.

13. COPIES OF SPECIFICATIONS – Copies of the specifications, details, and contract will be on file in the City Clerk's Office.

14. TERMS OF CONTRACT – The term of this Agreement shall be a three (3) year period from the award of the contract. The term can be extended for two (1) additional one-year terms, under the same conditions, upon agreement of both parties.

15. MEASUREMENT AND PAYMENT – Payments and charges shall be in accordance with the Price Proposal Form (EXHIBIT "A") as submitted by the selected Proposer.

16. SAFETY AND TRAFFIC CONTROL – It shall be the responsibility of the Debris Management Contractor (DMC, also referred to as Contractor) to maintain proper traffic control and safety precautions including, but not limited to, the use of barricades, flagman, and portable electric traffic control devices. No extra payment shall be made for providing the necessary traffic control. Any questions regarding the requirements for traffic control shall be referred to the City's Director of Public Works & Emergency Management.

17. OWNER MAY STOP THE WORK – If the work performed by the contractor is deficient, contrary to the proposal documents or contract, or the DMC performs work in such a way that the completed work would not conform to the Contract Documents, the CITY may order the DMC to stop the work, or any portion thereof, until the cause for such order has been eliminated; however, the right of the CITY to stop the work shall not give rise to any duty on the part of the DMC to exercise this right for the benefit

of the DMC or any other party.

18. CUSTOMER RELATIONS – The DMC, all its employees and subcontractors under the supervision and control of the DMC shall at all times at a site, office, or yard be required to conduct themselves in a professional and courteous manner and do all things necessary to ensure good and harmonious customer relations. Continuous failure to abide by this requirement shall constitute a basis for termination of this agreement.

19. APPLICATION FOR PROGRESS PAYMENT – Unless otherwise prescribed by law, on the 25th of each month, the DMC shall submit to the City for review an Application for Payment filled out and signed by the Project Manager covering the work completed as of the date of the Application and accompanied by such supporting documentation as is required by the Contract Documents. The Application for Payment shall also be accompanied by a bill of sale, invoice, or other documentation warranting that the CITY has received the services and/or materials requested, and all invoiced charges are clear of liens, charges, security interests, and encumbrances. Vendor checks are issued by the City on the 10th day of each month. From the amount determined as correct in the Application for Payment, the CITY will deduct the amount of all previous payments, and the remainder, less the retainage, shall constitute the monthly payment due to the DMC. The amount of retainage with respect to progress payments will be ten percent (10%) of the total project cost.

20. QUANTITIES – The quantity of cubic yards shown on Column III of the Price Proposal Form (EXHIBIT "A") is an estimate used for the purpose of this proposal solicitation. Actual quantities of cubic yard collected, hauled and processed will be used for the purpose of calculation of actual service rendered and payment due.

21. TAX EXEMPTION – All proposals submitted must include all local, state and federal taxes, if applicable.

22. BID PRICES – All prices submitted on the Price Proposal Form (EXHIBIT "A") must be firm through the completion of the project. Any proposals containing escalation clauses will be rejected.

23. CONE OF SILENCE – After a Proposal is opened or a Short List is established, a Proposer or a Proposer's representative may not seek information or clarification or in any way contact any Official or employee of the City concerning this solicitation with the exception of the Purchasing Manager or an individual specifically designated by the Purchasing Office. A copy of any written communication concerning this solicitation shall be on file in the Purchasing Office and shall be made available to the public upon request.

24. INDEMNIFICATION OF CITY. The DMC shall indemnify and hold harmless the City of Destin, its officers and employees, from any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the DMC and persons employed, contracted, sub-contracted, or utilized by the DMC in the performance of this contract. The DMC's obligation shall not be limited by, or in any way to,

any insurance coverage or by any provision in or exclusion or omission from any policy of insurance.

25. INSURANCE. Before starting and until termination of work for, or on behalf of the City, the DMC shall procure and maintain insurance of the types and to the limits specified. The term City as used in this section is defined to mean the City of Destin itself, any subsidiaries, or affiliates, elected and appointed officials, employees, volunteers, representatives and agents.

Insurance shall be issued by an insurer whose business reputation, financial stability and claims payment reputation is satisfactory to the City, for the City's protection only. Unless otherwise agreed, the amounts, form and type of insurance shall conform to the following minimum requirements:

WORKER'S COMPENSATION

The CONTRACTOR shall purchase and maintain Worker's Compensation Insurance Coverage for all Workers' Compensation obligations as legally required. Additionally, the policy, or separately obtained policy, must include Employers Liability Coverage of at least $1,000,000 each person - accident, $1,000,000 each person - disease, $1,000,000 aggregate - disease.

COMMERCIAL GENERAL, AUTOMOBILE, PROFESSIONAL, POLLUTION AND UMBRELLA LIABILITY COVERAGES

The CONTRACTOR shall purchase coverage on forms no more restrictive than the latest editions of the Commercial General Liability and Business Auto policies filed by the Insurance Services Office. The City shall be an Additional Insured and such coverage shall be at least as broad as that provided to the Named Insured under the policy for the terms and conditions of this Contract. The City shall not be considered liable for premium payment, entitled to any premium return or dividend, and shall not be considered a member of any mutual or reciprocal company. Minimum limits of $3,000,000 per occurrence, and per accident, combined single limit for liability must be provided, with umbrella insurance coverage making up any difference between the policy limits of underlying policies coverage and the total amount of coverage required. If the required limits of liability afforded should become impaired by reason of any claim, then the CONTRACTOR agrees to have such limits of $3,000,000 per occurrence, reinstated under the policy.

Commercial General Liability coverage, or its equivalent shall provide at least, broad form contractual liability applicable to this specific contract, personal injury liability and broad form property damage liability. The coverage shall be written on occurrence-type basis. Minimum limits of $3,000,000 per occurrence and in the aggregate must be provided.

Business Auto Policy coverage must be provided, including bodily injury and property damage arising out of operation, maintenance or use of owned, non-owned and hired automobiles and employee non-ownership use. Minimum limits of 3,000,000 CSL must be provided.

Professional Liability insurance coverage must be provided to afford protection for errors and omissions arising out of services provided under or associated with this Contract. Minimum limits of $2,000,000 per occurrence and in the aggregate must be provided.

Pollution Liability insurance coverage must be provided to afford protection for bodily injury, property damage and cleanup costs arising out of services provided under or associated with this Contract. Minimum limits of $2,000,000 per occurrence and in the aggregate must be provided.

Umbrella Liability Insurance coverage shall not be more restrictive than the underlying insurance policy coverages. The coverage shall be written on an occurrence-type basis.

CERTIFICATES OF INSURANCE

Required insurance shall be documented in the Certificates of Insurance that provide that the City of Destin shall be notified at least thirty (30) days in advance of cancellation, nonrenewal or adverse change or restriction in coverage. This Contract shall be listed on each Certificate. If required by the City, the CONTRACTOR shall furnish copies of the CONTRACTOR's insurance policies, forms, endorsements, jackets and other items forming a part of, or relating to such policies. Certificates shall be on the "Certificate of Insurance" form equal to, as determined by the City an ACORD 25. The CONTRACTOR shall replace any canceled, adversely changed, restricted or non- renewed policies with new policies acceptable to the City and shall file with the City Certificates of Insurance under the new policies prior to the effective date of such cancellation, adverse change or restriction. If any policy is not timely replaced, in a manner acceptable to the City, the CONTRACTOR shall, upon instructions of the City, cease all operations under the Contract until directed by the City, in writing, to resume operations. The "Certificate Holder" address should read: City of Destin, Department of Human Resources, 4200 Indian Bayou Trail, Destin, FL 32541.

INSURANCE OF THE CONTRACTOR PRIMARY

The CONTRACTOR required coverage shall be considered primary, and all other insurance shall be considered as excess, over and above the CONTRACTOR's coverage. The CONTRACTOR's policies of coverage will be considered primary as relates to all provisions of the contract.

LOSS CONTROL AND SAFETY

The CONTRACTOR shall retain control over its employees, agents, servants and subcontractors, as well as control over its invitees, and its activities on and about the subject premises and the manner in which such activities shall be undertaken and to that end, the CONTRACTOR shall not be deemed to be an agent of the City. Precaution shall be exercised at all times by the CONTRACTOR for the protection of all persons, including employees, and property. The CONTRACTOR shall make special effort to detect hazards and shall take prompt action where loss control/safety measures should reasonably be expected.

PAY ON BEHALF OF THE CITY

The CONTRACTOR agrees to pay on behalf of the City, as well as provide a legal defense for the City, both of which will be done only if and when requested by the City, for all claims as described in the Hold Harmless paragraph. Such payment on the behalf of the City shall be in addition to any and all other legal remedies available to the City and shall not be considered to be the City's exclusive remedy.

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

SCOPE OF WORK

1. PURPOSE

The City of Destin, Florida (City) seeks proposals from qualified firms, hereinafter referred to as the Debris Management Contractor (DMC), to provide Disaster Debris Management Services, in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

The City is seeking proposals to establish a prepositioned contract with a qualified and experienced emergency and debris management firm, herein after referred to as Debris Management Contractor (DMC), to provide services to the City during disaster or emergency events. Disasters could include natural events such as hurricanes, tornadoes, windstorms, floods, and fires, as well as man-made events or emergencies such as civil unrest and terrorist attacks. In the event of a disaster, or emergency, the DMC shall service the City first and be on-call to provide all support services necessary to ensure the safety and well-being of all residents and visitors to the City. The City retains the right to obtain similar services from additional contractors.

Services may include, but not be limited to, large-scale debris removal, separation, storage, debris processing and disposal; managing and operating disaster debris management sites; hazardous waste handling; project management assistance; and assistance with Federal and State reporting and reimbursement efforts.

The City's expectation is that by hiring a professional Debris Management Contractor (DMC) to assist the City in a disaster event, the City is fully dependent and relying upon the professional expertise, training and experience of the DMC. The DMC shall be fully responsible to advise the City on the do's and don'ts of Federal Emergency Management Administration (FEMA) procedures and/or other governmental regulatory agencies and insurance companies. DMC shall perform all work in compliance with such regulations, representing the City to ensure maximum financial recovery.

DMC will work under the direction of the City's Director of Public Works & Emergency Management. The City Manager, or designee, will issue a Notice to Proceed to start work and the notice to reduce resources and to end work. All payments under the contract resulting from this RFP shall be made only for services approved by the City's Director of Public Works & Emergency Management.

To be eligible for award of a contract in response to this RFP, the Proposer must demonstrate that it has successfully completed services, as specified in this solicitation and is normally and routinely engaged in performing such services and is properly and legally licensed to perform such work.

The selected firm must be experienced and knowledgeable in FEMA and Insurance reimbursement rules and procedures and must demonstrate such to the City in its proposal and subsequent selection process

presentations. The selected firm must also demonstrate experience and knowledge of state, local and federal environmental regulating and permitting agencies. The selected firm will be responsible for staying current with all FEMA and other agencies' guidelines and regulations and will be responsible for advising the City from beginning to end to ensure maximum financial recovery for the City.

The City has a separate contractor for Disaster Debris Monitoring Services.

2. BACKGROUND

The City of Destin is located in Okaloosa County, Florida. It is a coastal community bordered by Choctawhatchee Bay to the north and the Gulf of America to the south.

In the past, the City of Destin has been struck by several hurricanes. Most recently, the City was severely impacted by two major hurricanes, Ivan in 2004 and Dennis in 2005.

To facilitate timely recovery from such events, the City is seeking a highly experienced and highly qualified Disaster and Debris Management Contractor to provide recovery services to the community should disaster strike.

3. DEFINITIONS

3.1. **Choke Point** means an inspection site where all trucks must pass.

3.2. **Clean-as-you-go Policy** means clearing all debris from each street or work zone on the first pass, whenever possible.

3.3. **Construction and Demolition Debris (C&D Debris)** means damaged components of buildings and structures such as lumber and wood, gypsum wallboard, glass, metal, roofing material, tile, carpeting and floor coverings, window coverings, plastic pipe, concrete, fully cured asphalt, heating, ventilation and air conditioning (HVAC) systems and their components, light fixtures, small consumer appliances, equipment, furnishings and fixtures that are a result of a disaster event. (Note: This definition of C&D is for disaster recovery purposes and is not the same definition commonly as found in Chapter 62-701, Florida Administrative Code.)

3.4. **Debris** means all forms of disaster-related debris, including Vegetative Debris and Mixed Debris.

3.5. **Debris Management Contractor (DMC)** means the successful Proposer, whether a corporation, partnership, individual or any combination thereof, and its successors, personal representatives, executors, administrators and assignees.

3.6. **Debris Monitor** means the firm retained by the City to monitor the DMC's activities pursuant to its contract with the City and to ensure compliance with FEMA requirements.

3.7. **Director of Public Works & Emergency Management** means the City's representative duly authorized by the City Manager to provide direction to the DMC regarding services provided pursuant to this RFP and resulting contract.

3.8. **Disaster Debris Management Site (DDMS)** means the temporary site approved by the City and by FDEP to process debris for reduction before final disposal.

3.9. **Electronic Waste (E-Waste)** means loosely discarded, damaged, obsolete, or broken electrical or electronic devices including, but not limited to, computers, computer monitors, televisions, and microwaves.

3.10. **Eligible Debris** as determined by FEMA Section #325 Debris Management Guide and other applicable regulations means debris resulting from a Presidentially declared disaster whose removal, as determined by the City Manager or his designee, is in the public interest because it is necessary to (1) eliminate immediate threats to life, public health and safety; (2) eliminate immediate threats of significant damage to improved public or private property; or (3) ensure economic recovery.

3.11. **Federal Aid Eligible Roads** means roads that are paved, gravel or dirt and are eligible for repair or replacement.

3.12. **FDEP** means the Florida Department of Environmental Protection.

3.13. **FDOT** means the Florida Department of Transportation.

3.14. **FEMA** means the Federal Emergency Management Agency.

3.15. **FHWA** means the Federal Highway Administration.

3.16. **Global Positioning System (GPS)** means a global navigation satellite system that provides location and time information in all weather conditions, anywhere on or near the Earth, where there is an unobstructed line of sight to four or more GPS satellites.

3.17. **Hazardous Stump** means an uprooted tree or stump (i.e., 50% or more of the root ball is

exposed) on a public right-of-way, improved public property, and the exposed root ball poses an immediate threat to life, public health and safety.

3.18. **Hazardous Waste** means materials and products from institutional, commercial, recreational, industrial, and agricultural sources that contain certain chemicals with one or more of the following characteristics, as defined by the U.S. Environmental Protection Agency: 1) toxic; 2) flammable; 3) corrosive; and/or 4) reactive, in accordance with Environmental Protection Agency (EPA) Section for toxic, flammable, corrosive reaction Resource Conservation and Recovery Act (RCRA) Subtitle C 40 CFR Part 260.

3.19. **Household Hazardous Waste** means used or leftover contents of consumer products that contain chemicals with one or more of the following characteristics, as defined by the U.S. Environmental Protection Agency: 1) toxic; 2) flammable; 3) corrosive; and/or 4) reactive. Examples of Household Hazardous Waste include small quantities of normal household cleaning and maintenance products, latex and oil-based paint, cleaning solvents, gasoline, oils, swimming pool chemicals, pesticides, and propane gas cylinders in accordance with Environmental Protection Agency (EPA) Section for toxic, flammable, corrosive reaction Resource Conservation and Recovery Act (RCRA) Subtitle C 40 CFR Part 260.

3.20. **Mixed Debris** means a mixture of various types of debris including, but not limited to, C&D Debris, White Goods, E-Waste, Household Hazardous Waste, metals, abandoned vehicles, tires, etc.

3.21. **Notice to Proceed** means the written notice given by the City Manager (or designee) to the DMC of the date and time for work to start.

3.22. **NRCS** means Natural Resources Conservation Service.

3.23. **OSHA** means the U.S. Department of Labor's Occupational Safety and Health Administration.

3.24. **Project Manager** means the DMC's representative authorized to make and execute decisions on behalf of the DMC.

3.25. **Vegetative Debris** means clean, woody debris and other organic materials that can be chipped and mulched.

3.26. **White Goods** means all appliances; including, but not limited to, refrigerators, freezers, stoves, washers, dryers, and HVAC units.

4. GENERAL REQUIREMENTS

4.1. DMC shall supply all labor, supervision, materials, equipment, facilities, power, communications, provisions, and other services and supplies necessary for, or incidental to, the performance of debris removal and disposal services as described in this RFP, in accordance with all laws, regulations

and FEMA requirements. Any and all services provided by DMC and labor, materials and equipment used by DMC, and its subcontractors, must comply fully with all Federal, State and local laws, regulations and guidance.

4.2. DMC shall submit with its response to this RFP an operational plan to demonstrate compliance with the proposal specifications.

4.3. DMC shall disclose current debris management contractual obligations for counties and municipalities located along the gulf coast of Florida and Alabama with their proposal and provide reasonable assurance that such obligations will not preclude DMC from meeting its obligations under this contract. Such disclosure shall be provided in report form listing the number of accounts individually, by population served, and percentage of DMC available resources committed to these other accounts. The expectation is that in the event of a disaster, DMC shall prioritize service to the City of Destin.

4.4. DMC's Project Manager, or a higher-ranking decision-making designee, shall be physically present in Destin within forty-eight (48) hours after a request for services in the aftermath of a disaster. DMC's duties shall include, but are not limited to, assisting in the impact assessment and required resources; assessing damage; ordering and staging equipment and supplies; and assisting in coordinating the action plan to be operational within the first seventy-two (72) hours.

4.5. DMC shall commence debris management services within seventy-two (72) hours of issuance of Notice to Proceed. DMC shall mobilize a minimum of fifty percent (50%) of the required resources within seventy-two (72) hours of issuance of Notice to Proceed and one hundred percent (100%) of the required resources within one hundred forty-four (144) hours. The City may issue Notice to Proceed prior to a storm event, depending upon the magnitude of the event, in order to allow sufficient time to prepare for commencement of operations.

4.6. Reserved.

4.7. DMC shall provide a Clean-as-you-go Policy and supervise and enforce such policy during debris management operations.

4.8. DMC shall provide the following annual services at the DMC's expense:

4.8.1. Prior to each hurricane season (preferably in May) the DMC shall arrange for a meeting to discuss action plans in the event of a disaster.

4.8.2. DMC shall provide phone consultations and reference information to City staff upon request.

4.9. DMC shall notify the City within twenty-four (24) hours of any Notices of Violation or other notice of any legal or regulatory actions taken against DMC or its subcontractors while conducting work within the scope of this contract. DMC shall be responsible for responding to and completing any corrective

action necessary in response to such
notice, and for any fines resulting from any violations of Federal, State or local laws or regulations.

4.10. To the extent required by applicable federal and state regulations, the City must approve all of DMC's subcontractors prior to their providing service. DMC shall not use a subcontractor or material supplier to whom the City reasonably objects. At the annual meeting between the DMC and the City, the DMC shall supply the City a list of local individuals and firms under contract. All debris management subcontractors shall work for the DMC rather than the City. All subcontractors will operate in strict accord with local, State, and Federal laws governing the type of work to be performed.

4.11. DMC agrees to hire or contract with willing local individuals and firms to provide labor and equipment for emergency services and to give local firms working within the City and/or Okaloosa County the first opportunity when awarding subcontracted work. Small Business Enterprises (SBE) should be considered first.

5. DEBRIS REMOVAL

DMC shall provide debris collection and removal activities including, but not limited to, the following types of tasks:

5.1. **FEMA Compliance** – DMC shall work closely with the City's Debris Monitor to ensure that all work is FEMA-compliant and all documentation is properly obtained, including GPS coordinates and photos. DMC's failure to utilize federally-approved documentation while performing work may result in nonpayment of services to the DMC by the City.

5.2. **Debris Removal from Public Rights-of-Way** – As identified and directed by the City, DMC shall provide all labor, services, equipment, materials, and supplies necessary to collect Vegetative Debris and Mixed Debris from the City rights-of-way and public property. Vegetative Debris and other natural materials that can be chipped, mulched, burned and disposed of in some other similar manner and shall be handled separately from Mixed Debris.

5.3. **Multiple Schedule Pass** – DMC shall make as many passes as necessary, unless otherwise directed by the City's Director of Public Works & Emergency Management, to collect all Vegetative Debris and Mixed Debris set out by residents for collection within the rights-of-way from both sides of the roadway. DMC shall not move from one designated work area to another designated work area without approval from the Debris Monitor or City's Director of Public Works & Emergency Management.

5.4. **Security of Debris during Hauling** – DMC shall secure debris on/in each vehicle or piece of equipment utilized to haul debris. Prior to leaving the loading sites, DMC shall ensure that each load is secure and trimmed so that no debris extends horizontally beyond the bed of the equipment in any direction. All loose debris shall be reasonably compacted and secured during transport in accordance with FDOT guidelines. As required, DMC will survey the primary routes used by DMC for debris hauling as soon as possible after the transport and will recover fallen or blown debris from the roadways.

5.5. **Damage by DMC** – DMC shall restore and/or repair, at DMC's expense, all damaged infrastructure (curbs, sidewalks, water meters, utility lines, etc.) if the damage is caused by DMC's activities. DMC is responsible for the preservation of all public and private property including turf, landscaping, sidewalks, curbs, fences, driveways and sprinkler heads and valves. If any direct or indirect damage occurs to public or private property, on account of any act, omission, neglect or misconduct in the execution of the work on the part of DMC, such property shall be restored by DMC at its expense to a condition similar or equal to that existing before such damage or injury, or DMC shall repair such damage in a manner acceptable to the City's Director of Public Works & Emergency Management. DMC shall respond to complaints immediately or within twenty-four (24) hours and repair any damage within the timeframe established by the City. In the event DMC fails to respond in a timely manner, the City may respond and perform damage repairs as necessary and all costs for labor, equipment and supplies shall be deducted from the DMC's invoice. Additionally, DMC's continuous and repetitive incidents of "failure to respond" as contracted, may be considered cause to cancel this contract.

5.6. **Eligibility of Debris** – The City's Director of Public Works & Emergency Management or Debris Monitor will have load site monitors stationed at designated Choke Points. The City's Director of Public Works & Emergency Management or Debris Monitor will also have roving monitors that will observe DMC operations to ensure that only Eligible Debris, as determined by FEMA regulations, is removed from the specified locations as designated. Each truck that is observed picking up material outside of the designated rights-of way or assigned work zone, or material that is classified as ineligible, will have all loads hauled that day deducted and the load tickets invalidated. DMC shall be responsible for any hauling, processing and disposal costs charged to the City by that truck during that day.

5.7. **Interference with Disaster Recovery Efforts** – DMC shall conduct its work so as not to interfere with the disaster response and recovery activities of Federal, State and local government or agencies, or of any public utilities.

5.8. **Accumulation of Debris** – No debris shall be allowed to accumulate or be stored on public property or private property at any time without proper authorization from the City's Director of Public Works & Emergency Management. Under no circumstances shall the accumulation of brush, limbs, cut trunks, logs, or other debris be allowed on a public right-of way in such a manner as to result in a hazard to the public.

5.9. **Monitoring of DMC Removal Activities** – The City's Director of Public Works & Emergency Management and Debris Monitor will monitor all DMC operations. DMC is expected to work closely with the Debris Monitor and has the responsibility to follow FEMA procedural protocol and guidelines, obtaining all required documentation during the performance of work.
Each truck driver will be given a load ticket that validates where the material originated. The estimated quantity will be recorded on the load ticket and a copy of the load ticket will be given to the truck driver.

6. ADDITIONAL SERVICES

At negotiated pricing at the time of the need, the DMC may be requested to perform the services

detailed below:

6.1. **Demolition of Structures, Debris Removal from Private and Publicly Owned Property** – Should an imminent threat to life, safety and health to the general public be present on private property (right-of-entry program) or publicly owned property other than rights-of-way, the City may negotiate with the DMC for demolition services to remove and relocate the debris to the public rights-of-way. This service shall commence upon authorization of the City and upon receipt of completed right-of-entry forms, hold harmless agreements, non-duplication agreements, and an address-specific Notice to Proceed, and subsequent approval of such Notice to Proceed by the City. DMC shall place all debris collected through this process in the public right-of-way, where the above Scope of Services (Debris Removal from Public Rights-of-Way) shall commence.

6.2. **Removal of Vehicles and Vessels** – DMC, as directed by the City, shall remove vehicles and vessels from land and waterways. DMC shall seek to obtain three (3) quotes for such work and select a subcontractor upon approval by the City's Director of Public Works & Emergency Management.

6.3. **Dead Animal Carcasses** – DMC shall collect, transport and dispose of dead animal carcasses including, but not limited to, dead livestock, poultry and large animals, in any permissible manner consistent with Federal, State and local laws and regulations.

6.4. **White Goods** – DMC should expect to encounter White Goods available for disposal. DMC shall remove and recover Freon from any White Goods, such as refrigerators, freezers or air conditioners, in accordance with applicable regulations. DMC shall recycle all eligible White Goods in accordance with all Federal, State and local laws and regulations. White Goods may be transported to a storage area before decontamination as long as Freon is not released during the removal, hauling or recycling.

6.5. **E-Waste** – DMC shall remove, haul and recycle in any permissible manner consistent with Federal, State and local laws and regulations, E-Waste from public property and rights-of-way.

6.6. **Other Services as Requested** – DMC shall also provide other related services as requested by the City.

7. DOCUMENTATION MANAGEMENT AND SUPPORT

DMC shall provide data management and support to the City during the emergency recovery effort including, but not limited to, the following:

7.1. DMC shall utilize load tickets provided by the Debris Monitor to track and document the removal and management of Eligible Debris. DMC shall ensure that load tickets meet the requirements of FEMA and other Federal, State, or local reimbursement agencies.

7.2. Each load ticket shall contain the following information:

7.2.1. Prime Contractor name.

7.2.2. City contract/Disaster number.
7.2.3. Load ticket number.
7.2.4. Sub-Contractor name.
7.2.5. Truck Driver name.
7.2.6. Date and time of pick up.
7.2.7. Date and time of delivery.
7.2.8. Pick up location (street address or primary street between specific area).
7.2.9. Loading Zone Number
7.2.10. Debris Clearing Cycle (Push, First Pass, Second Pass, Third Pass, etc.)
7.2.11. Truck ID number and capacity.
7.2.12. Total cubic yards picked up.
7.2.13. Debris classification (Vegetative, White Goods, C&D, Mulch, Stump, etc.)
7.2.14. Delivery site.
7.2.15. Load Monitor Printed Name and Signature.
7.2.16. Dump Monitor Printed Name and Signature.
7.2.17. GPS.

7.3. Load tickets will be issued by the Debris Monitor or City personnel prior to departure from the loading site or upon arrival at the DDMS staging area. The City's Debris Monitor will keep two (2) copies of the load ticket and the vehicle operator will retain the remaining copies for DMC's records. DMC will scan all load tickets. DMC shall provide scanned copies of all load tickets, as well as a spreadsheet itemizing all load tickets, every thirty (30) days or more frequently as requested by the City's Director of Public Works & Emergency Management.

7.4. DMC shall supply certification placards meeting FEMA requirements and place such placards on its vehicles. Placards shall also include the wording "City of Destin Emergency Debris Contractor" and the DMC's name.

7.5. DMC shall have a system for clearly tracking and documenting all its costs associated with work conducted pursuant to this contract, identifying expenditures eligible for reimbursement, and maintaining documentation of the recovery process.

7.6. DMC will work closely with the City and applicable Federal, State and local agencies to ensure that the City's emergency recovery procedures and data documentation for Eligible Debris meet the requirements of the reimbursement agencies. DMC shall provide to the City all records, disposal tickets, field inspection reports and other data necessary to adequately document recovery services and provide sufficient substantiation for Federal and State reimbursement applications. DMC shall provide hard copies and electronic scanned documents with an itemized spreadsheet. DMC shall assist the City in preparing Federal and State reports and

applications for reimbursement, including training agency/department employees. DMC shall review all reimbursement applications prepared by the City or Debris Monitor prior to submittal for sufficiency in meeting the reimbursement requirements of these organizations and notify the City or Debris Monitor of any recommended changes, corrections, alterations or deletions. DMC shall assist, as directed by the City, in responding to Federal and State agency requests for additional information and in negotiations with Federal and State officials. DMC shall retain all documentation and records for a minimum of ten (10) years.

7.7. DMC shall reconcile any discrepancies between the Debris Monitor's daily report and the corresponding load tickets within forty-eight (48) hours.

7.8. DMC shall provide documentation for all items salvaged or recycled. Documentation shall include identification of material type, quantity; location material is accepted for salvage or recycling, and the value of the salvaged or recycled material. DMC shall provide the value of the salvaged or recycled material back to the City as a reimbursement credit back to FEMA, as required by FEMA. The value of the material will be defined as the value of the material as paid to DMC by the entity accepting the material for salvage or recycling.

8. STAFF AND EQUIPMENT REQUIREMENTS

8.1. DMC shall have a professional staff with the knowledge, skills and training to manage the disaster recovery process efficiently and effectively. Extensive knowledge of FEMA, FHWA, NRCS, FDOT, FDEP, FFWC and other applicable Federal, State or local agency regulations and policies is required.

8.2. DMC shall ensure that its work force, including subcontractors, maintains self- sufficiency related to fuel, vehicle repair/maintenance, housing, sanitation, food, and related accommodations in a manner that is consistent with local requirements and minimizing adverse effects on the community. Employee overnight camping must be approved by the City's Director of Public Works & Emergency Management.

8.3. DMC shall employ a Project Manager and an Operations Manager, both fluent in English, who shall be accessible and shall have full authority to act on behalf of DMC and to address and resolve issues that may arise during the course of the work. All communications given to the Project Manager or Operations Manager in writing by the City's Director of Public Works & Emergency Management shall be as binding as if given to DMC. The City expects the DMC to dedicate key employees to this contract for a minimum period of one year in order to fully understand the scope and responsibilities as a first responder.

8.4. The Operations Manager shall be on call twenty-four (24) hours per day, seven (7) days per week, and shall be available by cell phone. In the event normal communication (telephone, cell phone, radio, etc.) is unavailable, DMC shall provide its Project Manager and Operations Manager with a reliable means of communication (satellite radio, satellite telephone, etc.) with the City.

8.5. DMC's Operations Manager shall coordinate daily with the City's Director of Public Works &

Emergency Management and Debris Monitor, and shall comply with all directions and guidance provided by Federal or State representatives.

8.6. DMC must attend any and all meetings required by the City's Director of Public Works & Emergency Management to evaluate the debris removal and disposal operations.

8.7. All equipment and equipment operators used in the performance of this contract must be in compliance with all applicable Federal, State, and local rules and regulations.

8.8. Prior to start of work, DMC shall submit, electronically and in hardcopy to the City and Debris Monitor, certification indicating the type of vehicle; make; model; license plate number; DMC equipment number; measured maximum volume, in cubic yards, of the load bed of each piece of equipment to be utilized to transport debris; and any other information necessary to comply with Federal or State requirements. The measured volume shall be calculated from actual physical measurement performed by DMC and the reported volume shall be the same as shown on the signs affixed to each piece of equipment. DMC and Debris Monitor or City's Director of Public Works & Emergency Management shall jointly measure the volume of each piece of equipment calculated from actual interior bed measurements.

8.9. Per FEMA policy, mechanically loaded vehicles are preferred for debris removal. Handloaded vehicles are prohibited unless pre-authorized, in writing, by the City's Director of Public Works & Emergency Management or Debris Monitor. The observed capacity of all hand-loaded trucks and trailers shall be reduced by fifty percent (50%) to account for low compaction.

8.10. All trucks and trailers utilized in transporting debris shall have a tailgate that will permit the vehicle to be loaded to capacity and effectively contain the debris while in transport. All trucks and trailers should be capable of rapidly dumping its load without the assistance of other equipment. Subject to approval by the City, sideboards or other extensions to the bed are allowed provided they meet all applicable rules and regulations and are constructed to withstand severe operating conditions. Vehicles must be re-measured and re-marked if sideboards or extensions are removed or if the vehicle is similarly altered. Vehicle load tarps may be required before the recovery period is complete.

8.11. Equipment used under this contract shall be rubber tired and sized properly to fit loading conditions. Excessively sized equipment (100 cubic yards and up) or non-rubber tired equipment must be approved for use on the road by the City's Director of Public Works & Emergency Management or Debris Monitor.

8.12. All equipment used in the performance of this contract shall be in good operating condition. All equipment, including but not limited to grinding equipment, generators, light towers, etc., shall be equipped with a properly functioning accurate hour meter.

8.13. Trucks or equipment designated for use under this contract shall not be used for any other work during the working hours of this contract. DMC shall not solicit work from private citizens or others to be

performed in the designated work area during the period of this contract. Under no circumstances will DMC mix debris hauled for others with debris hauled under this contract. DMC and subcontracted employees are strictly prohibited from engaging in scavenging.

8.14. DMC shall be responsible for obtaining sites to stage equipment, such as trucks, when not in use.

9. REPORTING

DMC shall submit periodic, written reports, in a format required by the City, documenting the progress of debris removal and disposal. These reports shall include, but are not limited to, the following:

9.1. **Daily Reports** – DMC shall make daily reports to the City to detail the progress of debris removal and disposal operations. Such reports shall include (1) a description of all areas where work was done, detailing street names and address blocks where debris removal was completed during each pass; (2) types and volumes of debris transported, reduced and disposed; (3) the number of trucks, other equipment and personnel utilized that day; and (4) other operational and complaint tracking information as requested by the City. The format of the reports shall be developed during the pre-event planning and coordination phase.

9.2. **Weekly Summaries** – DMC shall submit, within two days of the close of the week, a summary of all information contained in the daily reports as described above. At the request of the City, the data making up the weekly summaries shall also be submitted in electronic format, utilizing Microsoft Excel. The submitted electronic weekly data will include DMC or subcontractor name, load ticket number, load date, load location, truck yardage, percent full, calculated yardage (or weight if applicable), field monitor name/number, tower monitor name, debris materials categorization, location of collection (e.g., ROW), etc.

9.3. **Damage Reports** - DMC shall notify the City's Director of Public Works & Emergency Management, on a daily basis, of any significant damage to public or private property or major problems, such as equipment failure or loss of qualified labor.

9.4. **Data Reconciliation** – Reconciliation of data will be accomplished weekly between DMC and the City's Director of Public Works & Emergency Management or Debris Monitor. All discrepancies will be resolved within five (5) days.

9.5. **Final Project Closeout** – Within thirty (30) days of final inspection and/or closeout of the project by the City, DMC shall prepare and submit a detailed description of all debris management activities in an electronic spreadsheet, to include, but not limited to, the total volume by type of debris hauled, reduced and/or disposed; final disposal
locations and amounts of the debris delivered to each; and the total cost of the project invoiced to the City. DMC shall provide, upon request of the City and/or no later than project closeout, a release of liens demonstrating that all subcontractors to DMC have been fully paid. DMC will provide any other additional information as may be necessary to adequately document the conduct of the debris

management operations for the City. Final project reconciliation must be approved by the City.

9.6. **Report Maintenance** – DMC will be subject to audit by Federal, State and local agencies. DMC shall maintain all reports, records, debris reporting tickets and correspondence related to this contract for a period of not less than ten (10) years.

10. OTHER OPERATIONAL CONSIDERATIONS

10.1. **Inspection** – All emergency debris shall be subject to inspection by the Debris Monitor, City's Director of Public Works & Emergency Management, or any public authority in accordance with generally accepted standards to insure compliance with the contract and applicable Federal, State and local laws and regulations. DMC shall, at all times, provide the Debris Monitor and City access to all work sites and disposal areas.

10.2. **Working Hours** – Unless otherwise approved by the City, all activity associated with gathering, loading and hauling debris shall be performed during visible daylight hours. DMC may work during these hours seven (7) days per week, including holidays. DMC shall mandate employee rest breaks and meal time when hourly rates apply and such time shall be posted on invoice. It is expected that DMC shall work daily until project completion. Holiday leave and closure may be authorized based on operational needs and with City approval. DMC shall be responsible to coordinate with the City's Director of Public Works & Emergency Management in the event weather conditions delay or modify the daily schedule.

10.3. **Traffic Control** – DMC shall mitigate the impact of its operations on local traffic to the fullest extent practicable. DMC is responsible for establishing and maintaining appropriate traffic controls in all work areas. DMC shall provide sufficient signage, flags, barricades and appropriate public safety personnel to ensure the safety of vehicular and pedestrian traffic in all work areas.

11. TECHNICAL ASSISTANCE

DMC may be requested by the City to provide technical expertise and guidance to support the City during the emergency recovery effort including, but not limited to, the following:

11.1. Assisting in emergency debris recovery planning efforts such as disaster recovery plan development and identification of adequate resources.

11.2. Assisting in determining and assessing the impact and magnitude of the emergency event before federal assistance is requested, identifying damaged locations and facilities, assessing and preparing initial estimates of debris volumes, distinguishing
between pre-emergency damage and emergency-generated damage, documenting eligible costs, and describing the physical and financial impact of the emergency.

11.3. Providing training sessions for key City personnel.

11.4. Assisting with developing, producing or distributing public information.

12. PRICING

Proposers shall provide all-inclusive unit prices that include supplying all equipment, tools, and labor necessary to perform the duties described in the proposal item. The documentation and recovery process, including plan development, mobilization, demobilization, record keeping and quality control shall be included in the prices. Disposal costs must be documented and shall be a pass-through cost to the City without markup by the DDC. Prices must be provided on the EXHIBIT "A" Price Proposal Form for proposal items or Proposer may be deemed nonresponsive.

12.1. For collection and removal from the rights-of-way, proposal prices vary with the distance between the pickup location and DDMS location as detailed on the Price Proposal Form. Invoices will be paid based on the incoming load tickets.

12.2. For haul-out of processed debris from the DDMS, proposal prices vary with the distance between the DDMS location and final disposal site as detailed on the Price Proposal Form. Invoices to be paid based on outgoing load tickets.

12.3. DMC will pay disposal fee, if applicable, at final disposal site(s) and bill the City at cost. DMC will likewise reimburse City for any revenue received for salvaged or recycled materials.

12.4. In addition, the Proposer shall provide the cubic yard rate for management of the DDMS as detailed on the Price Proposal Form.

13. CONTRACT PERIOD

The initial contract term shall commence upon date of award by the City and shall expire three (3) years from that date. The City reserves the right to extend the contract for two (2) additional one-year terms, providing all terms, conditions and specifications remain the same, and both the City and DMC agree to the extension.

14. INVOICES

The DMC should submit regular invoices for no more than 30-day periods. Invoice format and documentation should be acceptable for FEMA reimbursement. Timely invoicing is beneficial for both City and DMC. Invoices should be submitted within 60 days of service to reconcile with supporting documentation prior to payment disbursement.

15. NO EXCLUSIVE CONTRACT/ADDITIONAL SERVICES

The DMC agrees and understands that the contract shall not be construed as an exclusive arrangement and further agrees that the City may, at any time, secure similar or identical services from another vendor at the City's sole option. The City may require additional items or services of a similar nature, but not specifically listed in the contract. The DMC agrees to provide such items or services, and shall provide the City prices on such additional items or services based upon a formula or method, which is

the same or similar to that used in establishing the prices in their proposal. If the price(s) offered are not acceptable to the City, and the situation cannot be resolved to the satisfaction of the City, the City reserves the right to procure those items or services from other vendors, or to cancel the contract upon giving the DMC thirty (30) days written notice.

16. DELETION OR MODIFICATION OF SERVICES

The City reserves the right to delete any portion of the Contract at any time without cause, and if such right is exercised by the City, the total fee shall be reduced in the same ratio as the estimated cost of the work deleted bears to the estimated cost of the work originally planned. If the DMC and the City agree on modifications or revisions to the task elements, after the City has approved work to begin on a particular task or project, and a budget has been established for that task or project, the DMC will submit a revised budget to the City for written approval prior to proceeding with the work. If the DMC and the City agree on modifications or revisions to the task elements, after the City has approved work to begin on a particular task or project, and a budget has been established for that task or project, the DMC will submit a revised budget to the City for written approval prior to proceeding with the work.

17. SUBSTITUTION OF PERSONNEL

In the event the DMC wishes to substitute trained, qualified, personnel for those listed in the proposal, the City shall receive prior notification and have the right to review, test and approve such substitutions, if deemed necessary. If the City has reasonable evidence to believe that an employee of the DMC is incompetent, or has performed his or her employment in an objectionable manner, the City shall have the right to require the DMC to resolve the situation to the City's satisfaction, provided, however, that the DMC shall not be required to institute or pursue to completion any action if to do so would violate any law, state statute, city ordinance, contract or employment or union agreement.

18. SUBCONTRACTORS

If the DMC proposes to use subcontractors in the course of providing services to the City, this information shall be a part of the proposal response. Such information shall be subject to review, acceptance and approval of the City, prior to any contract award. The City reserves the right to approve or disapprove of any subcontractor candidate in its best interest and to require the DMC to replace subcontractor with one that meets City approval. The DMC shall ensure that all DMC subcontractors perform in accordance with the terms and conditions of the Contract. The DMC shall be fully responsible for all of the DMC subcontractors' performance, and liable for any of the DMC subcontractors' non-performance and all of the DMC subcontractors' acts and omissions. The DMC shall defend, counsel being subject to the City's approval or disapproval, and indemnify and hold harmless the City and the City's officers, employees, and agents from and against any claim, lawsuit, third-party action, or judgment, including any award of attorney fees and any award of costs, by or in favor of any DMC subcontractors for payment for work performed for the City. The DMC shall require all of its subcontractors to provide the same coverage that is required for the DMC, as well as any other coverage that the DMC may consider necessary, and any deficiency in the coverage or policy limits of said subcontractors will be the sole responsibility of the DMC.

19. DAMAGE TO PUBLIC OR PRIVATE PROPERTY

Extreme care shall be taken to safeguard all existing facilities, site amenities, irrigation systems, vehicles, etc. on or around the job site. Damage to public and/or private property shall be the responsibility of the DMC and shall be repaired and/or replaced at no additional cost to the City.

20. SAFETY

The DMC and its subcontractor(s) shall adhere to the **Florida Department of Transportation's Manual on Uniform Traffic Control** for construction and maintenance work zones when working on or near a roadway. It will be the sole responsibility of the DMC to make themselves and their employees fully aware of these provisions, especially those applicable to safety.

21. VERIFICATION OF EMPLOYMENT STATUS

Any Contractor/Consultant assigned to perform responsibilities under its' contract with a State agency are required to utilize the U.S. Department of Homeland Security's E- Verify system (per the **State of Florida Executive Order Number 11-02 "Verification of Employment Status"**) to verify the employment eligibility of: (a) all persons employed during the contract term by the Contractor to perform employment duties within Florida; and (b) all persons (including subcontractors) assigned by the Contractor to perform work pursuant to the contract with the State agency. **U.S. Department of Homeland Security's E-Verify System Affirmation Statement** should be completed and submitted with Proposer's response to this RFP.

PROPOSAL REQUIREMENTS

The Proposer interested in responding to this RFP must provide the information requested below. Submittals that do not respond completely to all requirements specified herein may be considered non-responsive and eliminated from the process. A checklist of required documents has been provided above.
All proposals should be addressed and be tabbed/indexed as outlined below:

Title Page: RFP #25-05-PW "Three-Year Prepositioned Contract For Disaster Debris Management Services", name of proposer, date

Tab 1 - Table of Contents: Include a clear identification of the material included in the proposal by tab number and page number.

Tab 2 - Letter of Interest: Limit to two (2) pages.

1. Attach a letter of interest that explains your firm's interest in working on this project, a positive commitment to perform the required work and a description of the firm including:
a. Include firm size
b. Range of services
c. Years of experience that the proposer has in providing similar services.
d. Summary of abilities and experience of the firms' professional personnel (More detail to be provided in **Tab 3 - Experience and Ability**)
e. Summary of past performance of the firm on similar projects (More detail to be provided in **Tab 5 - Previous Experience**)
f. Recent, current, and projected workload of the firm, and availability and access to the firms' top level management personnel.
g. A brief statement must be included which explains why your proposal would be the most effective and beneficial to the City of Destin.

Tab 3 - Experience and Ability **(5 points)**

The relative experience and qualification of each respondent's proposed team. This parameter expresses the general and specific project-related capability of the in-house staff and indicates the adequate depth and abilities of the organization which it can draw upon as needed. This will include management, technical, and support staff. Major consideration will be given to the successful completion of previous projects comparable in design, scope, and complexity.

1. Describe the firm's background, history and overall experience.
2. Describe the firm's expertise and experience in performing proposed work.
3. Describe the firm's experience in filing and receiving Federal and State reimbursements.
4. Proposer will provide experienced staff. Certification or active involvement with disaster preparedness agencies is highly desirable such as: NIMS certification, FEMA

National Training Programs (NTP), FEMA Center for Domestic Preparedness (CDP), FEMA Emergency Management Institute (EMI), Florida State Emergency Response Team (SERT), and/or Florida Governor's Hurricane Conference training/instructor.

5. Briefly describe the number of employees and supervisors available for this contract and the firm's ability to secure subcontractors, if necessary.

6. Identify location of the office responsible for this project, the contact person and supervisory personnel who will work on the project, including the relative experience of all professionals proposed for use on the team in the planning and administration of the project.

7. Provide resume(s) of key persons to be assigned to the project with emphasis on their experience with similar work.

8. Provide resume(s) of the on-site staff to be assigned to the project with emphasis on their experience with similar work.

9. Explain the ability and experience of the field staff with specific attention to project related experience.

10. For Office Staff and On-site Staff show the organization chart as it relates to the project, indicating key personnel and their relationship.

11. If the Contractor proposes to use subcontractors in the course of providing these services to the City, this information shall be a part of the proposal response. Package should also include a list of subcontractors proposed to work on the project including professional services, along with their abilities and qualifications as related to the project's specific requirements and their ability to accomplish the project.

12. List of current and future debris management contractual obligations with their current status and projected termination dates.

a. Provide reasonable assurance that such obligations will not preclude DMC from meeting its obligations under this contract.

b. Plan for managing multiple Florida and Alabama based debris management contracts

c. Proposer must currently have a minimum of three (3) full-service Disaster Debris Management contracts in place in which (1) the Bidder is the primary contractor; and (2) the contract is with a government entity with a population of at least 10,000 residents.

Tab 4 – Operational Plan **(5 points)**

The Operational Plan shall demonstrate the proposer's compliance with the bid specifications and demonstrate their understanding of the requirements and needs of this project.

1. The Operational Plan shall clearly address all aspects of the project proposed; including debris management services, pre-planning services, operating plan, mobilization time frames, staffing, management, employee training, quality assurance, quality control, assistance with FEMA Reimbursement, etc.
2. Organizational structure of firm; chain of command; subcontractor's plan.
3. Define methods used to complete assigned tasks.
4. Please clearly describe all aspects of the project proposed.
5. Include details of your approach and work plans.
6. Identify any issues or concerns of significance that may be appropriate.

Tab 5 - Previous Experience **(5 points)**

Provide specific examples of similar contracts delivered by the proposed team members. Provide details on related projects (preferably where the team was the same). References should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein.

1. Confirm that the Proposer is currently, and has been conducting business as, a full- service Disaster Debris Management Contractor for the last ten (10) consecutive years. References should reflect this.
2. Demonstrate that the Proposer has experience performing work as a primary contractor on Disaster Debris Management projects exceeding twenty-five million dollars ($25,000,000) per event.
3. Details of References should include the following:

a. Name and location of the project

b. Provide a detailed description of the comparable projects (similar in scope of services to those requested herein).

c. Nature of the firm's responsibility on the project

d. Project owner's representative name, address, phone number, and e-mail address

e. Project duration and the date the project was completed or is anticipated to be completed.

f. Size of project including number of residents

g. Cost of project

h. Work for which staff was responsible

i. Contract Type

j. The results/deliverables of the project

Tab 6 - Financial Capability **(5 points)**

The firm's financial capability is to be addressed and should indicate the resources and the necessary working capital to assure financial stability through to the completion of the project. Proposer must provide the following required documentation related to the firm's financial stability:

1. Briefly describe your firm's financial status and provide proof of adequate line of credit or other financial assets to access funds for multiple projects during the same time period.

Tab 7 – Project Cost **(10 points):**

Tab 8 – Business Structure & Professional Registration Certificates:

1. Proposer must provide proof that it is properly and legally licensed to perform Disaster and Debris Management Services.
2. Firms must be registered at the time of application to legally practice their profession in the State of Florida and with the appropriate State Board governing their services.
3. If the firm offering services is a corporation, or joint venture, it must be properly chartered with the Department of State to operate in Florida and provide a copy of the firm's current Florida Corporate Charter.

Tab 9 – Additional Information: Please provide any additional information that you deem necessary to complete your proposal in this section, if it has not been requested in another section.

Tab 10 – Required Proposal Forms

1. Signature Sheet
2. Appendix A, 44 C.F.R. Part 18 – Certification Regarding Lobbying
3. 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters
4. 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment
5. Drugfree Workplace Certificate
6. Bidders List Form
7. Anti-Collusion Affidavit
8. Anti-Kickback Affidavit
9. Anti-Human Trafficking Affidavit
10. Public Entity Crimes Statement
11. Acknowledgement of addenda

Proposal Form

a. Signature page shall be signed by the contact person authorized to represent the contractor.
b. Proposals by corporations must be executed in the corporate name by the President or other corporate officer accompanied by evidence of authority to sign. The corporate address and state of incorporation must be shown below the signature.
c. Proposals by partnerships must be executed in the partnership name and signed by a partner whose title must appear under the signature and the official address of the partnership must be shown below the signature.

EVALUATION OF PROPOSALS & PROCESS OF SELECTION

a. Staff will evaluate all responsive proposals received from proposers who meet or exceed the bid requirements contained in the RFP. Evaluations shall be based upon the information and references contained in the proposals as submitted. **As such, the Proposal should be as comprehensive as possible, clearly describing the details of services that the Proposer intends to provide.**

b. The City will convene an Evaluation Committee and brief its members on the scope of the project and the services required. The Evaluation Committee will evaluate proposals based on the following criteria:

Criteria Points (1-5 points each)

Project Cost (x2)	10 points
Experience and Ability	5 points
Operational Plan	5 points

Previous Experience	5 points
Financial Capability	5 points
Total	**30 points**

Scoring Guidance

5 points: Meets the requirement 100%.

4 points: Some minor gaps but substantially meet the requirements.

3 points: More moderate gaps and does not meet the requirements.

2 points: Only partially meets the requirements.

1 point: Does not meet the requirements at all.

c. In the event that there are more than three (3) proposers, the Evaluation Committee shall have the option to short-list the proposers based on the criteria listed above. Then the Evaluation Committee may schedule a second meeting for the firms to make presentations and answer questions of clarification as part of its evaluation. As part of this process, the firms shall have officials of the appropriate management level present and representing the firm. The project manager should be available. The firm shall be prepared to present an overall briefing regarding the manner in which the contractual obligations will be accomplished.

d. The Evaluation Committee will make a recommendation to the City Council for the award of contract(s). The City intends to award contracts to a Primary and a Secondary DMC. The contract(s) shall be awarded to the most responsive/responsible proposer(s) whose proposal is determined to be the most advantageous to the City taking into consideration the evaluation criteria.

In accordance with Chapter 119 of the Florida Statutes (Public Records Law) and except as may be provided by other applicable state and federal law, the Request for Proposals and the responses thereto are in the public domain. However, the Proposers are requested to identify specifically any information contained in their Proposals which they consider confidential and/or proprietary and which they believe to be exempt from disclosure, citing specifically the applicable exempting law.

All Proposals received from Proposers in response to the solicitation will become the property of CITY and will not be returned to the Proposers. In the event of Contract award, all documentation produced as part of the Contract shall become the exclusive property of CITY. Proposals may be modified or withdrawn by an appropriate document duly executed (in the manner that a Proposal must be executed) and delivered to the place where Proposals are to be submitted at any time prior to the deadline for submitting Proposals. A request for withdrawal or a modification must be in writing and signed by a person duly authorized to do so. Evidence of such authority must accompany the request for withdrawal or modification. Withdrawing a Proposal does not prevent proposer from submitting a new one before the deadline. After expiration of the period for receiving Proposals, no Proposal may be withdrawn or modified.

If, within twenty-four (24) hours after Proposals are opened, any Proposer files a duly signed written notice with CITY and within five (5) calendar days thereafter demonstrates to the reasonable satisfaction of CITY by clear and convincing evidence there was a material and substantial mistake in the preparation of its Proposal, or that the mistake is clearly evident on the face of the Proposal but the intended correct

Proposal is not similarly evident, then Proposer may withdraw its Proposal and the Bid Security will be returned. Thereafter, the Proposer will be disqualified from further bidding on the subject Contract.

To the extent permitted by applicable state and federal laws and regulations, CITY reserves the right to reject any and all Proposals, to waive any and all informalities not involving price, time or changes in the work with the Successful Proposer, and the right to disregard all nonconforming, non-responsive, unbalanced or conditional Proposals. Proposal will be considered irregular and may be rejected, if they show serious omissions, alterations in form, additions not called for, conditions or unauthorized alterations, or irregularities of any kind.

CITY reserves the right to reject the Proposal of any Proposer if CITY believes that it would not be in the best interest of the CITY to make an award to that Proposer, whether because the Proposal is not responsive or the Proposer is unqualified or of doubtful financial ability or fails to meet any other pertinent standard or criteria established by CITY.
The Contract shall be awarded by City's Commission to the responsible Proposer whose Proposal is determined to be the most advantageous to CITY, taking into consideration the evaluation factors and criteria set forth in the Evaluation of Proposals.

e. Criteria Descriptions

Price Proposal

- Costs will be evaluated based on the items outlined in the scope of work and price proposal submission requirements.
- Are costs reasonable compared to the work performed? Are assumptions used in developing costs reasonable?
- Did bidder provide all the requested cost information?
- How competitive is the price proposal compared to the others received?

Experience & Ability

- Does the contractor have the experience necessary to carry out the specific work for this project? Does the contractor have experience with similar projects?
- Does the background and qualifications of individual key team members provide proven technical, operational, and managerial experience needed to handle the proposed project? Are the company structure and the relation of the project team clearly shown?
- Do financial qualifications clearly demonstrate the financial stability of the company?

Project Approach and Performance Differentiators

- Does the submittal include detailed information that demonstrates the bidder's understanding of the scope of work and how they intend to meet the objectives of the project?
- Does submittal demonstrate the firm's ability to manage existing budgets and implement cost controls throughout a project?
- Has bidder demonstrated knowledge of local site conditions and applicable requirements? Does submittal contain the approach to receiving permitting and maintaining the original construction scheduled as provided for in the scope of work?

- Is project approach specific, describing the means and methods of accomplishing the work. Does it identify any key issues on the project and/or propose some potential solutions?
- Is contractor's schedule and availability practical and meet project requirements?

Past Performance

- Do past performance evaluations and/or past performance information provided reflect a trend of satisfactory performance?
- Basis of evaluation:
- A pattern of successful completion of work
- A pattern of work identical to, similar to, or related to the work the project requires.
- Ability shown through workmanship provided on other projects.
- Did the bidder provide references, did they demonstrate the company's quality of work?

Financial Capability

- Evidence of a strong financial position (e.g., audited financial statements, balance sheets, or income statements for the past 2–3 years).
- Credit ratings or lines of credit from financial institutions.
- Demonstrated ability to manage cash flow during multi-phase or large-scale projects.
- Bonding Capacity
- Proof of bonding capacity and ability to obtain performance/payment bonds if required.
- Statement from a surety company verifying bonding limits.
- Access to Operating Capital
- Documentation of available capital or financial resources to support the startup, ongoing operations, and any unforeseen costs associated with disaster response.
- Litigation or Bankruptcy History
- Disclosure of any past or current bankruptcies, lawsuits, liens, or judgments that may affect financial integrity or stability.
- Concurrent Project Load
- Description of the firm's current and anticipated workload.
- Evidence that the firm can financially handle simultaneous commitments (e.g., multiple active contracts) without overextending resources.

SCHEDULE OF EVENTS

Date	Activity
Week of April 8, 2025	Publish RFP
April 24, 2025, 2 p.m.	Questions due
May 8, 2025, 2:00 p.m.	Proposals due
Week of May 8, 2025	Distribution of Materials for Review
May 13, 2025, 2 p.m. City Hall Board Room 4200 Indian Bayou Trail Destin, FL 32541	Evaluation Committee Meeting Ranking / Shortlisting Proposals
May 19, 2025, 6 p.m. City Hall Annex, Council Chambers 4100 Indian Bayou Trail, Destin, FL 32514	Recommendation of Contract Award to City Council, possible award

All times are Central Daylight Savings time.

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: CTC DISASTER RESPONSE, INC.

Signature: [signature]

Name (type/print): GREG GATHERS

Title: PRESIDENT

Address: 4011 SW 29th ST. #130

City: TOPEKA State: KS Zip: 66614

Telephone: 785-478-9805 Fax No.: 785-478-4195 Date: 5/1/25

Email Address: ggathers@ctcdisaster.com

PRICE PROPOSAL FORM

The Price Proposal Form for RFP # 25-05-PW is attached as EXHIBIT "A".

All Proposers **must fill out the Price Proposal Form** (EXHIBIT "A") and submit the completed and signed form with the Proposal.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, CTC DISASTER RESPONSE, INC., certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

5/1/25

Date

GREG GATNERS, PRESIDENT

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).
This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

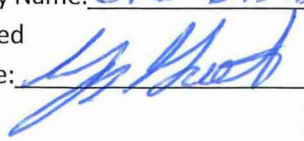
B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: CTC DISASTER RESPONSE, INC. Date: 5/1/25

Authorized Signature:  Printed Name: GREG GATHERS

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

CTC DISASTER RESPONSE, INC.
Company Name

Authorized Signature

GREG GATHERS
Printed Name

5/1/25
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Signature _____ GREG GATHERS
Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: CTC DISASTER RESPONSE, INC.

Business Address: 4011 SW 29th ST. TOPEKA, KS 66614

Street City State Zip

County Business is located in: SHAWNEE (HEADQUARTERS)

Name of Contact Person: GREG GATHERS

Phone: (785) 478-9805 Fax: (785) 478-4195

Email Address: ggathers@ctcdisaster.com

Is this business certified as a Disadvantaged Business Enterprise? Yes ~~No~~

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ] $2,000,000 to $5,000,000 [X] Over $5,000,000

Age of Business: 26 Years 3 Months

Part B: Project and Work Description

RFP # 25-05 Project Name: DISASTER DEBRIS MANAGEMENT SERVICES

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

DISASTER DEBRIS REMOVAL, REDUCTION, & DISPOSAL.
EMERGENCY ROAD CLEARANCE.

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: [signature] Date: 5/1/25

Printed Name: GREG GATHERS Title: PRESIDENT

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF ~~FLORIDA~~ KANSAS COUNTY OF
~~OKALOOSA~~ SHAWNEE

GREG GATHERS, being first duly sworn, deposes and says that:

1. (S)He is PRESIDENT of CTC DISASTER RESPONSE, INC., the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

(Signature) PRESIDENT (Title)

Subscribed and Sworn to before me of this 5th day of MAY, 2025.

(Notary's Signature) Kasey Hamilton (Notary's Stamped or Printed Name)

KASEY HAMILTON
Notary Public - State of Kansas
My Appt. Expires 1/15/2029

Notary Public, in and for SHAWNEE County,
My commission expires: 1/15/2029

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. RFP 25-05

   for DISASTER DEBRIS MANAGEMENT SERVICES.

2. This sworn statement is submitted by CTC DISASTER RESPONSE, INC.

   [name of entity submitting sworn statement]

   whose business address is 4011 SW 29th ST. #130 TOPEKA, KS 66614

   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 48-1245968

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is GREG GATHERS and my relationship to

   [please print name of individual signing]

   the entity named above is PRESIDENT.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

__X__The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) PRESIDENT (Title)

Subscribed and Sworn to before me of this 5th day of MAY, 2025.

(Notary's Signature) Kasey Hamilton (Notary's Stamped or Printed Name)

KASEY HAMILTON
Notary Public - State of Kansas
My Appt. Expires 7/15/2029

Notary Public, in and for SHAWNEE County,
My commission expires: 7/15/2029

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

[signature] PRESIDENT

(Signature) (Title)

Subscribed and Sworn to before me of this 5th day of MAY, 2025.

Kasey Hamilton Kasey Hamilton

(Notary's Signature) (Notary's Stamped or Printed Name)

KASEY HAMILTON
Notary Public - State of Kansas
My Appt. Expires 1/15/2028

Notary Public, in and for SHAWNEE County,
My commission expires: 1/15/2028

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I GREG GATHERS (insert name) as PRESIDENT (insert title) on behalf of CTC DISASTER RESPONSE, INC. (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. CTC DISASTER RESPONSE, INC. (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, CTC DISASTER RESPONSE, INC. (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

X
GREG GATHERS
Printed Name:
Title: PRESIDENT
Nongovernmental entity:
Date:

STATE OF KANSAS
COUNTY OF SHAWNEE

SWORN TO AND SUBSCRIBED before me X in person or _____ remote notarization by GREG GATHERS as PRESIDENT on behalf of CTC DISASTER RESPONSE, INC., who is personally known to me or who produced _____ as identification this 5TH day of MAY, 2025.

Kasey Hamilton
Notary Public

KASEY HAMILTON
Notary Public - State of Kansas
My Appt. Expires 7/15/2029

(Notary Seal)

PROPOSAL RFP# 25-05-PW

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

EVALUATION SHEET

Name of Firm(s): _____

Reviewer: _____

		Possible Points	Points Given
1. Experience and Ability:		*20*	_____
2. Operational Plan:		*20*	_____
3. Previous Experience:		*20*	_____
4. Financial Capability:		*10*	_____
5. Project Cost:		*30*	_____
	TOTAL POINTS	*100*	_____

Comments:

_____

_____

_____

_____

_____

_____

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	6.99	3,940,000	27,540,600.00
16-30 miles	7.24	500,000	3,620,000.00
31-60 miles	7.94	50,000	397,000.00
61+ miles	7.99	10,000	79,900.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	7.24	50,000	362,000.00
16-30 miles	7.74	700,000	5,418,000.00
31-60 miles	8.24	700,000	5,768,000.00
61+ miles	8.29	50,000	414,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	14.00	10,000	140,000.00
16-30 miles	14.50	90,000	1,350,000.00

31-60 miles	14.99	90,000	1,349,100.00
61+ miles	15.00	10,000	150,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	14.00	10,000	140,000.00
16-30 miles	14.50	90,000	1,305,000.00
31-60 miles	14.99	90,000	1,349,100.00
61+ miles	15.00	10,000	150,000

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	3.70	4,400,000	16,280,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	2.95	50,000	147,500.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	2.45	50,000	122,500.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	4.50	100,000	450,000.00
16-30 miles	5.00	450,000	2,250,000.00
31-60 miles	5.95	450,000	2,677,500.00
61+ miles	6.00	120,500	723,000.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6" to 12" diameter	88.00	200	17,600.00
13" to 24" diameter	148.00	500	74,000.00
25" to 36" diameter	248.00	200	49,600.00
37" to 48" diameter	328.00	100	32,800.00
49" and larger diameter	348.00	50	17,400.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	195 00	100	19,500 00
37" to 48" diameter	295 00	50	14,750 00
49" and larger diameter	300 00	50	15,000 00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound		12.00	

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	35	500	17,500 00
All other white goods	30	500	15,000 00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	25.00	500	12,500.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	10	950	9,500.00
Large animals more than 101 pounds	100	50	5,000.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	38.00	10,000	380,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	32.00	1000	32,000.00

State of Florida
Department of State

I certify from the records of this office that CTC DISASTER RESPONSE, INC. is a Kansas corporation authorized to transact business in the State of Florida, qualified on June 23, 2015.

The document number of this corporation is F15000002741.

I further certify that said corporation has paid all fees due this office through December 31, 2024, that its most recent annual report/uniform business report was filed on January 30, 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 First day of April, 2024

Secretary of State

Tracking Number: 4118729280CU

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

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

EXHIBIT "A" Price Proposal PROPOSER: CTC DISASTER RESPONSE, INC

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES

FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: 5/1/25

Name: GREG GATHERS	Address: 4011 SW 29th ST. #130
Title: PRESIDENT	City: TOPEKA State: KS
Telephone: 785-478-9805	Fax: 785-478-4195
Email: ggathers@ctcdisaster.com	











ORIGINAL

Request for Proposal

RFP 25-05-PW
Disaster Debris Management Services

Due: May 8, 2025

2:00 pm

Greg Gathers, President/CEO
4011 SW 29th St. #130 Topeka, KS 66614
Office (785) 478-9805 | Fax (785) 478-4195
ggathers@ctcdisaster.com | www.ctcdisaster.com

Office Locations in Kansas, Alabama, Florida, Texas

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INTRODUCTION

TRANSMITTAL LETTER

City of Destin
City Hall
4200 Indian Bayou Trail
Destin, FL 32541

CTC Disaster Response, Inc. (CTC), formerly known as Custom Tree Care, Inc., is pleased to submit our proposal for Request for Proposal, RFP 25-05-PW Disaster Debris Management Services for your consideration. CTC has been in business for over 26 years and has completed over $200,000,000 in Tree and Debris Removal Operations with combined Executive and Management team experience of over 70 years. CTC has operated as prime contractor in the recovery of over 250 projects in 30 states performing ROW Debris Removal, Forestry Mulching/ Land Clearing, Tree Trimming and Removal, PPDR, Waterway and Marine Debris Removal, TDS Reduction and Management, and other specialty types of debris removal. We meet or exceed all the requirements of this proposal.

CTC is registered to do business in the Great State of Florida and has never failed to complete a project nor have ever defaulted on any contract. We hold ourselves to the highest standards of quality and professionalism. Our past performance is excellent, and we will strictly adhere to all requirements of this project. CTC has completed several contracts of this nature in the past for DOT's, School Districts, Municipalities (cities and towns), counties, states, and the federal government.

CTC will meet or exceed standards in FEMA's Debris Management Guide. Our staff is trained in USACE, OSHA, ANSI and FEMA standards and all work practices will conform to these standards. If awarded, we will provide all additional documentation required. We look forward to the opportunity to serve your needs.

Respectfully,



Greg Gathers
President/CEO
ISA & KAA Certified Arborist
(MW-4172A)

The following individuals have the authority to bind CTC Disaster Response, Inc. in all representations of this proposal:

Greg Gathers, President/CEO

(785)221-7550

ggathers@ctcdisaster.com

Maura Gathers, Executive Vice President/ CAO

(785) 383-7747

mgathers@ctcdisaster.com

Jeremy Britton, Chief Operating Officer

(256)749-4886

jbritton@ctcdisaster.com

PROJECT APPROACH

PRE-EVENT PREPERATION

Having accumulated extensive expertise in responding to disaster debris-generating incidents nationwide, CTC has strategically crafted a comprehensive approach that includes both pre-event planning and post-event operations. This strategy is built upon the principle that critical thinking is most proficient on "blue sky days," when ample time allows us to thoroughly assess alternative scenarios. As a result, we can work together to develop a “Project Checklist” to effectively navigate the initial days following a catastrophic event, aptly referred to as the "black sky day."

Pre-Event Planning:

- Identify and introduce, in person, the CTC Project Team to your staff so that when we are required to work together, we have already established our professional relationship and rapport.
- Review with your staff, in detail, the most recent update of the Debris Management Plan to ensure that we understand completely your plan of attack and have those base maps first required in current order.
- Drive essential roadways to conceptualize potential debris type and volume
- Review the identified Temporary Debris Staging and Reduction Sites and the preliminary design established.
- Review both your and our Communications Plan to ensure they are compatible and afford interoperability.
- Conduct and/or participate in tabletop and functional exercises focused on managing the volumes of documentation required for reimbursement of eligible damage costs.
- Participate in all other training and exercises as you may direct.
- Conduct on-site classroom training utilizing the FEMA Emergency Management Institute Independent Study Programs for Debris Management, National Incident Management System/Incident Command System (NIMS/ICS), the Public Assistance Program and all updates/new policies and procedures.
- Applicants with a FEMA-accepted Debris Management Plan at the time of an event can increase the effectiveness of its debris management operations. Specifically, a Debris Management Plan should improve an Applicant's ability to complete debris removal within the timelines associated with the sliding scale. Applicants may request a one-time, 2% increased Federal cost share incentive.
- FEMA's requirements to receive this incentive are that the Applicant must:
    - Have a FEMA-accepted Debris Management Plan.
    - Have a pre-qualified debris removal contractor.
- Debris Management Plan should include the following:
    - Debris Management Overview
    - Incidents and Assumptions
    - Debris Collection and Removal Plan
    - Debris Removal from Private Property
    - Public Information
    - Health and Safety Requirements
    - Environmental Considerations and other Regulatory Requirements
    - Temporary Debris Management Sites and Disposal Locations
    - Force Account or Contract Resources and Procurement
    - Monitoring of Debris Operations

Alert Stage:

- As a potential debris-generating weather event approaches, CTC will be in communication with your staff to ensure that our Communication Plans are in current order, and we will begin to alert our Project Team, local area subcontractors, and out-of-area subcontractors that their services may be required in the near future.
- As the weather event track is established and the real potential for landfall in an area that may damage your area is established, and at your direction, CTC will mobilize our Project Manager and emergency road clearance crews and equipment to pre-stage at the Operations Base Camp. This will allow for and ensure an immediate damage assessment and mobilization of crews and equipment to those areas previously identified for emergency road clearance operations.

Post-Event Operations:

The Preliminary Damage Assessment and Emergency Road Clearance operations will begin as soon as wind speeds fall below gale force. Depending upon the severity of damage, additional crews and equipment will be pre-staged just beyond the anticipated damage zone and will be mobilized. It is expected that the majority of the emergency road clearance crews and equipment will be CTC's own and those available from local area subcontractors.

- Emergency Road Clearance will start along the primary transportation routes
- Temporary Debris Sites, crew and equipment check-in locations, and the availability of housing and camping areas will be inspected to ascertain their availability for immediate/near future use. This information will then be relayed to our Logistics Manager.
- During this phase, our crews will be available, at a minimum from sun-up to sun-down. If required, work will continue after dark if it can be performed safely.
- Documentation for work performed will be kept on a time and materials basis, utilizing the hourly rates schedules included in the contract. Each morning, a report of the previous days' work will be made to Your Project Manager and include: all labor hours broken down by category; all equipment hours broken down by type and category; and the road segments that have been opened to a minimum of one lane of traffic in each direction. Cumulative summary reports will be made as requested.
- As the volume of debris to be managed is estimated, mobilization will begin of additional crews and equipment required during the initial stages of removal. These crews and equipment will stage in close proximity to be ready for immediate deployment upon completion of the road clearance, and as directed by your POC.
- Estimated Time Frame: 70 Hours (maximum)

Post-Event Operations: Debris Removal, Reduction and Disposal:

- During the initial stages of debris removal operations, your staff and CTC will determine what zones and sectors are to be cleared in a prioritized order. This establishment of priorities is important in that it allows you, the Monitors, and our crews and equipment to arrive on-scene in a scheduled manner. This is the "ramp up" stage of operations.
- As crews, equipment and monitors are being assigned to debris removal work areas, the CTC Project Team members will continue to work with Your staff to inspect the damages areas for hazardous waste materials; critical drainage ways and navigable waterways that require immediate attention to mitigate further damages; the presence of abandoned automobiles and watercraft that may impede debris operations; In some instances, the of beach sand that has been washed onto private property and roads; and any other elements of destruction that will/may impact or disrupt debris removal operations.
- The CTC Project Team and your staff will also review the need for identification card badges for crew members
- The CTC Project Team will work closely with the local landfills to construct additional entrances at the landfills to support unusually heavy traffic volume. Without these additional infrastructure elements, long wait times will be encountered and severely disrupt the timeliness of debris removal operations.
- If a part of the contract language, **vehicles** and **vessels** that are abandoned or displaced will each be recovered, moved to a staging/salvage yard, the owner identified and notification made, inspected by their respective owners' insurance agent prior to final disposal methods being determined.
- **White goods** will be segregated from other debris and taken to a staging area at the TDS, where they will be first inspected for the presence of Freon or other coolants, gases, oils and putrefied foods. These potentially hazardous materials will be recovered by an appropriately licensed subcontractor prior to disposal at a recycling facility.
- **Household hazardous wastes (HHW)** will be segregated at the pick-up point prior to removal by a separate crew. This waste will then be disposed of at an appropriately licensed landfill. A separate, bermed, lined and covered temporary staging area will be constructed at each TDSRS for segregation of HHW that is inadvertently delivered. Removal and disposal will be on an as-needed basis.
- **Construction and Demolition (C&D) debris** will be segregated as much as practicable at the pick-up point, prior to loading for hauling to the appropriately licensed landfill for final disposal.
- **Hazardous limbs, hazardous trees and hazardous stumps** require proper identification and documentation. This information and documentation is required by FEMA for maximum reimbursement of eligible costs and will be accomplished by the Monitor. Once this data is gathered, and hazardous limbs, trees and stumps are authorized for removal, CTC crews will cut, remove, and load for hauling to the TDSRS for volume reduction.
- **Vegetative debris** will be loaded from the public rights-of-way, hauled to the TDS where volume reduction will be accomplished by mulching/grinding and/or burning/incineration. By-products from the reduction process may be used by the Your, gated communities, golf courses, or general recreation areas for landscape purposes, sold to an area paper products company or general manufacturing plant for use as boiler or "hog" fuel, or as the last resort sent to a lawfully permitted local landfill for use as daily cover.
- **Documentation** of debris removal, reduction, recycling, and disposal operations will be primarily by load tickets and based on the cubic yard method of measurement. Daily, cumulative, and summary reports will be made to you. Additional reports detailing completion of passes; numbers of vehicles and/or vessels removed; numbers of white goods managed; and numbers of leaning trees removed, hanging hazardous limbs cut, hazardous stumps removed; and volume of household hazardous waste removed will be generated and provided as you request.

Resources:

In the case of a major catastrophic event, CTC is on ready and standby for immediate call and can be mobilized within 24 hours following a Notice to Proceed. In addition, CTC maintains an active database of subcontractors from across the nation, the majority of whom have worked with our Project Teams on past debris removal operations. This database contains subcontractors who assist us with trucks and trailers of varying sizes, heavy equipment, CDL drivers, heavy equipment operators, mechanics, skilled and unskilled labor, administrative assistants, clerical staff, contract specialists, on-site fuel delivery, generators, temporary housing, laundry and catering services, hazardous waste specialists, water-borne debris removal specialists, and arborist services.

PRE-EVENT COORDINATION RESPONSE TIME

Due to our experience with rapid mobilization and the need for communication with our contracting partners, CTC has developed procedures to minimize the time necessary to respond to a disaster. We can mobilize the required number of crews and personnel within 24 hours of a Notice to Proceed. In the instance of hurricanes, especially for preposition contracts, response time is even faster.

During hurricane season, CTC, Inc. closely watches the buildup of potential tropical storms or hurricanes. As a storm approaches a location for which we have a preposition contract, we will begin placing staff on alert and pre-positioning both staff and equipment. The Regional Manager nearest that location will be responsible for coordinating those efforts.

The pre-positioned resources will
:

- Be located as close to the potential impact area as possible without putting them in harm's way.
- Have recovery equipment immediately accessible to our contracting partners. We take into consideration that damaged by the storm obviously affects the timely response capability.
- Provide local experienced subcontractors who are on standby and alert and will provide details on their resources that can be deployed immediately upon request.

As the storm nears landfall, and the potential impact on the area becomes more refined, Our Management Team and specialists will:

- Make an initial assessment of the size of the potential debris issues.
- Decide what additional resources may be needed, based on that previous assessment.
- Determine how those resources will be deployed.
- Transmit information to potential subcontractors. In most catastrophic events, our prime subcontractors are familiar with the procedure and headed to the affected areas.
- Provide a buildup of resources over a short period of time as needed. Until the immediate response agencies (law enforcement, fire departments, etc.) provide approval, there will be a limitation on the amount of debris removal equipment that can be moved into an area and what operations can be initiated.

Immediate Debris Operations:

We have in-house resources to begin debris operations almost immediately, especially emergency debris clearance (moving debris to the sides of the roads and streets to allow access of emergency vehicles). As the information regarding the extent of the debris impact areas becomes more exact, the amount and type(s) of equipment required to conduct an efficient operation will become more refined.

This general procedure ensures that, in the event of a hurricane (or other disaster that provides some warning), we can have trained, experienced personnel with appropriate equipment on site and working in a minimum amount of time – regardless of the location of that disaster.

In the immediate aftermath of a disaster for which there was no warning (tornado, earthquake, bombing), the deployment procedures developed and used by us still minimize the time required to adequately respond. All equipment is maintained in a ready-to-deploy condition. Personnel are accustomed to short notice, and the internal communications system used by us ensures that key personnel are readily available. In most instances, we can be operational on-site within 24 hours, often before access is permitted to portions of the damaged area. Frequently, that time is much less than 24 hours after receipt of a Notice to Proceed.

We understand the necessity to begin debris operations quickly and conduct them efficiently.

TECHNICAL APPROACH POST DISASTER

Mobilization Plan:

This Mobilization Plan outlines the approach strategy that CTC, Inc. uses after a state of disaster. We fully recognize and comprehend that it is our pre-emptive duty to ensure sure that this plan is carried out in a time of emergency when you may have no way to communicate with us. Therefore, we assume the responsibility of being able to move into the impacted area and carry out our assigned mission, with full capability, no matter how severe the damage may be.
Our years of experience tell us that when equipment is brought in from multiple different directions, including right here in your community, we can provide a more expedient mobilization. With a pre-event contract in place, we can plan in advance to call resources in from numerous different locations, and via numerous different routes of entry.
Our subcontractors, who are local to your area, are experienced and aware of the needs of CTC, Inc. They become integral members of our advance planning team. Their input and area knowledge are called up during both advance planning, and post-event response operations.

For those events that impact is forecast (hurricanes, tropical storms, ice storms, and floods) there is advance warning and an ability to monitor and track the developing weather pattern. For these predictable events, sufficient time is allowed for confirmation of situation-specific pre-planning efforts and preparation which ultimately allows for a more rapid and coordinated mobilization. With these forecast events, CTC, Inc. will identify several staging areas within a 50–100-mile radius of the forecast impact zone and mobilize the equipment and manpower needed for the immediate push. Through this advance planning, we can guarantee an immediate response to the emergency clearance of debris from the roadways phase of operations. CTC, Inc. will pre-position personnel and equipment in your community when directed. We will identify several points and paths of entry into your community/damage zone can be made. The number and use of these areas will depend largely on the size and destructive force of the event that is being responded to. In addition, multiple points-of-entry or paths into critical response zones will be identified.

The CTC, Inc. Project Manager will be in close contact with your designed POC, as the event impact draws closer. If required, we will arrive with our advance team and position ourselves in your Emergency Operations Center (EOC) or other suitable Debris Command Center prior to the landfall of a storm, regardless of anticipated storm category. Coordination can then be affected regarding the entry of response entry into the damage zone.

The Mobile Command Center will normally be in place within 24 hours, if required, after the Notice to Proceed and provide the communication link between all agencies and provide a field site for daily briefings and coordination. This Command Center enables CTC, Inc. to have unlimited access, via satellite, that will provide phone, fax and broadband internet connection regardless of damage to cable and local wireless infrastructure.

CTC, Inc. has established the following schedules of crew deployment for your community. The quantity and make-up of crews required will be made during the Initial Damage Assessment (IDA) stage, immediately following the event. Categories of hurricanes have been selected as representative indicators of the damage likely to occur. These only represent a baseline on which to illustrate our mobilization schedule for you.

- ***Tropical Storms, Category 1-2 Hurricanes. Minor or Moderate Ice Storm, Flood or Wind Event.***
- *80% of crews within 24 hours of NTP*
- *100% of crews within 48 hours of NTP*
- *100% of crews within 72 hours of NTP*
- ***Category 3,4 & 5 Hurricanes or Significant/Catastrophic Ice Storm, Flood or Wind Event***
- 25% of crews within 24 Hours of NTP
- *40% of crews within 48 hours of NTP*
- *60% of crews within 72 hours of NTP*
- *100% of crews with 96 Hours of NTP*

CTC, Inc. is familiar with catastrophic events of all scope and sizes. CTC will also monitor its performance daily, and after consultation with you, will bring more resources as necessary to meet your developing schedule for work output.

Operations and Management Plan:

In general terms, following a written Notice to Proceed, CTC, Inc. debris management work will typically consist of the following, as listed in chronological (though often overlapping or concurrent) order. Each of these work tasks will be closely coordinated with and as directed by City or County staff.

1) Pushing and clearing debris from primary arterial highways that serve previously identified critical facilities. No attempt to remove debris is made at this time. The objective of this "cut and toss" effort is to open roadways to emergency response vehicular traffic. This work is conducted during the "emergency period" immediately following the event with FEMA guidelines limiting it to the first 70 work hours and may include working between sundown and sunup. A great emphasis is placed on safety during this time as downed power lines present a true hazard to the health and safety of response crews. Close coordination with the local electrical company will be conducted throughout this period.

2) During this timeframe, debris removal equipment and personnel will begin to be "checked in" with all necessary documentation gathered, and trucks and trailers measured (CY) for maximum load carrying capacity and identification placards installed. Also, during this time, the Temporary Debris Sites (TDS) will be located, regulatory approval gained for, and construction for operations begun.

3) As soon as the TDS is ready to receive debris (interior haul roads established and traffic control patterns formulated; site does not need to be ready for reduction/recycling efforts at this time), debris removal crews will be dispatched to begin gathering, loading and hauling debris to its designated site (vegetative debris will be taken to the TDS and Construction and Demolition (C&D) debris will be taking to a local, lawfully permitted landfill or other site as may be specified.

4) As the number of crews and equipment increases (called the "ramp up" period), so does the need for qualified monitors to be assigned to each crew, or zone. These monitors will issue load tickets for each load of debris managed and certify to reimbursement agencies its "eligibility." Our crews are generally kept in the same zone and sector throughout the clean-up. This helps to identify responsible parties when damage to private property is reported, investigated, and resolved.

5) Citizen drop-off points may be established in the community. This gives those citizens who wish to remove debris from their private property as place to bring it, and greatly reduces the number of illegal dumping complaints that will be received. CTC, Inc. will provide the necessary equipment and manpower to safely operate these sites and clean them of all debris at the end of each day.

6) As debris removal operations progress, and the TDS is made ready for reduction/recycling operations (including baseline environmental (soil and groundwater sampling when required), debris removal crews will continue on a daily, uninterrupted basis, to haul vegetative debris and recyclables to the TDS. C&D debris will continue to be hauled to a local, lawfully permitted landfill. Additional crews will be brought in to conduct all tree trimming and stump removal operations.

7) Debris removal crews will normally make three scheduled passes in each zone and sector. Approximately 60% of all debris managed is removed from the right-of-way during the first pass. Once the majority of vegetative and C&D debris have been removed, White Goods (washers, dryers, refrigerators, freezers, air conditioning units, stoves, water heaters, and dishwashers) will be loaded and hauled to either the TDS for recycling, or to a local, lawfully permitted landfill as directed.

8) Multiple scheduled passes will be made until debris removal operations are completed, as determined by the government contracting agency.

9) As debris operations begin to end (the "ramp down" period), crews and equipment that are no longer required will be released from duty.

10) Once all activities are completed at the TDS, site closure will begin. This includes, but is not limited to the following:
    - Removal of all debris reduction by-products.
    - Removal of all equipment, office trailers, inspection towers, and portable toilets and wash stations.
    - Removal of all stone utilized to create points of ingress and egress, interior haul roads, and parking areas.
    - Removal of all site features (fencing and erosion control) that may have been constructed.
    - End-of-Job environmental samples are taken, tested, and compared to baseline samples.
    - CTC, Inc. will then request a final inspection from the appropriate government official. A "punch list" of items to be corrected is developed and final closure action taken. Only upon mutual, written agreement between the property owner, government official, and CTC, Inc. Project/Operations Manager is a site considered closed.

Debris removal, reduction and disposal work hours are generally defined as from sun-up to sundown, seven (7) days/week, including holidays. This schedule will be coordinated with, and approval gained from local officials.

This chronology of debris operations is defined in general terms only. Additional specific items of work may be directed by the local officials and work performed by CTC, Inc. All work will be performed so as to not interfere, to the greatest

extent possible, with all other emergency response agencies, including but not limited to: utility companies, government agencies, volunteers and local government forces.

Debris Volume Estimation:

Estimating the volume of debris generated following an event is not an exact science. At CTC, Inc. we utilize several different methodologies to make "an educated estimation." These include utilization of the US Army Corps of Engineers Hurricane Debris Volume Estimation Model; a per household times the total number of households method; a per mile of roadway times the total miles of roadway method; and other data as may be available. Each of these methodologies and estimates is led by an experienced CTC, Inc. team member who has a significant history in making just these type estimates of material on the ground.

Billing/Invoices:

At the conclusion of each day's work activities, daily reports and load tickets are collected from all CTC, Inc. supervisory personnel. They are then reviewed for completeness and correctness and entered into our proprietary database. This data entry is normally accomplished at our headquarters office where will maintain workstations for this purpose. This data entry normally follows the work effort by just one day, meaning that the City will have nearly real-time data throughout the project. Invoices are normally generated on a bi-weekly or monthly basis, dependent upon the schedule mutually agreed upon. Our records are maintained for a minimum of ten (10) years to ensure that we can support whatever request the City may have, particularly during the audit that will be performed by DHS/FEMA.

Authorized Persons:

Greg Gathers

Jeremy Britton

Maura Gathers

Johnny Osborne

With office locations in Kansas, Alabama, Texas and Florida, CTC can strategically and immediately respond to any event in any location in the continental United States.

TEMPORARY DEBRIS SITE (TDS) PLAN

In conjunction with your local government representative, CTC will develop a site-specific plan for each Temporary Debris Site (TDS) we are tasked with operating. The Plan will address the following items, as appropriate, with additional subjects as may be required:

1. **Site Management Organization and Responsibilities**
   This will provide all involved parties a clear delineation of the organization at the site, and the responsibilities assigned to each. It also facilitates quality control at the site.

2. **Startup Check List**
   This list is developed to ensure that all of the work tasks involved in the clearing and preparation of a site are addressed and can be "checked off" the list as they are completed.

3. **Ingress/Egress**
   Initially, these stabilized roads will be constructed to bring in the equipment necessary to prepare the site for operations. They will then be used by haul trucks to bring debris into the site for proper handling. The roads will be maintained throughout the entire operation.

4. **Site Preparation**
   This includes clearing, grading, establishment of erosion control and baseline testing for soil and groundwater. The site must be carefully cleared and graded to ensure proper drainage, while minimizing erosion. All environmental concerns related to buffer zones, runoff, and potential impacts to nearby streams, air, and groundwater will be addressed.

5. **Traffic Control Procedures**
   Depending upon the extent of traffic control required this may require an appendix entitled "Maintenance of Traffic". It will address the movement of vehicles into and out of the site and include provisions for keeping the streets or roads free of debris.

6. **Safety**
   There are many activities within a TDS, including the diverse array of heavy equipment operating; large volumes of debris hauling trucks dumping their loads; potentially hazardous debris; maintenance activities; tub grinders and air curtain incinerators being operated; and large numbers of personnel. A diligent and concentrated focus on safety must be of paramount importance to everyone at the site. Safety is a part of every plan written by CTC personnel and is continually emphasized.

7. **Segregation of Debris**
   In order to be properly managed throughout the reduction/recycling and disposal processes, all incoming debris must be segregated into various categories, including Household Hazardous Waste (HHW), Vegetative Debris, Construction and Demolition (C&D) Debris, White Goods, Small Engine Equipment and Electronic Waste.

8. **Site Plan**

A Site Plan will be drawn to identify the location of all activities, and include traffic control, Inspection Tower location, and dumping, grinding, burning, ash storage, HHW storage, temporary office, "Clear Zones" and portable toilet and hand wash station locations.

9. **Reporting Requirements**

CTC maintains an extensive record of the activities that occur at a Temporary Debris Site, including the number and identification of trucks, volume of debris entering the site, types of debris, etc. CTC, INC. can provide a wide range of reports. The types and schedules for preparing and submitting reports required by the COR will be contained in the plan.

10. **Site Closure**

A site closure plan will be developed and address the removal of all debris and debris reduction by-products, haul roads and dump pads, security fencing, office trailers, portable toilets and hand wash stations, Inspection Towers. Sampling of soil and groundwater will be taken as required and compared to the baseline data gathered. Each site will be returned to its original condition, or as may be desired, and approved by, the property owner and your local government representative.

VEHICLE INSPECTION TOWER INFO

Inspection towers are provided as per contract guidelines. The cost of these towers is a part of our proposal and costs to be absorbed by the company. Towers are built and provided at the various selected temporary debris sites/locations designated by the Site-Specific Management Plan (SSSP).

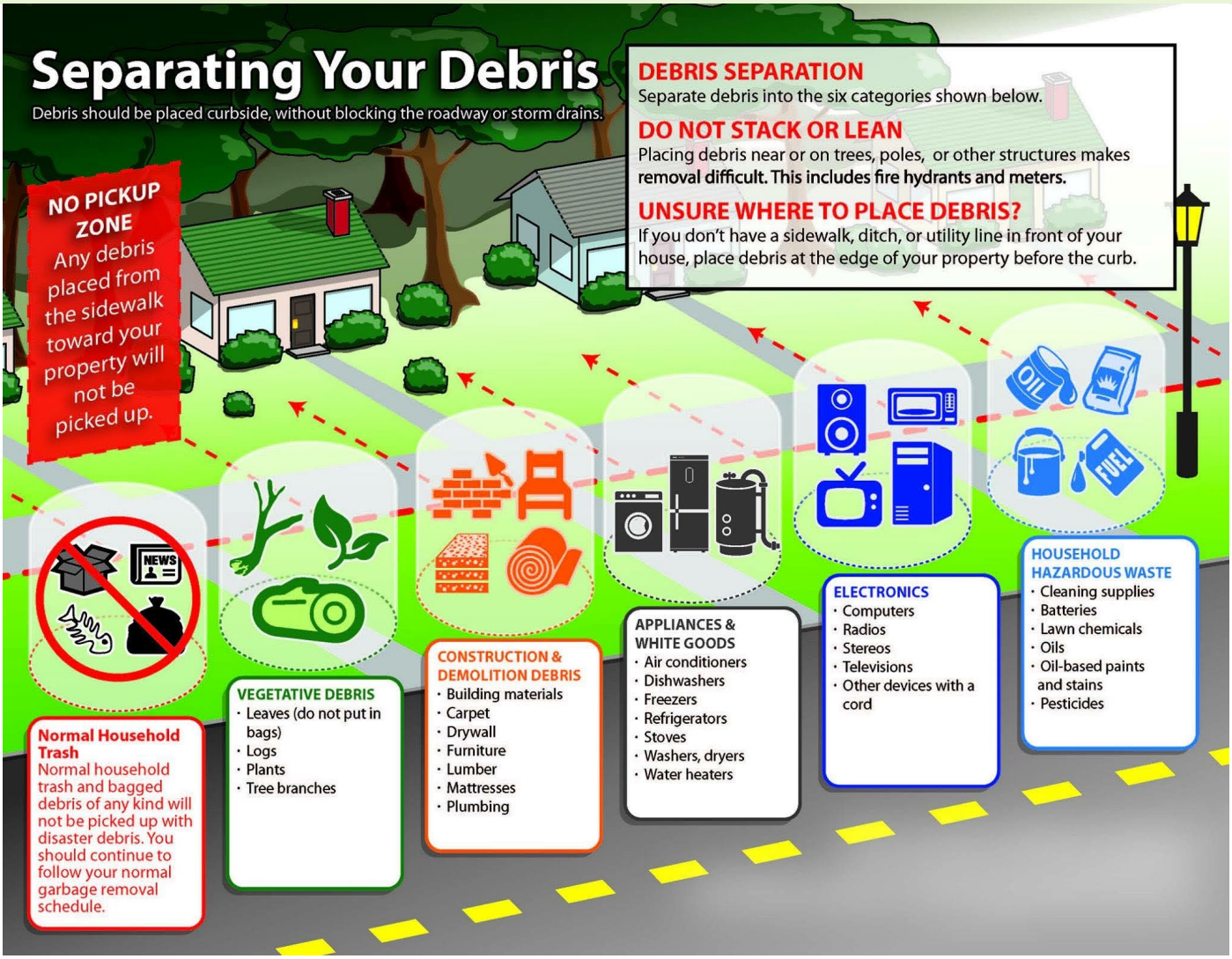
Tower construction is as follows:

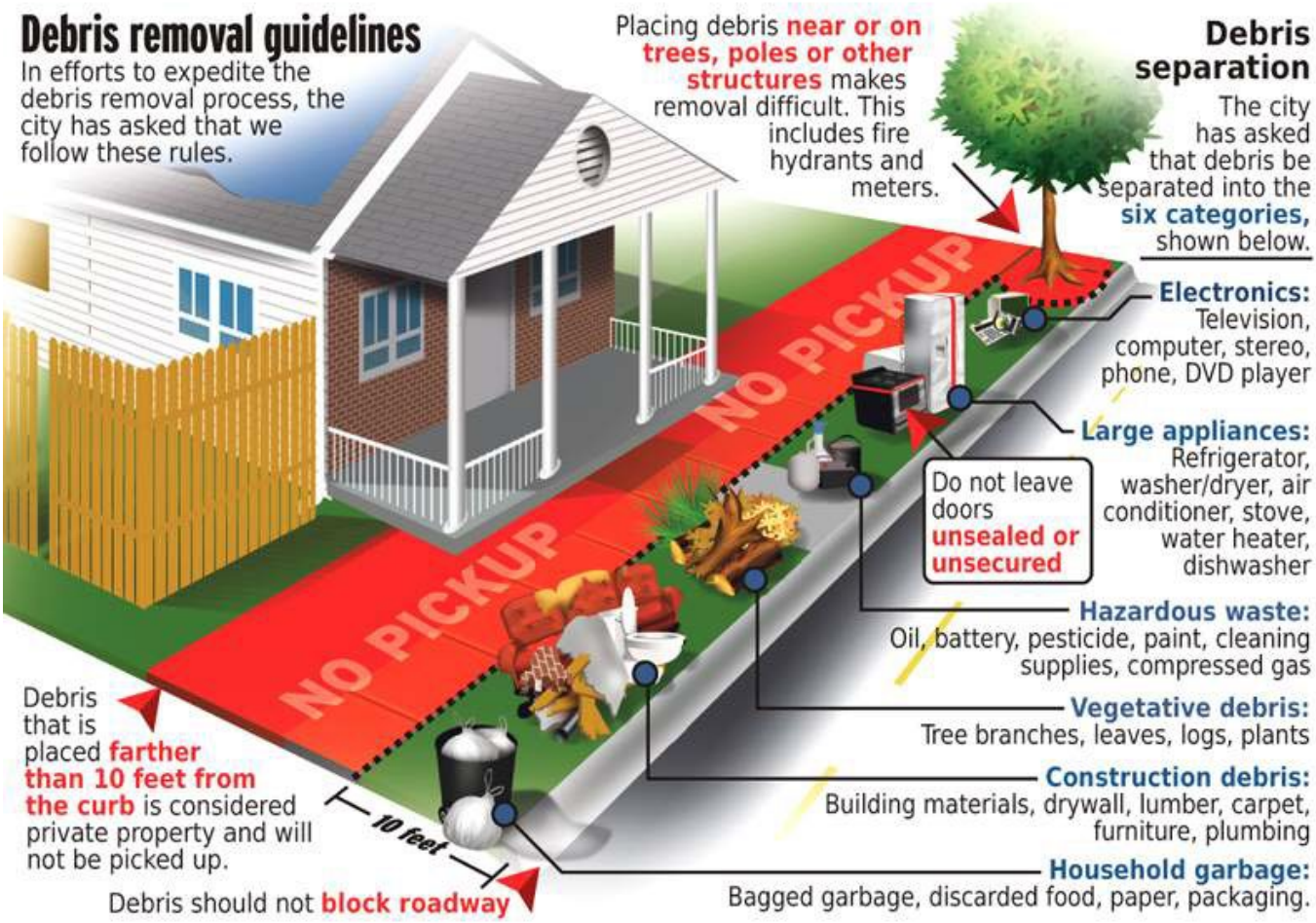
- The frame and body of the inspection tower is constructed with pressure treated wood.
- The floor is an 8”x 8” area, elevated 10 feet above a leveled ground area.
- All towers are constructed of 2”x 8” joists, 16” O.C. with ¾ inch plywood supported by 6”x 6” posts. A 4-foot-high wall constructed of 2”x 4” studs, and ½ inch plywood protects the perimeter of the floor area.
- The floor shall be covered with a solid roof. The roof will provide 7 feet of headroom below the support beams. The tower will be adequately anchored and wooden steps with handrails will be constructed to provide access.
- A worktable, 4’ x 2 ½ x ¾ inch plywood supported at all four corners will also be built.
- A temporary mechanical lift may be used until a fixed inspection tower is constructed.





DEBRIS REMOVAL GUIDELINES




Debris removal guidelines
In efforts to expedite the debris removal process, the city has asked that we follow these rules.
Placing debris near or on trees, poles or other structures makes removal difficult. This includes fire hydrants and meters.
Debris separation
The city has asked that debris be separated into the six categories, shown below.
Electronics: Television, computer, stereo, phone, DVD player
Large appliances: Refrigerator, washer/dryer, air conditioner, stove, water heater, dishwasher
Do not leave doors unsealed or unsecured
Hazardous waste: Oil, battery, pesticide, paint, cleaning supplies, compressed gas
Vegetative debris: Tree branches, leaves, logs, plants
Construction debris: Building materials, drywall, lumber, carpet, furniture, plumbing
Household garbage: Bagged garbage, discarded food, paper, packaging.
NO PICKUP
NO PICKUP
Debris that is placed farther than 10 feet from the curb is considered private property and will not be picked up.
10 feet
Debris should not block roadway

FIRM OVERVIEW

SUMMARY

CTC Disaster Response, Inc. is experienced in all aspects of debris response, recovery, and management.

- Founded in 1999
- Incorporated in Kansas in 2001
- FEIN: 48-1245968
- DUNS: 141755772
- E-Verify: 588603
- Unique Entity ID: FB3KDVEX57G4
- Cage Code: 30CP1
- Within the last 10 years CTC has not been involved in any litigation as a defendant pertaining to debris removal.
- CTC has had no license sanctions.
- CTC has not ever filed for bankruptcy.
- CTC is not currently, nor has ever been disbarred from debris removal operations.
- CTC has never defaulted on a contract, been terminated, or failed to complete any work awarded.

REIMBURSEMENT KNOWLEDGE AND EXPERIENCE

CTC's team has worked with many states, counties, cites, and monitoring firms to ensure the maximum reimbursement possible. Guidelines for debris removal procedures are clearly defined in the FEMA 325 manual, and each member of our team has familiarized themselves with those guidelines. In most large disaster reimbursement related situations, the municipality will enter into a contract with a debris monitoring firm.

However, they have the option to monitor the project themselves, in which they will be assisted by our qualified FEMA specialists. If the client chooses to monitor the project themselves, CTC will provide:

- Training in FEMA's Debris Management Guide
- Training in FEMA's Public Assistance Program and Policy Guide (PAPPG)
- Placards for Equipment
- Multi-part Carbon Copy Load Tickets
- Truck Certification Forms
- Force Account and Equipment Forms
- Proper Personal Protective Equipment
- Global Positioning Systems
- Digital Cameras
- Daily Reports
- Adequate personnel for data entry/documentation

With CTC's experience on 150+ FEMA reimbursed projects our process and procedures are implemented in a way that the Applicant's federal reimbursement is maximized. CTC understands the rules, regulations and policies required to meet FEMA guidelines.

PAST PERFORMANCE, LIST OF WORK IN PROGRESS, & LIST OF AWARDED CONTRACTS

STATE	CLIENT	CONTRACT	DISASTER	CY/ TONS	DATE	CONTRACT AMOUNT	CONTACT
FL	City of Plant City	Disaster Debris Removal	Hurricanes Helene & Milton		10/3/24	$547,805	Jill Sessions 302 W. Reynolds St. Plant City, FL 33563 (813) 757-9208
NC	Town of Kure Beach	Debris Removal	PTC #8		9/16/24	$51,074	Town of Kure Beach 117 Settlers Way Kure Beach, NC 28449
NC	Town of Carolina Beach	Debris Removal	PTC #8		9/16/24	$51,507	Brian Stanberry 1121 N. Lake Blvd. Carolina Beach, NC 28428 (910) 443-1837 Brian.stanberry@carolinabeach.org
LA	City of Central	Disaster Debris Removal	Hurricane Francine		9/16/24	$57,541	Wayne Messina 13421 Hooper Rd., Ste 8 Central, LA 70818 (225) 505-7137
KS	City of Topeka	Disaster Debris Removal	Straight Line Winds		9/2/24	$461,492	Braxton Copely 620 SE Madison Topeka, KS 66607 (785) 368-3111 bcopley@topeka.org
NE	City of Omaha	Debris Removal/ Tree Trimming	Straight Line Winds		9/2/24	$1,220,880	Matt Kalcevich 5225 Dayton St. Omaha, NE 68117 (402) 444-5901 Matthew.kalcevich@cityofomaha.org
NE	City of Lincoln	Debris Removal/ Tree Trimming	Straight Line Winds		9/2/24	$729,546	Chris Myers 3131 O. St. Ste. 300 Lincoln, NE 68510 (402) 441-6051 cmyers@lincoln.ne.gov
NE	United States Forest Service	Tree Trimming			9/12/24	$21,700	Curtis Landreth 40637 River Loop Halsey, NE 69142 (308) 360-1211 Curtis.r.landreth@usda.gov

TX	Tyler County	Debris Removal	Hurricane Beryl		8/5/24	$279,787	John Settlocker 507 North Pine Street Woodville, TX 75979 (409) 338-4826
TX	City of Taylor Lake Village	Debris Removal	Hurricane Beryl		7/22/24	$809,227	Stacey Fields 500 Kirby Blvd. Taylor Lake Village, TX 77586 (281) 685-3998 City_secretary@tlv-tx.us
TX	Village of Jones Creek	Disaster Debris Removal	Hurricane Beryl		7/29/24	$1,521,892	Khristen New 7207 Stephen F. Austin Jones Creek, TX 77541 (979) 236-3747 knew@hmicac.org
AR	City of Briarcliff	Debris Removal	Tornado		7/4/24	$1,258,943	City of Briarcliff 945 Scenic Dr. Briarcliff, AR 72653 (870) 491-5762
AR	City of Garfield	Debris Removal	Tornado		6/23/24	$42,715	Gary Blackburn 14655 Wimpy Jones Rd. Garfield, AR 72732 (479) 330-0009
AR	City of Avoca	Debris Removal	Tornado		6/23/24	$75,310	Robert Whitehorn 222 Old Wire Rd. Avoca, AR 72711 (479) 366-4200
AR	City of Little Flock	Debris Removal	Tornado		6/16/24	$1,285,664	Jeff Van Sickler 1500 Little Flock Dr. Little Flock, AR 72756 (479) 636-2081 mayor@cityoflittleflock.com
MS	Lee County	Debris Removal	Tornado	143,987	9/12/23	$1,871,813	Lee Bowdry P.O. Box 1785 Tupelo, MS 38802 (662) 432-2950, lbowdry@co.lee.ms.us
MT	State of Montana	Debris Removal	Flood		9/4/23	$5,977,958	Jake Ganieany 1956 Mt.Majo Street Fort Harrison, MT 59636 (406) 417-9234 Jake.ganieany@mt.gov

OK	City of Tulsa	Hazardous Tree Trimming/ Removal	Straight Line Winds	NA	8/30/23	$3,612,164	Brett Wallgren 175 East 2nd Street Tulsa, OK 74103 (918) 284-9017 bwallgren@cityoftulsa.org
OK	City of Muskogee	Debris Removal	Straight Line Winds		9/17/23	$200,166.66	Mike Stewart 229 W. Okmulgee Ave. Muskogee, OK 74402 (918) 682-6602 mstewart@muskogeeonline.org
KS	City of Topeka	Disaster Debris Removal	Straight Line Winds		7/21/23	$177,146	Braxton Copely 620 SE Madison Topeka, KS 66607 (785) 368-3111 bcopley@topeka.org
GA	Jasper County	Debris Removal Tree Removal and Trimming	Tornado	126,593	7/9/23	1,054,409	Mike Benton 126 West Greene Street Monticello, GA 31064 (706) 468-4900 x310 mbenton@jaspercountyga.org
TX	City of Hutto	Debris Removal And Disposal, Tree Removal & Trimming	Ice Storm	13,592	5/11/23	163,790	Richard Rodriguez 500 W. Live oak Street Hutto, TX 78634 (512) 621-9936 richardrodriguez@huttotx.gov
IN	Board of Park Commissioners of City of Fort Wayne	152 Trees and Stump Removal	City Three Quadrant Tree and Stump Removal	NA	4/25/2023	161,922	Derek Veit 1900 N Clinton St. Fort Wayne, IN 46805 (260) 427-6400 Derek.veit@cityoffortwayne.org
TX	City of Taylor	Debris Removal	Ice Storm	765,717	3/25/2023	4,794,881	Jim Gray 1424 N Main St. Taylor, TX 76574 (512) 352-5818 Jim.gray@taylortx.gov
FL	Seminole County Public Schools	Vegetative Debris Removal and Disposal	Hurricane Ian		9/20/2022	$2,944,410	Chris Breeze 400 E Lake Mary Blvd. Sanford, FL 32773 (407) 320-7453 breexecz@scps.k12.fl.us

FL	FLDOT	Initial Road Push	Hurricane Ian and Nicole DR-4673 / D-4630		9/2/2022 11/20/2022	$341,715	Steven Kelly 801 N Broadway Ave. Bartow, FL 33803 (863)519-2762 stevenkelly@dot.st.fl.us
TN	Humphreys County	Flood Related Debris Removal	Flood	3,334 Tons	05/11/22	$296,753	Jessie Wallace 102 Thompson St. Waverly, TN 37185 (931) 296-7795 jwallace@humphreystn.com
TN	City of Waverly	Storm Debris Removal	Flood	17,000 Tons	05/05/22	$1,351,500	Corey Burket 210 Pearson Ave. Waverly, TN 66871 (931) 296-2101 csburket@yahoo.com
LA	New Orleans Park IMP. ASSN.	Debris Removal	Hurricane Ida DR-4611		09/19/21	$775,774	Keith Hemel 1 Palm Dr. New Orleans, LA 70124 (504) 483-9492 khemel@nocp.org
MS	Warren County	Debris Removal and Disposal	Sever Winter Storm	19,777 CY	04/12/21	$317,047	John Elfer 913 Jackson St. Vicksburg, MS 39183 (601) 636-1544 johne@co.warren.ms.us
MS	George County	Debris Removal	Hurricane Zeta		1/14/21	$6,276,265	Cammie Byrd 355 Cox Street Lucedale, MS 39452 (601) 947-4801
MS	City of Waveland	Emergency Debris Disposal	Hurricane Zeta DR-4576	216,689 CY	03/20/21	$1,864,747	Mickey Lagasse 301 Coleman Ave. Waveland, MS 39576 (228) 467-4134 mickey.lagasse1990@outlook.com

OK	City of Oklahoma City - Public Works	Emergency Street Access Tree & Debris Removal	Severe Winter Storm DR-4575	13,799 Tons	02/14/21	$1,220,524	Derek Johnson 1621 S Portland Ave. Oklahoma City, OK 73108 (405)297-1517 derek.johnson@okc.gov
OK	City of Oklahoma City - Utilities	Debris Removal	Severe Winter Storm DR-4575	56,827 Tons	02/13/21	$5,026,386	Don Maisch 420 W Main St. Ste. 5 Oklahoma City, OK 73102 (405)297-3140 don.maisch@okc.gov
OK	City of the Village	Debris Removal	Severe Winter Storm DR-4575	33,227 CY	12/15/20	$262,511	Bruce Stone 2304 Manchester Dr. The Village, OK 73120 (405)529-0000, bruce_stone@thevillageok.org
CO	City of Boulder	Post Disaster Debris Collection	September Snowstorm Non declared	52,331 CY	11/25/20	$752,659	Jeff Haley 1777 Broadway Boulder, CO 80302 (303) 413-7233 haleyj@bouldercolorado.gov
LA	New Orleans Park IMP. ASSN.	Debris Removal	Tropical Storm Zeta EM-3549		11/09/20	$208,768	Keith Hemel 1 Palm Dr. New Orleans, LA 70124 (504) 483-9492 khemel@nocp.org
FL	University of West Florida	Disaster Debris Removal	Hurricane Sally DR-4564	8,245 CY	10/26/20	$555,335	Phillip Etheridge 11000 University Pkwy. Pensacola, FL 32514 (850) 390-3935 petheridge@uwf.edu
IA	City of Bertram	Vegetative Debris Removal & Disposal	Derecho DR-4557	20,399 CY	10/20/20	$222,274	Dave Hunt (563) 920-2870 Dhunt2003@gamil.com

IA	City of Madrid	Debris Removal & Disposal	Derecho DR-4557	1,785 CY	10/17/20	$36,063	Tom Brown 304 S Water St. Madrid, IA 50156 (515) 795-3930, mayor@madridiowa.org
IA	Tama County Conservation Board	Debris Removal, Reduction & Disposal	Derecho DR-4557	2,565 CY	10/10/20	$109,804	Stephen Mayne 2283 Park Rd. Toledo, IA 52342 (641) 484-2231 tccb@tamacounty.org
IA	City of Toledo	Debris Removal, Reduction & Disposal	Derecho DR-4557	45,312 CY	10/04/20	$468,016	Brian Sokol 1007 S Prospect Dr. Toledo, IA 52342 (641) 484-2160 mayor@toledoiowa.gov
IA	City of Gladbrook	Debris Removal, Reduction & Disposal	Derecho DR-4557	15,521 CY	10/03/20	$185,571	319 2nd St. Gladbrook, IA 50635 (641) 473-2582
IA	City of Tama	Debris Removal, Reduction & Disposal	Derecho DR-4557	169,609 CY	09/29/20	$1,447,556	Alyssa Hoskey 305 Siegel St. Tama, IA 52339 (641) 484-3822
TX	Willacy County	Debris Removal	Hurricane Hanna EM-3530	2,006 CY	09/15/20	$13,641	Frank Tomes (956) 689-5456 willems@prontonet.net
TX	City of Raymondville	Debris Removal	Hurricane Hanna EM-3530	42,327 CY	09/15/20	$262,831	Gilbert Gonzales 142 S 7th St. Raymondville, TX 78580 (956) 689-2443 ext 1408 mayor@raymondvilletx.us

MS	City of Corinth	Storm Debris Removal & Disposal		181,461 CY	06/19/20	$1,955,762	Clayton Mills (662) 415-0855 cm_@bellsouth.net
MS	Lee County	Debris Removal	Tropical Storm Olga	138,770 CY	06/01/20	$2,850,608	Lee Bowdry P.O. Box 1785 Tupelo, MS 38802 (662) 432-2950, lbowdry@co.lee.ms.us
TN	Wilson County	Debris Clearance, Removal & Disposal	Tornado	35,400 CY	06/01/20	$650,971	Aaron Maynard 228 E Main St. Lebanon, TN 37087 (615) 443-2630 maynarda@wilsoncountytn.gov
TN	Putnam County	Debris Clearance, Removal & Disposal	Tornado	76,521 CY	05/01/20	$728,690	Randy Porter 300 E Spring St. Cookeville, TN 38501 (931) 526-2161 randy.porter@putnamcountytn.gov
TN	City of Cookeville	Debris Clearance, Removal & Disposal	Tornado	45,606 CY	05/01/20	$446,716	James Mills 45 E Broad St. Cookeville, TN 38501 (931) 520-5241 jam@cookeville-tn.gov
TN	City of Waverly	Debris Removal	Tropical Storm Olga	22,558 CY	04/03/20	$200,631	Corey Burket 210 Pearson Ave. Waverly, TN 66871 (931) 296-2101 csburket@yahoo.com
KS	Douglas County Public Works	Tornado Disaster Debris Removal			09/01/19	$144,997	Chad Voigt 3755 E 25th St. Lawrence, KS 66046 (785) 832-5293 cvoigt@douglascountyks.org

KS	City of Shawnee, KS	Tree Trimming & Emergency Tree Debris Removal			06/01/19	Varies	Michelle Distler / Steve Bialek 11110 Johnson Dr. Shawnee, KS 66203 (913) 634-5883 mdistle@cityofshawnee.org
NC	Carteret County	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	49,861 CY	03/13/19	$353,340	Randy Cantor 3820 Bridges St. Ste. D Morehead City, NC 28557 (252) 728-8545 randy.cantor@carteretcountync.gov
NC	Pamlico County	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	98,278 CY	02/25/19	$847,214	Tim Buck 302 Main St. Bayboro, NC 28515 (252) 745-3133 tim.buck@pamlicocounty.org
NC	Town of Hope Mills	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	8,479 CY	02/05/19	$65,288	Don Sisko 5770 Rockfish Rd. Hope Mills, NC 28348 (910) 429-3384 dsisko@townofhopemills.com
NC	Town of Belville	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	47,735 CY	12/11/18	$345,365	Athina Williams 63 River Rd. Belville, NC 28451 (910) 371-2456 townadministrator@townofbelville.com
FL	Broward County Schools	Debris Removal & Disposal			11/30/18	$1,491,665	Mary C Coker 600 SE Third Ave. Ft. Lauderdale, FL 33301 (754) 321-0505 mary.coker@browardschools.com
NC	Town of Cape Carteret	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	87,698 CY	11/19/18	$566,344	Zach Steffey 102 Dolphin St. Cape Carteret, NC 28584 (252) 393-8483 zsteffey@capecarteret.org

NC	Town of Carolina Beach	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	60,598 CY	11/15/18	$339,387	Brian Stanberry 1121 N Lake Park Blvd. Carolina Beach, NC 28428 (910) 458-8291 brian.stanberry@carolinabeach.org
NC	Wayne County	Debris Removal	Hurricane Florence DR-4393	49 CY	11/13/18	$3,624	Noelle Woods 224 E Walnut St. Goldsboro, NC 27530 (919) 705-1714 noelle.woods@waynegov.com
NC	Town of Beaufort	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	48,470 CY	11/05/18	$372,332	Mark Eakes 701 Front St. Beaufort, NC 28516 (252) 904-6477 m.eakes@beaufortnc.org
NC	Town of Cedar Point	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	46,007 CY	11/01/18	$287,926	Jayne Calhoun 427 Sherwood Ave. Cedar Point, NC 28584 (252) 393-7898 jcalhoun@cedarpointnc.org
NC	Town of Wrightsville Beach	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	9,895 CY	10/26/18	$121,579	Tim Owens 321 Causeway Dr. Wrightsville Beach, NC 28480 (910) 239-1700 towens@towb.org
TN	City of Memphis	Emergency Storm Debris Removal			06/30/18	$136,632	Barry Levine (901) 237-2805
FL	South Broward Drainage District	Debris Removal & Disposal	Hurricane Irma DR-4337	1,110 CY	03/15/18	$193,442	Kevin Hart 6591 SW 160 Ave. Southwest Ranches, FL 33331 (954) 680-3337 x208 kevin@sbdd.org

FL	Town of Bay Harbor Islands	Debris Removal & Disposal	Hurricane Irma DR-4337	7,769 CY	10/19/17	$167,467	Jordan Leonard 9665 Bay Harbor Islands Bay Harbor Islands, FL 33154 (305) 206-8497 jwlmiami@yahoo.com
FL	City of West Park	Debris Removal & Disposal	Hurricane Irma DR-4337	3,207 CY	09/16/17	$30,000	Dan Millien 1965 S State Rd. 7 West Park, FL 33023 (954) 964-0824 dmillien@cityofwestpark.org
NC	Wayne County	Debris Removal & Disposal	Hurricane Matthew DR-4285		11/14/16	$28,072	Noelle Woods 224 E Walnut St. Goldsboro, NC 27530 (919) 705-1714 noelle.woods@waynegov.com
KS	Shawnee County	Line Clearance, Tree Trimming, Stump Removal & Emergency Services			09/22/16	$225,439	Tom Hammer 200 SE 7th St. Topeka, KS 66603 (785) 251-2663
NC	City of Goldsboro	Vegetative Debris Removal	Hurricane Matthew DR-4285		08/04/16	$112,576	Tracy Barber (919) 580-4393
CO	City of Boulder	Emergency Tree & Debris Removal			05/31/16	$420,710	1777 Broadway Boulder, CO 80302 (303) 441-3230 purchasing@bouldercolorado.gov
IL	City of Quincy	Storm Damaged Tree Removal & Trimming			10/01/15	$275,400	Jon Vrandenburg 730 Maine St. Quincy, IL 62301 (217) 257-9380

TN	City of Cookeville	Grinding & Disposal of Vegetative Debris	Winter Storm Pandora DR-4211	45,000 CY	7/2015	$132,500	Greg Brown 1115 E. Spring St. Cookeville, TN 38501 (931) 520-5247
TN	White County	Load & Haul Vegetative Debris Reduction by Grinding TDSRS Management	Winter Storm Pandora DR-4211	135,000CY	5/2015	$1,500,000	Clay Parker 268 Medic Dr. Sparta, TN 38583 (931) 837-2110
TN	Fentress County	Load & Haul Vegetative Debris Reduction by Grinding TDSRS Management	Winter Storm Pandora DR-4211	85,000 CY	4/2015	$2,300,000	Michael J. Cross P.O. Box 1128 Jamestown, TN 38556 (931) 879-7713
GA	Jenkins County	Load & Haul Vegetative Debris Reduction by Grinding TDSRS Management	Winter Storm Pax DR-4165	54,000 CY	7/2014	$825,000	Grady Lane P.O. Box 797 Millen, GA 30442 (478) 982-2563
SC	DOT	Lean & Hanger Load & Haul Vegetative Debris Reduction by Grinding	Winter Storm Pax DR-4166	107,859 CY	2/2014	$1,050,000	Henry Scharber Carolina Contracting Solutions 1318 SC-61 Ridgeville, SC 29472 (843) 821-4496
SC	Dorchester County	Lean & Hanger Load & Haul Vegetative Debris	Winter Storm Pax DR-4166	7,200 Trees	2/2014	$275,000	Crowder Gulf 5436 Business Parkway Theodore, AL 36582 (800) 992-6207
SC	Barnwell County	Initial Push Road Clearance	Winter Storm Pax DR-4166	N/A	2/2014	$18,000	Curtis Hogg Public Works 48 Ammie Ave. Barnwell, SC 29812 (803) 541-1110

SC	Aiken County	Initial Push Road Clearance	Winter Storm Pax DR-4166	N/A	2/2014	$8,000	
OK	City of Moore	Load & Haul Vegetative & C&D Debris White Goods Segregation	Tornado DR-4117	14,059 Tons	5/2013		Steve Shaun Silverstar Construction 2401 S. Broadway St. Moore, OK 73160 (405) 793-1725
NJ	Township of Seaside US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	105,000 CY	10/2012	$1,200,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480
NJ	Township of Brick US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	75,000 CY	10/2012	$900,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480
NJ	Township of Lakewood US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	65,000 CY	10/2012	$785,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480
NJ	Township of Toms River US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	85,000 CY	10/2012	$1,015,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480
NY	Rockaway US Army Corp of Engineers	Long Haul Trucking	Hurricane Sandy DR-4085	42,000 Tons	10/2012	$1,425,000	Louis Perez Environmental Chemical Corporation 1240 Bayshore Hwy. Burlingame, CA 94010 (650) 347-1555

NY	Long Island US Army Corp of Engineers	Long Haul Trucking	Hurricane Sandy DR-4085	33,000 Tons	10/2012	$1,100,000	Louis Perez Environmental Chemical Corporation 1240 Bayshore Hwy. Burlingame, CA 94010 (650) 347-1555
LA	City of New Orleans East US Army Corp of Engineers	Removal of Vegetative Debris from L1011 Levee System	Hurricane Isaac DR-4080	120,000 CY	9/2012	$1,600,000	Jeremiah Stockwell Environmental Chemical Corporation 1240 Bayshore Hwy. Burlingame, CA 94010 (650) 347-1555
AL	Tallapoosa County US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris White Goods HHW - Segregation Stump Extraction Reduction by Grinding	Tornado DR-1971	115,00 CY	4/2011	$1,200,000	Phillips & Jordan

REFERENCES

Client	Disaster Description	Contact
George County, MS	Hurricane	Cammie Byrd
355 Cox St.	Debris Removal	(601) 947-4801
Lucedale, MS 39452		
Wilson County, TN	Tornado	Aaron Mayard
228 East Main St.	Debris Clearance, Removal &	(615) 443-2630
Lebanon, TN 37088	Disposal	maynarda@wilsoncountytn.gov
City of Waverly, TN	Hurricane	Corey Burket
101 East Main St.	Debris Clearance & Removal	(931) 296-2101
Waverly, TN 37105		csburket@yahoo.com
Lee County, MS	Hurricane	Lee Bowdry
200 West Jefferson Street	Debris Removal	(662) 432-2950
Tupelo, MS 38802		lbowdry@co.lee.ms.us
Putnam County, TN	Tornado	Randy Porter
300 E Spring St.	Debris Clearance, Removal &	(931) 526-2161
Cookeville, TN 38501	Disposal	randy.porter@putnamcountytn.gov
City of Cookeville, TN	Tornado	James Mills
1115 E Spring St.	Debris Clearance, Removal &	(931) 520-5241
Cookeville, TN 38501	Disposal	jam@cookeville-tn.gov
City Corinth, MS	Debris Removal & Disposal	Clayton Mills
300 Childs Street		(662) 415-0855
Corinth, MS 38834		cm_@bellsouth.net
Douglas County, KS	Debris Removal	Keith Browning
3755 E 25th St.		(785) 832-5293
Lawrence, KS 66046		kbrowning@douglascountyks.org
Town of Cape Carteret, NC	Hurricane	Zach Steffey
102 Dolphin St.	Debris Clearing & Removal	(252) 393-8483
Cape Carteret, NC 28584		zsteffey@capecarteret.org

Client	Disaster Description	Contact
Town of Cedar Point, NC	Hurricane	Jayne Calhoun
427 Sherwood Avenue	Debris Clearing & Removal	(252) 393-7898
Cedar Point, NC 28584		jcalhoun@cedarpointnc.org
Client	**Disaster Description**	**Contact**
Carteret County, NC	Hurricane	Randy Carter
302 Courthouse Square	Debris Clearing & Removal	(252) 728-8545
Beaufort, NC 28516		randy.cantor@carteretcountync.gov
Pamlico County, NC	Hurricane	Tim Buck
302 Main St.	Debris Clearing & Removal	(252) 745-3133
Bayboro, NC 28515		tim.buck@pamlicocounty.org
South Broward Fl Drainage District	Hurricane	Kevin Hart
6591 SW 160th Avenue	Debris Clearing & Removal	(954) 680-3337 x206
Southwest Ranches, FL 33331		kevin@sbdd.org
City of West Park, FL	Hurricane	Dan Mililen
1965 S. State Rd 7	Debris Clearing & Removal	(954) 889-4162
West Park, FL 33023		dmillien@cityofwestpark.org
Town of Bay Harbor Island, FL	Hurricane	Jordan Leonard
9665 Bay Harbor Terrace	Debris Clearing & Removal	(305) 206-8497
Bay Harbor Islands, FL 33154		jleonard@bayharborislands-fl.gov
School Board of Broward County, FL	Hurricane	Ron Eggenberger
7720 West Oakland Park Blvd	Debris Clearing & Removal	(754) 321-4317
Sunrise, FL 33351		ronald.eggerberger@browardschools.com
City of Lawrence, KS	Tree Trimming, Tree & Debris	Crystal Miles
6 East 6th Street	Removal	(785) 832-7970
Lawrence, KS 66044		cmiles@lawrenceks.org
City of Shawnee, KS	Tree Trimming, Tree & Debris	Kevin Taylor
1110 Johnson Drive	Removal	(913) 631-2500
Shawnee, KS 66203		ktaylor@cityofshawnee.org
City of North Kansas City, MO	Tree Trimming, Tree & Debris	Chris Cooper
2010 Howell St.	Removal	(816) 274-6004
North Kansas City, MO 64116		ccooper@nkc.org

MANAGEMENT OVERVIEW

TRAINING AND CERTIFICATIONS

- ISA Certified Arborist – Greg Gathers
- FDOT Intermediate Maintenance of Traffic Control Certificate – Greg Gathers, Jeremey Britton
- OSHA 30 Hour Safety – Greg Gathers, Jeremey Britton
- CPR & First Aid Certified – Greg Gathers, Jeremy Britton, Maura Gathers, Johnny Osborne
- Debris Management Training at NHC – Greg Gathers, Jeremy Britton
- EMI Debris Management Course – Greg Gathers, Jeremy Britton
- USACE Certificate, Construction Quality Management for Contractors – Johnny Osborne
- US Homeland Security TWIC Certificate – Johnny Osborne
- TEEX, Disaster Preparedness & Management, Operations and Planning for all-Hazard Events Cert. – Johnny Osborne
- IS-100 – Maura Gathers, Johnny Osborne
- IS-125 – Greg Gathers, Jeremy Britton,
- IS-200 – Greg Gathers, Jeremy Britton, Maura Gathers,
- IS-253 – Greg Gathers, Jeremy Britton, Maura Gathers,
- IS-632 – Intro to Debris Operations – Greg Gathers, Jeremy Britton, Maura Gathers, Johnny Osborne, Jack Cohagen
- IS-633 – Johnny Osborne
- IS-634 – Intro into FEMA's Public Assistance – Greg Gathers, Jeremy Britton, Maura Gathers, Jack Cohagen
- IS-700 – NIMS – Greg Gathers, Jeremy Britton, Maura Gathers, Johnny Osborne
- IS-800 – Greg Gathers, Jeremy Britton, Maura Gathers, Johnny Osborne

Greg Gathers

President/Chief Executive Officer since 1999

- BS in Agriculture Technology Management, Kansas State University
- 26 years' experience as an arborist
- Supervised crews on over 200 government contracts

Jeremy Britton

Chief Operating Officer

- Supervised crews on over 200 government contracts

John Martin, CPA

Chief Financial Officer

- Certified Public Accountant
- Financial Statement Preparation, Compilation & Review
- Payroll Processing & Payroll Tax Return
- Tax Return Preparation
- Internal Controls

Maura Gathers

Chief Administrative Officer

- Marketing & Branding
- Community Outreach and Volunteer Coordinator
- 10+ years' managerial experience
- 13+ years' experience in sales and client relations
- Directions in Organizational Leadership Certification (Washburn University School of Business)

Johnny Osborne

Regional Manager

- 15 years' experience in the debris management industry
- Business Administration, University of South Alabama
- SC Law Enforcement Division SLED Level 1, 2 & 3

Stephen Moffitt

VP of Government Affairs and Business Development

- Accomplished sales, marketing, and business development professional
- Comprehensive knowledge of partnership negotiations, licensing agreements, and key strategy development
- Proven track record in fostering client relationships and driving positive outcomes
- Expertise in cultivating high-performing teams and facilitating effective communication
- Deep understanding of leveraging strategic communications to engage and influence diverse audiences
- Collaborated with major organizations across multiple sectors to promote business development and achieve strategic objectives

Daniel Strode

Regional Manager

- Over 20 years' experience in managing national and international disaster response efforts across a wide range of scenarios, including wildfires, hurricanes, and earthquakes
- Demonstrates strong leadership and a commitment to supporting individuals in crisis situations
- Skilled in project and operations management, overseeing teams ranging from 30 to 4,000 employees on projects valued at up to $250 million USD

SUBCONTRACTING PLAN

INTRODUCTION:

CTC maintains an extensive database of subcontractors with specialty equipment and varied resources which are fully committed to CTC. Many of these subcontractors have partnered with CTC in a variety of different projects over the past 17 years. CTC prides itself on its relationship with these hardworking companies and mutual trust exists between us.

CTC is an Equal Opportunity Employer. We strive to meet or exceed all subcontracting goals identified in your Request for Proposal. We identify all subcontractors regarding certifications such as MWBE, SBE, 8A, or Hub zone. We have extensive databases for all areas throughout the U.S., so that we can actively identify the qualified ones for your proposal.

Additionally, CTC appreciates the input from our contracting partners on recommendations and referrals of qualified, licensed, insured contractors with the required experience for your event. The knowledge of the area, their relationship with your citizens is a plus to CTC and its mission.

SUBCONTRACTING PLAN AND UTILIZATION:

CTC will utilize a workforce comprised of in-house personnel and subcontractors specializing in various phases of debris management, disposal, and recycling. As stated previously, we will identify local subcontractors already in our network as well as hire as many contractors and laborers as available in an effort to allow members of disaster struck communities to take part in the reconstruction process, and to assist the community financially and economically. The majority of these subcontracts will fill positions for hauling of debris to TDS, hauling of debris to final disposal sites, hauling debris for recycling purposes.

Subcontractors will provide trucks and trailers that meet all USACE requirements for safety, licensing, permitting and registrations. Subcontractors will provide copies of all licenses upon request, and will stay with their assigned areas, completing the assigned task. These crews will work in a methodical manner until they have fulfilled their area's cleanup requirements.

CTC will seek local, qualified individuals for employment during the disaster cleanup and reconstruction phase, including placing advertisements in the local newspapers and visiting the local employment office. Positions for laborers, data entry, flaggers, monitors, and other personnel will assist CTC in our task. Temporary employment agencies may be used to provide manpower to complete the task, but only after the proper screening and submission of drug tests.

Unless otherwise stipulated in your contract, twenty-five percent (25%) of the total amount of work to be performed will be by CTC personnel and equipment. CTC will operate with our specialized and trained reduction personnel. CTC has commitment letters from contractors across all the continental United States.

SUBCONTRACTORS AGREEMENTS AND RESPONSIBILITY:

Subcontractors for CTC are committed contractually to complete their assignments as instructed, and must attend all safety meetings, follow the chain of command, and report to the CTC COR daily to keep projects moving forward. CTC is known for its open line of communications, and for the respect we have for our subcontractors.

All subcontractors are required to attend weekly tailgate meetings, sign CTC's drug-free workplace statement and to conform to all operating policies as set forth our project management team.

All CTC subcontractors are familiar with the proper use of ADMS electronic reporting procedures, the latest technologies in recording and monitoring procedures, and are trained in the proper documentation for the benefit of all concerned.

CTC subcontractors are aware of all charge back procedures for damages, provide daily reports to CTC site supervisors, and act as good-will diplomats to citizens, making the cleanup efforts as stress free as possible in an emergency situation.

A copy of our Subcontractor's agreement is either included in this proposal or may be accessed by contacting the corporate office. These agreements have been reviewed by attorneys for various states so that they meet the contracting laws of the particular state in which we are working.

PROPRIETARY INFORMATION:

A list of qualified, experienced, insured, prequalified subcontractors for your area is included in this proposal (If required in the proposal), or may be accessed at our corporate office upon request. This list is proprietary information and not to be shared with the public.

LOCAL AND MINORITY PARTICIPATION

CTC fully complies with guidelines regarding Local and Minority Participation. We have an established corporate policy regarding minority participation, which can be referenced in our Affirmative Action and M/WBE Policy at our offices unless otherwise requested.

One of the major strengths of CTC is our ability to recognize the importance of utilizing local, qualified contractors. Depending on the time frame, and whether this is a standby, pre-disaster contract or an emergency situation, CTC uses procedures necessary to ensure the use of local contractors and personnel. In a non-emergency situation, we can place ads in the local newspapers, check with temporary services or state employment services. We also rely heavily on recommendations from the County commissioners or City officials in all situations.

Emergency situations have prompted us to pull together with contracting agencies to recognize the strengths in their own communities. We appreciate the input provided by local officials in screening potential subcontractors and personnel. The ability of the commissioners or other local community officials to suggest or recommend those that meet all requirements for experience, equipment and insurance qualifications is a benefit in the successful operation and completion of projects of any size or scope.

Based upon the availability of qualified minority personnel in the area we strive to meet or exceed the normal requirements for this event. As an integral part of the contract, we establish contacts with several local, 8A and minority companies. We intend to use the services of qualified, local personnel to fill positions as needed and upon recommendation of the contracting agency.

All local and minority personnel will be screened to meet the requirements, including licensing and insurance requirements of CTC, Inc. We also include listings of Certified M/WBE Contractors as are available and which provides updated information for this project.

CTC has committed minority contractors who have performed on CTC contracts over the past several years. We use the recommended channels to further investigate the availability, the experience, and the reputation of each local and/or minority contractor to serve the best interest of the contracting agency.

Due to the nature of the business, CTC relies heavily on the utilization of state personnel agencies, local private placement agencies and temporary services. We also use the services of the local Small Business Administration (SBA) office when available and local trade organizations. Our goals as stated in our Affirmative Action Policy are traditionally greater than those of most contract requirements. Additionally, the types of personnel required and their interest in the project varies from location to location.

OWNED AND LEASED EQUIPMENT

Description	Quantity
30' Barge Flat Deck	2
30,000# Track Excavator	6
35,000# Bulldozer	18
40' + Barge with Crane	4
45,000# Track Excavator	12
50,000# Bulldozer	10
55 Ft Bucket Truck	63
65,000# Track Excavator	18
AG Tractor with Attachment	9
Air Curtain Destructor	1
Bandit 4680 Horizontal Grinder	2
Beach Sand Screen	1
Chipper	1
Command Center	1
Debris Trailer	2
Dump Trucks	51
Fecon Mulcher	1
Feller Bunchers	9
Flatbed Trailer	6
GN Trailer	1
Grapple Attachment	2
Grinder	1
Horizontal Grinder	6
Jarraf Tree Trimmer	5
Loader Tractor	1
Log Skidder	13
Lowboy Trailer	1
Merlo Tree Removal Machine	1
Mini Skid Loader	1
Mixer Truck	5
Mulching Head	1
Off Road Truck	2
Pallet Forks	1
Pickup	8
Pumper Truck	1
RGN Lowboys	14

Description	Quantity
Road Grader	1
Road Tractor	40
Rollout Bucket	1
Rotary Mower	1
Self-Loading Truck	204
Semi-Truck	2
Skid Steer	36
Step Deck Trailer	3
Stump Grinder	6
Support Boat	4
Support Vehicle	37
Trailer Mount Loader with Saw Bucks	3
Travel Trailer	1
Tub Grinder	2
UTV	2
Versa Handler	6
Walking Floor Trailer	31
Water Truck	6
Wheel Loader	19
Whole Tree Chipper	2
Wood Screw	1

SAFETY AND QUALITY CONTROL PLAN

Accident Prevention:

For the protection and safety of all employees, CTC has established the following rules designed to prevent accidents and injuries. Compliance with these rules is mandatory. Documentation will be made when the rules are distributed to new employees.

- Proper footwear and clothing will always be worn.
- Do not wear loose clothing, jewelry, or keep long hair in a down position. There is a danger of catching such articles in moving machinery.
- Horseplay, running, fighting or any activity that may result in injury or waste will not be tolerated.
- Appropriate personal protective equipment, or PPE, will be worn for the task (s) at hand, as specified by training and job briefing (s).
- Operate machinery with all guards in place. Tampering with safety devices is cause for immediate disciplinary action.
- Do not operate any machine you are not familiar with or have not been trained on and authorized to use.
- Machines must never be cleaned, adjusted, or repaired until the machine is turned off, the circuit is interrupted at the power source (including lock-out) and a warning tag is placed at the controls.
- Any defects in materials, machinery, tools, and equipment must be reported immediately to a supervisor, safety personnel, or management.
- Do not leave tools, materials, or other objects on the floor that might cause others to trip and fall.
- Do not block exits, fire doors, aisles, fire extinguishers, gas meters, electrical panels, or traffic lanes.
- Avoid injury by attempting to lift or push excessive loads. If an object is too heavy to move without strain, ask for help.
- Observe the correct posture for lifting. Stand with your feet slightly apart, assume a squatting position with knees bent, and tuck your chin into your chest. Tilt head forward, grasp the load with both hands, and gradually push up with your legs, keeping your back straight and avoiding any abrupt movement.
- Do not distract others while working. When approaching a coworker for any purpose, do so from the front or the side in a way that they will see you coming and will not be startled or surprised. If conversation is necessary, first make sure that it is safe.
- Do not allow oil, water, or any other material to remain on the floor for long periods of time when you or others may slip. Report any slip and fall problems to your supervisor.
- When handling hazardous materials be sure to follow prescribed safety procedures and use required safety equipment. When using secondary containers filled by others, be sure they are labeled as to their contents and hazards. Know your Material Data Safety Sheets (MSDS) and where they are located. Review them often.
- Use appropriate gloves when handling materials with sharp or jagged edges, when handling chemicals, when handling hot material, or to protect your hands in general.
- Do not attempt to operate machinery for which you are not trained.
- Unnecessary and excessive haste is the cause of many accidents. Exercise caution always.

- All work-related injuries and accidents, no matter how minor, must be reported immediately to your supervisor, safety personnel, or management.
- Employees should understand and comply with all sections of the ANSI Z133.1 Standard that apply to their job activities.

All employees must be thoroughly familiar with these basic safety rules. Failure to comply with safety rules or procedures, or failure to wear the appropriate safety equipment, will result in disciplinary action up to and including termination.

Quality Control Plan:

If required, CTC can have a Certified Arborist on site to ensure the quality of work performed by all CTC employees. All employees have been trained in Arboriculture practices upon employment. Certifications include and are not limited to:

I.S.A. – International Society of Arboriculture

K.A.A. – Kansas Arborists Association

T.C.I.A. – Tree Care Industry Association

Constant monitoring of all crews will be provided daily to ensure safety and the quality of work performed is attained. CTC will meet with the client's representative for a quality check on completed work to ensure client satisfaction. If there is an issue that needs corrected, it will be done so in a timely manner.

Safety & Protection Plans & Submittals:

The following policies of CTC are not inflexible rules or requirements. They may be changed by the company at any time without notice or modified as individual circumstances may require in the best interests of efficient management of the Company. Nothing in the policies as they now exist, or may in the future be revised, is intended, or should be construed as a contract of employment, express or implied, nor as a promise of employment for a specific period of time, nor as a requirement that any specific procedure be followed in handling personnel issues.

Company management will provide safe and healthy working conditions. All employees must always follow safe practices. All employees must accept and follow all the rules of safety.

Whenever an employee finds an unsafe condition, they must report it immediately to their supervisor, safety personnel, or management. Any injury that occurs on the job, even a slight cut or strain, is to be reported to management as soon as possible. In no circumstance except an emergency, should an employee leave a shift without reporting an injury that occurred.

All employees including office personnel will be trained in safe practices. The training will be done by video or by training from the employees' supervisor.

If any unsafe practices are observed, the employee will receive a written violation warning. Once the employee receives three (3) written warnings, he or she will be automatically suspended for one (1) workday without pay.

CTC will make every effort to maintain safe working conditions. However, the principal responsibility for safety falls upon you, the employee. All employees are asked to inform their supervisor, safety committee personnel, or management of any

work hazards of which they might be aware. CTC will arrange for you to supply information anonymously if you do not wish to be identified. No employee should fear reprisal for notifying management of any safety hazards. In fact, we encourage all employees to inform us immediately of any hazard, no matter how small it may seem.

All safety and health suggestions that we receive will be reviewed. We will then determine what action is necessary. All suggestions shall receive a response.

The injured employee's supervisor or a member of management will investigate all occupational injuries and illnesses that are job-related. Particular attention will be given to methods that prevent future situations that caused the injury or illness.

All employees will receive prompt and timely safety training. Safety rules and safe practices will be emphasized at these training sessions.

All new employees will receive a copy of the summary, to be signed and put in their file, indicating that they have been trained at the beginning of employment. Any employee given a new job assignment, for which training has not previously been received, will be trained in that particular job immediately.

Records will be kept of all training provided. These records will indicate the type of training given, date, the name of the training provider and the employee's signature.

Basic Safety Accident & Protection Plans:

All Employees of CTC will adhere to the following safety and accident protection plans while working.

Employee responsibilities for safety include the following:

- Adhere to all safety rules and regulations.
- Wear appropriate safety equipment as required.
- Maintain equipment in good condition, with all safety guards in place hewn in operation.
- Report all injuries and near misses, no matter how minor, immediately to their supervisor, safety personnel or management.
- Encourage coworkers to work safely.
- Report unsafe acts and conditions to their supervisor, safety personnel, or management.

Safety Coordinators:

Greg Gathers (785) 221-7550

Jeremy Britton (256) 749-4886

Others TBD

One or all the Safety Coordinators listed above will be always on site and will be responsible for overseeing safety on site throughout the duration of the contract. The numbers listed above are cell phone numbers and all employees will have cell phones and/or two-way radios for communication.

ANSI Z133 Standard & Employee Understanding:

As an employee of CTC, you need to review and understand the requirements of the ANSI Z133.1-2000 Standard.

You need to understand that the Z133 Standard was developed by arborists, for arborists under the standards-developing procedures created by the American National Standards Institute, creating what these industry's safety experts feel are the minimum acceptable standards of practice for safety in arboriculture. It represents the collective wisdom and experience of countless arborists.

You need to understand the difference between "Should" and "Shall" as they are used in the standard. The word Should" indicates an advisory statement where it is feasible that the actions you take might be different from the prescribed practice. A "Shall" indicates a mandatory requirement, where it is inconceivable that your actions would have to deviate from the prescribed practice, expect where exceptions are noted in the Standard.

Finally, you need to understand that the Z133 Standard does not take precedence over, or take the place of, the safe work policies of CTC.

Safety Rules – Accident Prevention:

For the protection and safety of all employees, CTC has established the following rules designed to prevent accidents and injuries. Compliance with these rules is mandatory. Documentation will be made when the rules are distributed to new employees.

- Proper footwear and clothing will be always worn.
- Do not wear loose clothing, jewelry, or keep long hair in a down position. There is a danger of catching such articles in moving machinery.
- Horseplay, running, fighting or any activity that may result in injury or waste will not be tolerated.
- Appropriate personal protective equipment, or PPE, will be worn for the task (s) at hand, as specified by training and job briefing(s).
- While on duty, the use of or being under the influence of alcohol, narcotics, intoxicants or similar mind-altering substances is strictly prohibited. Individuals found to be in violation of this policy will be subject to disciplinary action up to and including possible termination of employment, even for a first offense.
- Operate machinery with all guards in place. Tampering with safety devices is cause for immediate disciplinary action.
- Do not operate any machine you are not familiar with or have not been trained on and authorized to use.
- Machines must never be cleaned, adjusted, or repaired until the machine is turned off, the circuit is interrupted at the power source (including lock-out) and a warning tag is placed at the controls.
- Any defects in materials, machinery, tools, and equipment must be reported immediately to a supervisor, safety personnel, or management.
- Do not leave tools, materials, or other objects on the floor that might cause others to trip and fall.
- Do not block exits, fire doors, aisles, fire extinguishers, gas meters, electric\la panels or traffic lanes.
- Avoid injury by attempting to lift or push excessive loads. If an object is too heavy to move without strains, ask for help.

- Observe the correct posture for lifting. Stand with your feet slightly apart, assume a squatting position with knees bent, and tuck your chin into your chest. Tilt head forward, grasp the load with both hands, and gradually push up with your legs, keeping your back straight and avoiding any abrupt movement.
- Do not distract others while working. When approaching a coworker for any purpose, do so from the front or the side in a way that they will see you coming and will not be startled or surprised. If conversation is necessary, first make sure that it is safe.
- Do not allow oil, water, or any other material to remain on the floor for long periods of time when you or others may slip. Report any slip and fall problems to your supervisor.
- When handling hazardous materials be sure to follow prescribed safety procedures and use the required safety equipment. When using secondary containers filled by others, be sure they are labeled as to their contents and hazards. Know the Material Data Safety Sheets (MSDS) and where they are located. Review them often.
- Use appropriate gloves when handling materials with sharp or jagged edges, when handling chemicals, when handling hot material, or to protect your hands in general.
- Do not attempt to operate machinery for which you are not trained.
- Unnecessary and excessive haste is the cause of many accidents. Exercise caution always.
- All work-related injuries and accidents, no matter how minor, must be reported immediately to your supervisor, safety personnel, or management.
- Employees should understand and comply with all sections of the ANSI Z133.1 Standard that apply to their job activities.

All employees must be thoroughly familiar with these basic safety rules. Failure to comply with safety rules or procedures, or failure to wear the appropriate safety equipment, will result in disciplinary action up to and including termination.

Personal Protective Equipment:

Hazard Assessment for Person Protective Equipment

The following table contains descriptions of the PPE required for typical tasks encountered in tree care and some of the potential hazards associated with them. Always ensure that your PPE fits properly as outlined in the training provided at the time of employment at CTC.

Tasks	Potential Hazards	Information Sources	PPE Required
Aerial lift operations	Conductors, equipment failure, falls, hydraulic leaks, steep/uneven slopes	Tailgate Session #24; ANSI Z133.1 5, 6.2	Hard hat, safety glasses, hearing protection, gloves, full body harness & shock absorbing lanyard or body belt and lanyard

Brush removal & chipping	Awkward movements and postures, flying debris, carrying heavy weights, moving parts, noise, slips, trips, and falls	Tailgate Session #39; Tailgate Session #18; ANSI Z133.1 9.6	Hardhat, safety glasses, face shield, hearing protection, gloves
Chain saw maintenance	Hot exhausts, cuts	Tailgate Session #28	Hardhat, safety glasses, gloves
Chain saw Operation	Awkward postures, hot exhausts, cuts improper stance, kickback, noise, slips, trips, and falls; vibrations	Tailgate Session #29; ANSI Z133.1 7.2	Hard hat, safety glasses, hearing protection, gloves, chainsaw chaps (when working on the ground)
Chipper Maintenance	Amputation, cuts, pinch points	Tailgate Session #60, ANSI Z133.1 6.3	Hard hat, safety glasses, hearing protection, gloves
Climbing	Cutting climbing line, falls, conductors, rope failure, tree decay, worn equipment, insects/animals	Tailgate Sessions #19, 20, 31, 32; ANSI Z133.a 5,9.1	Hard hat, safety glasses, hearing protection, gloves, fall protection
Driving	Other drivers, road and weather conditions	Tailgate Sessions #41, 42, 43, 44	Seatbelts
Hand Tool Use	Awkward postures, conductors, cuts, splinters	Tailgate Session #30; ANSI Z133.1 5, 8.1-8.10	Hard hat, safety glasses, gloves
Ladder Use	Conductors, falls, ladder failure	Tailgate Session #22; ANSI Z133.1 8.11	Hard hat, safety glasses

Limb Removal for Take-Down	Breaking ropes and/or crotches, conductors, falling and/or splitting limbs	Tailgate Session #37; ANSI Z133.1 5, 9.4	Hard hat, safety glasses, gloves
Limbing and Bucking	Awkward posture, limbs; snapping, slips, trips, and falls, tree rolling	Tailgate Session #37; ANSI Z133.1 9.7	Hard hat, safety glasses, gloves
Use of mower, brush cutter, string trimmer	Hidden objects, terrain, traffic		Hard hat, safety glasses; hearing protection
Pesticide Handling & Application/Spraying & Spill cleanup	Equipment failure, excessive drift, poor personal hygiene, spills, vehicle collision	Tailgate Session #45, %54, ANSI Z133.1 6.4	Hard hat, goggles or face shield, long sleeved shirt, rubber boots (if walking) chemical resistant gloves
Pruning and Trimming	Barber chairs, falling branches, conductors	Tailgate Session #33; ANSI Z133.1 5, 9.2	Hard hat, safety glasses
Storm Work	Hidden/dislodged conductors, damaged trees, wood under tension, fatigue, working at night, working on unfamiliar system, unannounced re-energized of lines	Tailgate Session #10; ANSI Z133.1 5, 9.2	Hard hat, safety glasses, foul weather gear
Stump Grinding	Flying debris, moving parts, noise	Tailgate Session #40; ANSI Z133.1 6.5	Hard hat, safety glasses, face shield, hearing protection

Traffic Control	Topography, volume and speed of traffic, time of day, weather conditions	Tailgate Session 3; ANSI Z133.1 4.4	Hard hat, safety glasses, reflective vest, flag or signs
Trailer Towing & Setup	Hitch failure, jack failures, vehicular traffic	Tailgate Session #38	Hard hat, safety glasses, traffic cones and signs, gloves
Tree Take-Down	Barber chairs, conductors, cuts, struck-bys	Tailgate Session #36; ANSI Z133.1 5, 9.5	Hard hat, safety glasses, hearing protection, gloves, chainsaw chaps

NOTE: the hazards in bold represent Musculo-skeletal disorder (MSD) risk factors that should be minimized (duration, frequency and/or magnitude) to the extent possible or eliminated. MSD signs are decreased range of motion, deformity, decreased grip strength and loss of function. MSD symptoms are numbness, burning, pain, tingling, cramping and stiffness. Other hazards that apply to some/all the above tasks: Drug Use and/or Alcohol Abuse; Fatigue; Fire; Lyme Disease; Poisonous Plants; Violent Workers/Customers; Weather.

Back Injury Prevention:

Causes of Back Injury

Pulling, twisting, and slipping are the most common causes of back injuries. Lifting objects improperly can also hurt the back. Lifting with the back and not the legs, lifting from an awkward position, or trying to move material too large for one person can lead to injury.

Even simple movements can cause back injury. Stepping from a truck, bending over for a small tool, or over-reaching can strain back muscles.

Table 1 below ranks the most frequent causes of back injury in tree care in descending order.

Table 1-How Back Injuries Happen

Lifting…

Large objects

Irregularly shaped objects

Over the shoulder

Twisting…

While feeding brush into the chipper

While positioning in a bucket or a tree

While dragging brush, reaching, using long poles

From sudden slips due to poor ground conditions

On slippery equipment in snow or rain

Jumping…

Off truck bed or out of truck cab

Over fences

Off ladders

Out of trees

Pulling…

Ropes hangers

Trees, on removals

Muscle strains and sprains-soft tissue injuries-cause most arborists' back problems. These are temporary injuries. More important, strains and sprains usually precede more serious, chronic, and debilitating injuries to the ligaments, discs and vertebrae. In a sense, soft tissue injuries are warning signals that more serious, permanent injury could occur. Therefore, your back-injury prevention program should focus on preventing strains and sprains.

Preventive measures

Arborists can keep their backs healthy with stretching and exercise, by knowing how the back works, and by using simple lifting techniques.

Here are attainable objectives for your company's back injury prevention program:

Provide continuous training for all employees to raise their awareness of how the back can be injured.

Develop action steps employees can use to detect and eliminate conditions likely to cause back injury- see this program's sections on hazard reporting (16), safety committees (23), job hazard assessment (15) and job briefings (17).

Motivate employees to take responsibility for back safety at work and at home.

The following procedures are taken from Annex C of the ANSI Z133 Standard:

Before lifting any weight:

Be sure to clear the travel path available if the weight is to be carried from one place to another.
Decide exactly how the object should be grasped to avoid sharp edges, slivers, splinters, or other things that might cause injury.

- Make a preliminary lift to be sure the load can be safely handled.
- Place feet solidly on the walking surface.
- Crouch as close to the load as possible with legs bent at an angle of about 90 degrees.
- Keep back as straight as possible. It may be far from vertical but should not be arched.
- Lift with the legs, not the back, keeping the weight as close to the body as possible.
- Use a second worker when necessary.

Stretching and exercises

The professional athlete must maintain a high level of production and effort to win. The same is true for an arborist, who must perform at peak efficiency.

Strains of the lower back muscles, the most common back injury, usually occur because the muscles are cold and tight. If the athlete warms up and stretches to avoid injury, then why not the tree worker?

CTC will provide you with information on simple, quick warm-up/stretches that you can perform prior to heavy exertion.

Early Return to Work

CTC participates in an Early Return to Work Program with local providers closest to the job site for the treatment of all work-related injuries.

If you are injured at work, you must report the injury to your supervisor immediately. If medical treatment is necessary and you haven't designated a treating physician, you must go to the nearest medical facility.

You must also complete an Employee Claim for Workers' Compensation Benefits form as soon after an accident as possible.

If you are unable to return to the regular position due to a workplace injury, you should discuss with the doctor the possibility of working in a light duty job until the doctor releases you for full duty. If the doctor releases you for light duty, your supervisor will be notified the same day.

Modified jobs will be identified after obtaining your physical restrictions. "Modified" might be your regular job, modified by removing heavier tasks and reassigning these to other employees; a different regular job currently existing at the workplace; or a job which is specifically designed around your restrictions. A modified job offer will be made only when the work is available and of benefit to the company. Part-time work will be considered as modified work, if medically indicated. Each case will be assessed individually based on need. Modified work may not be implemented every time there is a loss claim. Wages will not necessarily be the same as those of the regular job.

If you take off work completely, or if light duty work is unavailable, you must report your medical condition and progress to the supervisor at least once a week.

Disciplinary Procedures

Employees who fail to comply with safety rules will be subject to disciplinary action up to and including termination. Supervisors will follow the normal disciplinary procedures as follows:

1) Verbal counseling must be documented in the employee's personnel file.
2) Written warning-outlining nature of offense and necessary corrective action.
3) Suspension without pay-once (1) working day without pay-the third step or a separate disciplinary action resulting from a serious violation.
4) Termination-if an employee is to be terminated, specific and documented communication between the supervisor and the employee must occur.

Supervisors will be subject to disciplinary action for the following reasons:

- Repeated safety rule violation by their department employees.
- Failure to provide adequate training prior to job assignment.
- Failure to report accidents and provide medical attention to employees injured at work.
- Failure to control unsafe conditions or work practices.
- Failure to maintain good housekeeping standards and cleanliness in their departments.

Supervisors who fail to maintain high standards of safety within their departments will be demoted or terminated after three documented warnings have been levied during any calendar year.

Accident Reporting & Investigation

It is the policy of CTC to carry out a thorough program of accident reporting and investigation. Supervisory personnel will be primarily responsible for investigating all accidents in their area. Accidents involving fire, death, serious injury, or extensive property damage will be investigated jointly by the supervisor and upper management.

The primary goal of the accident investigation program is the prevention of future accidents using knowledge derived from the investigation. Additionally, the investigation will be used to prepare reports required by Federal and State law as well as the Workers Compensation insurance carrier. These reports are critical in establishing the company's and the supervisor's liability under the law.

When an employee is injured at work the supervisor is responsible for taking emergency action to have first aid administered, to obtain professional medical attention as soon as possible, and to protect other employees and equipment. The supervisor must then begin to investigate the circumstances of the accident. The following procedures have been found to be effective when investigating accidents.

Go to the scene of the accident at once.

Talk with the injured person if possible. Talk to witnesses. Stress getting the facts-not placing blame or responsibility. Ask open-ended questions.

Listen for clues in the conversations around you.

Encourage people to give their ideas for preventing a similar accident.

Study possible causes-unsafe conditions, unsafe practices.

Confer with interested persons about possible solutions.

Write your accident report giving a complete accurate account of the accident.

Follow up to make sure conditions are corrected. If they cannot be corrected immediately, report this to your supervisor.

Publicize corrective action taken so that all may benefit from the experience.

Notify the Safety Coordinator(s) as well as the Project Officer (PO) and immediately with information regarding with whom, how, where, when, seriousness of accident and medical treatment received of the injured person or persons whenever an accident occurs. Accident scenes shall not be disturbed until released by investigating personnel with the exception of emergency rescue and emergency measures.

Vehicle Accidents-What to do:

Make sure your vehicle has a fully stocked accident kit. The kit should contain:

- Current vehicle registration
- Current proof of vehicle insurance
- Several business cards from the owner or manager
- Pen, and or pencil
- Accident reporting form from your office and insurance company
- Trailer registration if applicable
- Several witness cards

Attend to all injured victims. Assess the situation and attend to the most seriously injured first. Do not move any victim unless there is danger from other vehicles and traffic, or danger of fire or explosion. Do not move vehicles. The police need to see the accident prior to moving any vehicle (s). Protect the scene of the accident by placing flares, flags, or reflectors where they can be seen by approaching traffic. Physically direct traffic around the accident scene if necessary; do not expose yourself to danger in traffic. If your vehicle is moved, get the name of the person or company that moved it. If it is removed from the scene, find out where it is taken. Conduct your own investigation.

Get the names, addresses, phone numbers, driver's license number, vehicle license numbers, and insurance companies of all persons involved, year, make, and model of all vehicles involved. Offer the same information about yourself and your vehicle to others involved. Contact the office to let them know what has happened, and whether anyone was injured and/or taken to a hospital for emergency treatment. Do not admit fault or discuss the accident with anyone except the office of police.

Non-Emergency Injuries

If necessary, any employee(s) requiring treatment for all non-emergency injuries, or post emergency medical treatment that has been provided by local hospital, will be transferred to: TBD.

Emergency Action Plan

The following details the organizational structure of our plan and outlines emergency measures to be taken in the event of fire or another emergency.

Remember, your conduct and actions during the first few minutes of any emergency may not only save your life, but the lives of your fellow workers and other members of the community as well. Each truck will have emergency numbers available for ambulances, physician, hospital, fire and local police. Use most effective means of communication based on your location (cellular phone – if adequate service), two-way radio, hard line telephone or other acceptable means.

General Information

Two important telephone calls need to be made if the facility is to be evacuated because of a fire or disaster within the facility, or an external hazardous condition threatening the facility. If either of these two situations occurs; notify 911 (Emergency Medical Services and Police).

Upon order of management if you are working near a building and a fire breaks out, call emergency numbers if you cannot contain. Going into a building to let someone know of a fire outside the building is acceptable, however, the occupants will have their own safety officer and should have already been briefed in evacuation procedures.

Materials and supplies to be evacuated include, but may not be limited to, first aid kits, the MSDS binder and the personnel roster.

Responsibilities

The Safety Director will:

- Coordinate the Emergency Evacuation Plan throughout the facility.
- Make certain the Program is familiar to all personnel and that all new employees are promptly oriented.
- Schedule education as necessary.

The Safety Director will be aided by the Supervisors who will:

- Facilitate the Emergency Evacuation Plan.
- Keep contact check on all personnel to be sure that they are completely familiar with all phases of the Plan that they are required to know.
- See that personnel participate in awareness training, fire classes, and other practice sessions as necessary.
- Be certain that all personnel are familiar with fire extinguishers and make thorough fire prevention inspections when they are assigned to do so.
- Take the necessary steps required to correct any fire hazards discovered.

It is the duty of every employee to:

- Be completely familiar with the Emergency Evacuation Plan and their duties of responsibilities in the program.
- Participate in all fire drills and practice sessions.
- Attend all fire training classes when assigned.

- Learn the location of, and how to operate all fire extinguishing equipment.
- Report any fire and/or safety hazard.

Fire Emergency Plan

Keep Calm…Report all fires and smoke.

Personnel have been assigned to:

Notify the fire department.

1) For Emergency situation call 911.
2) For non-emergency situations call the COO.

The person reporting the fire to the fire department will provide them with the following information.

- Custom Tree Care, Inc.
- Address of incident
- What is burning (machines, paper, etc.)
- Location of fire (roof, plant, office, etc.)
- Type of fire (electrical, liquid, etc.)

Additional assignments have been made to attempt to extinguish fires with the use of on-premises equipment (extinguishers, hoses, etc.). A minimum of two people is required to fight a fire. To ensure employee safety, this is to be done only during the early stages of the fire. If the fire cannot be extinguished by the time your fire extinguisher runs out (roughly five (5) minutes) then you must notify emergency immediately.

Working away from the involved area, personnel will be assigned to:

- Check the driveways to see that they are clear for entry of firefighting equipment.
- Wait at the front entrance for the arrival of firefighting equipment. Direct the firemen to the fire if necessary.

Re-entry onto the property will not be permitted until it is declared safe to do so by management, or by the local fire/law enforcement officials.

Hazard Communication

Name of Contact Person: Greg Gathers

Title: President – CTC Disaster Response, Inc.

Hazard Evaluation

Chemical manufacturers and importers are required to review the available scientific evidence concerning the hazards of the chemicals they produce, and then report that information to employees who purchase their product. In most cases CTC will choose to rely on the evaluation performed by our suppliers. If for some reason we do not trust the evaluation of the manufacturer, we will arrange for additional testing.

We will consider the following chemicals used in our business to be hazardous:

- Diesel Fuel
- Gasoline

Label & Other Forms of Warning

We will make certain that containers are adequately labeled to identify the hazardous chemicals they contain and will show hazard warnings appropriate for your protection. The warnings will use a combination of words, pictures and symbols that will communicate the hazards of the chemical (s) in the container. The labels will be legible and prominently displayed. Our training program will include instruction on how to read and interpret label information.

Exceptions to this rule are as follows:

- We are permitted to post signs that convey the hazard information if there are several stationary containers in each area, which have similar contents and hazards.
- We are not required to label portable containers if the transferred chemical is for immediate use by the employee who made the transfer.
- We are not required to label pipes or piping systems.

Employee Training

It is the goal of CTC to provide hazard communication training during the first 30 days of employment and whenever a new chemical is introduced to a given work area. Training will be done in a meeting setting and will be conducted by the Program Coordinator or another who has been properly trained.

The training program will consist of:

- How the hazard communication program is implemented, how to read and interpret information on labels and MSDS, and how employees can obtain and use the available hazard information.
- The hazards of chemicals to which employees are exposed in the work area.
- Measures employees can take to protect themselves from the hazards.
- Specific procedures put into effect by the company to provide protection, such as personal protective equipment, mechanical guards, or protective processes.
- Methods that you can use, such as visual appearance or smell, to detect presence of hazardous chemicals to which you or your co-workers may be exposed.
- Name and/or job title of who you can go to if you have questions.

Quality & Warranty of Work

CTC will provide a service that meets and exceeds standards of excellence. The work done on all our projects is guaranteed to be done in a timely, professional manner with expertise in all aspects of arboriculture. Upon completion of work assigned, a Certified Arborist will be available to go through with the project coordinator to ensure the work performed meets and exceeds his or her expectations. Letters of recommendation are available upon request. A listing of past performance is also available noting work done both as a Prime Contractor and a Sub-Contractor.

Quality Control

Greg Gathers – President – CTC Disaster Response, Inc. shall be responsible for overseeing all aspects of quality control throughout the duration of the project. Greg is a Certified Arborist with the KAA and ISA and has authority to make recommendations and implement plans of action for all tree care operations. Proof of certification including Membership and Certification Numbers will be provided to the current Contract Administrator of this agreement.

BONDING LETTER

FINANCIAL SURETY UNDERWRITERS, LLC

January 3,2023

To Whom It May Concern

RE: CTC Disaster Response, Inc..

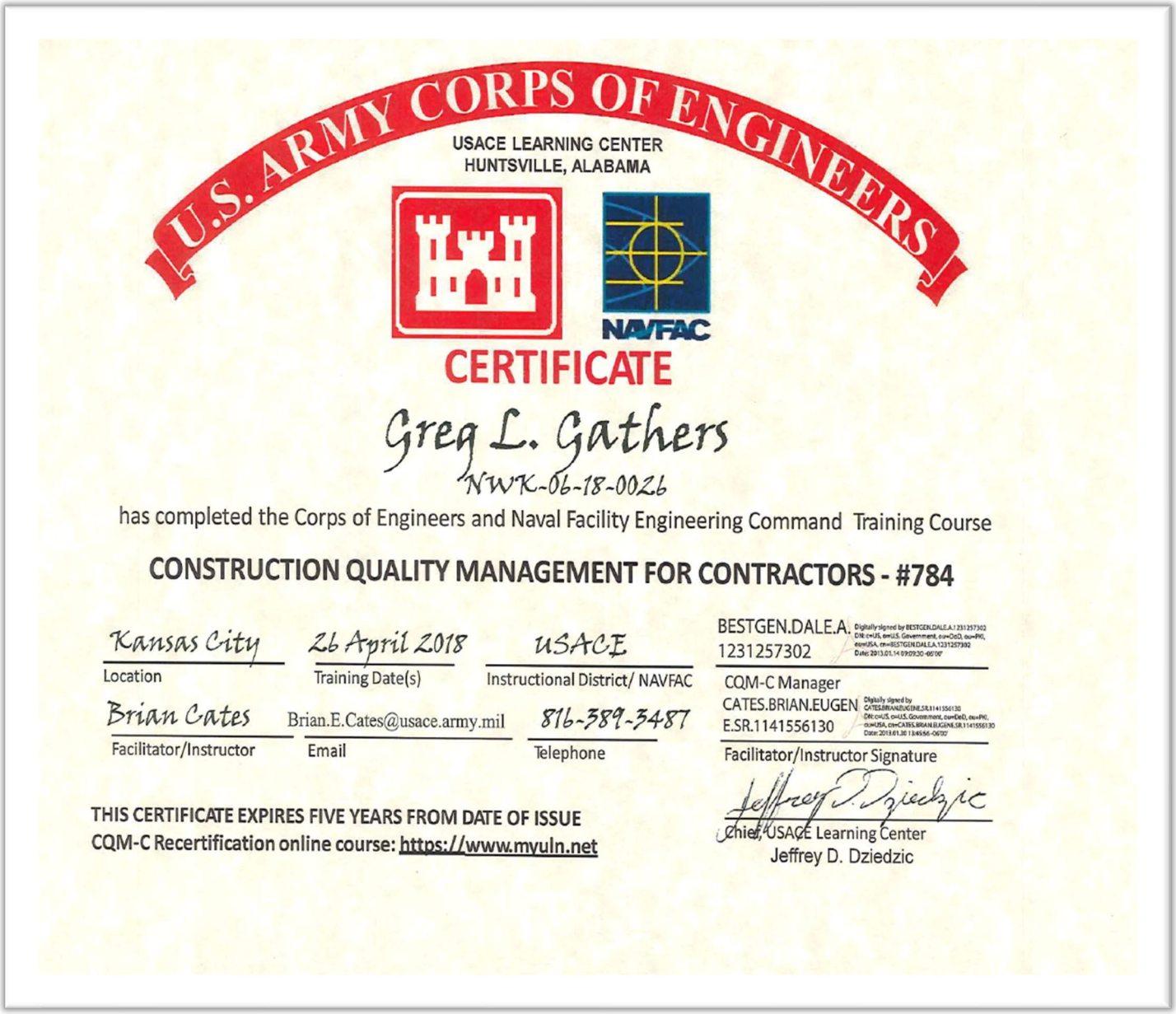
CTC Disaster Response, Inc. (CTC) has current potential bonding capacity with surety Atlantic Specialty Insurance Company (Atlantic Specialty) of up to $20,000,000. Atlantic Specialty strongly recommends CTC for any project based on its knowledge of and experience with the company. This surety is rated A+ by A.M. Best. Bonding support for all Atlantic Specialty clients is conditioned on acceptable terms and conditions of contracts and bond forms and those clients continuing to meet annual underwriting parameters. Any arrangement for bonding is ultimately a matter between the Atlantic Specialty and CTC and we assume no liability to third parties if for any reason any bonds are not executed.

Sincerely,

Mike Gardner
Account Executive/Licensed Agent

4956 SUGAR PIKE ROAD
CANTON, GA 30115
678-297-5566 FAX 678-297-0179

USACE CERTIFICATE



U.S. ARMY CORPS OF ENGINEERS

USACE LEARNING CENTER
HUNTSVILLE, ALABAMA

NAVFAC

CERTIFICATE

Greg L. Gathers

NWK-06-18-0026

has completed the Corps of Engineers and Naval Facility Engineering Command Training Course

CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS - #784

Location	Training Date(s)	Instructional District/ NAVFAC
Kansas City	26 April 2018	USACE

Facilitator/Instructor	Email	Telephone
Brian Cates	Brian.E.Cates@usace.army.mil	816-389-3487

BESTGEN.DALE.A.1231257302 Digitally signed by BESTGEN.DALE.A.1231257302 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USA, cn=BESTGEN.DALE.A.1231257302 Date: 2013.01.14 09:09:30 -06'00'

CQM-C Manager

CATES.BRIAN.EUGENE.SR.1141556130 Digitally signed by CATES.BRIAN.EUGENE.SR.1141556130 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USA, cn=CATES.BRIAN.EUGENE.SR.1141556130 Date: 2013.01.30 13:45:56 -06'00'

Facilitator/Instructor Signature

Jeffrey D. Dziedzic

Chief, USACE Learning Center
Jeffrey D. Dziedzic

THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE
CQM-C Recertification online course: https://www.myuln.net

CUSTTRE-03 DROWE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 2/21/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Derek Rowe	
World Insurance Associates, LLC 1415 SW Topeka Blvd Topeka, KS 66612	PHONE (A/C, No, Ext): (785) 271-8097 FAX (A/C, No):	
	E-MAIL ADDRESS: derekrowe@worldinsurance.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Cincinnati Specialty Underwriters Ins Co	13037
INSURED	INSURER B : Cincinnati Indemnity Company	23280
CTC Disaster Response 4011 SW 29th St. PMB #130 Topeka, KS 66614	INSURER C : American Interstate Insurance Company	31895
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR	X		CSU 0229745	2/14/2025	2/14/2026	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
B	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO	X		ENP 0677479	2/14/2025	2/14/2026	BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
B	X UMBRELLA LIAB X OCCUR			ENP 0677479	2/14/2025	2/14/2026	EACH OCCURRENCE	$ 5,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$ 5,000,000
	DED RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: Y	N / A	X	AVWCKS3348522025	2/12/2025	2/12/2026	E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
A	Excess Liability -GL			CSU 0229747	2/14/2025	2/14/2026	Limit	5,000,000
B	L/R Equipment			ENP 0677479	2/14/2025	2/14/2026	Limit	420,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
RE: Emergency/Disaster Debris Removal for Hardin County

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03) © 1988-2015 ACORD CORPORATION. All rights reserved.
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AFFIRMATIVE ACTION PLAN

Policy Statement

It is the policy of CTC that disadvantaged businesses, as defined by 49 CFR Part 26, Subpart D and implemented under Rule Chapter 14-78, F.A.C., shall have the opportunity to participate as subcontractors. Suppliers and other required personnel on all contracts awarded by our Contracting Partners

The requirements of Rule Chapter 14-78, F.A.C., shall apply to all contracts entered into between the contracting agency and CTC, Inc. unless otherwise designated in the signed contract. Subcontractors and/or suppliers to CTC, Inc. will also be bound by the requirements of Rule Chapter 14-78 F.A.C.

CTC, Inc., and its subcontractors shall take all necessary and reasonable steps in accordance with Chapter 14-78, F.A.C., to ensure that disadvantaged businesses can compete and perform work contracted.

CTC, Inc., and its subcontractors shall not discriminate based on race, color, religion, national origin, disability, sex or in the administration of contracts.

CTC, Inc. has designated and appointed a Liaison Officer to develop, maintain and monitor the DBE Affirmative Action Plan implementation. The Liaison Officer will be responsible for disseminating this policy statement throughout CTC, Inc. and to disadvantaged controlled businesses. The statement is posted on notice boards of the company.

Greg Gathers, President

CTC Disaster Response, Inc.
4011 SW 29th St. #130
Topeka, KS 66614
(785) 478-9805

I. DESIGNATION OF LIAISON OFFICER

CTC, Inc. will aggressively recruit disadvantaged businesses as subcontractors and suppliers for all contracts with the Florida Department of Transportation. A Liaison Officer has been appointed to develop and maintain this Affirmative Plan in accordance with the requirements of Rule Chapter 14-78, F.A.C.

The Liaison Officer will have primary responsibility for developing, maintaining, and monitoring CTC, Inc. the Company's utilization of disadvantaged subcontractors in addition to the following specific duties:

1) The Liaison Officer shall aggressively solicit bids from disadvantaged business subcontractors for all governmental contracts.
2) The Liaison Officer will submit all records, reports, and documents required by the governmental agencies, and shall maintain such records for a period of not less than three years, or as directed by any specific contractual requirements of the individual governmental agencies.
3) The following individual has been designated Liaison Officer with responsibility for implementing CTC, Inc. affirmative action program in accordance with the requirements of local, state and Federal government agency contracts.

II. AFFIRMATIVE ACTION METHODS

To formulate a realistic Affirmative Action Plan, CTC, Inc. has first identified the following known barriers to participation by disadvantaged subcontractors. These barriers are:

1) Lack of qualified disadvantaged subcontractors in our specific geographical areas of work.
2) Lack of certified disadvantage subcontractors who seek to perform under specified contracts.
3) Lack of interest in performing under specified contracts.
4) Lack of response when requested to bid.
5) Limited knowledge of the specified governmental contracts plans and specifications to prepare a responsible bid.

In view of the barriers to disadvantaged businesses stated above, it shall be the policy of CTC, Inc. to provide opportunity by utilizing the following affirmative action methods to ensure participation on the contracts with the various and individual governmental contracts. CTC, Inc. will:

1) Provide written notice to all certified DBE subcontractors in the geographical area where the work is to be subcontracted.
2) Advertise in minority focused media concerning subcontract opportunities with the Company.
3) Select portions of the work to be performed by DBEs in order to increase the likelihood of meeting contract goals (including, where appropriate, breaking down contracts into economically feasible units to facilitate DBE participation);
4) Provide adequate information about the plans, specifications, and requirements of the contract, not rejecting subcontractors without sound reasons based on a thorough investigation of their capabilities.

5) Waive requirements of performance bonds where it is practical to do so.
6) Attending pre-bid meetings held by the governmental contracting agency to apprise disadvantaged subcontractors of opportunities with the Company.
7) Follow up on initial solicitations of interest to DBE subcontractors to determine with certainty whether the company is interested in the subcontract opportunity.

CTC, Inc. understands that this list of affirmative action methods is not exhaustive and will include additional approaches after having established familiarity with the disadvantaged subcontracting community and/or determined the stated approaches to be ineffective.

III. IMPLEMENTATION

On contracts with specific DBE goals, CTC, Inc. will make every effort to meet contract goals as stated by utilizing its affirmative action methods. On projects with no specific goals, CTC will, as an expression of good faith, seek to utilize DBE subcontractors where work is to be subcontracted.

IV. REPORTING

1) CTC, Inc. shall keep and maintain such records as are necessary to illustrate and demonstrate compliance with its' DBE Affirmative Action Plan.
2) CTC, Inc. will design its record keeping system to indicate:
3) The number of DBE subcontractors and suppliers used, including items of work, materials and services provided.
4) The efforts and progress being made in obtaining DBE subcontractors through local and community sources.
5) Documentation of all contracts, to include correspondence, telephone calls, newspaper advertisements, etc., to obtain DBE participation on all governmental agencies' projects.
6) CTC, Inc. shall comply with any governmental agencies' requirements regarding payments to subcontractors including DBEs for each month (estimate period) in which the companies have worked.

V. DBE DIRECTORIES

CTC, Inc. will utilize the DBE Directory published by each governmental agency for that specific city, state, county and/or region, including agencies such as Natural Resources Conservation Service, State Departments of Transportation, and other required agencies.

CTC, Inc. will distribute Form Number 275-030-01, Schedule A Certification Form Number 1, to potential DBE contractors and assist in their completion.

INDUSTRY ASSOCIATION MEMBERSHIPS

Current Industry Association Memberships

Arkansas Emergency Management Association
http://www.arkansas-ema.org

Better Business Bureau
http://www.bbb.org

Emergency Management Association of Texas
http://www.emat-tx.org

Florida Emergency Preparedness Association
http://www.fepabeta.org

International Association of Emergency Managers
http://iaem.com

International Society of Arboriculture
http://www.isa-arbor.com

Iowa Emergency Management Association
http://iowaema.com

Kansas Emergency Management Association
http://www.kema.org

Louisiana Emergency Preparedness Association
http://lepa.org

Missouri Emergency Management Association
http://www.mo-ema.org

National Emergency Management Association
http://www.nemaweb.org

North Carolina Emergency Management Association
http://www.ncema.net

Oklahoma Emergency Management Association
http://www.oema.us

South Carolina Emergency Management Association
http://www.scemaonline.org

Tree Care Industry Association
http://tcia.org

Virginia Emergency Management Association
http://www.vemaweb.org

LETTERS OF RECOMMENDATION

CITY OF THE VILLAGE

2304 MANCHESTER DR.
THE VILLAGE, OK 73120-3729
PHONE (405) 751-8861 V/TDD
FAX 748-7352 - EMAIL *city_hall@thevillageok.org*

OFFICE OF THE CITY MANAGER
BRUCE K. STONE

March 18, 2021

Lisa Johnson
Custom Tree Care, Inc.
6021 SW 29th Street, PMB 130
Topeka, KS 66614

Re: Letter of Recommendation

Dear Ms. Johnson:

It is my pleasure to offer this letter of recommendation for your company. Custom Tree Care performed storm debris removal services for the City of The Village after a devastating ice storm in October 2020. Your crews were extremely knowledgeable of FEMA requirements, had excellent equipment and did a professional job. Although we certainly would not be excited about cleaning up after another disaster, we would not hesitate to hire your company to get the job done.

Sincerely,

Bruce K. Stone,
City Manager

TOWN OF CEDAR POINT

Mayor
Scott Hatsell

Mayor Pro-Tem
Pam Castellano

Board of Commissioners
John M. Nash
Pam Castellano
David Winberry
Frankie Winberry

Town Administrator

Christopher D. Seaberg

Mailing Address
PO Box 1687
427 Sherwood Avenue
Swansboro, NC 28584
Phone: 252-393-7898

www.cedarpointnc.org

December 3, 2018

Mr. Greg Gathers
Custom Tree Care, Inc.
3722 SW Spring Creek Lane
Topeka, KS 66610

Dear Mr. Gathers

Hurricane Florence left the Town of Cedar Point considerably damaged, with significant amounts of debris, both vegetative and construction. Custom Tree Care, Inc. did a great job not only getting the debris cleaned up and hauled off, but in an orderly fashion.

We appreciate the dedication and professional service that the staff of Custom Tree Care provided to the Town of Cedar Point.

Sincerely,

Jayne Calhoun

Jayne Calhoun
Town Clerk

CTC
DISASTER RESPONSE

Mayor David Fowler
Commissioner Steve Martin
Commissioner Mike King
Commissioner Charlie Evans

Town of Cape Carteret
Est 1959
North Carolina

Mayor Pro Tem Minnie Truax
Commissioner Don Miller
Town Manager Zachary Steffey
Attorney Brett DeSelms

102 Dolphin Street
Cape Carteret, NC 28584

February 18, 2019

To Whom It May Concern:

Custom Tree Care was mobilized to the Town of Cape Carteret following Hurricane Florence to provide vegetative and C&D debris removal. We were pleased with the speed at which Custom Tree Care mobilized and their willingness to work with the Town to get the debris removed in an expeditious manner. Custom Tree Care demonstrated a commitment to making sure that the Town and our citizens were pleased with the debris removal process and they addressed all issues in a timely manner. We would recommend Custom Tree Care to any client looking for prompt and professional debris removal services.

Zachary Steffey
Town Manager

CTC
DISASTER RESPONSE

William Blair, III
Mayor

Elizabeth King
Alderman

Ken Dull
Alderman

Darryl Mills
Mayor Pro Tem

Hank Miller
Alderman

Tim Owens
Town Manager

TOWN OF WRIGHTSVILLE BEACH
Post Office Box 626
321 Causeway Drive
Wrightsville Beach, North Carolina 28480
(910)239-1700
FAX (910)256-7910

January 30, 2019

Greg Gathers
Custom Tree Care
6021 SW 29th Street, PMB 130
Topeka, Kansas PMB 130

Dear Mr. Gathers,

Custom Tree Care, Inc. did an outstanding job of clearing the Town of debris associated with Hurricane Florence. The response time was extremely fast and the work was completed quickly. Custom Tree Care Staff were accessible and easy to work with even during the busiest of times. All of the sub-contractors that worked on the job did a remarkable job given the limited space allowed to get the work done.

In addition, the Town originally thought that the services of Custom Tree Care, Inc. would be needed for assistance with the initial clearing of debris from roads. When called, Custom Tree Care, Inc. was prepared to respond quickly. I appreciate all of the hard work by Custom Tree Care, Inc. that allowed us to begin the recovery process. If needed, I would recommend Custom Tree Care, Inc. to other governmental entities for disaster recovery work.

Sincerely,

Timothy W. Owens
Town Manager

CTC DISASTER RESPONSE

TOWN *of* BELVILLE *Incorporated 1977*

63 River Road
Belville, NC 28451

Telephone (910) 371-2456
Fax (910) 371-2474

FEBRUARY 20, 2019

TO WHOM IT MAY CONCERN:

THE TOWN OF BELVILLE RECOMMENDS CUSTOM TREE CARE AS A REPUTABLE COMPANY THAT PERFORMS WITH EXCELLENCE. CUSTOM TREE CARE HAS CONDUCTED DEBRIS REMOVAL OPERATIONS FOR THE TOWN AFTER STORM EVENTS AND THEIR CREWS CONTNUE TO IMPRESS OUR STAFF WITH THEIR HIGH REGARD FOR SAFETY AND ACCOUNTABILITY WHILE COMPLETING THE TASKS THAT ARE ASSIGNED.

WE LOOK FORWARD TO A CONTINUED PARTNERSHIP WITH THEIR COMPANY TO ASSIST THE TOWN WITH THE RESPONSE AND RECOVERY PHASE OF NATURAL DISASTERS.

SINCERELY,

ATHINA WILLIAMS, TOWN ADMINISTRATOR

AW

CTC
DISASTER RESPONSE

WAYNECOUNTY
NORTH CAROLINA
Phone: (919) 731-1417
Fax (919) 731-1388

March 14, 2019

To Whom It May Concern:

It is my privilege to write this letter of reference for Custom Tree Care. We starting doing business with Custom Tree Care in 2016 and have been working with them ever since. I learned very quickly that the employees with Custom Tree Care are thoughtful, highly regarded and very good at what they do. They have earned the admiration of people that were fortunate enough to work with them.

I would recommend them for any debris removal project.

Sincerely,

Noelle Woods

Noelle Woods
Purchasing Manager
County of Wayne

City of Goldsboro
1601 Clingman Street
Goldsboro, NC 27533
919.734.8674
www.goldsboronc.gov

"Getting DIRTY so the City Can Shine!"

GOLDSBORO
PUBLIC WORKS

Letter of Reference

Greg,

I just wanted to pass on our thanks and appreciation for working with us and the citizens of Goldsboro during our recovery efforts after hurricane Matthew. Your staff was extremely accommodating and willing to work with us at every level to ensure debris was collected and removed as expediently as possible from within our City.

Your flexibility and willingness to continue to haul vegetative debris, even weeks after being awarded a separate contract to haul C & D debris, allowed us time to ensure all vegetative debris was collected and hauled away.

It was a pleasure doing business with you I would definitely recommend Custom Tree Care for future services.

Respectfully,

Richard E.A. Fletcher III
Interim Public Works Director
City of Goldsboro, NC

CTC
DISASTER RESPONSE

November 28, 2017

RE: Recommendation Letter for Custom Tree Care, Inc.

Town Council

Jordan W. Leonard
Mayor

Stephanie Bruder
Vice Mayor

Joshua D. Fuller
Council Member

Kelly Reid
Council Member

Isaac Salver
Council Member

Elizabeth Tricoche
Council Member

Robert Yaffe
Council Member

Town Officials

Ronald J. Wasson
Town Manager

Marlene M. Siegel
Town Clerk

Craig B. Sherman
Town Attorney

To whom it may concern:

It is with great pleasure that I write this letter of recommendation for Custom Tree Care, Inc. (CTC).

The Town contracted with CTC for Disaster Debris Management Services in June of this year at the beginning of Hurricane Season. Three months later, Hurricane Irma came through South Florida and the Town quickly called upon CTC for help. CTC arrived on site prior to the hurricane and remained on site until the cleanup was complete. Their crews began cutting up and cleaning up debris immediately following the storm and did not stop until the cleanup efforts were completed in less than 3 weeks. The debris was then grinded down and hauled off to the landfill, with the final load being hauled on October 17, 2017. Needless to say, CTC was remarkably responsive and thorough in completing post hurricane cleanup operations.

In addition to their incredible cleanup efforts, CTC and their staff are extremely knowledgeable with the FEMA guidelines and required documentation. They provided the Town will all of the documents required for federal assistance in a neat and orderly manner. During their first field visit, the FEMA representative received all of the information required and our request for reimbursement is currently being processed.

Greg and his crew at CTC are extremely professional, competent, courteous and are truly a pleasure to work with. Hiring CTC is, without question, the best decision that I have ever made.

If you need any additional information, please do not hesitate to contact me at 305-866-6241 or at jcjimenez@bayharborislands-fl.gov.

Sincerely,

J.C. Jimenez
Assistant Town Manager

MAYOR JOSEPH J. GARDNER GOVERNMENT CENTER

9665 Bay Harbor Terrace • Bay Harbor Islands, FL 33154 • Tel: (305) 866-6241 • Fax: (305) 866-4863 • www.bayharborislands-fl.gov

SOUTH BROWARD DRAINAGE DISTRICT

March 19, 2018

To Whom It May Concern

RE: LETTER OF REFERENCE FOR CUSTOM TREE CARE, INC.

To Whom It May Concern:

Please be advised that Custom Tree Care, Inc. provided contract services to South Broward Drainage District (SBDD) for Hurricane Irma debris removal and disposal.

Custom Tree Care, Inc. assisted SBDD in the removal of Hurricane Irma debris (trees and vegetation) from within water bodies at approximately 100 locations throughout SBDD's jurisdictional boundaries. In addition, Custom Tree Care, Inc. loaded and hauled 1,110 Cubic Yards (CY) of stockpiled debris from SBDD's Disaster Debris Management Site (DDMS) to the Broward County landfill approximately 30 miles away.

Custom Tree Care, Inc. performed all of its work in accordance with the terms and conditions of the contract with SBDD.

I f you have any questions or require any additional information regarding this letter of reference, please call.

Sincerely,

SOUTH BROWARD DRAINAGE DISTRICT

Kevin M. Hart, P.E., CFM
District Director

6591 Southwest 160 Avenue • Southwest Ranches, Florida 33331 • Telephone: 954-680-3337 • Fax: 954-680-3339

City of West Park
1965 South State Road 7
West Park, FL 33023
Phone: 954-989-2688
Fax: 954-989-2684

www.cityofwestpark.org

Eric H. Jones, Jr.
Mayor

...

Brian C. Johnson
Vice-Mayor

...

Felicia M. Brunson
Commissioner

...

Thomas W. Dorsett
Commissioner

...

Kristine Judeikis
Commissioner

...

W. Ajibola Balogun
Administrator

...

Alexandra Grant
Clerk

March 27, 2018

Subject: Custom Tree Care, Letter of Reference

To whom it may concern:

The subject vendor is currently one (1) of our contracted emergency debris collectors/haulers and played an instrumental part with our recovery during the Hurricane Irma event, here in Broward County, during fall of 2017. Their staff is responsive to our needs and professional while performing contracted duties. We hold no reservation as to recommending C.T.C. to fellow colleagues and plan to utilize their expertise in the near future.

If you have any question and/or concerns please contact me at 954-964-0284.

Sincerely,

Daniel Millien
Public Works Operations Manager

CTC
DISASTER RESPONSE

WITT | O'BRIEN'S
a SEACOR company

TO WHOM IT MAY CONCERN:

Please accept this letter of recommendation for Custom Tree Care, Inc.

Witt O'Briens had the pleasure of working alongside Custom Tree Care, Inc. during between (date) to (date). During that time, our prime responsibility was to monitor, document and validate all debris activities performed by the contractors.

We found Custom Tree Care, Inc to be the most professional, and safety- minded contractor we have ever worked with.

They performed all required duties in a timely manner, utilizing the best maintained equipment for the purpose.

The required documentation provided to us exceeded what we have experienced in the past. Thereby, allowing the contracting agency to receiving federal, state and other compensation in a most expedient manner.

We feel that, although Custom Tree Care, Inc. may not be the largest or the oldest in the emergency recovery business they are by far one of the best in the business.

Therefore, we are happy to give a full recommendation on their services.

Please contact Ryan Booth at 251-509-6923 or rbooth@wittobriens.com for further information.

Sincerely,

Ryan Booth
Debris Operations Specialist
Witt O'Briens

818 Town & Country, Suite 200, Houston, TX 77024 20005 | t. +1 (281) 320-9796 f. +1 (281) 320-9700 | www.wittobriens.com

SUBMITTAL OF REQUIRED FORMS

Destin City Hall
4200 Indian Bayou Trail
Destin, Florida, 32541
Attention: City Clerk

ORIGINAL

DRC EMERGENCY SERVICES
Striking Back.

RFP #25-05-PW "THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES"



MAY 8, 2025 AT 2:00 PM



Clint Pate
Regional Manager
cpate@drcusa.com
p: (888) 721-4372
f: (504) 482-2852



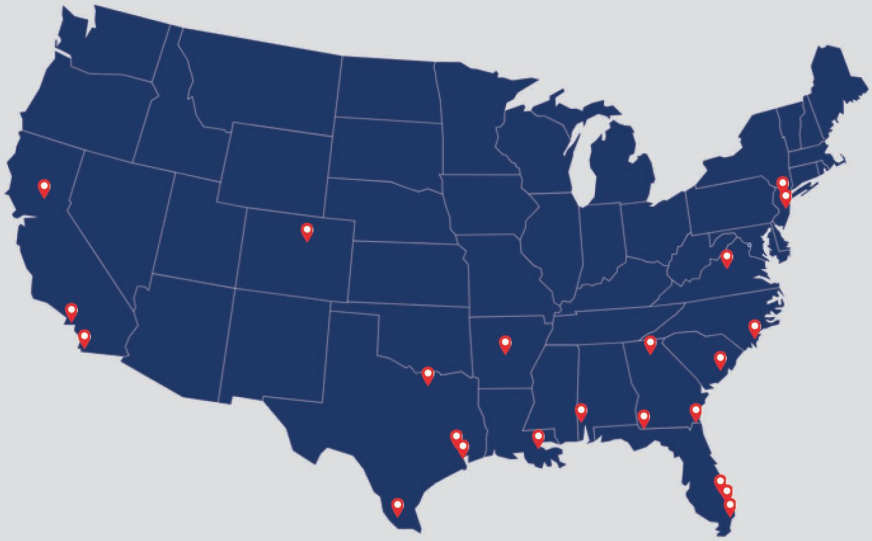
Kristy Fuentes
Vice President of Compliance and Administration
kfuentes@drcusa.com
www.drcusa.com

DRC EMERGENCY SERVICES
Striking Back.

Proposal By
DRC Emergency Services, LLC
111 Veterans Memorial Blvd., Ste. 1420
Metairie, Louisiana 70005

Florida Contractors License: CRC1331307

DRC EMERGENCY SERVICES
Striking Back.



TTY: 888-721-4DRC
Phone: 504-482-2852
Fax: 504-482-2852
www.drcusa.com

DRC CONTACT ADDRESSES

111 Veterans Blvd., Suite 1420
Metairie, LA 70005

DRC CONTACTS



KRISTY FUENTES
Vice President of Compliance and Administration
Email: kfuentes@drcusa.com
Office: 504.482.2848
Cell: 504.220.7682

STEVE CRAWFORD
Regional Manager
Email: scrawford@drcusa.com
Cell: 904.831.2656





Clint Pate
Business Development Coordinator
Email:cpate@drcusa.com
Cell: 850.527.3900



JOE NEWMAN
Vice President of Operations
Email: jnewman@drcusa.com
Cell: 214.930.9300



WES HOLDEN
Director of Government Relations
Email: wholden@drcusa.com
Cell: 813.352.9942



LISA GARCIA WALSH
Contract Manager
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RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

ITEMS REQUIRED		DESCRIPTION OF ITEM REQUIRED	*Verify Document is attached by checking the box
1	Title Page	Must include RFB# 25-05-PW DISASTER DEBRIS MANAGEMENT	☑
2	Table of Contents	TAB 1	☑
3	Letter of Interest	TAB 2: Max 2 pages, Firm Overview, Commitment, Summary of Capabilities, why your Firm is the best fit	☑
4	Experience and Ability	TAB 3: Organizational Background, Staff Resumes, Relevant Certifications, Subcontractor Info, List of Current debris contracts	☑
5	Operational Plan	TAB 4: Approach to debris management, pre-planning, mobilization, training, QA/QC, etc.	☑
6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☑
7	Financial Capability	TAB 6: Financial Status, Line of Credit, Proof of Assets	☑
8	Project Cost/Rates	TAB 7: Exhibit "A" provided	☑
9	Business Structure & Registrations	TAB 8: Business Licenses, Proof of Registration of the State of Florida, Professional Certifications	☑
10	Additional Information	TAB 9: Any pertinent information not required above	☑
Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☑
13	Appendix A – Certification Regarding Lobbying	provided	☑
14	FAR 52.209-5 Certification Regarding Debarment	provided	☑
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☑
16	Drug-Free Workplace	provided	☑
17	Bidders List Form	provided	☑
18	Non-Collusion Affidavit	provided	☑
19	Anti-Kickback Affidavit	provided	☑
20	Public Entity Crimes	provided	☑

	Statement		
21	Acknowledgement of Addenda	provided	☑
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☑

*If any boxes are left unchecked bid is considered unresponsive.

May 5, 2025

Attention: City Clerk
Destin City Hall
4200 Indian Bayou Trail
Destin, FL 32541

Re: Disaster Debris Management Services
RFP No. 25-05-PW

To whom it may concern,

DRC Emergency Services, LLC (DRC) is grateful for the opportunity to present our proposal to provide Disaster Debris Management Services for the City of Destin. If awarded, DRC pledges to deploy all necessary manpower and equipment to ensure project requirements are met.

a. Size of firm

DRC and its affiliates comprise the largest debris removal and management company in the industry, with more than 100 full-time employees dedicated to disaster recovery.

b. Range of services

Acquired by the Sullivan brothers from Galveston, Texas, in 2016, DRC joined the Sullivan Family of Companies, which includes Sullivan Land Services, SLSCO, Forgen, and Callan Marine. Our comprehensive services encompass emergency debris removal, disaster management (including temporary housing and workforce support), FEMA documentation, debris management, right-of-way maintenance, marine debris salvage, vehicle and vessel removal, dredging, technical assistance, project management, construction, demolition, and final disposal management.

c. Years of experience

DRC was founded in 2001. Since our inception, we have provided disaster debris removal and management services to cities, counties, state agencies, and other clients across the country.

d. Abilities and experience of personnel

With DRC's personnel having more than 50 years of combined experience, DRC has a proven track record in disaster recovery and emergency management services for federal, state, and local governments.

e. Past performance

DRC has managed more than 775 projects and worked on more than 100 FEMA declared disasters. We have removed more than 190,600,000 cubic yards of debris and managed more than $4 billion in contracts.

f. Recent, current, and projected workload and access to top level personnel

Recent Contracts

Year	Number of activations
2025	16
2024	116
2023	40
2022	48
2021	74
2020	59

Current Activations

DRC is currently wrapping up operations on activations related to Hurricane Milton in Largo, Longboat Key, Manatee County, Pinellas County, and Sarasota, Florida, and Hurricane Helene in Georgia (GDOT districts 2, 4, and 5 and Bacon County) and South Carolina (SCDOT and Spartanburg County). We are also working for six jurisdictions in Kentucky and Tennessee in response to the February flooding and in seven additional locations across the country in response to various severe weather events.

Projected Workload, Availability, and Access to Top Level Management

Due to the nature of disaster response operations, activation needs are often dictated by uncontrollable factors such as the timing, scale, and location of natural events. Nevertheless, DRC remains fully committed to supporting the City of Destin through the following approach:

- We maintain a roster of dedicated full-time personnel and a robust network of prequalified subcontractors that can be mobilized rapidly.
- Our operational model allows us to scale resources dynamically, prioritizing the City of Destin under active contract obligations.
- We continuously monitor resource availability and disaster activity nationwide to ensure we can meet emerging needs.

We pride ourselves on our proven history of successful multi-event mobilizations even during peak disaster seasons, demonstrating our ability to meet simultaneous commitments while maintaining service quality. DRC structures our management so that top level management personnel can be accessible to our clients in the case of multiple activations.

g. Why DRC's proposal is the most effective and beneficial to the City of Destin

DRC has worked on every major hurricane to strike Florida in the last 20 years. In response to Hurricanes Helene and Milton in 2024, DRC was activated on 38 contracts for disaster debris removal and logistics, 27 of which were in Florida. Our 2024 Florida hurricane response included the removal of more than 4.3 million cubic yards of debris, including more than 77,000 hazardous trees. In response to Hurricane Ian in 2022, DRC was activated on 19 contracts for debris removal services. We removed nearly five million cubic yards of debris during those operations, including more than 3.3 million cubic yards of vegetative debris—100% of which we recycled.

DRC Emergency Services boasts unparalleled experience in responding to both natural and man-made disasters, solidified by extensive partnerships with state agencies. Our expertise is demonstrated through our comprehensive and effective disaster recovery efforts, ensuring that affected communities receive prompt and proficient assistance. We pride ourselves on our long-standing relationships with local, state, and federal agencies, which enhance our ability to mobilize swiftly and efficiently in the wake of any disaster. We have local Florida subcontractors and are committed to engaging additional local businesses. Upon award, DRC will conduct a subcontractor outreach program in the City of Destin to identify additional local subcontractors.

Corporate officers with legal signing authority to bind DRC to the terms and conditions of this proposal include John Sullivan, President, and Kristy Fuentes, Vice President/Secretary-Treasurer. Evidence of their authority is attached. The Regional Manager for Destin is Clint Pate who can be reached at (888) 721-4372, by cell: (850) 527-3900 or by email: cpate@drcusa.com. This proposal is in all respects fair and in good faith, without collusion or fraud, and conforms to the specifications of your RFP. If we may offer any additional information or clarifications, please let us know. Thank you for the opportunity to offer our services and we look forward to working with the City of Destin in the future.

Sincerely,

Kristy Fuentes
Vice President, Secretary, Treasurer

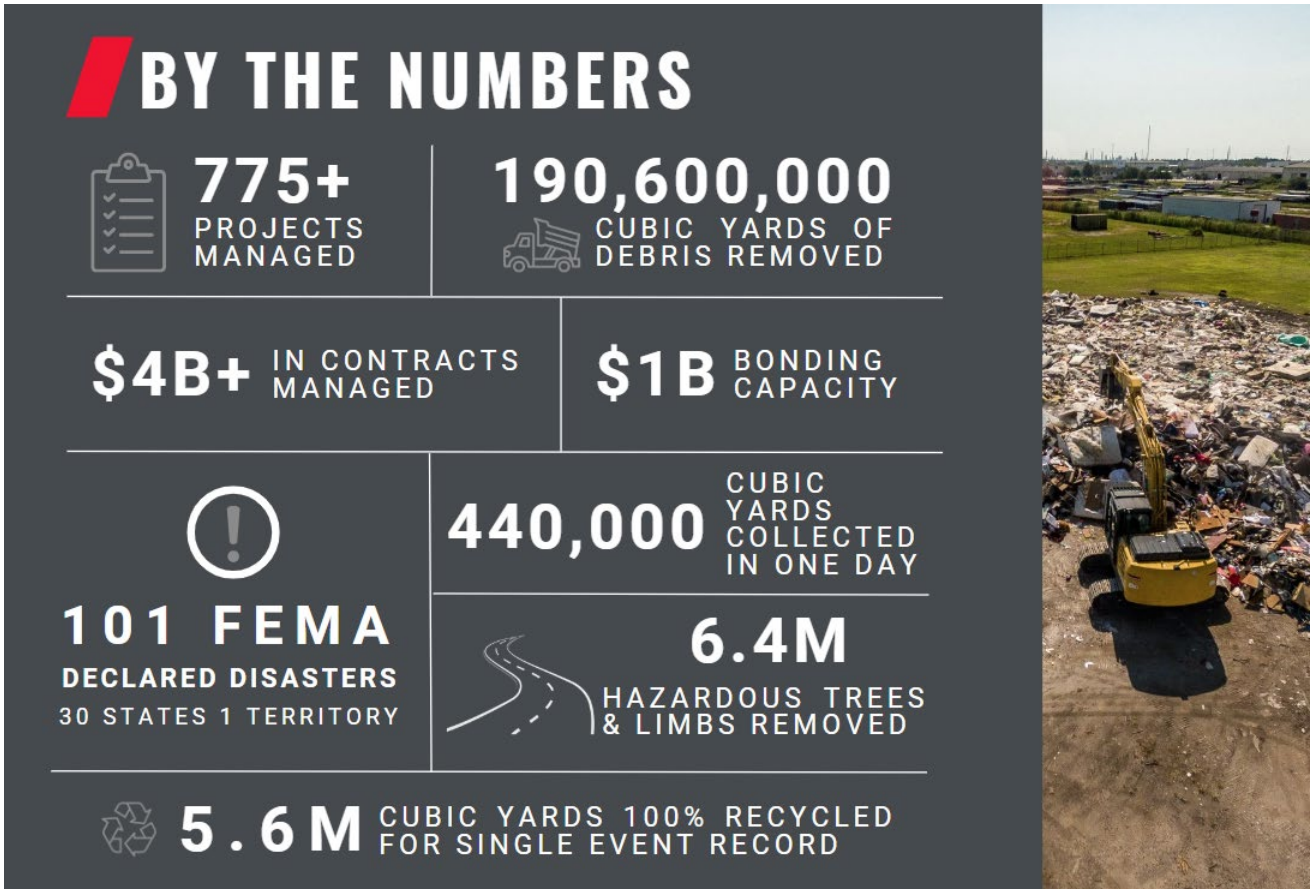
1. BACKGROUND, HISTORY, AND EXPERIENCE

Discover DRC: A Closer Look

- Founded in 1995, DRC and its affiliates are **100% family-owned**, comprising the largest debris removal and management company in the industry, with **more than 100** full-time employees dedicated to disaster recovery.
- With a bonding capacity exceeding **$1 billion** and working capital more than **$500 million**, DRC ensures uninterrupted execution of its projects. DRC excels in concurrent project management, maintaining uninterrupted progress across multiple jurisdictions.
- DRC holds the U.S. Army Corps of Engineers **(USACE) ACI Debris Removal** contract for Region 3 (MI, IN, TN, KY, OH, WV) and collaborates with USACE on training and preparations. DRC has been tasked three times under this contract, most recently in response to the **Kentucky Tornadoes** in Graves County and Mayfield, Kentucky, in December 2021.
- For a typical event, **subcontractors are paid every Friday**, with payments covering work completed two weeks prior, ensuring consistent and timely compensation throughout the project duration.
- DRC performed debris removal in **seven states** following the **four hurricanes** to hit the Gulf Coast in 2024: Beryl, Francine, Helene, and Milton. DRC removed more than **13,000,000 cubic yards** of debris on **76 contracts** in our 2024 hurricane response.
- Following Hurricane Ian in 2022, DRC **recycled 100%** of the 3.3 million cubic yards of vegetative debris collected in Sarasota County, FL, and surrounding municipalities.
- DRC operated in **every FEMA-declared parish in the State of Louisiana** in 2021. DRC managed **89 debris management sites** and removed more than **18,000,000 cubic yards** of debris solely in response to Hurricane Ida.
- Since 2020, DRC has performed **specialized private property debris removal and demolitions** following devastating wildfires in California, Colorado, Hawaii, New Mexico, and Washington State. In our ongoing wildfire response in New Mexico, we have completed hazardous site assessments, demolitions, hazardous material abatement, erosion control and debris removal on more than **800 properties**.
- DRC conceived, executed, supervised, and funded a **150-mile Gulf of Mexico shoreline protection system** in response to the BP oil spill.
- **Certified Arborist** on staff full time, Taylor Jumonville.

Capacity

When disasters hit communities, DRC Emergency Services is there. We stand by ready to help you prepare, respond, and recover in the face of disaster.



"Very proactive and knowledgeable: DRC provided exceptional support and advice through an unprecedented 2024 hurricane season. Interaction with staff, citizens and elected officials always professional and reflective of the values and interest of City of Bradenton."

— Irvin Lee, Director of Public Works & Utilities, City of Bradenton, Florida



Sullivan Brothers Family of Companies

Together with our commonly owned affiliates SLS, Forgen, and Callan Marine, DRC can respond immediately to disaster events and provide almost every service that may be required to move through the complete disaster recovery timeline. We are the only company in the United States that can perform all these services in a streamlined manner from both the contracting and management sides. This portfolio of companies is under the same ownership and shares all resources and assets, including financial, personnel, equipment and facilities. **DRC has access to over 1,000 employees through our family of companies, making us a trusted partner for towns, cities, and jurisdictions nationwide in disaster recovery services.**

DRC specializes in providing extensive disaster recovery services throughout the country. We are recognized for providing government and private entities with rapid response solutions and facilitating the most effective immediate recovery efforts tailored to each specific disaster. We also facilitate contingency planning through our disaster readiness workshops and training. Throughout our history, DRC has successfully completed more than $4 billion in response contracts and has removed more than 190 million cubic yards of debris. We have the capacity to mobilize more than 4,000 pieces of equipment to any location in the United States and maintain a strong cadre of disaster and debris management and operational personnel, who are augmented by hundreds of regional and local construction partners and personnel.

SLS provides the full spectrum of general contracting, construction management, infrastructure, disaster response, health and humanitarian services throughout North America and beyond. From emergency sheltering, facilities operation, mass population care, and catering to field hospitals and rapid repairs, we mobilize within hours to provide relief and stability when disaster strikes. With an aggregate bonding capacity of $4 billion, SLS performs a multitude of large-scale assignments for federal, state, regional, county and municipal entities—with a keen focus on the comprehensive rehabilitation, reconstruction and recovery of communities impacted by emergencies and disasters. Additionally, our team provides infrastructure, facility construction and rehabilitation services; remote workforce compounds and basecamp facilities; turnkey health solutions; and intermodal, industrial and marine facility construction.

Forgen is one of the largest environmental construction companies in the United States, offering remediation and infrastructure solutions across the country. Our integrated geotechnical and civil construction and environmental remediation services restore and strengthen our natural surroundings to protect people, communities, and the environment for generations to come. We have successfully delivered large, multi-disciplinary projects for public and private sector clients across North America for more than a decade, safely tackling complex challenges across a variety of industries.

Callan Marine is a highly specialized marine construction firm capable of providing design, engineering, management, and construction services. We provide every type of marine construction activity including debris management and removal, dredging, shoreline protection, beach renourishment, port/dock facility construction, and wetland construction. Our work restores berthing depths for ship docks and navigation channels and facilitates transportation in our nation's waterways. We are recognized as the leading marine construction service provider on the Gulf Coast, with a long list of government and private clients who continually utilize Callan Marine for comprehensive marine construction services.

2. EXPERTISE AND EXPERIENCE

Since 1995, DRC Emergency Services, LLC and its affiliated companies (DRC) has been the leader in disaster recovery. We are the largest provider of disaster recovery and emergency management services in the United States, with a bonding capacity of over $1 billion and more than 100 full-time staff dedicated to disaster recovery. Every year, DRC responds quickly and effectively to multiple disasters across the US, helping communities recover and return to normalcy following all types of disastrous events. Whether we are called upon to clean up after a flood, fire, ice storm, hurricane, or tornado; to protect wildlife in ecologically sensitive areas; or to restore beaches using our industry-leading sand screening and beach restoration techniques, DRC's experienced leadership has what it takes to get the job done.

Whenever disaster strikes a community, DRC is ready to strike back.



Clint Pate, Regional Manager



Joe Newman, Vice President of Operations

Clint Pate is the Regional Manager for The City of Destin and will serve as a direct government liaison between the City and the DRC operations team. Joe Newman, Vice President of Operations, will direct and manage the project, leveraging DRC's experienced operations team. Mr. Newman and his team have over 30 years of experience in disaster recovery management, including but not limited to the following:

2024 Hurricanes – DRC was activated on 76 contracts in six states in response to Hurricanes Beryl, Francine, Helene, and Milton. We have removed more than 13,000,000 cubic yards of debris during these activations.

2022 Hurricane Ian – DRC managed multiple activations across the state of Florida, including three Florida Department of Transportation Regional contracts. DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected in Sarasota County and surrounding municipalities.

2021 Hurricane Ida – DRC managed multiple Louisiana Department of Transportation district contracts, removing debris in all FEMA-declared parishes across the state, while managing 38 additional local activations in Louisiana, Alabama, and Pennsylvania.

Since its inception, the DRC team has responded to major natural and man-made disasters occurring within the continental United States and its territories. DRC's personnel are trained, motivated, and available for immediate deployment in an emergency response. All assigned personnel will be available to the City as needed. Personnel are NIMS-certified and/or have specialized training in safety and asbestos management. They are equipped with utility vehicles; digital, handheld, multi-state, two-way radios; cellular communications; and handheld computers; as well as a DRC supervisor handbook including required reports and forms for successful disaster response and management. DRC personnel have the experience and/or training to respond **immediately** to disasters.

DRC employs more than 30 Regional and Project Managers. Regional Managers are assigned to specific geographic locations throughout the United States to assist, monitor and lead the project teams in response to emergency situations. In the event of a large-scale disaster, Regional Managers may be mobilized to support recovery efforts in any area of the country. Clint Pate, the Regional Manager for The City of Destin, is capable of responding to the needs of the City 24 hours a day, 7 days a week.

3. FEMA EXPERTISE

DRC has an unparalleled record for providing jurisdictions with the maximum reimbursement rate granted by FEMA. **Our record serves as a testament to DRC's ability to perform within the strict guidelines established by our Federal Government, as well as our ability to attract and maintain well-trained and principled personnel.**



Tony Furr, DRC's Director of Technical Assistance and Training, works closely with our clients to educate them on how to ensure compliance with Federal Policy and Procedures. Mr. Furr was the FEMA Region VI Debris Subject Matter Expert from 2013 – 2021, and he has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for over 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

State & Federal Programs

The Public Assistance Program of the Federal Emergency Management Agency (FEMA) is aimed at providing support and resources for disaster recovery efforts. These programs facilitate the reimbursement of eligible expenses incurred by state and local governments, as well as certain nonprofit organizations, following a federally declared disaster.

The Public Assistance Program and Policy Guide (PAPPG) is a comprehensive, consolidated program and policy document for FEMA's Public Assistance Program. DRC thoroughly reviews and follows the PAPPG. The latest version is FEMA Policy 104-009-2, Public Assistance Program and Policy Guide Version 5.0 (issued January 6, 2025). This latest PAPPG supersedes all previous policies and publications for disasters declared on or after January 6, 2025.

Within the Florida Department of Emergency Management Agency (FDEM), several programs are aligned with the FEMA Public Assistance Program. Key programs within FDEM that are aligned with the FEMA Public Assistance Program include the following:

Public Assistance Grants
The State administers public assistance grants to eligible entities to cover costs associated with debris removal, emergency protective measures, and the repair, replacement, or restoration of public infrastructure damaged or destroyed by disasters. This program aims to expedite the recovery process and restore essential services to affected communities.

Hazard Mitigation Grant Program (HMGP)
HMGP provides funding to support projects that mitigate the risk of future disasters and enhance community resilience. The State's HMGP, aligned with FEMA guidelines, enables state and local governments to implement measures such as flood control projects, structural retrofits, and land acquisition for hazard mitigation purposes.

Community Disaster Loans (CDL)
The State's CDL program provides financial assistance to local governments facing revenue shortfalls due to a disaster-related decline in tax revenues or increased expenditures. These loans help municipalities maintain essential services and bridge the gap until regular revenue streams are restored.

These programs, modeled after FEMA's framework, demonstrate the State's commitment to leveraging federal resources and implementing effective strategies to mitigate the impact of disasters and support long-term recovery efforts across the state.

Funding Sources

After a natural disaster, FEMA Public Assistance applicants have access to various funding sources to support their recovery efforts. These funding sources include the following:

Federal Grants: FEMA provides grants to eligible applicants for disaster-related expenses, including debris removal, emergency protective measures, and infrastructure repair or replacement.

State Matching Funds: Applicants are required to provide a percentage of the total project cost as a non-federal match, which can come from state or local government funds, in-kind services, or donations.

Hazard Mitigation Grants: FEMA offers Hazard Mitigation Grant Program (HMGP) funding to support projects that mitigate the risk of future disasters. These grants can be used for measures such as floodplain restoration, structural retrofits, and public education campaigns.

Community Development Block Grants: The U.S. Department of Housing and Urban Development (HUD) may allocate Community Development Block Grant (CDBG) funds to assist with disaster recovery and rebuilding efforts, particularly for housing rehabilitation, economic revitalization, and infrastructure improvements.

Natural Resources Conservation Service (NRCS) Funding: NRCS provides financial assistance through programs like the Emergency Watershed Protection Program (EWP) to address watershed impairments caused by natural disasters. EWP funding supports measures such as debris removal, streambank stabilization, and erosion control to mitigate further damage and protect natural resources.

These funding sources provide crucial financial assistance to FEMA Public Assistance applicants, helping them rebuild and strengthen their communities in the aftermath of a natural disaster.

Reimbursement Process

The FEMA Public Assistance reimbursement process is crucial for assisting applicants in recovering from disasters and restoring essential services to their communities. Key elements of this process include the following:

Eligibility Determination: FEMA evaluates the eligibility of projects submitted by applicants based on established criteria, including the type of work, its relationship to the disaster, and compliance with federal regulations.

Project Formulation: Applicants work with FEMA to develop detailed project worksheets that outline the scope of work, estimated costs, and supporting documentation for each eligible project.

Obligation of Funds: Once projects are approved, FEMA obligates funds to cover the federal share of eligible costs, up to 75% of the total project cost, with the applicant responsible for providing the non-federal match.

Documentation: Applicants must maintain accurate records and documentation throughout the project lifecycle, including procurement procedures, labor costs, equipment usage, and invoices, to support reimbursement claims.

In the aftermath of a natural disaster, debris removal is often one of the most immediate and significant challenges faced by communities. In this context, the role of the debris monitor becomes pivotal in ensuring efficient and compliant debris removal operations, as well as facilitating the reimbursement process through FEMA Public Assistance. The debris monitor serves as a crucial link between the debris removal contractors, the applicant, and FEMA, playing a vital role in documenting and verifying the removal of debris from public areas. Here's an in-depth look at the role of the debris monitor in the reimbursement process:

Debris Monitoring: The debris monitor is a critical component of the debris removal process following a disaster. They are responsible for overseeing and documenting the removal of debris from public areas such as roads, parks, and other public property.

Verification of Work: The debris monitor verifies that debris removal contractors comply with FEMA guidelines and contract specifications, ensuring that debris is properly sorted, segregated, and disposed of in accordance with environmental regulations.

Documentation: The debris monitor meticulously documents the quantity, type, and location of debris removed, as well as the methods used for disposal. This documentation serves as evidence to support reimbursement claims submitted to FEMA.

Quality Assurance: In addition to monitoring the physical removal of debris, the debris monitor performs quality assurance checks to ensure that work meets established standards and that debris removal operations are conducted safely and efficiently.

Support for Reimbursement Claims: The detailed documentation provided by the debris monitor is essential for applicants seeking reimbursement from FEMA for eligible debris removal costs. This documentation helps demonstrate the scope of work performed, justify the associated expenses, and facilitate the reimbursement process.

Overall, the debris monitor plays a crucial role in the FEMA Public Assistance reimbursement process by ensuring that debris removal activities are conducted in compliance with federal regulations and that accurate documentation is maintained to support reimbursement claims.

Knowledge and Experience with State and Local Emergency Management Agencies

DRC Emergency Services has been actively engaged in disaster recovery efforts across the United States for the past 20 years, collaborating closely with local, state, and federal agencies. Our commitment is to assist in optimizing performance and ensuring reimbursement. DRC coordinates with the Public Assistance Firm and monitoring firm in each jurisdiction to review and reconcile every individual ticket and or line item for eligibility with all State and Federal agencies. This process expedites the submittal of accurate documentation in a timely manner. DRC has a strong track record of maximizing federal reimbursement for eligible work without any de-obligation.

In the State of Florida, we have worked directly with the Florida Department of Transportation (FDOT), the Florida Department of Emergency Management (FDEM), and the Florida Department of Environmental Protection (FDEP), following all FEMA Guidelines and Policies. DRC's management team participates in state conferences and workshops and stays up to date with relevant policies and procedures. DRC's thorough review of and adherence to FEMA's Public Assistance Program and Policy Guide demonstrates our commitment to efficient and effective disaster recovery processes.

Adherence to Policy Changes

DRC Emergency Services strives to continuously stay ahead of any changes in FEMA policy and guidance that may affect our clients. DRC immediately implements internal measures to ensure that our clients and prospective clients are prepared to be fully compliant with any changes or updates to FEMA's policies. DRC carefully reviews scopes of service, terms of inclusion, evaluation, pricing models, and other key components for any items which may have been deemed non-compliant relative to the new guidance. Additionally, **DRC Emergency Services, LLC is a founding member of the Disaster Recovery Coalition of America (DRCA),** the industry's trade organization. Through this membership, DRC helps shape policy and legislation relevant to jurisdictions' recovery processes. Our additional memberships in other professional organizations (NEMA, APWA and SWANA) provide us with recent industry knowledge necessary to support our client base.

Major Disaster Recovery Projects

DRC has extensive experience working with FEMA on major disaster recovery projects. Through decades of experience, DRC has developed an inherent understanding of how to direct emergency response and recovery. Following is a list of FEMA declared disasters for which DRC has completed work.

Year	Event	State	Declaration Number
2024	Hurricane Milton	FL	DR-4834
	Hurricane Helene	FL, GA, SC, TN, VA	DR-4828, DR-4830
	Hurricane Francine	LA, TX	DR-4817
	Hurricane Beryl	TX	DR-4798
	New Mexico South Fork Fire and Salt Fire	NM	DR-4795
	Texas Severe Storms, Straight-line Winds, Tornadoes, and Flooding	TX	DR-4781
Year	**Event**	**State**	**Declaration Number**
2023	Hawaii Wildfires	HI	DR-4724
	Washington Wildfires	WA	DR-4759
	Tennessee Severe Storms and Straight-line Winds	TN	DR-4735
	Hurricane Idalia	FL	DR-4734
	Oklahoma Severe Storms, Straight-line Winds, and Tornadoes	OK	DR-4706

	Texas Severe Winter Storm	TX	DR-4705
	Arkansas Severe Storms and Tornadoes	AR	DR-4698
	Mississippi Severe Storms, Straight-line Winds, and Tornadoes	MS	DR-4697
	Alabama Severe Storms, Straight-line Winds, and Tornadoes	AL	DR-4684
Year	**Event**	**State**	**Declaration Number**
2022	Hurricane Ian	FL	DR-4673
	Tennessee Severe Winter Storm	TN	DR-4645
Year	**Event**	**State**	**Declaration Number**
2021	Marshall Fire and Straight-Line Winds	CO	DR-4634
	Kentucky Severe Storms, Straight-line Winds, Flooding, and Tornadoes	KY	DR-4630
	Hurricane Ida	LA	DR-4611
	Texas Severe Winter Storms	TX	DR-4586
	Louisiana Severe Winter Storms	LA	DR-4590
	Storms, Straight-line Winds, and Tornadoes	AL	DR-4596
	Georgia Severe Storms and Tornadoes	GA	DR-4600
	Louisiana Severe Storms, Tornadoes, and Flooding	LA	DR-4606
Year	**Event**	**State**	**Declaration Number**
2020	Hurricane Zeta	LA, MS, GA, AL	EM-3549, EM-3550
	Hurricane Delta	LA	DR-4570
	Hurricane Sally	AL, FL	DR-4563, DR-4564
	Washington BABB Fire	WA	FM-5355
	Hurricane Laura	LA	DR-4559
	Iowa Severe Storms (Derecho)	IA	DR-4557
	Hurricane Isaias	FL, NC	EM-3533, DR-4568
	Hurricane Hanna	TX	EM-3530

Year	Event	State	Declaration Number
2019	Tropical Depression Imelda	TX	DR-4466
	Hurricane Dorian	NC	DR-4465
	Hurricane Barry	LA	DR-4462
Year	**Event**	**State**	**Declaration Number**
2018	Hurricane Michael	FL, GA	DR-4399, DR-4400
	Hurricane Florence	NC	DR-4393
	Severe Thunderstorms and Dangerously High Winds	AL	DR-4362
Year	**Event**	**State**	**Declaration Number**
2017	Hurricane Maria	PR	DR-4339
	Hurricane Irma	FL, GA	DR-4337, DR-4338
	Hurricane Harvey	TX	DR-4332
Year	**Event**	**State**	**Declaration Number**
2016	Hurricane Matthew	NC, GA, FL	DR-4285, DR-4284, DR-4283
	Hurricane Hermine	FL	DR-4393
	LA Severe Storms & Flooding	LA	DR-4277
	Winter Storm Jonas	MD, VA	DR-4261, DR-4262
Year	**Event**	**State**	**Declaration Number**
2015	TX Severe Storms & Flooding	TX	DR-4269
Year	**Event**	**State**	**Declaration Number**
2014	Ice Storm Pax	SC, NC	DR-4166, DR-4167
Year	**Event**	**State**	**Declaration Number**
2012	Hurricane Sandy	NY, MD, NJ, MO	DR-4085, DR-4091, DR-4086, DR-4098
	Hurricane Isaac	LA	DR-4080
Year	**Event**	**State**	**Declaration Number**
2011	Hurricane Irene	VA, MD, NC, RI	DR-4024, DR-4034, DR-4019, DR-4027
Year	**Event**	**State**	**Declaration Number**

2010	TN Severe Flooding	TN	DR-1909
Year	**Event**	**State**	**Declaration Number**
2009	Ice Storms	MD, VA	DR-1875, DR-1874
Year	**Event**	**State**	**Declaration Number**
2008	Hurricane Ike	TX	DR-1791
	Hurricane Gustav	LA	DR-1786
	Mother's Day Tornadoes	GA	DR-1750
	F5 Tornado	IA	DR-1763
Year	**Event**	**State**	**Declaration Number**
2007	Ice Storms	MO	DR-1736
Year	**Event**	**State**	**Declaration Number**
2006	Ice Storms	NY	EM-3268
Year	**Event**	**State**	**Declaration Number**
2005	Hurricane Katrina	LA, MS	DR-1603, DR-1604
	Hurricane Rita	LA, TX	DR-1606, DR-1607

4. EXPERIENCED STAFF

Among other accomplishments, DRC's and our subcontractors' personnel hold memberships in several professional organizations, including NEMA, APWA, SWANA and the Society of American Military Engineers. DRC, its affiliates, associates and/or subcontractors are Licensed General Contractors in the states in which DRC performs disaster response services. DRC is familiar with USACE, FEMA, and FHWA rules and regulations, the Stafford Act, and 44CFR as they pertain to emergency response, recovery and reimbursement.

John Sullivan, President



John R. Sullivan is the president of DRC Emergency Services, one of the nation's largest providers of disaster recovery, debris management and emergency response services across the United States. Under his leadership, DRC is at the forefront of every major disaster, working with federal, state and local agencies to restore communities and rebuild critical infrastructure. As an Executive Board member of the Disaster Recovery Coalition of America (DRCA), Mr. Sullivan is dedicated to advancing best practices in disaster response.

With 30 years of experience in the construction and emergency response industries, Mr. Sullivan has extensive expertise in disaster recovery, large-scale infrastructure development, marine construction and dredging. In addition to his leadership at DRC, he plays a key role in the executive management and operations of several portfolio companies, including SLSCO Ltd., Callan Marine and Forgen.

What began as Sullivan Land Services over three decades ago has grown into the Sullivan Brothers Family of Companies, a nationwide enterprise operating in 48 states with 12,400 employees and 580+ active project locations. Together, these companies are dedicated to transforming communities and improving individual lives by delivering comprehensive solutions across a wide range of industries. Their work spans construction, disaster recovery, infrastructure development, industrial services, environmental remediation, healthcare and energy projects, addressing the diverse needs of both public and private sector clients, including FEMA, USACE and HUD.

A sixth-generation Galvestonian, Mr. Sullivan earned a Construction Management degree from Texas A&M University, where he was a member of the Corps of Cadets. He and his wife, Sydney, have two sons and are active in the Holy Family Parish of the Archdiocese of Galveston-Houston.

Kristy Fuentes, Vice President of Compliance and Administration



Kristy Fuentes, DRC's Vice President of Compliance and Administration, offers more than 19 years of experience in disaster recovery projects, client expansion, and government relations. Throughout the years, Ms. Fuentes has been an essential element in the management of all of DRC's disaster relief projects. Some of these major hurricane projects include Hurricanes Ian, Ida, Michael, Florence, Irma, Harvey, Ike, Wilma, and Katrina. Other major projects include the 2023 Hawaii Wildfires, Colorado Marshall Wildfires, 2021 Kentucky Tornadoes, California Wildfires, State of Washington Fire Cleanup, Texas Severe Winter Storms, Louisiana Severe Storms and Flooding, and the BP Oil Spill. **She managed 24 simultaneous activations in response to Hurricane Ian; this project involved the removal and disposal of a combined total of more than 4.9 million cubic yards of debris.** Ms. Fuentes has been an instrumental asset to the company by acting as the designated liaison for clients and ensuring consistency and quality in performance while managing various projects.

Ms. Fuentes has implemented changes and improvements to the methods and procedures for contracts, licensing, and pre-qualification processes to guarantee contractor compliance with Federal and State regulations. Ms. Fuentes continues to aid clients across the United States in planning, program management, disaster response, demolition contracting, and regulatory compliance while maintaining a key administrative role for every disaster and project DRC performs. Ms. Fuentes' unique oversight and creativity in every role she has assumed has significantly improved DRC's ability to flourish in increasingly more demanding disaster recovery environments.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response - Initial

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-11.a	FEMA IS-29	FEMA IS-37.17
FEMA IS-42	FEMA IS-100.b	FEMA IS-100.PWB	FEMA IS-106.17	FEMA IS-200.b
FEMA IS-201	FEMA IS-241.b	FEMA IS-201	FEMA IS-241.b	FEMA IS-244.b
FEMA IS-315	FEMA IS-317	FEMA IS-324.a	FEMA IS-453	FEMA IS-546.a
FEMA IS-547.a	FEMA IS-632.a	FEMA IS-633	FEMA IS-634	FEMA IS-700
FEMA IS-702.a	FEMA IS-706	FEMA IS-775	FEMA IS-800.b	FEMA IS-801
FEMA IS-802	FEMA IS-803	FEMA IS-804	FEMA IS-906	FEMA IS-907
FEMA IS-909	FEMA IS-2900			

Joe Newman, Vice President of Operations



Mr. Newman has more than 2 decades of experience overseeing large-scale construction and disaster-related debris management projects. As Vice President of Operations, Mr. Newman maintains business relationships and offers hands-on participation and incident command on all operations. Mr. Newman plays a key role in every major activation, providing operational oversight to measure progress and adjusting processes to ensure the success of the project. Mr. Newman works closely with management personnel and oversees all project managers to maintain efficient team structure during an activation. Mr. Newman has managed teams across multiple types of disasters including Hurricanes, Tropical Storms, Floods, Ice Storms, Tornados, Winter Storms, Fires, and Earthquakes with a cumulative contract value of more than $1.5 billion. Mr. Newman is a strong leader whose organizational, critical thinking, and communication skills are integral to the success of the team.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response - Initial

FEMA IS-35-17	FEMA IS-100.b	FEMA iS-100.PWB	FEMA IS-632.a	FEMA IS-702.a
FEMA IS-2900				

Wes Holden, Director of Government Relations



As a co-founder and leader of multiple companies, including Thompson Consulting Services, Wes Holden is a subject matter expert with more than 22 years of expertise driving innovation and advancement in the Disaster Recovery industry and managing FEMA programs. Mr. Holden is skilled in architecting innovative software to replace outdated management solutions for natural disasters and emergencies. Over his career, Mr. Holden has been instrumental in securing more than $4 billion in FEMA reimbursed funding, enabling clients to recover and rebuild in the aftermath of disasters. Having pioneered groundbreaking solutions in the Disaster Recovery industry, Mr. Holden brings incredible knowledge and experience to every project.

Tony Furr, Director of Technical Assistance and Training



Mr. Furr was the Region VI Debris Subject Matter Expert (SME) from 2013 – 2021 for FEMA and has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for more than 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

Mr. Furr was directly involved in the FEMA Public Assistance (PA) grant program from 2005 (Hurricanes Katrina and Rita) through 2020 COVID-19 events, including Hurricane Ike and Hurricane Harvey. Mr. Furr's knowledge and experience of the FEMA PA program is invaluable to both DRC Emergency Services and all clients while navigating the FEMA Disaster grant programs. Mr. Furr is also a FEMA trainer for Grants Management and Debris Management. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, and the Oklahoma Emergency Managers Conference, and he has presided over the round table workshops hosted by the Disaster Recovery Contractors Association (DRCA) in FEMA Region VI.

Tony Furr is among the most knowledgeable people working in the debris management business, with firsthand field experience managing major disasters and PA grants.

CERTIFICATIONS

National Wildlife Coordinative Group Certifications L-381 and L-480
E0193 Certified Appeal Analyst
Various field training, including CEF, Hazard Mitigation, PA Ops 1, PA Ops 2, and Debris
Project Management (Certified Project Manager (CPM) URS Corporation

FEMA ICS-100	FEMA ICS-200	FEMA IS-24	FEMA IS-632.a	FEMA IS-634
FEMA IS-800.b	FEMA IS-821	FEMA IS-22	FEMA IS-230	FEMA IS-317
FEMA IS-393.a	FEMA IS-631	FEMA IS-632	FEMA IS-821	FEMA IS-1812.

Lisa Garcia Walsh, Contracts Manager



Prior to joining DRC, Ms. Walsh provided administrative assistance for emergency response projects involving FEMA protocol. Since joining DRC in 2010, she gained experience in data management operations following some of the largest debris generating natural disasters in recent history, and she became an integral part of DRC's data department. **Ms. Walsh was responsible for overseeing data collection for state and federally funded projects, helping to recover $1.9 billion in data collection since 2016.** Ms. Walsh is very important to DRC's continued success in data.

Since 2013, Ms. Walsh has overseen all contracts for DRC as Contracts Manager. Her role is to maintain all contractual records and documentation, such as receipt and control of all contract correspondence; managing the pre-events contracts database; and coordinating with new and existing clients in establishing pre-event contract awards, contract renewals, and contract extensions. Ms. Walsh has provided continuous administrative aid to DRC's management personnel on all major disasters since 2010 through assisting and maintaining close relationships with each jurisdiction to ensure that all documentation is received and sent in a timely manner.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-11.a	FEMA IS-37.17	FEMA IS-37.23
FEMA IS-37.24	FEMA IS-42	FEMA IS-100.a	FEMA IS-100.b	FEMA IS-100.c
FEMA IS-100.PWB	FEMA IS-106.17	FEMA IS-111.a	FEMA IS-200.b	FEMA IS-200.c
FEMA IS-201	FEMA IS-207.a	FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c
FEMA IS-244.b	FEMA IS-248	FEMA IS-315	FEMA IS-317	FEMA IS-317.a
FEMA IS-324	FEMA IS-325	FEMA IS-453	FEMA IS-546.a	FEMA IS-547.a
FEMA IS-559	FEMA IS-632.a	FEMA IS-633	FEMA IS-634	FEMA IS-660
FEMA IS-662	FEMA IS-700.a	FEMA IS-700.b	FEMA IS-706	FEMA IS-775
FEMA IS-800.b	FEMA IS-800.d	FEMA IS-801	FEMA IS-802	FEMA IS-803
FEMA IS-804	FEMA IS-806	FEMA IS-906	FEMA IS-907	FEMA IS-909
FEMA IS-1001	FEMA IS-1010	FEMA IS-2900		

Steve Crawford, Operations Manager/Regional Manager



Mr. Crawford joined DRC with 25 years of operational and sales experience in the Waste and Recycling Industry. Mr. Crawford is a Florida resident and has lived in the state since 1990. He previously worked in the Organics Recycling and Compost Industry in Florida, where he was responsible for municipal and federal contracting, operations management, disposal management, transportation, logistics, and commodity marketing. Mr. Crawford is a previous Board of Directors Member and Chairman of the Sponsorship Committee for Recycle Florida Today, a nonprofit organization dedicated to recycling education and improvements throughout Florida. Mr. Crawford now works for DRC as an Operations Manager for the East United States and a Regional Manager for North Florida and Georgia. His duties as a Regional Manager consist of helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region. As an Operations Manager, his duties consist of contributing operations information and recommendations for strategic plans and reviews; preparing and completing action plans; implementing production, productivity, quality, and customer service standards; resolving problems in the field; completing audits; identifying trends; analyzing and improving organizational processes and workflows; maintaining safe and healthy work environments by establishing, following, and enforcing standards and procedures; and complying with legal regulations.

In response to Hurricanes Ian and Ida, Mr. Crawford managed several jurisdictions in Florida, Georgia, and Louisiana, removing a total of 9.3 million cubic yards of debris. In response to Hurricane Ida, Mr. Crawford oversaw the removal of more than 4.3 million cubic yards of debris. In response to Hurricanes Delta, Laura, and Sally, Mr. Crawford worked as the Operations Manager in 4 jurisdictions in Louisiana; during this time, he helped operate 10 DMS sites and removed and disposed of a combined total of more than 1.4 million cubic yards of debris throughout these areas. In response to Hurricanes Helene and Milton, Mr. Crawford oversaw 28 activations throughout Florida and Georgia, removing more than 3.2 million cubic yards of debris, for a total contract value of more than $79 million.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial

FEMA IS-5	FEMA IS-5.a	FEMA IS-8.a	FEMA IS-10.a	FEMA IS-11.a
FEMA IS-15.a	FEMA IS-15.b	FEMA IS-100.c	FEMA IS-111.a	FEMA IS-200.c
FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c	FEMA IS-317.a	FEMA IS-325
FEMA IS-559	FEMA IS-632.a	FEMA IS-633	FEMA IS-700.b	FEMA IS-800.d
FEMA IS-1001	FEMA IS-1010			

Mark Bush, Operations Manager



Mr. Bush is a Texas native who worked previously as Field Service Supervisor/Operations Coordinator for an oilfield services company specializing in water treatment. He also served six years in the US Army as a Light Wheel Mechanic and served as a Squad Leader with the 4th Brigade/4th Infantry Division. Mr. Bush went to Lamar University in Beaumont, TX. Upon joining DRC, he worked as a Project Manager. Currently, Mr. Bush works for DRC as an Operations Manager for the West Coast. As Operations Manager, Mr. Bush contributes information and recommendations for strategic plans and reviews; prepares and completes action plans; implements production, productivity, quality, and customer service standards; resolves problems in the field; completes audits; identifies trends; analyzes and improves organizational processes and workflows; maintains safe and healthy work environments by establishing, following, and enforcing standards and procedures; and complies with legal regulations. His prior experience has helped him hone his skills in personnel management, reliability and responsiveness, attention to detail, adaptability to change, and time management.

Mr. Bush managed debris cleanup for the Babb Road Wildfire in Washington and the Marshall Fires in Colorado, resulting in a cumulative contract value of $36 million.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – 40-Hour
TX All-lines Ins. Adjuster (lic#2156078)
SafeLand USA
SafeGulf USA
H2S Awareness Training CPR AED Certified

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-37.23	FEMA IS-100.c	FEMA IS-111.a
FEMA IS-200.c	FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c	FEMA IS-317.a
FEMA IS-321	FEMA IS-325	FEMA IS-632.a	FEMA IS-633	FEMA IS-700.b

Clint Pate, Regional Manager



Clint Pate comes to DRC with over 30 years of experience. Before joining the DRC team, Mr. Pate worked for an engineering firm for 23 years designing highways. In 2014, he was elected to serve on the Jackson County, Florida Commission where he worked for 8 years. For 2 years, Mr. Pate was Chairman of the Board of the County Commission, where he helped with the cleanup after Hurricane Michael, Hurricane Sally, and the start of Covid. Mr. Pate is skilled in sales, project management, and contract reviews, and he has remarkable knowledge of elected officials and leaders in the panhandle of Florida.

In 2024, Mr. Pate assisted with DRC's response to Hurricanes Helene and Milton in Florida.

Tom Baker, Regional Manager



Mr. Baker comes to DRC with more than 25 years of experience in Operations, Acquisitions, Finance, and Sales in the Solid Waste and Recycling Industry, as well as Master's Degree in Taxation and a Bachelor of Business Administration in Accounting from Georgia State University. Before joining DRC's team, he previously worked as an Area Municipal Services Manager for Republic Services in Los Angeles, California, where he managed a team of 14 municipal managers while juggling responsibility for contracts with an annual revenue of $400 million, including the City of Los Angeles Commercial Contract and the Los Angeles Unified School District Contract. Mr. Baker brings his experience in employee management, financial analysis, project management, municipal sales, contract negotiation, and operations supervision to DRC. As the Regional Manager for the Northeast United States, Mr. Baker helps to secure pre-event contracts with jurisdictions, facilitate communication with clients to coordinate appropriate disaster planning before and after an event, identify local sub-contractors and DMS sites, and assist other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Baker worked as the Project Manager in New York City following Hurricane Isaias, resulting in a contract value of more than $7.7 million. **Mr. Baker has experience handling contracts involving storm clean-up following Hurricanes Ian, Ida, Zeta, and Laura, resulting in a contract value of more than $37 million.**

CERTIFICATIONS

10 Hour OSHA Training for Construction Training

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-37.24	FEMA IS-100.c	FEMA IS-111.a
FEMA IS-200.c	FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c	FEMA IS-317.a
FEMA IS-324.a	FEMA IS-325	FEMA IS-559	FEMA IS-632.a	FEMA IS-633
FEMA IS-700.b	FEMA IS-800.d	FEMA IS-1001	FEMA IS-1010	

Charles Kraft, Regional Manager



Mr. Kraft has been working with DRC for 2 decades and has more than a decade of storm experience assisting with clean-up following several hurricanes, ice storms, and tornadoes. As Regional Manager for Alabama, his duties include assisting with securing pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Kraft worked for several jurisdictions in Alabama following Hurricanes Sally and Zeta, managing the removal and disposal of more than 1 million cubic yards of debris. **In response to Hurricane Ida in Louisiana, he oversaw the removal and disposal of more than 3 million cubic yards of debris.**

Additionally, **Mr. Kraft was instrumental in the design and implementation of DRC's Project Manager's Toolbox**, an automated system which provides seamless real-time information exchange between office and field, no matter the size and scale of the project(s). The toolbox replaces paper and endless emails with a secure database that utilizes Microsoft Multifactor authentication (MFA) and HIPAA compliant digital signatures.

CERTIFICATIONS

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-33.17	FEMA IS-35.17	FEMA IS-37.23
FEMA IS-37.24	FEMA IS-100.b	FEMA IS-100.c	FEMA IS-100.PWB	FEMA IS-111.a
FEMA IS-200.b	FEMA IS-200.c	FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c
FEMA IS-315.a	FEMA IS-317.a	FEMA IS-324.a	FEMA IS-325	FEMA IS-559

FEMA IS-632.a	FEMA IS-633	FEMA IS-634	FEMA IS-700.b	FEMA IS-702.a
FEMA IS-800.d	FEMA IS-1001	FEMA IS-1010	FEMA IS-2900	

Tony Swain, Regional Manager



Mr. Swain joined DRC with 15 years of experience as a Project Manager, and prior to working for DRC, he had been involved in DRC's projects since 2006. As DRC's Regional Manager for North and South Carolina, he is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Swain oversaw the response to Hurricanes Isaias, Florence, Dorian, and Matthew, which resulted in a cumulative contract value of more than $35 million. For several Florida jurisdictions, Mr. Swain oversaw the removal and disposal of more than 1.9 million cubic yards of debris following Hurricane Ian. In response to Hurricane Ida, Mr. Swain aided in the removal and disposal of over 2 million cubic yards of debris in Louisiana. Following Hurricane Helene, Mr. Swain managed activations for the South Carolina Department of Transportation and the City of Spartanburg, which involved the removal of more than 23,000 hazardous trees, for a total contract value of more than $7 million.

CERTIFICATIONS

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-33.17	FEMA IS-35.17	FEMA IS-100.b
FEMA IS-100.PWB	FEMA IS-325	FEMA IS-632.a	FEMA IS-633	FEMA IS-634
FEMA IS-702.a	FEMA ICS 300	FEMA ICS 400		

Jeff Snow, Regional Manager



Mr. Snow comes to DRC with more than a decade of experience in the Solid Waste and Recycling Industry in California. He earned his Bachelor's Degree in Business from California State University and his MBA and MIM from Thunderbird School of Global Management, where he also earned certificates from studies at École du Commerce in Paris, France. Prior to working for DRC, Mr. Snow served as President of Rainbow Disposal in Huntington Beach, California – where he and Rainbow were recognized as the nation's leader in recycling and diversion of materials from landfills. Upon acquisition of Rainbow by Republic Services, Jeff served as Senior Area Municipal Sales Manager for Republic Services. He also served as Vice President for CR&R Environmental Services throughout Southern California. Mr. Snow was a leader in the "Don't Waste L.A." movement which culminated in a revolutionized commercial waste & recycling franchise system for the City of Los Angeles, dramatically increasing recycling, good jobs and clean air.

Mr. Snow is a distinguished sustainability and community leader with recognitions from the United States Congress, State of California Senate, State of California Assembly, and the Orange County, California. DRC believes in giving back to the communities we serve, and Jeff Snow is dedicated to community service leadership throughout California. Jeff currently serves on the Board of Directors for Special Olympics, Coastkeeper, Abound Food Care, and Influencers For Good (Passkeys).

Mr. Snow's duties as California Regional Manager for DRC include improving local government's resilience and preparation for natural disasters through pre-event contracts, joint planning and training, identifying local Emergency Push routes for

life safety, identifying Debris Management Sites within jurisdictions, partnering with local subcontractors to bolster economic reinvigoration following a disaster event, and assuring timely communications and mobilization for emergency response and recovery following a disaster event.

Evan Fancher, Regional Manager



Mr. Fancher comes to DRC with more than seven years of relevant experience, a dual Bachelor's Degree in Sociology and Political Science from the University of Alabama at Birmingham, and a Master's Degree in Applied American Politics and Public Policy from Florida State University. Mr. Fancher serves as Regional Manager for South Florida for DRC, and he is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region. Prior to working with DRC, he led several infrastructure projects for local governments throughout South Florida. He also has experience handling FEMA, and as such, he conducts training courses with local governments, helping them understand FEMA guidelines and best practices.

Mr. Fancher managed 24 simultaneous activations in response to Hurricane Ian; this project involved the removal and disposal of a combined total of more than 4.9 million cubic yards of debris. In response to Hurricanes Helene and Milton, he oversaw the removal of more than 2.7 million cubic yards of debris during seven simultaneous activations in South Florida, for a total contract value of more than $63 million.

CERTIFICATIONS

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-37.23	FEMA IS-37.24	FEMA IS-100.c
FEMA IS-111.a	FEMA IS-200.c	FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c
FEMA IS-317.1	FEMA IS-325	FEMA IS-559	FEMA IS-632.a	FEMA IS-633
FEMA IS-700.b	FEMA IS-800.d	FEMA IS-1001	FEMA IS-1010	

Clif Kennedy, Regional Manager



As a former Captain in the U.S. Marine Corps, Mr. Kennedy handled the training and combat readiness of hundreds of Marines and led expeditionary combat operations around the world. His leadership and experience conducting operations in extreme situations gives him a unique perspective in the disaster response business. As Regional Manager for Colorado and Texas, Mr. Kennedy is responsible for helping to secure pre-event contracts with jurisdictions; facilitating communication with clients to coordinate appropriate disaster planning before and after an event; identifying local subcontractors and DMS sites; and assisting other Regional Managers with mobilization and response post-disaster when not in his region.

Mr. Kennedy handled several Mechanical Dredging and Waterway Debris Removal Projects within the City of Houston, TX, with a cumulative contract value of $43.5 million. Upon joining the DRC team, Mr. Kennedy worked with the Texas General Land Office restoring 125 miles of Texas coastline after Hurricane Harvey; during this project he coordinated with eight different federal, state, and county agencies and completed the project on time while navigating numerous unexpected contingencies.

Mr. Kennedy handled the Marshall Fire in Boulder County, Colorado, with a total contract value of $27 million dollars. Additionally, Mr. Kennedy oversaw the removal of debris following a flash flood in Larimer County, Colorado. **In response**

to Hurricane Beryl, he oversaw 21 simultaneous activations in Texas, removing more than 2 million cubic yards of debris, for a contract total of more than $32 million.

Mr. Kennedy has a Bachelor's Degree in Political Science from Texas A&M University. He lives in Clifton, TX with his wife, Kat, and their four children.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial and 8 Hour Refresher
10 Hour OSHA Training for the Construction Industry

FEMA IS-100.b	FEMA IS-632.a	FEMA IS-700.a

Hayden Fuentes, Regional Manager



Mr. Fuentes joined DRC with a wealth of experience and expertise that will greatly benefit our clients and partners. His professional journey includes roles such as Project Manager at DRC Emergency Services and Branch Manager at Enterprise Holdings, which have equipped him with a strong foundation in leadership, project management, and operational excellence. His duties as a Regional Manager consist of helping to secure pre-event contracts with jurisdictions, facilitating communication with clients to coordinate appropriate disaster planning before and after an event, identifying local sub-contractors and DMS sites, and assisting other Regional Managers with mobilization and response post-disaster when not in his region. **In response to Hurricanes Isaias, Laura, and Delta, Mr. Fuentes managed several jurisdictions throughout the State of North Carolina and Louisiana.** He facilitated the removal of a total of 325,000 cubic yards of debris and provided on site management of 5 debris management sites, resulting in over 4 million dollars of federal funding.

CERTIFICATIONS

ATSSA Traffic Control Technician Training Certificate
Tennessee Environmental Services Asbestos Contractor/Supervisor

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-11.a	FEMA IS-15.b	FEMA IS-20.24
FEMA IS-21.24	FEMA IS-27	FEMA IS-29.a	FEMA IS-35.24	FEMA IS-36.a
FEMA IS-42.a	FEMA IS-75	FEMA IS-100.c	FEMA IS-120.c	FEMA IS-130.a

Sam Dancer, Field Supervisor and Project Manager



After more than a decade in military and law enforcement, Mr. Dancer joined DRC as a Field Supervisor and Project Manager. His responsibilities as Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Dancer managed six Louisiana contracts for Hurricane Ida with a cumulative contract total of more than $99 million. In 2024, he managed activations in Texas, Louisiana, and Florida following Hurricanes Beryl, Francine, Helene, and Milton, with a contract total of more than $1.2 million.

CERTIFICATIONS

FEMA IS-5.a	FEMA IS-10.1	FEMA IS-11.a	FEMA IS-20.24	FEMA IS-21.21

FEMA IS-21.24	FEMA IS-29	FEMA IS-35.21	FEMA IS-36	FEMA IS-37.17
FEMA IS-37.21	FEMA IS-37.24	FEMA IS-42	FEMA IS-60.b	FEMA IS-75
FEMA IS-100.a	FEMA IS-100.b	FEMA IS-100.c	FEMA IS-111.a	FEMA IS-200.a
FEMA IS-200.b	FEMA IS-200.c	FEMA IS-201	FEMA IS-230.d	FEMA IS-230.e
FEMA IS-235.c	FEMA IS-240.b	FEMA IS-241.c	FEMA IS-242.c	FEMA IS-244.b
FEMA IS-315	FEMA IS-315.a	FEMA IS-317	FEMA IS-317.a	FEMA IS-324.a
FEMA IS-325	FEMA IS-360	FEMA IS-368.a	FEMA IS-394.a	FEMA IS-403
FEMA IS-405	FEMA IS-453	FEMA IS-546.a	FEMA IS-547.a	FEMA IS-559
FEMA IS-632.a	FEMA IS-633	FEMA IS-634	FEMA IS-660	FEMA IS-700.a
FEMA IS-700.b	FEMA IS-703.a	FEMA IS-706	FEMA IS-800.b	FEMA IS-800.d
FEMA IS-904	FEMA IS-905	FEMA IS-906	FEMA IS-907	FEMA IS-909
FEMA IS-912	FEMA IS-914	FEMA IS-1000	FEMA IS-1001	FEMA IS-1010
FEMA IS-1150	FEMA IS-1172	FEMA IS-2002	FEMA IS-2200	FEMA IS-2900
FEMA IS-2900.a	FEMA IS-2901			

OSHA-105	OSHA-107	OSHA-108	OSHA-112	OSHA-113
OSHA-115	OSHA-116	OSHA-121	OSHA-122	OSHA-123
OSHA-144	OSHA-150	OSHA-151	OSHA-152	OSHA-161
OSHA-162	OSHA-602	OSHA-603	OSHA-605	OSHA-612
OSHA-614	OSHA-618	OSHA-700	OSHA-701	OSHA-702
OSHA-704	OSHA-707	OSHA-716	OSHA-718	OSHA-719
OSHA-722	OSHA-750	OSHA-806	OSHA-807	OSHA-808
OSHA-809	OSHA-815	OSHA-852		

ADDITIONAL OSHA CERTIFICATES

LDEQ Certified Asbestos Contractor/Supervisor
30-hour Construction Safety and Health
Confined Space Safety in Construction
Construction Worksite Safety
Hand and Power Tool Safety
Introduction to Ergonomics
Introduction to Safety Recognition
Occupational Safety and Health Professional
Occupational Safety and Health Specialist
Occupational Safety and Health Supervisor
Occupational Safety and Health Trainer (Train-the-Trainer)
American Red Cross First Aid for Severe Trauma Certification
Safety Committee Chair
Safety Committee Member
CPR: Adult, Child, Infant, & AED Training (BLS)
Certifications for Basic First Aid and First Aid for Traumatic Injuries
ATSSA Traffic Control Technician

Scott Matthews, Project Manager



Mr. Matthews has more than three decades of relevant work experience as a Project Supervisor and Manager. He has a proven track record of coordinating and planning for complex contracts, including developing project milestones. His duties as a Project Manager consist of on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

In his first year with DRC, Mr. Matthews managed the removal of more than 3 million cubic yards of debris across four Louisiana jurisdictions in response to Hurricane Ida. **In response to Hurricane Ian, he worked closely with the Florida Department of Transportation, the Florida Department of Environmental Protection, and several Florida jurisdictions while aiding in the management of more than 2.6 million cubic yards of debris.** In 2024, he assisted in managing 6 activations in Florida and Texas following multiple hurricanes and severe weather events, resulting in a contract total of more than $28 million.

CERTIFICATIONS
FDOT MOT Advanced

Shaun Meek, Project Manager



Mr. Meek has more than 11 years of relevant work experience and a Master's Degree in Applied Criminology Management and Administration from Texas A&M Commerce. Mr. Meek's responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Meek has managed the City of Houston's Bulk Waste and Illegal Dumping Operation for the last five years, with a total contract value of $15 million. **In 2024, he assisted in managing several activations in Florida and Texas following Hurricanes Beryl, Helene, and Milton, resulting in a total contract value of more than $47 million.**

He currently resides in Harris County, TX.

CERTIFICATIONS
Hazardous Waste Operations & Emergency Response – Initial
OSHA 10-Hour Construction Safety and Health
OSHA 30-Hour Construction Safety and Health
FEMA IS-100.c FEMA IS-200.c

Mitch Varnadoe, Project Manager



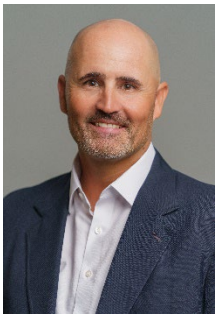
Mr. Varnadoe has more than a decade of relevant work experience. Mr. Varnadoe's responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Varnadoe was the Project Manager on DRC's contract with USACE in response to the Kentucky Tornadoes. **He facilitated debris removal in multiple jurisdictions for Hurricane Ian, resulting in a cumulative contract value of $68 million, and removing and disposing of more than 860,000 cubic yards of debris.** In 2024, he assisted in managing several activations in Georgia, Alabama, and Texas following hurricanes and sever weather, for a total contract value of more than $25 million.

CERTIFICATIONS

FEMA IS-37.24	FEMA IS-100.c	FEMA IS-111.a	FEMA IS-200.c	FEMA IS-235.c
FEMA IS-241.c	FEMA IS-242.c	FEMA IS-317.a	FEMA IS-324.a	FEMA IS-325
FEMA IS-559	FEMA IS-632.a	FEMA IS-633	FEMA IS-700.b	FEMA IS-800.d
FEMA IS-1001	FEMA IS-1010			

Andy Allshouse, Project Manager



Mr. Allshouse has seven years of relevant work experience and a Bachelor of Science Degree in Community Health Education from Western Michigan University. Prior to working with DRC, Mr. Allshouse worked with DRC's sister company, SLSCO, a fellow disaster response company. Mr. Allshouse currently resides in New Port Richey, Florida. As a Project Manager for DRC, his responsibilities include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Allshouse facilitated the removal and disposal of a combined total of more than 3.8 million cubic yards of debris in response to Hurricanes Ian, Ida, and Idalia, resulting in a cumulative contract value of $55 million dollars. In 2024, he managed several activations in Florida following Hurricanes Helene and Milton.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial
40-Hour EM 385-1-1 Construction Safety Hazard Awareness for Contractors 2024
Asbestos Abatement Training Certificate
ATSSA Traffic Control Technician
FDOT Traffic Control Certificate

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-37.23	FEMA IS-37.24	FEMA IS-100.c
FEMA IS-111.a	FEMA IS-200.c	FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c
FEMA IS-317.a	FEMA IS-324.a	FEMA IS-325	FEMA IS-559	FEMA IS-632.a
FEMA IS-633	FEMA IS-700.b	FEMA IS-800.d	FEMA IS-1001	FEMA IS-1010

Taylor Jumonville, Project Manager



Mr. Jumonville has six years of experience in project management. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors. Mr. Jumonville is also asbestos certified, technician and traffic control support certified for Louisiana, and a certified arborist. Mr. Jumonville presently resides in Lafayette, Louisiana.

His most notable projects are the Hurricane Ida Cleanup, which resulted in the removal and disposal of over 3.2 million cubic yards of debris, and the ALDOT Hurricane Zeta and Tornado, which resulted in the removal and disposal of 750,000 cubic yards of debris.

CERTIFICATIONS

Hazardous Waste Operations & Emergency Response – Initial
Asbestos License
Asbestos Abatement (Arkansas, Alabama, Louisiana, Mississippi, and Texas)
FDOT Traffic Control
LDEQ Asbestos Contractor/Supervisor
LDEQ Certificate
ATSSA Traffic Control Supervisor Certificate
Asbestos Accreditation (Tennessee)

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-37.23	FEMA IS-100.c	FEMA IS-111.a
FEMA IS-200.c	FEMA IS-633	FEMA IS-800.d	FEMA IS-1010	

Jarod Tassin, Estimator and Project Manager



Mr. Tassin joined DRC with 4 years of relevant work experience, having worked for a debris monitoring firm. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors. As an Estimator, he estimates costs for all aspects of DRC's debris removal and management projects. Mr. Tassin is also technician and traffic control support certified for Louisiana.

Mr. Tassin oversaw the operation for the Marshall Fires in Colorado, resulting in a contract value of $27 million, and cleanup for Hurricanes Ian and Ida, resulting in a contract value of $43.8 million.

In 2024, Mr. Tassin assisted in managing Pinellas County, Florida's responses to Hurricanes Milton and the Hurricane Helene responses for 6 jurisdictions in Florida. Additionally, Mr. Tassin managed debris removal in Vermillion Parish, Louisiana, Pointe Coupee Parish, Louisiana, and Jackson County, Florida. **The cumulative value of his 2024 contracts is more than $23 million.**

CERTIFICATIONS

Asbestos Supervisor Initial 40-Hours (Alabama, Arkansas, Louisiana, Mississippi, and Texas)

ATSSA Traffic Control Supervisor Certificate
LDEQ Asbestos Contractor/Supervisor

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-37.23	FEMA IS-37.24	FEMA IS-100.c
FEMA IS-111.a	FEMA IS-200.c	FEMA IS-235.c	FEMA IS-241.c	FEMA IS-242.c
FEMA IS-317.a	FEMA IS-324.a	FEMA IS-325	FEMA IS-559	FEMA IS-632.a
FEMA IS-633	FEMA IS-700.b	FEMA IS-800.d	FEMA IS-1001	FEMA IS-1010

Chris Price, Estimator and Project Manager



Chris Price has been with DRC and its sister company SLS since 2015. He brings to the company over 11 years of project management experience. He is responsible for all aspects of the administrative management of a project, including implementing and managing project schedules and budgets, reviewing and submitting project submittals and RFIs, and ensuring that all work completed is in strict compliance with the contract plans and specifications. His previous employment with Southern Gulf of Mexico garnered him many accolades for the management of various manufacturing operations for oil and gas companies. He holds a B.S. in Civil and Environmental Engineering from the University of Louisiana.

CERTIFICATIONS

OSHA 30-Hour Construction Safety and Health

Kelly Patrick, Project Manager



Kelly Patrick came to DRC in 2020 with 3 years' experience in the debris removal industry. Previously, he was a practicing attorney working primarily in environmental law. As an attorney for both the State of Louisiana and the Plaintiffs' Steering Committee in MDL 2179 class action regarding the Deepwater Horizon oil spill, he served on teams that accomplished landmark settlement agreements with BP.

As a Project Manager for DRC, he manages debris removal projects from start to finish, including meeting with clients, damage assessment, planning, deployment of assets, and progress monitoring. Mr. Patrick has managed projects for DRC including Hurricanes Delta and Ida, the February 2021 ice storm and May 2021 flood in East Baton Rouge Parish, August 2021 tornado in Randolph County, Alabama, and an ongoing waterway clearing project for East Baton Rouge Parish, which has removed more than 30,000 tons of debris to date. In 2024, Mr. Patrick managed the Hurricane Francine response and blight reduction services in East Baton Rouge/City of Baton Rouge, Louisiana, tree removal in Beauregard Parish, Louisiana, and debris removal in the City of Baker, Louisiana.

CERTIFICATIONS

FEMA IS-100.c	FEMA IS-200..c	FEMA IS-632.a	FEMA IS-700.b	FEMA IS-800.d
FEMA IS-1001				

Mike Tischer, Project Manager



Mr. Tischer joined DRC in 2022 with 14 years of experience in the Disaster Recovery Industry. He earned a Bachelor of Science in Environmental Geosciences with a Minor in Geography from North Illinois University. Prior to joining DRC, Mr. Tischer worked for Arcadis from 2010 to 2022, where he honed his ability to manage and interact with clients, regulators, and local, federal, and state governments; coordinate field operations; and manage staffs as large as 230 people. Mr. Tischer is well versed in tree removal operations, wildfire debris cleanup operations, pre-demos and asbestos operations, and environmental health and safety compliance. Mr. Tischer's unique background brings a fresh view to DRC's disaster operations and will be a huge asset to DRC in the years to come. As a Project Manager, Mr. Tischer can handle on-site management of all phases of projects and make necessary adjustments to ensure optimal performance; ensure that personnel are properly trained and equipped to carry out their duties; investigate incidents and accidents in the field and take appropriate corrective action; coordinate with other departments to ensure that field operations are running smoothly; coordinate daily meetings and reports; and coordinate subcontractors.

Since joining DRC in 2022 as a Project Manager, he has managed the Larimer County Flood Cleanup, which had a contract value of more than $1.8 million and the Boulder County, Colorado, Marshall Fire Cleanup, a project totaling more than $27 million. In 2024, Mr. Tischer managed wildfire response for the State of New Mexico, and debris removal for Lafayette Parish, Louisiana. Mr. Tischer also assisted in managing the Hurricane Beryl response in Brazoria County, Texas and wildfire response for the State of Washington. **The total value of his 2024 contracts is over $24 million.**

CERTIFICATIONS

ATSSA Traffic Control Technician

FEMA IS-5.a	FEMA IS-10.a	FEMA IS-29.a	FEMA IS-100.c	FEMA IS-200.c
FEMA IS-700.b	FEMA IS-703.b	FEMA IS-706	FEMA IS-800.d	

Charlie Kraft, Project Manager



Charlie Kraft joined DRC in 2024 after graduating from Spring Hill College with a B.S. in Business Administration with a concentration in Supply Chain Management. He gained hands-on experience in project management during DRC's responses to Hurricanes Debby, Francine, and Helene. He personally oversaw projects in the Cities of St. Marys, Kingsland, and Richmond Hills, Georgia, as well as the City of Palm Coast, Florida, following Hurricane Helene. He removed more than 100,000 cubic yards during these activations.

5. EMPLOYEES, SUPERVISORS, AND SUBCONTRACTORS

The following key personnel will be assigned to this contract:

John Sullivan, President
Kristy Fuentes, Vice President of Compliance and Administration
Joe Newman, Vice President of Operations
Tony Furr, Director of Technical Assistance and Training
Wes Holden, Director of Government Relations
Lisa Garcia, Contracts Manager

Clint Pate, Regional Manager (lead person for project team)
Steve Crawford, Operations Manager
Sam Dancer, Field Supervisor
One or more of the following Project Managers will be assigned to the City, depending on the scale of the event.
Taylor Jumonville, Project Manager
Jarod Tassin, Project Manager
Scott Matthews, Project Manager
Andy Allshouse, Project Manager

Ability to Secure Subcontractors

DRC maintains **one of the industry's largest networks of pre-screened and fully qualified subcontractors**, including local and preferred vendors. DRC's subcontractors are evaluated extensively, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost.

DRC has access to more than 2,000 firms through our pre-qualified supplier database, including more than 1,200 Small Business Enterprises (SBE). Many are also designated as Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Disadvantaged Business Enterprise (DBE), Small Disadvantaged Business (SDB), HUB Zone Business, 8(a) Business Development Program, and/or Veteran-Owned Small Business (VOSB), including Service-Disabled Veteran-Owned Small Business (SDVOSB) contractors.

This database facilitates our ability to identify firms qualified for specific scopes of work and allows DRC to efficiently sort the firms by type of service and size of business. Interested businesses may apply to be added to DRC's subcontractor list at any time by filling out the application form on our website, drcusa.com, or by calling (888) 721-4DRC.

Outreach and Training

The use of local resources is vitally important to a successful disaster recovery operation. We pride ourselves in facilitating local involvement during recovery efforts and encourage local knowledge and experience. DRC utilizes local vendors to the maximum extent possible to minimize load times, transportation costs, and schedule risk.



Upon receipt of Notice of Award, DRC will schedule an informational and technical assistance workshop for potential vendors and businesses. The workshop will provide all interested local businesses with information about the overall scope of work and opportunities for contracting and partnership with DRC. Our highly qualified and experienced staff will also provide hands-on technical assistance and training in all relevant aspects of the debris removal and management process, so that local subcontractors are ready to partner with DRC in providing superior services to the City of Destin.

The Regional Manager will recruit local subcontractors and small and diverse business enterprises by utilizing DRC's subcontractor database, as well as the following resources:

- Government databases
- Local, regional, and national SBE compliance departments
- Client and vendor references
- Direct mail community outreach

Standards and Oversight

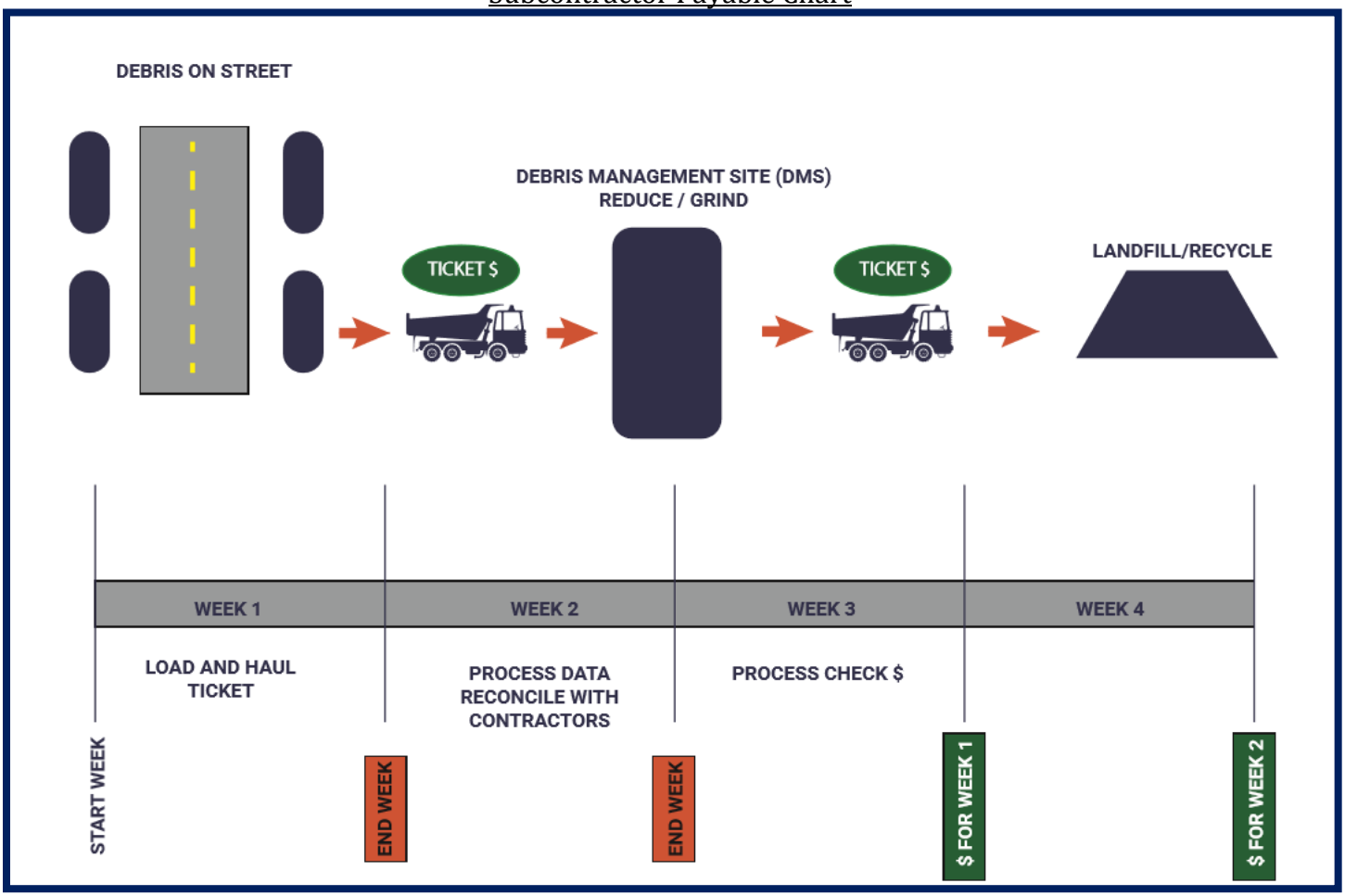
From our extensive experience with subcontractors, DRC knows the importance of establishing strict guidelines for performance and safety standards. All subcontractors will be screened for qualifications and safety compliance prior to being offered a contract with DRC. Additionally, at the discretion of the contracting agency, all subcontractors will be approved prior to beginning work. Our Subcontractor Agreement details the scope of work and responsibilities of each subcontractor. The Subcontractor Agreement also commits the subcontractor to all governmental regulations and requirements. All subcontractor equipment will be inspected and properly maintained, and all personnel certifications and safety courses will be on file and renewed or updated as needed.



Prompt Payment of Subcontractors

For a typical event, subcontractors are paid every Friday, with payments covering work completed two weeks prior, ensuring consistent and timely compensation throughout the project duration.

Subcontractor Payable Chart



"Our Mayor's Office, Councilmembers, my office, and other coordinating agencies took great comfort in the 'on the ground' presence and access they had to DRC's team throughout this effort, and their commitment to the job until we fully addressed all the recovery needs of our residents was greatly appreciated."

– Adam M. Smith, P.E., Chief of Wastewater Operations & Maintenance, City of Baton Rouge/Parish of East Baton Rouge's Department of Environmental Services

6. LOCATION AND PERSONNEL

DRC's main office is located at 111 Veterans Memorial Boulevard, Suite 1420, Metairie, LA 70005. DRC maintains satellite offices across the country, with several locations in Florida, including 2639 North Monroe Street, Building A, Tallahassee, FL 32303. In the event of a disaster in Destin, DRC would set up an emergency operations center in Destin.

The primary contact for Destin is Clint Pate, Regional Manager, who can be reached at (888) 721-4372, by cell: (850) 527-3900 or by email: cpate@drcusa.com.

To avoid duplication, for a list of supervisory personnel who will work on the project, please see item 5 above. For the relative experience of all professionals proposed for use on the team, please see staff bios in item 4 above, as well as staff resumes in item 7 below.

7. KEY STAFF RESUMES

Please see the attached resumes for all key staff to be assigned to the project, emphasizing their experience with similar work.

8. RESUMES FOR ON-SITE STAFF

Please see the attached resumes. The following staff will be on site:
Clint Pate, Regional Manager (lead person for project team)
Steve Crawford, Operations Manager
Sam Dancer, Field Supervisor
One or more of the following Project Managers will be assigned to the City, depending on the scale of the event.
Taylor Jumonville, Project Manager
Jarod Tassin, Project Manager
Scott Matthews, Project Manager
Andy Allshouse, Project Manager

9. ABILITY AND EXPERIENCE OF FIELD STAFF

Please see the bios in item 4 above and the following resumes for details regarding the ability and experience of field staff.

JOHN SULLIVAN

President

Mr. Sullivan has vast experience in all aspects of the construction industry, ranging from marine construction and dredging, land development and infrastructure construction as well as the intricate completion of individual custom homes. Mr. Sullivan, along with his brothers, started Sullivan Land Services, Ltd. which provides comprehensive site services for disaster response and recovery, infrastructure, and commercial landscaping, while earning a degree at Texas A&M University in Construction Management. His ingenuity eventually led to the creation of Sullivan Interests, Ltd., a portfolio of companies that provides services and products to various industries.

With over 26 years of experience in the construction industry, Mr. Sullivan has gained both extensive knowledge and hands on experience with the recovery process.



(888) 721-4372

Jsullivan@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Texas A&M University – College Station, Texas
Bachelor of Science - Construction Science

WORK EXPERIENCE

NYC Build It Back Program, *New York, NY*
• Program/construction management for the reconstruction, rehabilitation and elevation of over 700 homes in Staten Island. CDBG-DR funded project for New York City restoring homes damaged by Hurricane Sandy.

New York City Rapid Repairs Program– *New York, NY*
• Over 1,700 homes were repaired throughout the five boroughs of New York following Hurricane Sandy. All repairs were performed in a four-month period and included mechanical, electric, and plumbing.

FEMA Galveston County Emergency Housing– Galveston County, TX
• Involved the complete development of two former athletic fields into fully-functional manufactured home communities totaling 106 units. Both projects were completed in 28 days.

USACE GIWW Willacy County Dredging– Harlingen, TX
• Dredging of approximately 423,000 cubic yards of material in the Gulf Intracoastal Waterway and disposal in designated USACE placement areas.

Port of Harlingen Maintenance Dredging– Harlingen, TX
• Maintenance dredging of Port of Harlingen dock facilities. Dredging of approximately 58,000 cubic yards of material and disposal in POH placement areas.

NOTABLE PROJECTS

2022
Hurricane Ian
2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Hurricane Dorian, Tropical Storm Barry, Tropical Storm Imelda
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
LA Severe Storms & Flooding
2015
Winter Storm Jonas, Houston, TX Flood

PROMINENT CERTIFICATIONS

• Introduction to Incident Command System, ICS-100
• ICS for Single Resources and Initial Action Incident
• FEMA IS-100.b
• FEMA IS-200.b

OTHER CERTIFICATIONS

• OSHA Safety Certification
• USACE Contractor Quality Mangement

KRISTY FUENTES

Vice President of Compliance and Administration

Kristy Fuentes, DRC's Vice President of Compliance and Administration, offers over 19 years of experience in disaster recovery projects, client expansion, and government relations. Throughout the years, Ms. Fuentes has been an essential element in the management of all of DRC's disaster relief projects. Some of these major hurricane projects include Hurricanes Ian, Ida, Michael, Florence, Irma, Harvey, Ike, Wilma, Katrina. Other major projects consist of the 2023 Hawaii Wildfires, Colorado Marshall Wildfires, 2021 Kentucky Tornadoes, California Wildfires, State of Washington Fire Cleanup, Texas Severe Winter Storms, Louisiana Severe Storms and Flooding, and the BP Oil Spill. Most recently, she managed 24 simultaneous activations in response to Hurricane Ian; this project involved the removal and disposal of a combined total of over 4,900,000 cubic yards of debris. Ms. Fuentes has been an instrumental asset to the company by acting as the designated liaison for clients and ensuring consistency and quality in performance while managing various projects.

Ms. Fuentes has implemented changes and improvements to the methods and procedures for contracts, licensing, and pre-qualification processes to guarantee contractor compliance with Federal and State regulations. Ms. Fuentes continues to aid clients across the United States in planning, program management, disaster response, demolition contracting, and regulatory compliance while maintaining a key administrative role for every disaster and project DRC performs. Ms. Fuentes' unique oversight and creativity in every role she has assumed has significantly improved DRC's ability to flourish in increasingly more demanding disaster recovery environments.



(888) 721-4372

Kfuentes@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

University of New Orleans – New Orleans, LA
Marketing – 1993
Southeastern Lousiana University – Hammond, LA
Marketing-1992-1993

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Chief Executive Compliance Officer, October 2014 - Present
• Overall day-to-day responsibility for directing the DRC ES ethics, business conduct, and government contraction compliance programs ("Programs"). Ensure that all executives and employees have ethics training on an annual basis and that the code provides compliance guidance appropriate to the size and nature of DRC ES business.

Vice President of Business Development, 2013-Present
• Management of DRC's marketing, sales, and communications functions, providing client relations and assistance in planning, program management, disaster response, demolition, contracting, and regulatory compliance.

Regional Manager, 2005- 2013

NOTABLE PROJECTS

2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey

PROMINENT CERTIFICATIONS

• Hazardous Waste Operations & Emergency Response – Initial
• FEMA IS-100.b
• FEMA IS-632.a
• FEMA IS-633
• FEMA IS-634
• FEMA IS-700
• FEMA IS-702.a

OTHER CERTIFICATIONS

Can be provided upon request.

JOE NEWMAN

Vice President of Operations

Mr. Newman has over 2 decades of experience overseeing large-scale construction and disaster-related debris management projects. As Vice President of Operations, Mr. Newman maintains business relationships and offers hands-on participation and incident command on all operations. Mr. Newman plays a key role in every major activation, providing operational oversite to measure progress, and adjusting processes to ensure the success of the project. Mr. Newman works closely with management personnel and oversees all project managers to maintain efficient team structure during an activation. Mr. Newman has managed teams across multiple types of disasters including Hurricanes, Tropical Storms, Floods, Ice Storms, Tornados, Winter Storms, Fires, and Earthquakes with a cumulative contract value of over $1.5 billion. Mr. Newman is a strong leader whose organization, critical thinking, and communication skills are integral to the success of the team.



(888) 721-4372

Jnewman@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

United States Army
Army Ranger *1995-2000*

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Vice President of Operations *March 2017 - Present*

Program Manager *2003 - March 2017*
- On-ground execution of projects
- Crew oversight
- Schedule adherence
- Resource utilization
- Qualify/safety and regulatory compliance

United States Army

Army Ranger *1995 - 2000*
- Ranger Indoctrination Program (RIP)
- Primary Leadership Development Course (PLDC)
- Airborne School

PROMINENT CERTIFICATIONS

- Hazardous Waste Operations & Emergency Response – Initial

- FEMA IS-100.b
Introduction to Incident Command System, ICS-100

- FEMA IS-632.a
Introduction to Debris Operations

- FEMA IS-702.a
NIMS Public Information Systems

OTHER CERTIFICATIONS

- FEMA IS-33.17 - FEMA IS-35.17 - FEMA IS-2900

NOTABLE PROJECTS

2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias,
Hurricane Hana
2019
Tropical Storm Imelda, Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma,
Hurricane Harvey
2016
Hurricane Matthew, Louisiana Severe Storms and Flooding (DR-4277)
2015
Houston, TX Flood
2011
Tornado Outbreak
2008
Hurricane Gustav
2007
Missouri Ice Storm
2006
New York Ice Storm
2005
Hurricane Katrina, Hurricane Dennis

TONY FURR

Director of Technical Assistance and Training

Mr. Furr was the Region VI Debris Subject Matter Expert (SME) from 2013 – 2021 for FEMA and has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for over 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

Mr. Furr was directly involved in the FEMA Public Assistance (PA) grant program since 2005 (Hurricane Katrina and Rita) through 2020 COVID-19 events, including Hurricane Ike and Hurricane Harvey. Mr. Furr's knowledge and experience of the FEMA PA program is invaluable to both DRC Emergency Services, and all clients while navigating the FEMA Disaster grants programs. Mr. Furr is also a FEMA trainer for Grants Management and Debris Management. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, the Oklahoma Emergency Managers Conference and presided over the round table workshops hosted by the Disaster Recovery Contractors Association (DRCA) in FEMA Region VI.



(888) 721-4372

Tfurr@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Mitchell Community College – Statesville, North Carolina
Technical or Occupational Certificate in Engineering– 2002

Stanley Community College– Albemarle, North Carolina
Technical or Occupational Certificate– 1980

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Director of Technical Assistance & Training, *2021 - Present*
• Provide ongoing education to DRC Personnel and Jurisdictions through training and workshops.
• Attend meetings with FEMA.
• Consult with Clients to help identify and suggest equipment, products,
or services they may need
• Perform a key role in project planning and identification
of resources needed

Department of Homeland Security-Federal Emergency Management Agency (FEMA)
Public Assistance Task Force Lead/Debris Task Force Lead, *2016-2021*
• Regional Debris Subject Matter Expert (SME)
• Managed United States Army Corps of Engineers (USACE) mission assignment (MA) for Federal Operational Support (FOS) for a debris mission consisting of ten debris SMEs conducting field operations.
• Coordinate the Debris Task Force, which consists of state, federal, and local agencies, to promote an efficient and effective debris removal
mission consisting of an excess of 5,000,000 cubic yards
of debris
across 26 Parishes.
• Liaison to the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) for debris issues.

NOTABLE PROJECTS

• Designed and implemented the Chambers County Audit Program (DR-1791-TX) as requested by the Office of Inspector General (OIG). Specific program elements included research and analysis of OIG findings, guidance to the seven-person FEMA/State Audit Team on the necessary steps and methodology of the audit process, interpretation of statutory regulation and policy, and communication and coordination between all stakeholders on the project progress and results.

• At the request of Senior Management, designed and developed the current Region 6, Debris Management Plan (DMP) templates to aid the Grantee / Subgrantees in the development of their own comprehensive DMP
• Serving as Region 6 Debris Subject Matter Expert (SME), reviewing all applicant submitted Debris Management Plans
• Performed technical review of the City of Dayton's (subgrantee) second appeal for FEMA HQ and provide White Paper technical analysis of programmatic compliance

CERTIFICATIONS

ICS-100 • ICS-200 • FEMA IS-24 • FEMA IS-632.a • FEMA IS-634 • FEMA IS-800.b • FEMA IS-821 • FEMA IS-00022 • FEMA IS-00230 • FEMA IS-00317 • FEMA IS-00393.a • FEMA IS-00631 • FEMA IS-00632 • FEMA IS-00821 • FEMA IS-1812 • National Wildlife Coordinative Group Certifications L-381 and L-480 • E0193 Certified Appeal Analyst • Various field training, including CEF, Hazard Mitigation, PA Ops 1, PA Ops 2, and Debris • Project Management (Certified Project Manager (CPM) URS Corporation

WES HOLDEN

Director Of Government Relations

As a co-founder and leader of multiple companies, including Thompson Consulting Services, Wes Holden is a subject matter expert with over 22 years of expertise driving innovation & advancement in the Disaster Recovery industry and managing FEMA programs. Mr. Holden is skilled in architecting innovative software to replace outdated management solutions for natural disasters & emergencies. Over his career, Mr. Holden was instrumental in securing over $4B in FEMA reimbursed funding, enabling clients to recover and rebuild in the aftermath of disasters. Having pioneered groundbreaking solutions in the Disaster Recovery industry, Mr. Holden brings incredible knowledge and experience to every project.



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Wholden@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Florida State University – Tallahassee, FL
Bachelor of Science in Management Information Systems

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA
Director of Government Relations, *February 2024-Present*

Thompson Consulting Services- Lake Mary, Florida
Senior Vice President/ADMS Operations, *2011 – 2023*

TECHNOLOGY EXPERTISE

- Enterprise Web, Accounting and Document Management Applications
- ASP.Net, VB Net, C#, JavaScript, HTML, Visual Studio, Source Control
- QL Server, T-SQL, Stored Procedures, Index Tuning, Performance Management

PROGRAM EXPERIENCE

- FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G)
- FEMA Hazard Mitifation Grant Program (404 and 406)

NOTABLE PROJECTS

2023
New Mexico Wildfires/Flooding, Hurricane Idalia
2022
Hurricane Ian
2021
Hurricane Ida
2020
Hurricane Isaias, Hurricane Laura, Hurricane Sally, Hurricane Delta, Hurricane Zeta, California Wildfires, Midwest Derecho
2019
Hurricane Dorian
2018
Hurricane Michael
2017
Hurricane Harvey, Hurricane Irma, Hurricane Maria
2016
Hurricane Matthew, Louisiana Flooding
2015
South Carolina Severe Flooding
2014
Winter Storm Pax
2012
Hurricane Sandy, Hurricane Issac
2011
Tuscaloosa Tornadoes
2008
Hurricane Ike
2005
Hurricane Katrina, Hurricane Rita
2004
Hurricane Ivan, Hurricane Charley
2002
Typhoon Chataan

LISA WALSH

Contracts Manager

Prior to joining DRC, Ms. Walsh provided administrative assistance for emergency response projects involving FEMA protocol. Since joining DRC in 2010, she gained experience in data management operations following some of the largest debris generating natural disasters in recent history, and she became an integral part of DRC's data department. Ms. Walsh was responsible for overseeing data collection for state and federally-funded projects, helping to recover $1.9 billion in data collection since 2016. Ms. Walsh is very important to DRC's continued success in data.

Since 2013, Ms. Walsh has overseen all contracts for DRC as Contracts Manager. Her role is to maintain all contractual records and documentation, such as receipt and control of all contract correspondence, managing the pre-events contracts database, and coordinating with new and existing clients in establishing pre-event contract awards, contract renewals, and contract extensions. Ms. Walsh has provided continuous administrative aid to DRC's management personnel on all major disasters since 2010 by assisting and maintaining close relationships with each jurisdiction to ensure that all documentation is received and sent in a timely manner.



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Lwalsh@drcusa.com

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EDUCATION

Our Lady of Holy Cross College – New Orleans, LA
Bachelor's Degree in Accounting – May 2015
Nunez Community College – Chalmette, LA
Associates Degree in Business Technology – 2010

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Contracts Manager *November 2013 - Present*
• Maintain contractual records and documentation such as receipt and control of all contract correspondence.
• Ensure that signed contracts are communicated to all relevant parties to provide contract visibility and awareness and interpretation to support implementation.
• Responsible for applying, renewing, and activating general contractor's licenses nationwide; prequalification with Department of Transportation offices nationwide
• Responsible for Secretary of State annual filings and authorizations to do business

Project Administrator, *July 2010-November 2013*
• Provided administrative assistance to the Chief Operating Officer, Regional Manager, and several Project Managers for projects in Louisiana, including, but limited to:
  • MC52 BP Oil Spill Clean Up
  • St. Bernard Road Project
  • Orleans Parish Sheriff's Office
  • Hurricane Isaac Recovery – Assisted project managers in several contracts, coordinated and managed personnel to scan and submit tickets to the Mobile office)
• Project Administrator for two demolition projects for the City of New Orleans; responsibilities included filing permits, making LA One Calls, reviewing all packets for demolition paperwork before demolition, attending monthly meetings with the City of New Orleans and providing invoicing reconciliation
• Researched bids and RFPs throughout the United States

Law Offices of Christian D. Chesson – New Orleans, Louisiana
Paralegal/Office Manager, *September 2006-January 2009*
• Assisted in Chapter 7 Bankruptcy and Lemon Law documentation for clients
• Provided overall office management, including:
  • Client relations
  • Accounts payable/receivable
  • Administrative support to ten attorneys in the New Orleans office location
  •Liaison between the New Orleans office and the Lake Charles office locations

Advanced Cleanup Technologies, Inc. – Rancho Dominguez, California
Administrative Manager, *October 2005-May 2006*
• Director of Human Resources for the Southeastern Branch of ACTI
• Administrative office manager duties included documentation and operational support for operations manager and project managers; invoicing for emergency response projects following FEMA protocol

PROMINENT CERTIFICATIONS

• Hazardous Waste Operations & Emergency Response – Initial

OTHER CERTIFICATIONS

Can be provided upon request.

LISA WALSH

Contracts Manager

NOTABLE PROJECTS

2021
Kentucky Tornadoes, Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Zeta, Hurricane Delta, Hurricane Sally, Hurricane Laura, Hurricane Isaias, Hurricane Hana
2019
Tropical Storm Imelda, Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Maria, Hurricane Irma, Hurricane Harvey
2016
Hurricane Matthew, Louisiana Severe Storms and Flooding (DR-4277)
2015
Winter Storm Jonas, Houston, TX Flood
2014
Winter Storm Pax
2013
Midwestern Tornado Outbreak
2012
Super Storm Sandy, Hurricane Issac
2011
Hurricane Irene
2010
BP Oil Spill
2008
Hurricane Gustav, Hurricane Ike
2006
Hurricane Wilma
2005
Hurricane Rita, Hurricane Ophelia, Hurricane Katrina, Hurricane Dennis

CLINT PATE

Regional Manager

Mr. Pate comes to DRC with over 30 years of experience. Before joining the DRC team, Mr. Pate worked for an engineer firm for 23 years designing highways and was elected in 2014 to serve on the Jackson County, FL Commission where he worked for 8 years. For 2 years, Mr. Pate was Chairman of the Board of County Commission and helped with the cleanup after Hurricane Michael, Hurricane Sally, and the start of Covid. Mr. Pate is skilled in sales, project management, contracts reviews, and has remarkable knowledge of elected officials and leaders in the panhandle of Florida.



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EDUCATION

Abraham Baldwin Agricultural College –Tifton, GA Associate of *Arts in Agricultural Science–1981*

Chipley High School – Chipley, FL - *1979*

WORK EXPERIENCE

DRC Emergency Services, LLC - Tallahassee, FL

Florida Panhandle Regional Manager, March 2025 – Present

• Specializes in client services, incident command and command center operations.
•Provides Hands-on participation and incident command in response and recovery operations for numerous major disasters and emergencies.
• Manages the daily operations of debris removal, transportation and final disposal; logistical coordination of the personnel and resources; maintain lines of communication and reporting with the customer.

Business Development Coordinator - January 2023- March 2025

• Developed and maintained relationships with clients and potential clients in the panhandle.
• Reviewed RFPs and provided input on proposals.
•Identified local subcontractors that have capability to work for DRC in disaster recovery and identified DMS sites.
• Attended professional conferences.

PREVIOUS EXPERIENCE

Jackson County Board of County Commission

Florida Association County Trust
2020 – 2022

County Commissioner District 2
November 2014-November 2022

Chairman
2018-2020
Mr. Pate ·served 2 years as Chairman of the Board of County Commission. While serving as chair, he oversaw the board through the cleanup after Hurricane Michael, Hurricane Sally, and the start of Covid.

Tourist Development Council, Tri County Community Council Board, J-Tran Chairman
2014 – 2022

Ceteris Engineering
Senior Roadway Designer
March 2016 – March 2019

GPI, Inc.
Senior Roadway Designer/Project Manager
March 1997 – March 2016

Florida Department of Transportation
IT Support
August 1996 – March 1997

STEVE CRAWFORD

Operations / Regional Manager



(888) 721-4372

Scrawford@drcusa.com

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Metairie, LA 70005

Mr. Crawford joined DRC with 25 years of operational and sales experience in the Waste and Recycling Industry. Mr. Crawford is a Florida resident and has lived in the state since 1990. He previously worked in the organic recycling and compost industry in Florida, where he was responsible for municipal and federal contracting, operations management, disposal management, transportation, logistics, and commodity marketing. Mr. Crawford is a previous Board of Director Member and Chairman of the Sponsorship Committee for Recycle Florida Today, a nonprofit organization dedicated to recycling education and improvements throughout Florida. Mr. Crawford now works for DRC as an Operations Manager for the East United States and a Regional Manager for North Florida and Georgia. His duties as a Regional Manager consist of helping to secure pre-event contracts with jurisdictions, facilitating communication with clients to coordinate appropriate disaster planning before and after an event, identifying local sub-contractors and DMS sites, and assisting other Regional Managers with mobilization and response post-disaster when not in his region. As an Operations Manager, his duties consist of contributing operations information and recommendations for strategic plans and reviews, preparing and completing action plans, implementing production, productivity, quality, and customer service standards, resolving problems on the field, completing audits, identifying trends, analyzing and improving organizational processes and workflows, maintaining safe and healthy work environments by establishing, following, and enforcing standards and procedures, and complying with legal regulations.

In response to Hurricanes Ian and Ida, Mr. Crawford managed several jurisdictions in Florida, Georgia, and Louisiana, removing a total of 9.3 million cubic yards of debris. In response to Hurricane Ida, Mr. Crawford oversaw the removal of over 4.3 million cubic yards of debris. In response to Hurricanes Delta, Laura, and Sally, Mr. Crawford worked as the Operations manager in 4 jurisdictions in Louisiana; during this time, he helped operate 10 DMS sites and removed and disposed of a combined total of over 1.4 million cubic yards of debris throughout these areas.

EDUCATION

Mead Technical Institute, *Meadville, PA -1990*

Maplewood High School, *Meadville, PA -1988*

WORK EXPERIENCE

DRC Emergency Services, LLC – Fernandina. Florida

DRC Emergency Services, LLC – Fernandina. Florida
Operations Manager/Regional Manager Florida, *Apr 2018-Present*

• Overall day-to-day responsibility for managing all client customer needs, including contracts, maintenance, training, and planning for disaster events

McGill Environmental Systems

Senior Project Manager- Southeast US, Jul 2016-Apr 2018

• Reported to the CEO, responsible for all sales and operational growth projects for multiple organic recycling facilities in the Southeast.
• Directly managed Florida startup operation in 2017, improving net profit by 36% and sales revenue by 900K.
• Account manager for a large municipal and commercial customer base within Florida.
• Strategic member of the company leadership team with involvement in major capital projects, facility improvements, and sales growth.

Waste Pro USA

Division Manager- Jacksonville, FL, June 2014–July 2016

• Reporting to Regional Vice President and responsible for operations and safety of 115 employees, 75 vehicle fleet and 18 million in annual revenue. This included culture, training, improvement and all special projects.
• Directly responsible for all aspects of municipal contracting to include negotiating terms, public meeting presentations, implementation and operational execution.
• Accountable for growth & development of division revenue including success of staff, and management of sales staff development.
• Built rapport and interacted with internal and external customers, employees, businesses and municipal staff.
• Developed budgeting objectives for operations, shop and capital expenditures.

Waste Management

Strategic Business Director- Lombard, IL, Aug 2009– Jun 2014

• Reporting to Segment Vice President responsible for all federal sales and contracting nationwide.
• Increased net revenue in federal sales by 10 million in 16 months.
• Increased renewal rate on federal contracts from 43% to 85% within six months.
• Developed processes and procedures for properly responding to RFP opportunities.
• Implemented a strategic sales strategy to capitalize on sustainability efforts within government.
• Grew sales team by 200%, managing sales goals, HR functions, marketing and expenditures

STEVE CRAWFORD

Operations / Regional Manager

District Manager- Florida, Oct 2001-Jan 2009
• Reporting to the Market Area VP, responsible for managing all aspects of District recycling functions.
• Implemented a District-wide parts inventory system in 2002, eliminating shipping delays from parts suppliers.
• Managed high-profile contracts with Broward County, Orange County, City of Tampa, and Seminole County.
• Instrumental in creating trust relationships with Waste Management leadership throughout the District.
• Served as Team Leader on the Florida Growth Team, responsible for doubling Florida's EBIT in 20 months.
• Voted to the Board of Directors for Recycle Florida Today in 2006 and also served as Chairman of their sponsorship committee.
• Extensive hands-on experience with the municipal RFP process, ranging from direct bid procedures to complete contract negotiations.
• Achieved District-wide, one-year accident-free status in 2004/2005.

Smurfit Stone Recycling
General Manager- Jacksonville, FL, Dec 1998-Oct 2001
• Recognized by corporate for operating in 1999, 2000, and 2001 with zero recordable injuries.
• Reported to the Market Area Manager and was responsible for a 6000-ton per month facility with 45 employees.
• Directed the movement of 15,000 tons per month of brokerage OCC and High Grades.
• Received "Plant of the Year" award in 2000 for excellence in safety and profit.
• Increased export shipments from plant by 20% capturing the higher margins utilizing domestic homes for brokerage.
• Recaptured major high-grade suppliers using relationships and excellent service reputation.
• Managed P&L budget responsible for 25 million in annual revenue.

Account Manager- Tampa, FL, May 1997-Dec 1998
• Reporting to General Manager, responsible for securing and retaining all major accounts in excess of 500 tons per month.
• Recognized as 1998 Money Maker of the Year for the development of non-fiber tonnage with new suppliers and ten-year contract extensions with two high-margin customers.
• Served the lead role in the sale of non-performing facilities in Florida and received corporate acknowledgment for professionalism and thoroughness during this project.
• Responsible for the sale of two customer-recycling systems in excess of $100,000 each.

General Manager- Memphis, TN, Mar 1996-May 1997
• Reported to Market Area Manager, responsible for a 4,000-ton-per-month facility with 30 employees.
• Directed the movement of 9,000 tons per month of brokerage OCC and High Grades.

Continued-
• Created partnerships with local safety organizations to host health fairs, conduct disaster training, and improve safety training.
• Increased monthly EBIT by 90,000 dollars in 12 months by improving operating efficiencies and reducing maintenance downtime.
• Managed the renegotiation of a poor union contract, improving the company's position.
• P&L and budget responsibility for 15 million in annual revenue.
• Negotiated exclusive supply contracts with two Nike Distribution centers for 1,500 tons per month.

PROMINENT CERTIFICATIONS

• Louisiana Solid Waste Workshop Certificate

OTHER CERTIFICATIONS

• FEMA IS-5.a • FEMA IS-8.a • FEMA IS-11.a • FEMA IS-15.b • FEMA IS-15.a • FEMA-1010 • FEMA-1001 • FEMA-800.d • FEMA-700.b • FEMA-633 • FEMA-632.a • FEMA-559 • FEMA-325 • FEMA-317.a • FEMA-242.c • FEMA-241.c • FEMA-235.c • FEMA-10.a • FEMA-100.c • FEMA-111.a • FEMA-200.c

NOTABLE PROJECTS

2020
Hurricane Delta, Hurricane Sally, Hurricane Laura
2019
Hurricane Dorian
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Irma

SAM DANCER

Project Manager/Safety Officer

After more than a decade in military and law enforcement, Mr. Dancer joined DRC as a Field Supervisor and Project Manager. His responsibilities as Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance, ensuring that personnel are properly trained and equipped to carry out their duties, investigating incidents and accidents in the field and taking appropriate corrective action, coordinating with other departments to ensure that field operations are running smoothly, coordinating daily meetings and reports, and coordinating subcontractors.
Mr. Dancer managed 6 Louisiana contracts for Hurricane Ida with a cumulative contract total of over $99,200,000.



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EDUCATION

Southeastern Louisiana University – Hammond, LA
Some College in Computer Science

WORK EXPERIENCE

DRC Emergency Services, LLC – New Orleans, LA

Field Supervisor/Project Manager, 2013 – Present
• Manages all phases of assigned projects, ensuring contractual obligations are met and accountable for the personnel and equipment onsite. Projects include St. Louis County and the City of Bridgeton, MO, tornado debris removal; Tuscaloosa, AL (ALDOT) residential demolition of tornado-damaged residences; Terrebonne Parish, LA, St. Louis Bayou Cleanout project; City of New Orleans, LA, Strategic Demolition for Economic Recovery project.

Cahaba Disaster Recovery– Mobile, Alabama

Project Manager, 2008-2012
• Directed all phases of disaster-related projects from contract activation to final closeout; coordinated mobilization of subcontractors and ensured crews in the field operated in accordance with OSHA and DEQ regulations; maintained effective communication with local governing bodies, FEMA, Army Corps of Engineers, and monitoring firms. Recovery projects included areas impacted by Hurricanes Gustav and Ike, the City of Fayetteville, AR ice storm; the City of Nashville, Tennessee flooding; BP Oil Spill; and the Port au Prince, Haiti earthquake.

Omni-Pinnacle Emergency Response – Slidell, LA

Field Supervisor, 2005-2008
• Managed the day-to-day activities of crews and employees in the field, including operations involving tree cutting, debris removal, debris disposal, waterway clearing and residential and commercial demolition; ensured that FEMA, OSHA, DEQ and contractual obligations are met; project involvement included Hurricanes Katrina and Rita in unincorporated St. Tammany Parish, LA and Wilma in Indian River County, FL.

MILITARY EXPERIENCE

Louisiana Army National Guard (Infantry) – Houma, Louisiana

Squad Leader, 1989-1991
• Accountable for the proper training and the well-being of an eleven-person infantry squad; maintained combat readiness of the squad and all assigned weapons and equipment to ensure mission completion; unit was activated for Desert Storm.

United States Army (Infantry) – Multiple Locations

Senior Custodial Agent, Fire Team Leader/Track Commander, 1983-1986
• Controlled entry of US and German personnel into the limited and exclusion areas of a remote nuclear missile site and provide tactical response in the event of a perimeter breach; ensured that the soldiers in the fire team were properly trained and all assigned equipment was maintained; participated in Bright Star, Egypt (1985).

SAM DANCER

Project Manager/ Safety Officer

PROMINENT CERTIFICATIONS

- Hazardous Waste Operations & Emergency Response – Initial
- LDEQ Asbestos Contractor/Supervisor
- FEMA IS-100.c Introduction to Incident Command System, ICS-100
- FEMA IS-100.pwb Introduction to the Incident Command System
- FEMA IS-632.a Introduction to Debris Operations
- FEMA IS-633 Debris Management Plan Development
- FEMA IS-634 Introduction to FEMA's Public Assistance Program
- FEMA IS-700.b National Incident Management System (NIMS), An Introduction
- FEMA IS-702.a NIMS Public Information Systems

NOTABLE PROJECTS

2021
Hurricane Ida, Alabama Tornadoes, Texas Severe Winter Storms
2020
Hurricane Delta, Hurricane Laura
2019
Hurricane Dorian, Tropical Storm Barry
2018
Hurricane Michael, Hurricane Florence
2017
Hurricane Irma, Hurricane Harvey
2016
Louisiana Serve Storms and Flooding (DR-4277)
2015
Houston, TX Flood
2014
Winter Storm Pax
2013
Midwestern Tornado Outbreak
2012
Hurricane Isaac
2011
Hurricane Irene
2010
BP Oil Spill
2008
Hurricane Gustav, Hurricane Ike
2005
Hurricane Rita, Hurricane Katrina, Hurricane Dennis

CERTIFICATIONS

FEMA IS-5.a • FEMA IS-10.a • FEMA IS-11.a • FEMA IS-20.24 • FEMA IS-21.21 • FEMA IS-35.21 • FEMA ISI-36 • FEMA IS-37.17 • FEMA IS-37.21 • FEMA IS-37.24 • FEMA IS-42 • FEMA IS-60.b • FEMA IS-75 • FEMA IS-100.a • FEMA IS-100.b • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.a • FEMA IS-200.b • FEMA IS-200.c • FEMA IS-201 • FEMA IS-230.e • FEMA IS-230.d • FEMA IS-235.c • FEMA IS-240.b • FEMA IS-241.b • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-244.b • FEMA IS-315 • FEMA IS-315.a • FEMA IS-317 • FEMA IS-317.a • FEMA IS-324.a • FEMA IS-325 •FEMA IS-360 • FEMA IS-368.a • FEMA IS-394.a •FEMA IS-403 • FEMA IS-405 • FEMA IS-453 • FEMA IS-559 • FEMA IS-632.a • FEMA IS-634 • FEMA IS-660 • FEMA IS-700.a • FEMA IS-700.b • FEMA IS-800.b • FEMA IS-800.d • FEMA IS-904 • FEMA IS-905 • FEMA IS-906 • FEMA IS-907 • FEMA IS-909 • FEMA IS-912 • FEMA IS-914 • FEMA IS-1000 • FEMA IS-1001 • FEMA IS-1010 • FEMA IS-1150 • FEMA IS-1151 • FEMA IS-1172 • FEMA IS-2002 • FEMA IS-2200 •FEMA IS-2900.a • FEMA IS-2901 • OSHA-105 •OSHA-107 • OSHA-108 • OSHA-112 • OSHA-113 •OSHA-115 • OSHA-116 • OSHA-121 • OSHA-122 •OSHA-144 • OSHA-150 • OSHA-151 • OSHA-152 •OSHA-161 • OSHA-162 • OSHA-602 • OSHA-603 •OSHA-605 • OSHA-612 • OSHA-614 • OSHA-618 •OSHA-700 • OSHA-701 • OSHA-702 • OSHA-704 •OSHA-707 • OSHA-716 • OSHA-718 • OSHA-719 •OSHA-722 • OSHA-750 • OSHA-806 • OSHA-807 •OSHA-808 • OSHA-809 • OSHA-815 • OSHA-852

ACCESS AND AWARDS

- TWIC Card
- Access to the Homeland Security Information
- Network for LA, MS, TX, AL and the EM Site
- Louisiana War Cross
- National Defense Service Medal
- Good Conduct Medal
- Army Achievement Medal

TAYLOR JUMONVILLE

Project Manager

Mr. Jumonville has six years of experience in project management. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors. Mr. Jumonville is also asbestos certified, technician and traffic control support certified for Louisiana, and a certified arborist. Mr. Jumonville presently resides in Lafayette, Louisiana.

His most notable projects are the Hurricane Ida Cleanup, which resulted in the removal and disposal of over 3.2 million cubic yards of debris, and the ALDOT Hurricane Zeta and Tornado, which resulted in the removal and disposal of 750,000 cubic yards of debris.



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WORK EXPERIENCE

DRC Emergency Services, LLC
Project Manager, 2019 - Present
• Managed all phases of assigned projects, ensuring contractual obligations are met and accountable for the personnel and equipment onsite.

SLSCO, LLC - Galveston, TX
Superintendent/Operations Manager, 2016-2019
• Managed all phases of assigned projects, ensuring contractual obligations are met and accountable for the personnel and equipment onsite.

NOTABLE PROJECTS

2024
Hurricane Laura Hazardous Tree Removal
2023
Hurricane Ida Hazardous Tree Removal
2022
Boulder, CO Wildfires, Lafourche Parish PPDR Demos
2021
Hurricane Ida, Alabama Tornadoes
2020
Hurricane Zeta, Puerto Rico Housing Recovery Program, Commonwealth of the Northern Marianna Islands Homeowner Assistance Program
2017
Hurricane Harvey
2016
South Carolina Disaster Recovery Homeowner Assistance Program, Baton Rouge/Victoria MHU Group Site, Louisiana Shelter at Home Program (GOHSEP)

CERTIFICATIONS

ASBESTOS CONTRACTOR /SUPERVISOR • TRAFFIC CONTROL TECHNICIAN • TRAFFIC CONTROL SUPERVISOR • CERTIFIED ARBORIST • 40-HOUR OSHA HAZWOPER • FEMA IS-5.a • FEMA IS-37.23 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-633 • FEMA IS-800 • FEMA IS-1010

JAROD TASSIN

Estimator

Mr. Tassin has four years of relevant work experience, having joined DRC after working for a debris monitoring firm. His responsibilities as a Project Manager include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Tassin oversaw the operation for the Marshall Fires in Colorado, resulting in a contract value of $27 million, and cleanup for Hurricanes Ian and Ida, resulting in a contract value of $43.8 million.



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EDUCATION

Southeastern Louisiana State University, December 2021
AAS, Construction Technology

Brother Martin High School, May 2016

WORK EXPERIENCE

DRC Emergency Services, LLC
Estimator, May 2024 - Present
• Estimate costs for all aspects of DRC's debris removal and management projects

Project Manager, November 2021 - May 2024
• Manage all phases of assigned projects, ensuring contractual obligations are met and accountable for the personnel and equipment onsite.
• Estimate costs for all aspects of DRC's debris removal and management projects

CERTIFICATIONS

Asbestos Supervisor Initial 40 Hours • ATSSA Traffic Control Supervisor Certification • FEMA IS-5.a • FEMA IS-10.a • FEMA IS-37.23 • FEMA IS-37.24 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-235.c • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-317.a • FEMA IS-321 • FEMA IS-324.a • FEMA IS-325 • FEMA IS-559 • FEMA IS-632.a • FEMA IS-633 • FEMA IS-700.b f • FEMA IS-800 • FEMA IS-1001 • FEMA IS-1010 • FEMA IS-00100.c

NOTABLE PROJECTS

2021
- St. Tammany Parish, LA, Hurricane Ida Clean-up
- Boulder Country, CO, Marshall Fire

2022
- Jefferson Parish, LA, Hurricane Ida PPDR (Mud Program)
- Manatee County, FL, Hurricane Ian Debris Clean-up
- Bradenton City, Florida, Hurricane Ian Debris Clean-up
- Ft. Myers Beach Waterways, FL, Hurricane Ian Debris Clean-up

2023
- Gainesville, FL, Hurricane Idalia Push
- Terrebonne Parish, LA, Hurricane Ida Demolitions

2024
- Jackson County, FL, Tornado Debris Clean-up
- Pointe Coupee Parish, LA, Tornado Debris Clean-up
- Vermillion Parish, LA, Debris Clean-up
- Jefferson Parish, LA, Hurricane Ida Demos (Jean Lafitte)
- Pinellas County, FL – Hurricane Helene & Milton Debris Clean-up & Push
- Indian Rocks Beach, FL - Hurricane Helene & Milton Debris Clean-up
- Madeira Beach, FL - Hurricane Helene & Milton Debris Clean-up & Push
- South Pasadena, FL - Hurricane Helene & Milton Debris Clean-up
- City of Largo, FL - Hurricane Helene & Milton Debris Clean-up
- City of Bellaire, FL - Hurricane Helene & Milton Debris Clean-up
- City of Kenneth, FL – Hurricane Milton Debris Clean-up

SCOTT MATTHEWS

Project Manager

Mr. Matthews has over three decades of relevant work experience as a Project Supervisor and Manager. He has a proven track record of coordinating and planning for complex contracts, including developing project milestones. His duties as a Project Manager consist of on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

In his first year with DRC, Mr. Matthews managed the removal of over 3,000,000 cubic yards of debris across four Louisiana jurisdictions in response to Hurricane Ida. In response to Hurricane Ian, he worked closely with the Florida Department of Transportation, the Florida Department of Environmental Protection, and several Florida jurisdictions while aiding in the management of over 2,600,000 cubic yards of debris.



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EDUCATION

Ocean County College, Toms River, NJ
Some college
Point Pleasant Borough High School, Point Pleasant Beach, NJ

NOTABLE PROJECTS

2022
Hurricane Ian
2021
Hurricane Ida

WORK EXPERIENCE

DRC Emergency Services, LLC
Project Manager, 2021 - Present

• Managed all phases of assigned projects, ensuring contractual obligations are met and accountable for the personnel and equipment onsite.

Wheelabrator South Broward
Supervisor, 1991 - 2021

• Established and enforced clear goals to keep employees working collaboratively.
• Provided ongoing training to address staff needs.
• Identified and corrected performance and issues to reduce impact to business operations.
• Maintained operating schedules to provide effective coverage for key areas and achieve objectives.

Princess Carpentry
Carpenter, 1986 - 1990

· Installed building structures such as windows, trim and cabinetry while meeting job deadlines.

CERTIFICATIONS

FDOT MOT ADVANCED COURSE

ANDY ALLSHOUSE

Project Manager

Mr. Allshouse has seven years of relevant work experience and a Bachelor of Science Degree in Community Health Education from Western Michigan University. Prior to working with DRC, Mr. Allshouse worked with DRC's sister company, SLSCO, a fellow disaster response company. Mr. Allshouse currently resides in New Port Richey, Florida. As a Project Manager for DRC, his responsibilities include on-site management of all phases of projects and making necessary adjustments to ensure optimal performance; ensuring that personnel are properly trained and equipped to carry out their duties; investigating incidents and accidents in the field and taking appropriate corrective action; coordinating with other departments to ensure that field operations are running smoothly; coordinating daily meetings and reports; and coordinating subcontractors.

Mr. Allshouse facilitated the removal and disposal of a combined total of over 3.8 million cubic yards of debris in response to Hurricanes Ian, Ida, and Idalia, resulting in a cumulative contract value of $55 million dollars.



(888) 721-4372

Aallshouse@drcusa.com

111 Veterans Boulevard, Ste. 1420,
Metairie, LA 70005

EDUCATION

Western Michigan University
Bachelor of Science in Community Health Education

WORK EXPERIENCE

DRC Emergency Services, LLC
Project Manager, 2019 - Present
• Manage all phases of assigned projects, ensuring contractual obligations are met and accountable for the personnel and equipment onsite.

Any Car USA
Sales/Finance Manager & Inventory Manager, 2013 - 2019
• Established and managed relationships with banks and lenders.
• Maximized dealer profits through knowledge of lender rates.
• Secured and sold retail and lease contracts, including service programs and insurance.
• Processed and funded contracts, tracked collections, and resolved finance issues.
• Managed and maintained sales and marketing campaigns across various vehicle internet marketplaces.

A2 Mobile Gaming of Clearwater (DBA Games 2U)
Owner/President, 2007 - 2012
• Secured service contracts across various institutions, including schools, churches, and businesses.
• Developed effective marketing tools and managed relationships with event planners and fundraising organizations.

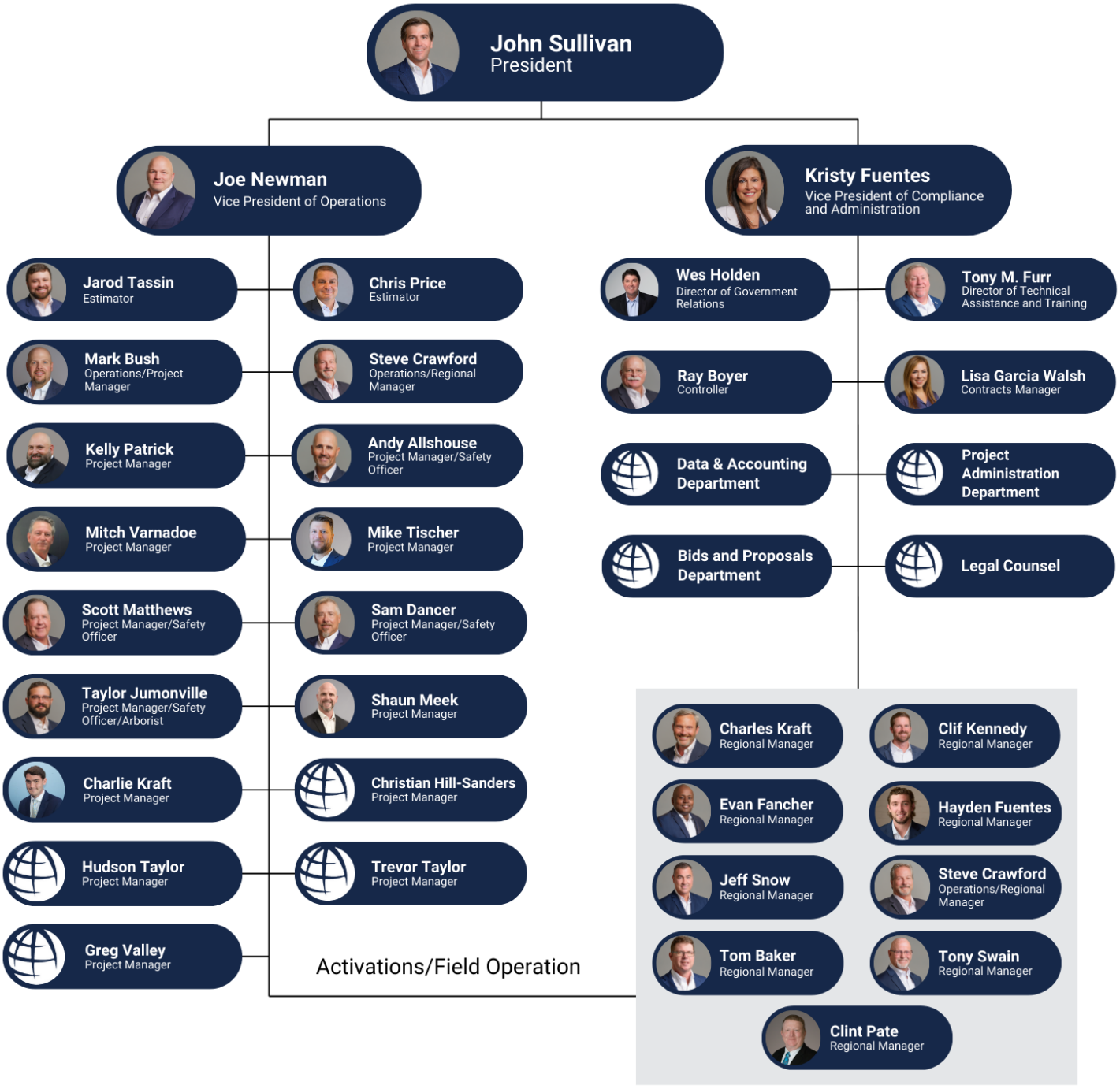
NOTABLE PROJECTS

2021
Hurricane Ida
2020
COVID-19 FDEM Logistics & Distribution Project
2018
Red Tide Fish Kill Removal
2017
Rebuild Florida Hurricane Irma Housing Program

CERTIFICATIONS

FEMA IS-5.a • FEMA IS-10.a • FEMA IS-37.23 • • FEMA IS-324 • FEMA IS-100.c • FEMA IS-111.a • FEMA IS-200.c • FEMA IS-235.c • FEMA IS-241.c • FEMA IS-242.c • FEMA IS-317.a • FEMA IS-324.a • FEMA IS-325 • FEMA IS-559 • FEMA IS-632.a • FEMA IS-633 • FEMA IS-700b • FEMA IS-800d • FEMA IS-1001 • FEMA IS-1010 • 40-hr EM 385-1-1 Construction Safety Hazard Awareness for Contractors 2024 • Asbestos Abatement Training Certificate • ATSSA Traffic Control Technician • FDOT Temporary Traffic Control Certificate • Hazwoper

10. ORGANIZATIONAL CHART



11. PROPOSED SUBCONTRACTORS

DRC has teamed with the following subcontractors. These partnerships augment our resources and ability to quickly respond to any contingency that disrupts the City of Destin. This alliance provides vital local knowledge and allows DRC to establish relationships with other local civil contractors.

Triple Bar Construction and Recovery, LLC
612 Good Street
Bloomfield, IA 52537
Josh Williams
(641) 208 5414
josh@triplebar.org

D & T Marriott Enterprises, LLC (WBE)
29548 Jucco Drive
Brookfield, MO 64628
Tama Marriott
(660) 591-6702
Tama.marriott@gmail.com

Triple Bar Construction and Recovery, LLC provides disaster debris removal and disposal services in line with the City's scope of services. Their experience includes load and haul, tree trimming and removal, and more. DRC has been working with Triple Bar since Hurricane Ida in 2021, when they assisted with our contract activations across the State of Louisiana.

D & T Marriott Enterprises, LLC is a woman-owned waste cleanup agency based out of Brookfield, Missouri with nearly 15 years of experience in debris removal, disaster relief, dump management, land clearing, and other relevant areas. In addition to this diverse skill set, the D & T Marriott team prides itself on its excellent customer service, timely solutions, and client relationships, and is committed to exceeding expectations. DRC has worked with D & T Marriott on multiple projects over the years.

12. CONTRACTUAL OBLIGATIONS

Current Activations

Contracting Agency	Description	Status
Erwin (Town of)	Flood Debris Activation	Ongoing
Tangipahoa Parish	Hurricane Ida Demolitions	Ongoing
Covington County MS	Severe Weather Event of March 2025	Ongoing
Floyd County, KY	2025 February Flood	Ongoing
Knott County, KY	2025 February Flood	Ongoing
Pike County, KY	2025 February Flood	Ongoing
Coal Run, KY	2025 February Flood	Ongoing
Letcher County, KY	2025 February Flood	Ongoing
Jacinto City (City of)	Severe Weather Event of March 2025	Ongoing
Navarro County, TX	Severe Weather Event of 2025	Ongoing
Bacon County, GA	Hurricane Helene - Disaster Debris Removal DR-4830	Ongoing
Georgia Department of Transportation - Districts 2, 4, & 5	Hurricane Helene - Disaster Debris Removal DR-4830	Ongoing
Lafayette Parish Winter Storm	Winter Storm Enzo	Ongoing
Largo (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	Nearing completion
Longboat Key (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	Nearing completion
Manatee County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	Nearing completion
Orange County	Airport Fire	Ongoing
Pinellas County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	Nearing completion
Sarasota (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	Nearing completion
South Carolina Department of Transportation	Hurricane Helene - Disaster Debris Removal DR-4829	Ongoing
Spartanburg County, SC	Hurricane Helene - Disaster Debris Removal DR-4829	Ongoing
State of New Mexico Private Property Debris Removal and Erosion Control Services	Wildfires and Floods	Ongoing

This information is protected as a trade secret under the Florida Uniform Trade Secrets Act, Florida Statutes § 688.001 et seq., and the Defend Trade Secrets Act, 18 U.S.C. §1836 et seq., and any unauthorized use, disclosure, or misappropriation is strictly prohibited and may result in legal action.

Standby Contracts Along the Gulf Coast of Florida and Alabama

****THE FOLLOWING LIST IS CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION****

Alabama Gulf Coast	FDOT District 2 Z2240	Niceville (City of)
ACCA Region 1	FDOT District 2 Z2249	Northwest Florida Water Management District (NFWMD)
Chickasaw (City of)	FDOT District 8 Z8133	Okaloosa County
Dauphin Island (Town of)	FDOT District 8 Z8141	Palm Coast (City of)
Mobile (City of)	Florida A&M University (FAMU)	Pasco County
Semmes (City of)	Florida Department of Environmental Protection (FDEP)	Pinellas County
Florida Gulf Coast	Florida Municipal Power Agency	Pinellas County
Bay County	Fort Walton Beach	Pinellas Park (City of)
Belleair (Town of)	Gadsden County	Port Richey (City of)
Belleair Beach (City of)	Hardee County	Safety Harbor (City of)
Bradenton (City of)	Hernando County	Sandestin Owners Association
Bradenton Beach (City of)	Indian Rocks Beach (City of)	Sanibel (City of)
Calhoun County	Inverness (City of)	Santa Rosa County
Cape Coral (City of)	Jackson County	Sarasota (City of)
Cedar Key (City of)	Jefferson County	Sarasota County
Central Florida Electric Cooperative	Kenneth City (City of)	Sarasota County
Charlotte County, Florida (2020)	Key West (City of)	School Board of Sarasota County
Citrus County	Largo (City of)	South Pasadena (City of)
Clermont (City of)	Leon County	Tallahassee (City of)
Crestview (City of)	Longboat Key (Town of)	The Villages Community Development Districts
Crystal River (City of)	Lynn Haven (City of)	Treasure Island (City of)
Dunedin (City of)	Madeira Beach (City of)	University of Central Florida (UCF)
FDOT District 2 Z2236	Manatee County	Venice (City of)
FDOT District 2 Z2237	Mary Esther (City of)	Wakulla County
FDOT District 2 Z2238	Monroe County	Walton County
FDOT District 2 Z2239	New Port Richey (City of)	Washington County

A. ABILITY TO MANAGE MULTIPLE CONTRACTS

DRC has extensive experience staffing, managing, and executing multiple debris management and emergency response projects nationwide. Our approach is grounded in using highly qualified operational management teams to ensure a coordinated, expeditious and effective response to disasters. DRC's management staff is provided with state-of-the-art resource planning and forecasting systems and empowered to reassign resources as needed. DRC's experience managing multiple contracts includes the following:

2024 Hurricane Season

- Four hurricanes – Beryl, Francine, Helene, and Milton – struck the Gulf Coast in a very active 2024 season. DRC was activated on 21 contracts for Beryl, 14 for Francine, 23 for Helene, and 18 for Milton. Helene and Milton were both record-breaking major hurricanes which struck Florida less than 2 weeks apart. DRC's hurricane response work in 2024 spanned seven states from Texas to Virginia.
- DRC also performed specialized private property debris removal in response to wildfires in New Mexico, Washington State, and Hawaii.

2023 Tornados, Winter Storms and Hurricane Idalia

- DRC was activated in 22 jurisdictions, managed 13 DMS sites, and removed and disposed of over 2,100,000 cubic yards of debris.

2022 Hurricane Ian

- DRC was activated in 20 jurisdictions, managed 21 DMS sites, and removed and disposed of over 5,000,000 cubic yards of debris.

2021 Hurricane Ida

- DRC was activated in 41 jurisdictions, managed 89 DMS sites, and removed and disposed of over 18,000,000 cubic yards of debris.

2020 Hurricane Season

- DRC was activated in 56 jurisdictions, managed 81 temporary staging and reduction sites, and removed and disposed of over 6,000,000 cubic yards of debris in response to six hurricanes across seven states.

2019 Hurricane Season

- DRC was activated in 14 jurisdictions in the Gulf Coast region as Hurricanes Barry and Dorian and Tropical Storm Imelda hit the coast back-to-back over two months. DRC operated and managed five temporary staging and reduction sites in total and removed approximately 210,000 cubic yards of debris.

2018 Hurricane Season

- DRC was active in nine jurisdictions in response to Hurricane Michael, where we managed 33 debris management sites and removed approximately 5,850,000 cubic yards of debris.
- DRC was concurrently activated in 15 jurisdictions following Hurricane Florence, where we managed 31 temporary staging and reduction sites and picked up approximately 2,500,000 cubic yards of debris.

2017 Hurricane Season

- DRC was activated by the Department of Transportation and Public Works in Puerto Rico following Hurricane Maria. During this contract, DRC managed 13 temporary staging and reduction sites and removed over 1,200,000 cubic yards of debris.
- Following Hurricane Irma, DRC was activated in 27 jurisdictions simultaneously while managing 30 temporary staging and reduction sites. DRC removed and disposed of over 3,600,000 cubic yards of debris.
- DRC was activated in 23 jurisdictions following Hurricane Harvey and simultaneously ran 16 temporary staging and reduction sites during this activation. DRC recovered and reduced over 4,290,000 cubic yards of debris during this activation.

2016 Hurricane Hermine

- In Citrus County, Florida, DRC successfully removed and disposed of more than a thousand tons of residential flood debris and tens of thousands of cubic yards of vegetation in less than 30 days.

2016 Louisiana Severe Flooding

- DRC removed 2,100,000 cubic yards of debris – including 1,000,000 cubic yards which we picked up over the course of just 30 days in East Baton Rouge Parish, Louisiana.
- DRC opened and operated two temporary staging and reduction sites – including the largest debris management site on record – to compact and recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions.

2016 Winter Storm Jonas

- The snow from Winter Storm Jonas started the morning of January 22nd, and by that evening, DRC had started mobilizing in five different jurisdictions. Operations continued 24 hours a day and required two operators per piece of equipment, around-the-clock management and support personnel. The project was completed in 10 days.

2014 Ice Storm Pax

- DRC was simultaneously activated in New Hanover County, Pender County, and the City of Wilmington, North Carolina for debris removal and reduction of approximately 400,000 cubic yards of debris.
- The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in eight counties, totaling over 12,000 miles of roadway clearing and the trimming of over 225,000 trees.
- DRC managed and operated 16 temporary staging and reduction sites in North and South Carolina, reducing and recycling over 1.7 million cubic yards of debris.

B. PLAN FOR MANAGING MULTIPLE FLORIDA AND ALABAMA BASED CONTRACTS

Due to the nature of disaster response operations, activation needs are often dictated by uncontrollable factors such as the timing, scale, and location of natural events. Nevertheless, DRC remains fully committed to supporting the City of Destin through the following approach:

- We maintain a roster of dedicated full-time personnel and a robust network of prequalified subcontractors that can be mobilized rapidly.
- Our operational model allows us to scale resources dynamically, prioritizing the City of Destin under active contract obligations.
- We continuously monitor resource availability and disaster activity nationwide to ensure we can meet emerging needs.

We pride ourselves on our proven history of successful multi-event mobilizations even during peak disaster seasons, demonstrating our ability to meet simultaneous commitments while maintaining service quality. DRC structures our management so that top level management personnel can be accessible to our clients in the case of multiple activations.

DRC employs more than 30 Regional and Project Managers. Regional Managers are assigned to specific geographic locations throughout the United States to assist, monitor and lead the project teams in response to emergency situations. In the event of a large-scale disaster, Regional Managers may be mobilized to support recovery efforts in any area of the country.

C. PRIMARY CONTRACTOR FOR POPULATIONS ABOVE 10,000

DRC is the primary contractor for the majority of the contracts listed above. Contracts with government entities with a population of at least 10,000 residents on which DRC is the primary subcontractor include Okaloosa County, Jackson County, Walton County, Niceville, the Association of County Commissions of Alabama (ACCA), and many others.

ACTION IN LIEU OF
A MEETING OF THE
MEMBERS OF
DRC EMERGENCY SERVICES, LLC

This action is taken in accordance with the Alabama Limited Liability Company Act, as amended (the "Act"), in lieu of a meeting of the Members of DRC EMERGENCY SERVICES, LLC, an Alabama limited liability company (the "Company"), and is made effective as of January 1, 2018.

WHEREAS, Section 9.01 of the Company's Third Amended and Restated Operating Agreement dated January 1, 2018 (as amended, the "LLC Agreement") and the Act permit the Members of the Company to take the following actions; and

WHEREAS, the undersigned, constitutes the Members of the Company (the "Members").

NOW, THEREFORE, the undersigned hereby make the following resolutions and consents to the following actions in lieu of a meeting of the Members of the Company:

1. The following persons, in their respective capacities indicated below, are hereby authorized and empowered for the express purpose of signing all contracts, agreements, bid documents, filings and other documents necessary for execution between Company and any third-party in the ordinary course of the Company's business, subject to any restrictions of limitations on authority as set forth in the Company's governing documents:

Name	Office/Capacity
John R. Sullivan	President
Todd P. Sullivan	Vice President
William W. Sullivan	Vice President and Secretary
Kristy Fuentes	Vice President of Administration and Compliance, Secretary and Treasurer

2. The officers listed above after giving effect to this written consent are hereby authorized and directed on behalf of the Company to execute and deliver such agreements and instruments, make such filings and give such notices, and take any and all such other actions, and to do or cause to be done, such acts as such officers may deem necessary or advisable to accomplish or otherwise implement the purposes of the foregoing resolutions or to cause the Company to perform its obligations under any of the foregoing, until his or her successor is duly elected and qualified, his or her resignation, his or her removal from office by the Members of his or her death.

3. All actions taken by any officer of the Company in connection with any of the transactions contemplated by these resolutions are hereby authorized, approved, ratified and confirmed in all respects.

4. This written consent may be executed in counterparts, and all so executed shall constitute one action notwithstanding that all of the undersigned are not signatories to the original or to the same

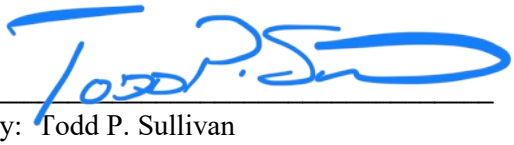
counterpart. This written consent shall be filed with the minutes of the proceedings of the Members of the Company.

Dated effective as of the date first written above.

DRC EMERGENCY SERVICES, LLC



By: John R. Sullivan
Its: Member



By: Todd P. Sullivan
Its: Member



By: William W. Sullivan
Its: Member

Prepare Respond Recover



Among the top priorities of any community are to protect lives, to minimize the loss or degradation of resources, and to restore operational capability following an event. DRC uses a basic, three-phase approach to help the City of Destin achieve these goals: **prepare**, **respond**, and **recover**. Careful attention to these three phases is fundamental to successful disaster management.

The primary mission of DRC Emergency Services, LLC is to provide a professional, honest, and immediate response to natural and man-made disasters.



"Through weekly project meetings, I became increasingly familiar with the organization's natural abilities and orderly work ethic. As the cleanup effort progressed, I realized that this company's staff was a perfect fit for working with subcontractors and property owners."

— Leo T. Lucchesi, Director of Public Works, Washington Parish Government

PREPARE



→ Contract Award
→ Local Teaming Partners
→ Available Equipment
→ Joint Planning & Training

Contract Award

Upon award, DRC's Regional Manager Clint Pate will schedule a meeting with the City of Destin. The initial meeting is critical, allowing the City and the Regional Manager to make introductions and to prepare for any pending disasters. DRC's primary goal in this meeting would be to develop a step-by-step plan to expedite arrangements for the training and response phases of the contract. These provisions include but are not limited to the following:

- Presenting key team members, including the Project Manager, and their responsibilities
- Participating in scenario exercises to include planning and routing
- Facilitating the designation and readiness of DDMS and final disposal sites
- Introducing the Monitoring Firm Representative (if applicable)

Local Teaming Partners, Vendors, and Subcontractors

DRC maintains a network of more than 2,000 subcontractors, approximately 30 of which are primary subcontractors that have been a part of DRC's responses since our inception. These subcontractors, along with DRC's own personnel and equipment, are capable of mobilizing events of any size. The identification of local subcontractors prior to activation secures commitment of equipment and insurance requirements. In compliance with the Stafford Act, and in recognition of the value of local knowledge and expertise in any disaster scenario, DRC encourages local participation. DRC uses the following methods to identify local subcontractors:

- Outreach programs
- Government databases
- Website applications
- Client and vendor referrals
- SBE compliance departments
- Direct mail outreach

Available Equipment

DRC will use owned equipment, subcontractor equipment, and/or lease/rent equipment based upon the disaster scenario. **DRC has the most expansive collection of rolling stock and equipment in the disaster services industry**. The company has 2,568 trucks and 1,657 pieces of support equipment, either owned or under agreement, available for immediate use. As part of the company's Corporate Mobilization Plan, a monthly inventory of available equipment is performed, recorded, and readily available. DRC has actively demonstrated the ability to quickly amass and mobilize significant quantities of equipment. **During the 2021 hurricane season, DRC operated more than 4,000 pieces of equipment simultaneously while responding to Hurricane Ida.**



Additionally, DRC has Master Service Agreements in place with national equipment suppliers, such as Herc, Sunbelt, Bottom Line, United, Caterpillar, William Scotsman, etc., to supplement our equipment needs.

DRC Emergency Services Asset List

Equipment Type	Description	Quantity
Bucket Trucks	Various Models with Booms	110
Chip Trailers	Various Models and Horsepower	14
Chip Vans	Receptacle Vehicles	2
Dump Trucks	Various Models with Dual and Tri Axles	353
End Dump Trailers	Various Models and Capacity	298
Flat Bed Semis	Various Models for Equipment Movement	6
Flat Beds	53' Equipment Trailers	20
Fuel Trucks	Multiple Model and Gallon Capacity	46
Low Boys	Equipment Movement Trailers	53
Pickups	Half and Three-Quarter Ton of Various Makes and Models	45
Roll Off Trucks	Primarily Galbreath 60,000-Pound Hoist on Various Makes	82
Rolls Off Containers	20, 30 and 40 Cubic Yard Containers	337
Self-Loaders	Various Makes with Buckets Ranging from 2-10 Cubic Yards	343
Semi Dumps	Various Makes and Models with Various Capacity	240
Semi Tractors	Various Makes	232
Service Trucks	Fully Stocked Road Ready Service Vehicles	79
Slingers	Various Models	5
Straight Trucks	Various Makes and Models	8
Sweepers	Various Models Used for DMS Operation	3
Tankers	Various Models	125
Tractor /Trailers Combos	Various Models	29
Tractors	Various Makes and Models	43
Trailers	25-Foot Travel Trailer	1
Utility Trailers	15 and 20-Foot Utility Trailers	2
Vacuum Trailer	Various Makes	30
Vacuum Trucks (Wet)	Various Makes	13

Walking Floors	48-Foot Automated Trailers	46
Water Trucks	Various Capacity Used for DMS Operation	3
Attachments - various	Buckets, Hoists, Slings, etc.	157
Back Hoes	Various Models and Capacity	40
Bobcats	Skid-Steer with Multiple Attachments	53
Bull Dozers	Various Makes and Sizes	45
Conveyors	Used for Material Movement	2
Crushers	Metal Compaction and Volume Reduction	24
Excavator	Various Makes and Models	164
Feller Buncher	Various Makes and Models Used for Clearing Projects	27
Front End Loaders	Various Makes, Models and Bucket Capacity	127
Generators	Various	41
Grinders	Horizontal and Tub Grinders	36
Jarraf Tree Trimmers	High-Capacity Trimming Equipment	3
Jersey Barriers	Used for Highway Projects and Within DMS	200
Light Plants	Various Used for Night Operation	100
Material Handlers (Tele Boom)	Loading Equipment	3
Mobile Kitchens	Various Models	13
Off Road Dumps	Volvo High Capacity	2
Pumps	Various Sizes	5
Safety Signs, Cones and PPE/arrow boards/message boards	Used for Highway Operations	503
skid steers	Various Sizes with Multiple Attachments	96
Screens	Shaker Screens and Sand Screens	4
Water Trucks	Various Models and Capacity	12
	Total:	**4225**

Marine Vessels/Equipment

Equipment Type	Quantity
Inland Marine Harvester	1
Air Boat	3
Amphibious Aquatic Excavator	1
Tugboat	14
Underwater ROV	1
Utility Boat	1
Work Boat	15
JON Boats	10
500 CRANE (120 X 54 X 10)	1
510 CRANE (100 X 52 X 9)	1
524 CRANE (250 x 64 x 12)	1
526 CRANE (293 X 80 X 19)	1
527 CRANE (176 X 75 X 13)	1
529 CRANE (250 X 64 X 12)	1
531 CRANE (420 X 98 X 25)	1
532 CRANE (300 X 90 X 19)	1
533 CRANE (310 X 100 X 20)	1
534 CRANE (111 X 45 X 11)	1
535 CRANE (250 x 64 x 12)	1
536 CRANE (250 x 64 x 12)	1
541 CRANE (200 X 60 X 12)	1
566 CRANE (140 X 70 X 12)	1
Hopper Barge (EX NYC DOS)	16
Hopper Barge (260 X 52.5 X 12)	7
Hopper Barge (200 X 40 X 17.75)	2
Hydra Sport	1

Hydraulic Driven Propelled Pushers	1
Pontoon Boats	9
Poseidon Barges	3
Push Boats	2
Rescue Skiff	2
Sectional Barges	28
Side Scan Sonar	2
Deck Barge	32
Deck Barge with 9' Bin Walls	2
Deck Barge with Spuds	7
Deck Barge with Steel Box Rails	19
Go Devil Boat	1
Total:	**61**



Joint Planning, Technical Training, and Educational Services



DRC Emergency Services, LLC can help local governments prepare for any contingency with confidence. DRC's Director of Technical Assistance and Training, Tony Furr, provides ongoing education to DRC's personnel and the jurisdictions we serve. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, and the Oklahoma Emergency Managers Conference, and he presided over the roundtable workshops hosted by the Disaster Recovery Contractors Association (DRCA) in FEMA Region VI.

DRC's staff is highly trained to aid local governments with comprehensive planning and support. **We are committed to helping our clients understand the principles of Emergency Management** and have had overwhelming success providing training programs and pre-event planning workshops.



Mr. Furr and our Key Personnel are always available to provide the City of Destin with planning and training exercises. DRC will provide regular planning, training, and feedback sessions throughout the length of the City's contract at no extra cost. Typical workshops include one or more of the following topics:

- Pre-Season Debris/Response Readiness Workshop
- Scenario Based Tabletop Exercise
- Debris Management Seminar
- Debris Readiness Exercise
- Discussion Based Debris Management Exercise
- Disaster Debris Awareness Exercise



When requested, DRC can offer a "Regional Debris Readiness Workshop" for smaller jurisdictions by inviting neighboring communities to a combined training session.

Benefits of planning and training sessions include the following:

- Providing an opportunity to build relationships between both parties
- Delivering invaluable operational and administrative information to all stakeholders
- Discussing forecasting and reviewing the debris management plan

"I have been city manager for over 50 years. DRC is the best Hurricane contractor I have had the opportunity to work with."

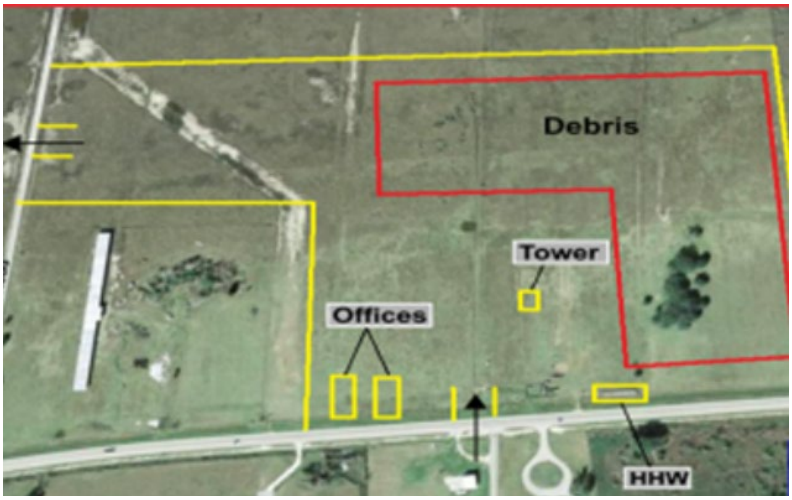
- Samuel Kissinger, City Manager, Indian Creek Village, FL

Identifying Equipment Staging Areas

Determining equipment staging areas ahead of time allows DRC to seamlessly mobilize resources in advance of a disaster, whenever possible. In all cases, it saves time in the response. While discussing potential plots to stage equipment, the following should be considered:

- Staging away from residential areas
- Easy access from main rights-of-way
- Sufficient acreage to manage a large number of vehicles
- Fencing around the facility is preferable





DDMS Site Selection

DRC will discuss potential DDMS sites with the City of Destin during the planning phase. Important criteria will include the following:

- Public versus private land considerations
- Environmental agency approvals
- Dust and fire mitigation
- Ingress and egress considerations
- Security features
- Storm water control considerations
- Elevation
- Sound buffers and fencing

Identifying Permanent Disposal, Transfer, and Recycling Facilities

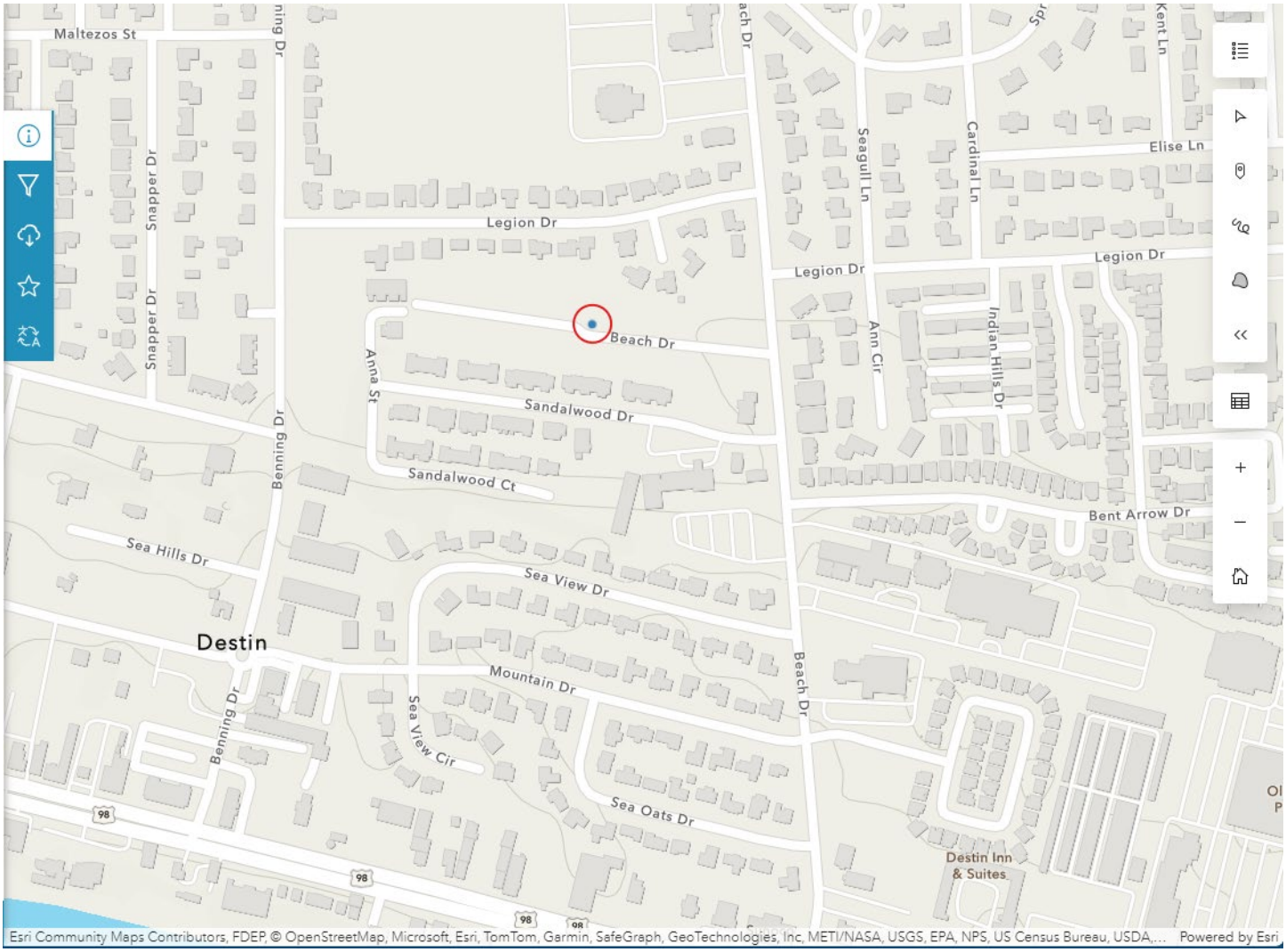
DRC has agreements in place with most major disposal and recycling facilities in the area. DRC's management will be responsible for working with the jurisdiction to identify these facilities and to secure favorable terms and conditions with each facility. Additionally, DRC's staff includes Steve Crawford, an expert in recycling, resource recovery, and disposal. With 25 years of experience, Crawford brings expertise and exceptional knowledge to every project.

Establishing Emergency Push Routes & Collection Grids

Creating a plan to map emergency push routes and collection grids before disaster strikes will save time in the days afterward. Exact routes will vary based on which areas sustain the most damage, but they should always include the following:

- Hospitals
- Police departments
- Emergency shelters
- Nursing homes
- Major traffic routes

Local DDMS Location



City of Destin Hurricane Debris Staging Area
Clinger Cove DMS
180 Clinger Cove Rd
Ocoee, FL 34761

RESPOND



- → Alert Phase
- → Mobilization Timeframes
- → Preliminary Damage Assessments
- → Emergency Push Operations
- → Loading and Hauling Operations
- → Disaster Debris Management Site Operations
- → Compliance
- → Safety
- → Prompt Damage Resolution
- → Documentation and Data Management
- → Communication and In-Field Technology
- → Client Interaction Program
- → Post Event Evaluations
- → Sustainability

Alert Phase

If a potential disaster can be predicted, DRC will activate the following alert phases:

- 72 hours before impending impact, Clint Pate will contact the City of Destin to discuss activation and response
- At the discretion of the City, DRC will mobilize personnel within 24 hours prior to disaster impact to arrive at the Emergency Operations Center
- DRC will identify and assess the readiness of our network of subcontractors for Emergency Push and Load and Haul Operations
- Our team will pre-stage equipment and personnel as needed to respond to the immediate aftermath of the event
- DRC will map Emergency Push Collection routes, if these have not been determined in the planning phase

Mobilization Timeframes

Upon receipt of Notice to Proceed or Task Order, DRC will immediately commence mobilization of equipment, operators, and laborers.

DRC has the capacity to meet, sustain, and manage all facets of disaster response, including **responding within 24 hours.** DRC proposes the following time frames for immediate disaster response:

Within 24 Hours After Notice to Proceed

- Project Manager and support staff are in place and interacting with the City of Destin's Point of Contact
- Staging and certification of equipment is underway
- Permitting and mobilization of DDMS sites has begun
- Emergency Push activities are well underway, in coordination with utility providers
- Initial Damage Assessment is complete
- Public Service Announcements are initiated
- Logistical Support requirements have been assessed
- Initial Safety Meeting takes place
- Time and location of daily productivity meetings is established

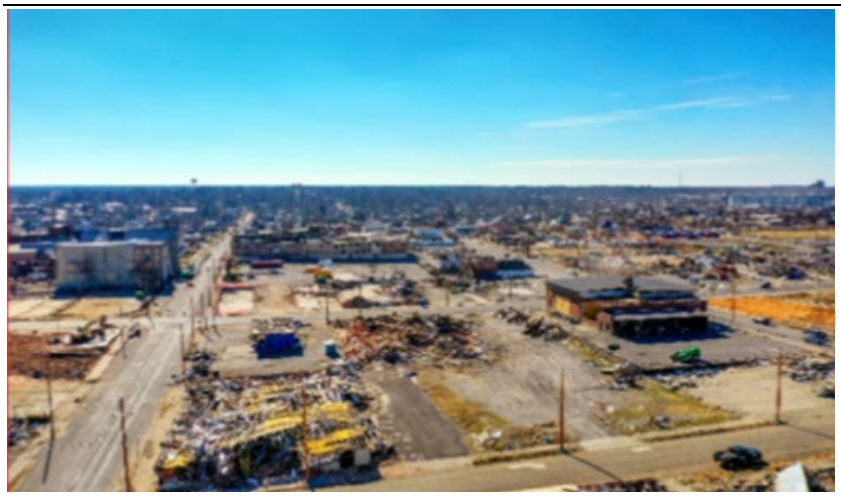
Within 48 Hours After Notice to Proceed

- Initial understanding of crew type and quantity has been established with the City's Point of Contact
- Roughly 50 percent of required equipment and manpower are in place
- At least one DDMS is operational, so that load and haul activities can begin
- DRC has initiated discussions with final disposal and recycling/composting providers (if applicable)
- Mapping of Collection Zones has been finalized in consultation with the City's Point of Contact
- Truck certifying continues
- Daily productivity meetings continue between DRC, the City's Point of Contact, and the Monitoring Firm assigned to the project
- Daily Safety Meetings continue

Within 96 Hours After Notice to Proceed

- Full Mobilization is complete
- Emergency Push complete (if applicable)
- All contractual requirements (bonds, safety plans, dust control, community outreach, etc.) are submitted
- Productivity assessments are made based upon existing travel times and DDMS requirements adjusted
- Equipment and personnel needs are reassessed
- Additional local and equal opportunity vendor outreach has begun and those applicants vetted
- Daily productivity meetings continue between DRC, the City's Point of Contact, and the Monitoring Firm assigned to the project
- Daily Safety Meetings continue

Preliminary Damage Assessments



Within 24 hours of an incident, DRC and local, state, and federal officials will have completed preliminary damage assessments to indicate the scope of losses and recovery needs. Through the debris assessment, DRC will accomplish the following:

- Estimate the quantity and mix of debris
- Estimate damage costs
- Determine impact on critical facilities
- Identify impact on residential and commercial areas

Emergency Road Clearance/Push Operations



In an emergency push operation, debris is "pushed" or cleared from the public roadways in an order of priority established by the City of Destin. DRC's goal in a push operation is to make roadways and intersections as safe as possible by increasing visibility and minimizing traffic obstructions. Push routes are predetermined with the help of City personnel, who have a clear understanding of the geography of the community.

Push crews consist of four to five personnel with supervision, chainsaws, and equipment capable of moving heavy material, such as skid steers, front end loaders, etc. This phase of work is usually accomplished within one to five days after the event, depending on the scale of the disaster. For safety reasons, debris is collected only during daylight hours.



Loading and Hauling Operations

Certification of Equipment

DRC will begin the certification of equipment as soon as possible, generally within 12 to 24 hours after a Notice to Proceed is issued. Trucks will be staged at a location where the City's third-party monitoring firm can measure load capacity and assign unique identification to each piece of loading and hauling equipment.

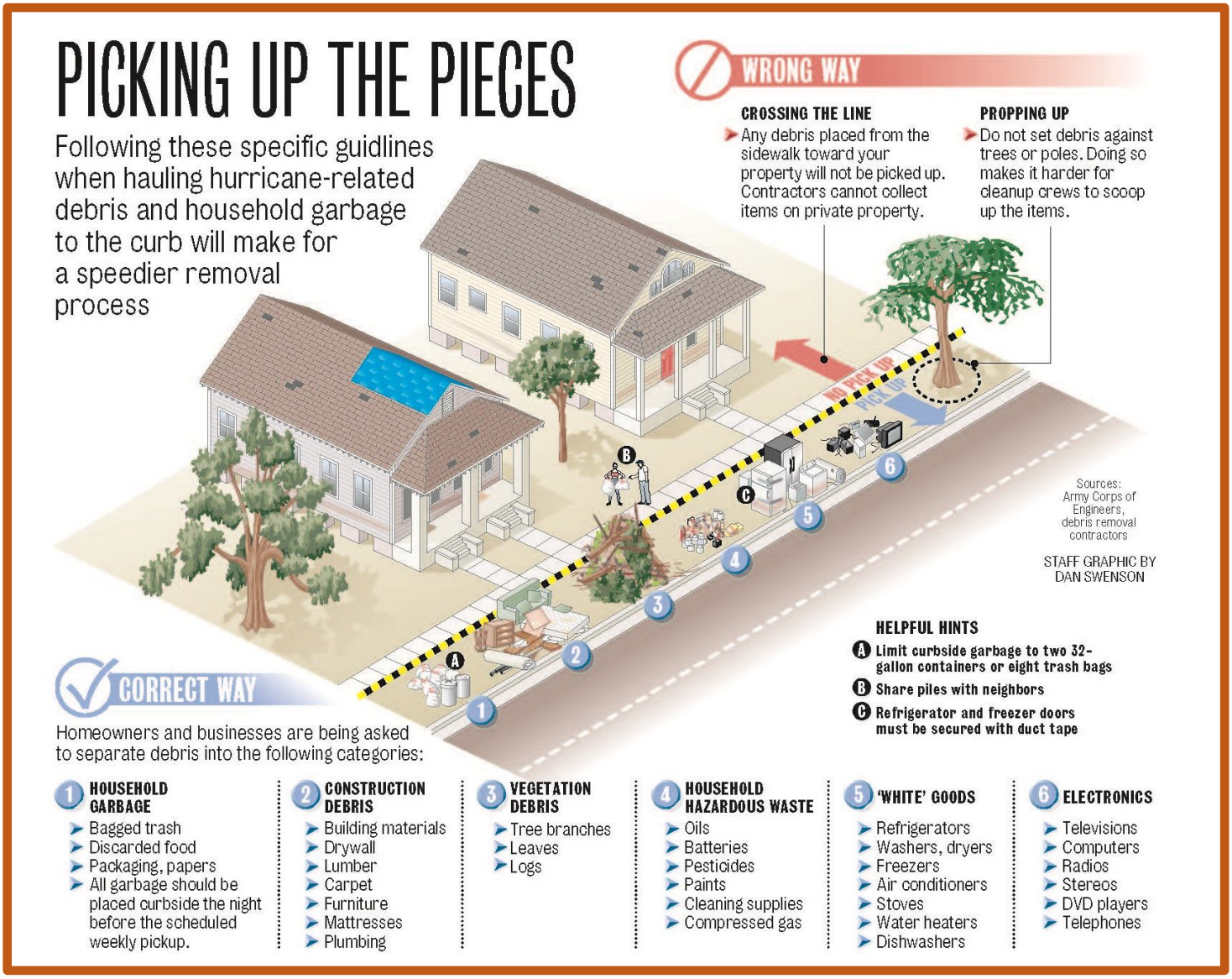
Public Relations

In the midst of chaos brought on by a disaster, clear communication about the recovery process helps to restore a sense of safety to communities. Providing the public with guidance regarding the material collection and separation process will also significantly enhance the efficiency of the operation.

To ensure effective communication with the public about debris collection operations and timelines, DRC will coordinate with the City on creating a communications plan, including disseminating Public Service Announcements (PSAs) and flyers. These PSAs and flyers will be shared on various platforms including City websites, local radio and television news outlets, and social media channels. Please see the example flyer below that defines and illustrates material separation for residents:



St. Charles Parish President Matthew Jewell meets with Louisiana Gov. John Bel Edwards and state delegates to discuss the impact of the tornado in Killona and Montz in 2022.



Multiple Scheduled Passes

In order to allow citizens to return to their properties and bring debris to the right-of-way as recovery progresses, DRC adheres to FEMA's guideline of three scheduled collections or passes. In rare cases, particularly following major flooding, additional collections may be warranted.



This illustration depicts a typical post-disaster scenario that involves construction and demolition debris (C&D). In this case, the public has been advised through PSAs and a flyer such as the above to place disaster generated debris in the right-of-way (ROW) in separate piles organized by debris type for separate collections.

Field Operations

Within 24 to 48 hours of a Notice to Proceed (or a reasonable amount of time agreed upon by the City), DRC will commence debris removal operations with multiple Debris Removal Crews. Debris Removal Crews will generally consist of three to five hauling vehicles of 30 to 150 cubic yard capacity with operators, one front end loader with operator, one foreman, and three laborers/flagmen (when required by traffic conditions). In other instances where conditions allow, self-loading equipment of similar capacity will be utilized to maximize efficiency.

All debris removal operators will be given area maps designating assignment/authorized areas or zones of operation as well as transport routes designated and/or approved by the City. Field supervisors shall ensure that all debris removal operators are licensed and certified to operate the required equipment. As crews complete zones, the areas will be jointly surveyed by DRC and the City of Destin and closed out.

Clean As You Go Policy

DRC will implement a "clean as you go" policy to ensure all debris is cleared from the loading site before moving to the next loading site.

All debris collection will be performed under the direction of a qualified supervisor. Prior to collection operations, the supervisor will survey the area to assess whether any potential hazards are present. The supervisor will direct the work crew to appropriately mitigate any hazards to ensure the protection of property and infrastructure during the loading and hauling operation.

All electrical lines and equipment will be considered energized. Logs, brush, and other debris shall be securely loaded onto trucks in such a manner as not to obscure tail lights, brake lights, or vision, or to overhang the side. Ensuring that every load is trimmed and fully contained within the body of the hauling unit nearly eliminates the possibility of overhanging debris that could cause a power line break and create an electrical hazard.

Public and Private Property Debris Removal

DRC's Debris Removal Crews will remove all eligible debris from the right-of-way and haul it to a designated Disaster Debris Management Site and/or directly to a final disposal site. At the request of the City of Destin, DRC will also demolish structures and/or remove debris from public easements, improved public property, and public properties other than rights-of-way.

Eligible debris is that which has been generated directly by the event or as a result of the event. For debris on private property to be eligible, Private Property Debris Removal must be authorized.

FEMA may extend public assistance to include private property debris removal when it poses a threat to the public. Under the request and direction of the City of Destin or its representative, DRC will initiate and manage a Right of Entry (ROE) program to remove debris on private property and/or demolish private structures that are a public safety hazard. The property owner must grant access prior to any work, unless there is an immediate threat to the lives, health, and safety of the City's residents.

Vegetative Debris



Vegetative debris is defined as tree branches, leaves, logs, timber, and stumps.

DRC's crews can collect vegetative debris using a wide spectrum of equipment. To increase efficiency, DRC will often combine the removal of hazardous trees, including "leaners" (leaning trees) and "hangers" (hanging limbs), with the collection of other vegetative debris.

Once collected, vegetative debris will be transported to a Disaster Debris Management Site for processing. There are two main ways of reducing vegetative debris to conserve valuable landfill space:

- Reduction by **grinding** creates mulch, a valuable resource which can be used in landscaping, by farms as compost, or distributed to households for use in gardens; or it can be burned as a fuel source
- Reduction by **burning** provides for the most cost-effective processing, in areas where burning is an option

Hazardous Tree and Limb Removal

A tree is considered hazardous if its condition was caused by the disaster and it poses a risk to public health and safety. If possible, leaner and hanger removal will be performed in advance of load and haul activity so that these trees and limbs can be collected simultaneously with ROW debris. Crews may include climbers with chainsaws, as well as bucket trucks, automated saw trucks, and excavators.



FEMA uses the following criteria to define whether a leaner or hanger is hazardous. These criteria will be used by the City of Destin's independent monitoring firm to determine the eligibility of each tree to be removed:

- The tree trunk must be six inches in diameter or greater when measured at chest height
- More than 50% of the crown is damaged or destroyed
- The trunk is split or branches broken, exposing the heartwood
- The tree has fallen or been uprooted within a public use area
- The trunk is leaning at an angle greater than 30 degrees
- Hanging limbs must be at least 2 inches in diameter and pose a threat of falling into an improved public area or right-of-way

Removal of Hazardous Stumps



Stump removal usually takes place late in the debris removal process. The City's monitor will generally determine the eligibility of stumps for removal. A stump may be determined to be hazardous and eligible for Public Assistance grant funding as a per-unit cost for stump removal if it meets all the following criteria:

- 50% or more of the root ball is exposed (if less than 50% of the root ball is exposed, it may be flush cut)
- The stump's diameter is greater than 24 inches, as measured 24 inches above the ground
- The stump is located on improved public property or a public right-of-way
- The stump poses an immediate threat to life, public health and safety

Crews will use excavators to extract larger stumps, then load them onto flatbed trailers for transport to the DDMS or final disposal facility, where they will be ground into mulch. Most often, large stumps must be split prior to grinding, whereas smaller stumps can be ground directly. After removing larger stumps, DRC will fill the hole to ground level.

- DRC removed more than **6,200,000 cubic yards of vegetative debris** across Florida, Georgia, South Carolina, and Virginia in response to Hurricane Helene in 2024. This included **125,000 hazardous trees.**
- Following Hurricane Ida in 2021, DRC collected and disposed of **approximately 13,000,000 cubic yards** of vegetative debris.
- While working on the recovery in Florida Department of Transportation Regions 2 and 3 after Hurricane Michael, DRC collected more than **2,660,000 cubic yards** of vegetative debris, including **17,169 hazardous trees**.
- During the same storm in Jackson County, Florida, DRC collected more than **2,445,000 cubic yards** of vegetative debris, including **32,290 hazardous trees**.
- While working on the recovery in Puerto Rico after the effects of Hurricane Maria, DRC collected **96,835 hazardous trees** from the island as a part of a **$78 million contract**.
- For the City of Fort Lauderdale in response to Hurricane Irma in 2017, DRC removed more than **12,500 hazardous stumps and trees**.
- In response to Ice Storm Pax in 2014, The South Carolina Department of Transportation contracted DRC to cut, remove and transport vegetative debris in eight counties, totaling more than **12,000 miles of roadway clearing** and the trimming of more than **225,000 trees**.

Construction and Demolition (C&D) Debris



Construction and Demolition (C&D) Debris consists of building materials, drywall, lumber, carpet, furniture, mattresses, and plumbing. C&D Debris is produced most often by floods, tidal surge, and earthquakes.

When collecting C&D Debris, DRC carefully considers local and state restrictions on landfill material acceptance. Using a DDMS provides an opportunity for reduction by material separation and compaction. Additionally, some building materials may be salvageable for reuse, if local facilities are in place. Transportation directly to the final disposal site does not allow for reduction; however, in some cases it may be more efficient.

A wide variety of equipment can be used to collect C&D Debris, including self-loaders.

- Following Hurricane Ida in 2021, DRC collected and disposed of over **4,500,000 cubic yards** of C&D debris.
- In the States of North Carolina and Florida during Hurricanes Michael and Florence—which occurred simultaneously—DRC removed approximately **635,000 cubic yards of C&D**.
- DRC's response to severe flooding in the City-Parish of East Baton Rouge, Louisiana, in 2016 required the use of more than 300 hauling vehicles in the collection, processing, and/or recycling of over **1.2 million cubic yards of C&D debris.**

White Goods



"White goods" are appliances, including refrigerators, washers, dryers, freezers, air conditioners, stoves, water heaters, and dishwashers.

DRC will collect white goods separately, often using light duty trucks and trailers with a liftgate. We will then transport them to a designated area at a DDMS or directly to a recycler. Any profits from recycling will be returned to the City unless otherwise stipulated in the contract.

The public will have been informed by DRC's public relations campaign to remove all contents from refrigerators and freezers prior to collection or to duct tape the doors shut to facilitate safety and ease of collection. Refrigerators and freezers collected with contents shall be staged for content removal and disposal. Freon shall be removed by a certified technician under the guidance of EPA regulations.

- In response to Hurricane Ian in 2022, DRC removed and recycled/disposed of **3,628 appliances** in South Florida. This work included the removal of **892 appliances from waterways**.
- After Hurricane Harvey in 2017, DRC removed and recycled/disposed of **4,227 appliances** in the Houston area.
- The Baton Rouge area experienced historic flooding in 2016. DRC removed and recycled/disposed of **more than 10,000 appliances** as part of a **$45 million contract**.

Household Hazardous Waste

Household Hazardous Waste (HHW) consists of oils, batteries, pesticides, paint, cleaning supplies, and compressed gas.



HHW is collected separately from other types of debris and securely placed in spill-proof containers for transportation to staging at a DDMS or direct transport to a qualified recycler or disposal facility. When stored at a DDMS, the area is generally protected with lining or berms, or both, depending upon the requirements of the state environmental agency. When materials are recycled, the recycler will often collect the items from the DDMS, pack them appropriately, and transport them to the recycling facility.

- DRC has removed approximately **267,000 pounds of household hazardous waste** for the State of New Mexico in response to the South Fork and Salt Fires in 2024.
- In our response to Hurricane Ian in South Florida in 2022, DRC removed and disposed of **698,889 cubic yards of household hazardous waste**.
- In Pender County, North Carolina, after Hurricane Florence in 2018, DRC collected **28,130 pounds of household hazardous waste** as a part of a **$10 million contract**.

- DRC removed and disposed of **55,486 cubic yards of household hazardous waste** in the Houston area following Hurricane Harvey in 2017.
- After the severe flooding of the City-Parish of East Baton Rouge, Louisiana in 2016, DRC removed and disposed of **554,880 cubic yards of household hazardous waste**.

Electronic Waste Collection (E-Waste)

E-Waste debris includes televisions, computers, radios, stereos, DVD players, telephones, etc.



DRC will make one or two separate passes to collect e-waste, depending on the severity of the disaster. General laborers, along with a supervisor, will collect the items using light duty trucks and trailers, then transport them either to a specific area of the DDMS or directly to a recycler.

- DRC removed **8,715 pounds of e-waste** in Boulder County, Colorado following the Marshall Fires.
- After Hurricane Florence, DRC removed **2,786 e-waste units** in Pender County alone; the total number of units DRC collected in response to Hurricane Florence was **3,116**.
- After Hurricane Harvey, DRC removed **9,268 e-waste units** in the Houston area.
- DRC removed **18,908 e-waste units** in response to the 2016 Baton Rouge floods.

Tires

Following flood events or tidal surge, debris removal crews often find tires in debris piles on the public ROW. Tires create a special problem for landfill operators, as they tend to rise or float and can ultimately damage the landfill cap. Therefore, DRC's debris removal crews will separate tires from other debris. Tires can be easily collected using light duty equipment. Ideally, we will transport them directly to the recycler or shredder. Federal and state regulations often require a waste hauler permit to transport tires.

Canal/Waterway Debris Removal



Canal debris removal is most often performed under the oversight of state environmental regulators, especially in environmentally sensitive areas. Environmental factors always take priority when developing an operations plan. Debris removal may be land-based or water-based. Collection methods vary widely due to physical dynamics, environmental considerations, regulations, and scope of work.

Targets can be identified by side-scan sonar or below surface observation. Target removal may span from the water bottom to surface debris, or it may be limited to designated depths.

When appropriate, debris can be collected with grapples mounted on barges of varying sizes or even small boats. Land-based operations consist of removal of targets with long reach excavators equipped with a spoils or dredge bucket.

Temporary Offloading Sites can be used to stage debris prior to transport to a DDMS for processing or to final disposal. When abundant access points exist, loading can occur directly into trucks for transport to processing or disposal.

- DRC is currently contracted by the City of Houston for a multi-phase waterway debris removal project and has removed **1.5 million cubic yards** of debris from Houston waterways to date.
- In response to Hurricane Ida in 2021, DRC collected and disposed of over **428,000 cubic yards** of debris from canals and waterways across 5 jurisdictions.

Vehicle and Vessel Removal

DRC has extensive experience performing large scale vehicle and vessel removal and recovery projects. A single project for the State of Louisiana following Hurricanes Katrina and Rita involved the recovery and management of thousands of vehicles and vessels.



Operating procedures for vehicle and vessel removal projects vary from state to state due to legal requirements. The scope of work is always developed in consultation with the jurisdiction.



To begin a vehicle and/or vessel removal project, DRC will activate one or more aggregation sites for storage, processing, recordation, and access. Arranging the vehicles in a grid pattern allows for easiest access.

For a land-based recovery, DRC will tag and record vehicles and vessels prior to removal. For a water-based recovery, we will locate and record the vessels prior to removal.

At the aggregation site(s), DRC or a properly trained and licensed subcontractor will remove fluids from the vehicles and vessels. DRC will send an initial notification to the vehicle's owner, as determined by VIN information gathered in the field using the State Police database, according to local and state regulations. Additional notifications may be sent using certified mail, if required by law. DRC will also allow private insurance companies to access the vehicles for viewing.

Salvaged vessels and vehicles may be retrieved by either owners or insurance companies. Those that are not retrieved after ample notification will be crushed and recycled. Any proceeds from recycling will be returned to the City unless otherwise stipulated in the contract.

- During our ongoing response to the South Fork and Salt Fires, **DRC has removed 105 burned vehicles** on behalf of the State of New Mexico.
- DRC's recent experience in the removal of sunken vessels includes the Louisiana Parishes of Jefferson, Terrebonne, and East Baton Rouge. In the City-Parish of East Baton Rouge, our annual channel clearing project for 2022 totaled **$11,029,963**.
- DRC **removed 80 burned vehicles** following the Marshall Fires in Boulder County, Colorado.
- After Hurricane Ike struck Texas in 2009, DRC removed sunken vessels and debris from four major bays and waterways in the affected area. We used side scan sonar to identify targets in advance and in combination with a well-designed implementation plan. **DRC removed a total of 2,100,000 cubic yards of vessels and debris**, and the complete marine operation was concluded **in just over 30 days**.

Sand Screening, Soil Recovery, and Beach Restoration



DRC's innovative methods for the handling and screening of sand have allowed many jurisdictions to bring back their beaches, better—even after powerful storm surges from record-breaking events including Hurricanes Helene, Milton, Ida, Florence, Irma, and Ike.

After disaster strikes, many jurisdictions are faced with large quantities of sand that have washed up on the roadways, as well as on public and private property. DRC will collect the sand and move it to a nearby Disaster Debris Management Site for processing. Sand that remains on the beach often contains large quantities of debris. We will process this sand directly on the beach before restoring the sand removed and processed from other areas.

DRC uses a variety of equipment in sand and soil processing, including the following:

- **Skid steers and front-end loaders** to recover displaced material from adjacent properties
- **Beach rakes** to remove hidden and surface debris from beachfronts
- **Shaker screens and trammels** to screen sand and soils



DRC's teams are able to process 100 to 200 cubic yards of sand per hour. After screening, the clean material is returned to its original location. Beach contours and dunes can then be re-created. The debris that has been removed will be taken to a DDMS for reduction and haul-out to final disposal.



➢In Jefferson Parish, Louisiana, after Hurricane Ida in 2021, DRC recovered, screened, and restored **92,432 cubic yards of sand**. Additionally, DRC segregated and disposed of **36,500 cubic yards of silt and soil**.

➢For the City of Fort Lauderdale following Hurricane Irma in 2017, DRC recovered more than **57,500 cubic yards** of sand from roadways, sidewalks, and parking lots. We then screened the sand and restored the beauty of these Florida beaches.

➢In response to Hurricane Florence in 2018, DRC removed and screened **38,336 cubic yards of sand** to restore beaches in North Carolina.

"DRC's Project Manager arrived in Wilmington the day before the event, so he was in place to immediately assess damage and start the process to order the manpower and equipment needed to start the cleanup effort. He was here before a notice to proceed was sent."

— David Bundick, Superintendent of Solid Waste, City of Wilmington

Expertise in the Removal of Dead Animals

Improper disposal of animal carcasses can contaminate drinking water sources or spread disease. It is DRC's policy to handle and dispose of animal remains with care and in accordance with all state and local regulations. All carcasses should be disposed of as soon as possible. There are several approved methods for the disposal of animal carcasses:

- **Incineration** at a secure and pre-approved site.
- **Deposition** in a contained landfill approved for remains disposal.
- **Composting**, with approval, is a sanitary and practical method of carcass disposal.

- DRC led the Red Tide Fish Kill cleanup project in Pinellas County in 2018, collecting over **1,800 tons of dead fish** in a three-month span while also cleaning and maintaining **45 miles of coastline**. The **total contract amount was $6,895,562**.
- After the severe flooding in the Baton Rouge area in 2016, DRC removed and disposed of dead animals as needed as part of a **$45,000,000 contract** with the City.
- For the City of Galveston following Hurricane Ike in 2008, DRC removed and disposed of dead animals as needed as part of a **$38,007,492 contract** with the City.

Protection of Archaeological Sites and Human Remains

If in the process of debris removal DRC discovers evidence of a possible archaeological site, we will immediately cease work and contact FEMA. A qualified monitor may be required. If human remains are found, DRC will contact local authorities.

Private Property Debris Removal and Demolition

DRC has extensive experience in removing all kinds of debris from private property after every type of disaster. Upon the request of the City of Destin, DRC will remove debris from private properties as directed. Depending on the severity of the event, and with proper documentation in place, FEMA reimbursement may be available.

The FEMA Private Property Debris Removal Program plays a crucial role in facilitating the cleanup and recovery process for individuals and families affected by natural disasters. Here's a breakdown of key aspects of the program:

Eligibility Criteria: The program is designed to assist property owners whose residences or businesses have been damaged or destroyed by a federally declared disaster, providing financial assistance for the removal of debris from their private properties.

Types of Debris Covered: Eligible debris includes vegetative debris and construction and demolition materials resulting directly from the disaster event, such as fallen trees, damaged structures, and household belongings.

Documentation Requirements: Property owners must submit thorough documentation, including photographs, damage assessments, and estimates for debris removal costs, to support their eligibility for assistance under the program.

Environmental Considerations: Debris removal activities must adhere to environmental regulations and guidelines to minimize ecological impact and ensure safe disposal of hazardous materials, such as asbestos or household chemicals.

Reimbursement Process: Upon completion of debris removal operations, property owners or their contractors submit documentation of incurred expenses to FEMA for reimbursement, subject to verification and approval.

Community Outreach and Education: FEMA conducts outreach and education initiatives to inform property owners about the program, eligibility requirements, and available resources to facilitate their participation and ensure equitable access to assistance.

The FEMA Private Property Debris Removal Program serves as a vital resource for individuals and communities navigating the challenges of post-disaster recovery, offering financial support and logistical assistance to expedite the cleanup process and facilitate the rebuilding of homes and businesses.

Policy Update

Pre-approval from FEMA is not required for the Applicant to begin PPDR work (including on privately owned residential and commercial property); however, for the Applicant to receive PA funding, FEMA must determine that the work is eligible. The Applicant must notify FEMA that PPDR is being conducted and the type of property on which the PPDR is being conducted (e.g., privately-owned residential or commercial property) so FEMA can ensure notifications to the necessary FEMA components and federal partners.

- **FEMA Memorandum, dated October 17, 2022**

FEMA Reimbursement

For more information about how DRC provides assistance with FEMA reimbursement, please see Tab 3, item 3.

Experience in Private Property Debris Removal and Demolition

For decades, DRC has provided structural and strategic demolition services on both public and private property in a safe, environmentally responsible manner. DRC's number one priority is to eliminate the immediate threat to public health and safety that damaged and abandoned structures may cause. DRC works closely with federal, state, and local entities to ensure compliance with environmental guidelines.

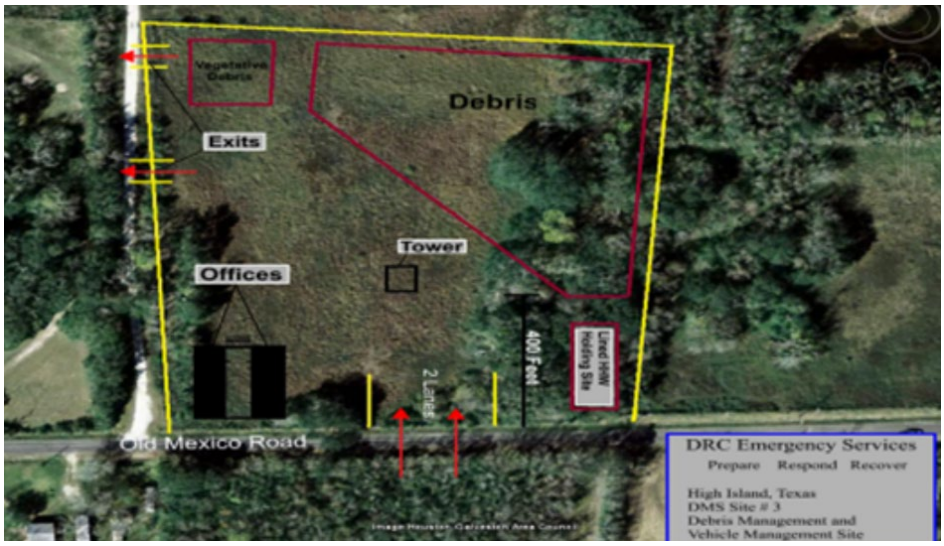
Demolition is an integral part of any community's recovery from a major disaster, and DRC has a long and wide-ranging history of successfully managing numerous Right-of-Entry Programs in accordance with FEMA guidelines. Since its inception, DRC has performed private property debris removal and demolitions following wildfires in California, Colorado, Hawaii, New Mexico, and Washington State; tornadoes in Alabama and Kentucky (as the ACI contractor for the United States Army Corps of Engineers for Region 3); as well as Hurricanes Katrina, Gustav, Michael, Laura, Ida, and Ian.

DRC has performed 11,782 strategic demolitions for the City of New Orleans to stimulate economic recovery. DRC has also demolished thousands of blighted properties in Washington, Jefferson, and Terrebonne Parishes and the City of Lake

Charles, Louisiana following multiple hurricanes. The FEMA demolition, Selective Salvage demolition and Strategic Demolition projects, which have been in effect since 2007, are responsible for the elimination of more than 2,000 blighted properties.

Disaster Debris Management Site Operations

Permitting and Site Mobilization



Within 24 hours of notice to proceed, DRC will begin mobilization to pre-established DDMS locations. DRC will determine the number of DDMS sites based on estimated volumes, travel times, traffic patterns, and materials to be processed. Once operational, a DDMS should facilitate a minimum of five loads per truck per day.

If applicable, DRC will promptly execute Land Use Agreements with any private landowners. For any sites not already permitted, Kristy Fuentes, DRC's Vice President of Administration and Compliance, will submit a permitting request.

Prior to use, DRC will perform an environmental audit of each site. This audit will involve documenting the site using historical records and data; taking photos and video, possibly using drones; and taking soil samples. Depending on state regulations, other steps may be required, such as creating a Stormwater Pollution Prevention Plan (SWPPP), perimeter silt fencing, or air monitoring.

Site Setup and Maintenance

Access and traffic flow –DRC will establish separate points of ingress and egress to improve traffic flow and operational efficiency. Truck routes will be mapped to avoid driving through residential areas.

Traffic Control - Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular traffic control. Additional traffic control personnel can be stationed throughout the site, as needed, to enforce proper traffic flow.

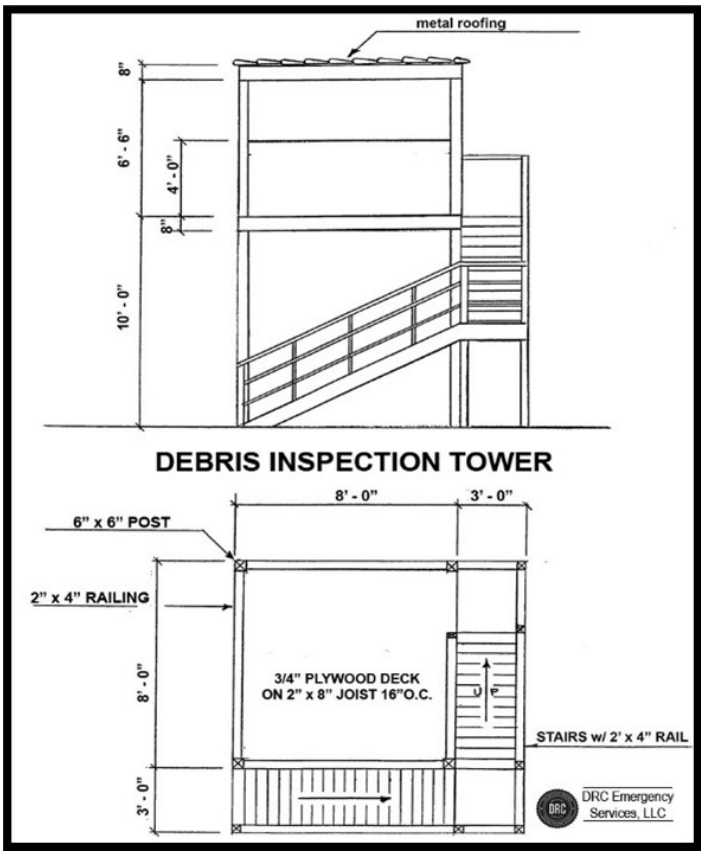
Inspection Towers – DRC will construct inspection towers to facilitate observation and measurement of debris hauled for storage at debris staging sites. If volume warrants it, each Disaster Debris Management Site will contain two inspection towers: one tower at the point of ingress for use by the monitoring firm, and one tower at the point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site. A single tower may be utilized if ingress and egress points are the same. Sometimes we will use all-terrain man lifts instead of constructed towers.

Maintenance and Grading – DRC will perform maintenance and grading of the debris management site throughout the operating day. Access roads

Typical On-Site Equipment, Supplies, and Manpower Needs

- Signage
- Equipment Operators
- Security Personnel
- Front-End Loader with Thumb
- Grinder – Horizontal or Tub
- Air Curtain or Above Ground Incinerator (if required)
- Inspection Tower(s)
- Site Manager
- Traffic Control Devices
- Bulldozer
- Excavator
- Sweeper
- Water Truck
- Perimeter Fencing (if required)

will be constantly maintained, and dust control managed by use of a water truck. Access roads will be swept as often as necessary.





Debris Storage Area

Debris is segregated into five main areas:



Vegetative debris – Vegetative debris will be cleaned of C&D debris to the extent possible to facilitate compliance with requirements for reduction of vegetative debris and processing of C&D.

Construction and Demolition (C&D) Debris – C&D debris will be stored separately within an area that will facilitate material separation, compaction or grinding.

Recyclables/Salvage – Recyclable/salvageable materials will be stockpiled in accordance with the site plan.

White goods – White goods will be stockpiled in a contained area in accordance with the site plan, unless they are being transported directly to the recycler.

Household Hazardous Waste (HHW) – HHW will be segregated and stored in an approved containment area protected by lining and/or berms.

Debris Reduction Methods

Grinding and/or Chipping Operations – Grinding or chipping can achieve a 4 to 1 reduction of vegetative debris or greater. The resulting product can be burned for use as fuel or reused as mulch or compost. Grinding or chipping is less often used as a reduction method for C&D material due to its impact on equipment.

Burning – Most common in rural settings, burning is the most efficient reduction method for vegetative debris, as a 95% reduction can be achieved. However, environmental impact and safety must be considered. Air curtain incineration and trench burning mitigate the release of smoke and ash into the air and surrounding areas.





Compaction – Compaction is the best reduction method for construction and demolition debris. When combined with recycling, a 2 to 1 reduction ratio can be achieved.

Final Debris Disposal

For most projects, DRC will work with the City to determine final disposal location(s) for processed debris during the planning phase. Per Subtitle D, lined sites are generally selected. However, in some cases, permitted construction and demolition sites are used, when regulations allow.



Recycling Options

Vegetative Debris – After reduction by grinding or chipping, vegetative debris can serve a multitude of useful purposes. It can serve as a viable fuel source for manufacturing, etc., or used for agricultural purposes. It can be donated to residents for use in flower beds and gardens. It can be used as an alternative daily cover in landfills, when allowed. It can also be used as a roadbed for temporary roads, and it can be thinly spread across acreage to produce dirt.
Aggregates – Concrete, brick, and similar materials can be crushed and used as fill material, road base, etc.
Construction and Demolition Debris – Wood, metals, plastics, and sometimes gypsum can be pulled from the waste stream and recycled, if sufficient quantities exist and recycling facilities are available and accessible.
White Goods – White goods are easy to recycle due to abundant processors.
Electronic Waste (E-Waste) – While electronic waste items are quite abundant, particularly following a flood or tidal surge, recyclers of these items have become more difficult to find. Some of the components found in televisions, computer monitors, copy machines, etc. contain heavy metals, making disposal a poor option. Shipping to foreign markets is sometimes the best option.

"This debris removal project has been a resounding success, and the GLO appreciates the many hours of hard work put in by the DRC team."

— Benjamin K. Au Architect, Director of Construction Services GLO, Texas

Disaster Debris Management Site Closeout



Once operations are complete, DRC will restore all Disaster Debris Management Sites. The scope of restoration is determined by post-use site conditions, terms of the land lease, and/or the City's directive and mutual understanding when public property is used. Restoration will include final removal of all debris and other managed components as well as all structures and temporary features. Additionally, DRC will perform grading and leveling, removal of temporary roads and fencing, and grassing or seeding as necessary to restore the site to documented pre-use condition. In most cases, both the property owner and the state environmental agency must inspect, release, and approve the final closure of a site.

DRC will use drone footage and still photography to illustrate the current condition of the site as it compares to the baseline or pre-use documentation. We will also conduct environmental sampling that mirrors pre-use sampling. For example, random soil samples, surface samples, and, if necessary, water samples, may be taken and sealed in containers for comparison with pre-use samples. Independent third-party engineers and testing labs may be used. Post-use samples and pre-use samples may be tested in an independent lab to determine the presence of contaminants.

QUALITY ASSURANCE AND QUALITY CONTROL

DRC strives to provide the most dependable, honest, and customer-centric service in the industry by upholding the highest standards of ethical conduct and compliance at all times. To better ensure our continued compliance with all laws, rules, and regulations, DRC's senior management has established a formal code of business conduct, to which all contractors and individuals are expected to adhere.

Kristy Fuentes, DRC's Vice President of Compliance and Administration, oversees the Corporate Compliance Program. Her responsibilities include the following:

- Evaluating internal and external compliance issues or concerns relating to DRC's interaction with customers
- Ensuring that our management, employees, and customers are in compliance with all applicable rules and regulations
- Serving as a valuable line of communication between the company and its customers
- Acting as a conduit to the President by monitoring and reporting results of the ethics practices of the company
- Providing guidance to the senior management team

Ms. Fuentes is authorized to implement all necessary actions to insure achievement of the objectives of an effective compliance program.



Application of Core Values

DRC is committed to upholding our core values in all aspects of business and conduct. We expect all personnel to uphold these values in every interaction:

- To our **customers** we place highest priority on our response time to a disaster, our effectiveness, and the quality of our service and solutions.
- To our fellow **employees** we look out for their welfare, safety and health. We promote an environment that encourages new ideas, enjoyment of work, and equal opportunity for advancement.
- To our **suppliers and subcontractors**, we are fair and professional, honoring our commitments to our business partners.

Compliance Standards and Procedures

DRC aspires to be the "**first in response**" for natural and man-made disasters by being prepared, responsive, and competent, and by demonstrating ethical business conduct. Headed by a team of caring people, we recognize that how we do our work is as important as what work we do. We will not tolerate any shortcuts when it comes to our ethical values and standards of conduct.

Quality Control Plan

The purpose of the Quality Control Plan is to promote **efficient and safe operations** in the provision of **quality services**. DRC's approach to quality control consists of a series of tasks and processes tailored to suit the challenging circumstances facing the City of Destin in the wake of a disaster event. A copy of the Quality Control Plan is available for review upon request.

Our mission is to provide the most **dependable**, **honest**, and **customer-centric** services in the industry by building lasting relationships with the clients we serve.

We are among the leading disaster management companies in the United States, specializing in providing emergency preparation, disaster response, and recovery from major catastrophes. Our experience covers all facets of a project, including the FEMA reimbursement process.

At DRC we're always *striking back* against disaster.

Safety

DRC maintains an unwavering commitment to the health and safety of our employees, subcontractors, customers, and the communities that we serve.

Our goal is to ensure that all projects operate under the safest possible conditions and, as such, DRC maintains a robust in-house safety program. Headed by a dedicated team of Project Managers and Regional Managers, DRC's safety programs and practices include:

- Morning project safety toolbox meetings
- Weekly "better ideas for improvement" meetings
- Weekly formal safety meetings
- Constant safety training certifications
- Safety recognition through our "challenge coin" award program

DRC follows all OSHA regulations and other federal and state agency guidelines when conducting an operation. DRC's Corporate Safety Plan includes Safety Policies, an Accident Prevention Plan, and a Substance Abuse Policy. It is the policy of this organization to provide and maintain work environments and procedures which will achieve the following:

- Safeguard the public and government personnel, as well as property, materials, supplies, and equipment
- Provide a safe work environment for employees and subcontractors
- Avoid interruptions to operations and delays involving project completion
- Increase morale
- Reduce costs

DRC's staff includes Sam Dancer, Safety Officer, and Jarod Tassin, Taylor Jumonville, Andy Allshouse, and Scott Matthews, Maintenance of Traffic (MOT) Specialists who bring invaluable skill and expertise to each project. With over 100 FEMA/OSHA certifications, Mr. Dancer oversees training and safety procedures. A copy of DRC's Corporate Safety Plan is available for review upon request.

Employee Performance and Training

As one of the leading disaster response companies in the United States, DRC has developed one of the most comprehensive employee training modules in the industry. Every staff member is continuously trained in the following:

- Online FEMA doctrine
- Safety performance and practice
- Certifications relative to individual disciplines

All personnel records (including those of management, supervisors, foremen, and laborers) are maintained to ensure all personnel have current training and certification relative to their job assignments. All DRC's personnel receive specialized training in emergency management and are encouraged to further their education.

Employee and Subcontractor Training Programs

- Smith System Driver Training
- Hazardous Materials Training
- Demolition Safety
- Asbestos Abatement Training
- Power Line Awareness
- Hazardous Communication
- Lockout/Tagout
- Fire Prevention Training



"Your attention to safety is to be commended."

- Cynthia Halsey,
Environmental Services,
Okaloosa County, Florida

Drug Free Workplace

It is the goal of DRC to maintain a drug-free workplace in accordance with the Drug-Free Workplace Act of 1988. DRC has adopted the following policies on a case-by-case basis:

1. The unlawful manufacture, possession, distribution, or use of controlled substances is prohibited in the workplace.
2. As an ongoing condition of employment, employees are required to abide by this prohibition and to notify their supervisor, the Managing Director, or Vice President in writing and within five (5) days of the violation of any criminal drug statute arrest or conviction they receive.
3. Employees who violate this prohibition or receive such a conviction are subject to corrective or disciplinary action as deemed appropriate, up to and including termination.
4. DRC provides information about drug counseling and treatment.
5. DRC reserves the right to search and inspect for the maintenance of a safe workplace.

Staffing and Management

Please see Tab 3 for detailed information about staffing and management, including organizational structure, chain of command, and subcontracting plan.

Prompt Damage Resolution

- DRC maintains a damage hotline (888-721-4DRC) for all projects. A complaint manager is assigned to the project and is responsible for tracking all damage and repairs.
- DRC will investigate all damage complaints within 24 hours and will propose a resolution to the damaged party within 48 hours.

DOCUMENTATION AND DATA MANAGEMENT

Invoicing Procedure

DRC's invoicing procedure is as follows:

- Load tickets are received, logged, and then scanned into DRC's database system. Tickets are then entered and audited for accuracy.
- An invoice is created, along with the ticket data backup.
- The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the City.
- Once the invoice and ticket data have been 100% reconciled, the Monitoring Firm or the reconciliation contact with the jurisdiction recommends the invoice to FEMA for payment.
- Frequency: invoicing is usually performed on a biweekly basis.

Data Center

DRC maintains a fully staffed, fully operational Data Center at its headquarters all year. The Data Center is staffed by experienced personnel with extensive knowledge of recording, reporting, contract, and reimbursement requirements. The Data Center is equipped with state-of-the-art information technology and is prepared to meet and exceed the reporting requirements of each client. All servers and networked computers are backed up both on and off-site every day. The urgent nature of DRC's work requires that the Company remain online and in contact across its network at all times.

Daily Reports

DRC shall submit daily progress and quality control reports to the City for all activities. Each report will contain, at a minimum, the following information:

- Letterhead with DRC name and contact information
- Report Date
- Location of completed work
- Location of work for the next day
- Daily and cumulative hours for each piece of equipment and crew (Emergency Clearance)
- List of roads that were cleared (Emergency Clearance)
- Number of Crews (including number of trucks and loading equipment)
- Daily and cumulative totals of debris removed, by category
- Daily and cumulative totals of debris processed, to include method(s) of processing and disposal location(s)
- Daily estimate of hazardous waste debris segregated, and cumulative amount of hazardous waste placed in the designated holding area
- Number of hazardous trees and hanging limbs removed
- Problems encountered or anticipated and proposed solutions

Daily Reports are co-signed by the City's inspector to verify work performed. In addition, the City receives an original copy of all load tickets and receives and verifies for co-signature a Daily Reconciliation Sheet listing each load ticket, truck number, crew number, street, truck volume, percent full, credited volume of debris removed, and the total volume removed for the day. This Daily Reconciliation Sheet can become the invoicing document for the contract.

Documentation and Recovery Process

Prior to the beginning of hurricane season, DRC will meet with the City and the Debris Management Monitor to finalize and test the processes for inspection and documentation that are to be used during the response and recovery phases

of debris removal. At all times, DRC will provide the City access to all work sites and disposal areas. DRC and the Debris Management Monitor will have personnel in place to verify and maintain records regarding the contents and cubic yards of the vehicles entering and leaving the site. The Debris Management Monitor will coordinate data recording and information management processes, including but not limited to the following:

- Prepare detailed estimates and submit to FEMA for use in Project Worksheet preparation.
- Implement and maintain a disaster debris management system linking load ticket and Disaster Debris Management Site information, including reconciliation and photographic documentation processes.
- Provide daily, weekly, or other periodic reports for the City managers and DRC, noting work progress and efficiency, current/revised estimates, project completion and other schedule forecasts/updates.

DRC will provide the following assistance:

- Create recovery process documentation plan
- Maintain documentation of recovery process
- Provide written and oral status reports as requested to the City and the Debris Management Monitor
- Review documentation for accuracy
- Assist in preparation of claim documentation

DRC understands that complete and accurate records are required for the receipt of federal funds. We will provide the Debris Management Monitor with all requested information that is necessary for proper documentation. DRC will work closely with FEMA and other applicable State and Federal agencies to ensure that eligible debris collection and data documenting appropriately address likely concerns of the reimbursement agencies.

COMMUNICATION AND IN-FIELD TECHNOLOGY

Communication Technology

Real-time communication is used to facilitate the field team's access to project resources and allow reporting by the field teams to program management. Radios/cell phones are used to initiate mobilization, support communication between the off-site and on-site personnel before utilities are established, and provide a means of ongoing communication with the site management team. Cellular technology has been fortified and reinforced over the past decade, and recent events have proven that even if cellular telephone capability is impacted, text messaging is almost always available due to the minimal bandwidth required. Should this technology fail, DRC has satellite radios, which can be deployed in a matter of hours.

In-Field Technology

Project Manager's Toolbox

In the field, Project Managers utilize iPads to access DRC's Project Manager's Toolbox, an automated system which provides seamless real-time information exchange between office and field, no matter the size and scale of the project(s). The tool applies to all aspects of project management, including the following:

1. Real-time damage and complaint reporting and resolution
2. DDMS reporting and site close out documentation
3. Operations planning and daily reporting for client, monitor, and office
4. Zone assignments and progress tracking
5. Push Crew Tracking complete with time-stamped, geotagged photo backup

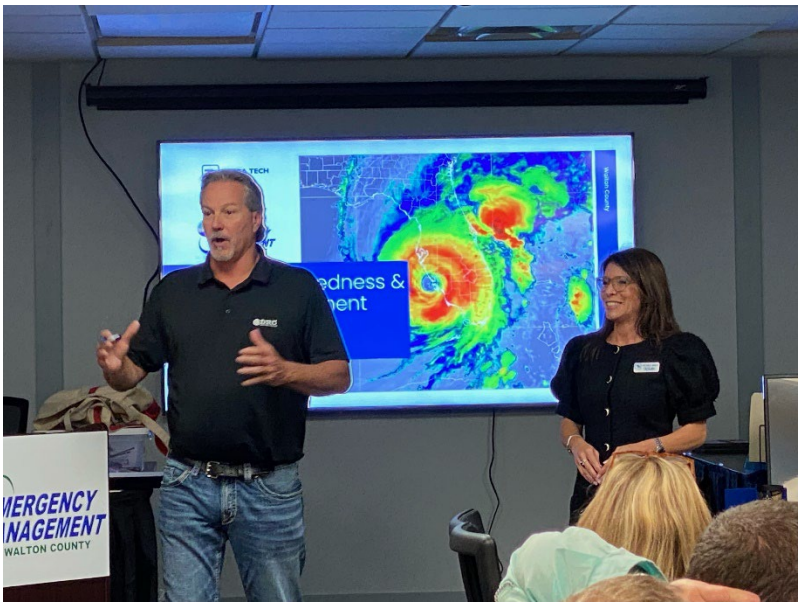
The toolbox replaces paper and endless emails with a secure database that utilizes Microsoft Multifactor authentication (MFA) and HIPAA compliant digital signatures.

Mapline

DRC utilizes innovative digital mapping technology to create custom maps specific to each project and jurisdiction. Maps may include any or all of the following:

- Equipment Staging Areas
- Collection Grids
- Landfills and DDMS Locations
- Milage Radius for Tiered Hauling Distances

Mapline is utilized to optimize routing and send precise coordinates to operators in the field. Maps are updated in real time and are readily accessible in the field through phones and iPads.



CLIENT INTERACTION PROGRAM

At DRC we take very seriously the faith placed in our team upon selection by the City of Destin as the Disaster Debris Management Provider. Having been the primary provider of services on some of the largest and most destructive events to ever impact our country, we appreciate and recognize the amount of information and interaction necessary for us to be completely prepared to provide the most effective debris removal program to the City of Destin.

It is for this reason that the DRC Management and Operations Team spends as much time as is necessary working with local government leaders in times of non-event to gain that essential, in-depth understanding of local issues, priorities, concerns, and objectives, to provide a level of responsiveness that is unmatched in the industry. DRC's Regional Manager will meet regularly with the City of Destin to discuss items such as Disaster Debris Management Site viability, priority roadways, critical access, and infrastructure concerns.

In any post-event scenario, participation by select City staff is critical. City employees, generally from Public Works or Solid Waste, provide direction and support pertaining to project approach, prioritization of push and collection routes, critical roadways and facilities, and physical nuances DRC might otherwise not know. DRC will begin to develop relationships with those responsible within the local government immediately upon contract award to establish and gain a deep understanding of the unique needs, concerns, and priorities of the City.

At no cost to the City, DRC will provide an annual "Pre-Season Debris Response & Readiness Workshop" whereby members of the City Debris Team, Public Works, and Finance & Administration can be updated on policy and guidance changes, roles and responsibilities of your debris management provider, and overall disaster debris educational training. These annual workshops have been immensely successful throughout the country, allowing the DRC team to interact with clients, share important information, and refresh local points of contact in the months leading up to hurricane season.

During times of post-event activation, DRC will engage the State staff and seek input continually, by way of daily meetings with all project participants, field interaction, and comprehensive daily reporting. This consistent interaction has

successfully proven on past activations to keep critical lines of communication in place, provide complete transparency into the daily process, progress, challenges, and accomplishments, and provide early answers to the public and local government officials.

DRC firmly believes in serving clients year-round and not just at the time of an event or activation. Whether we are needed to respond to a minor contract activation or a large-scale catastrophic event, DRC believes that adequate planning and preparation are key to a successful and fully reimbursable debris removal program.

Relationship between DRC and the Debris Management Monitor

Building a positive working relationship between DRC and the debris management monitoring firm is crucial to the success of any project. For more than 20 years, DRC has worked with third party debris monitoring firms to achieve success in projects of all sizes. We have worked with most major debris management monitoring firms in the United States. Thus, it is very rare that DRC begins a debris project without already being familiar with the firm and their personnel.

As such, DRC has worked with the systems and software of all the major third-party monitoring firms. From manual ticketing to the more technical electronic tracking and ticketing systems, DRC has experience with every iteration existing today. DRC's understanding of the key elements of 44 CFR and FEMA 325 also enables DRC to operate congruently with the monitoring firm. DRC's team is prepared to work effectively with the City's chosen monitor.

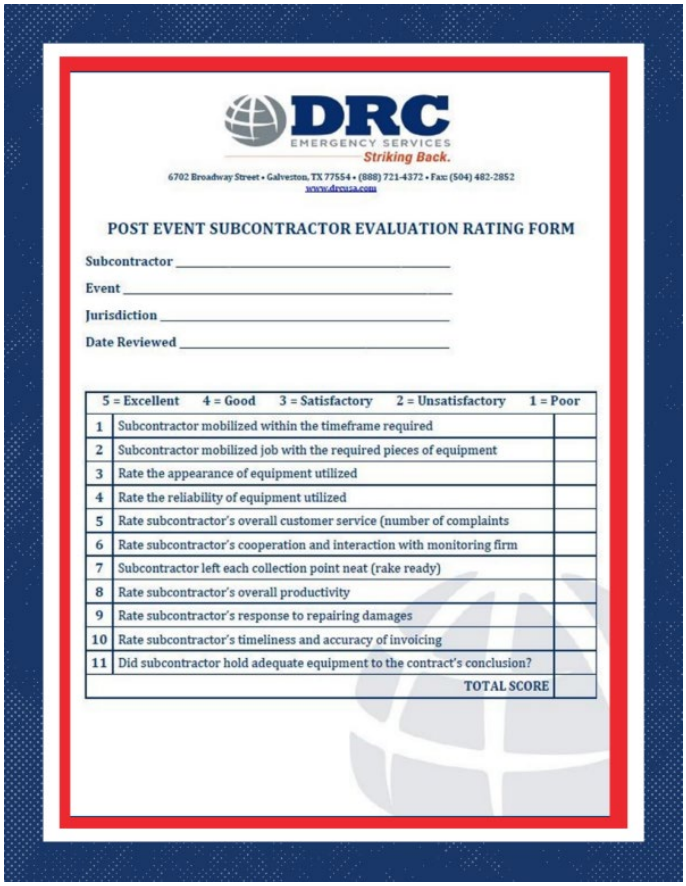
Post Event Evaluations

Hot Wash Meetings

DRC holds a Hot Wash with each jurisdiction post event. A Hot Wash is an after-action evaluation that occurs between DRC and the client. This post activation meeting serves as a forum for the client to discuss the project as a whole, the processes that were implemented, and any potential improvements. Additionally, DRC has an internal meeting to discuss development strategies and innovative concepts for future activations.

Subcontractor Evaluation

DRC has a large network of subcontractors and maintains long-standing relationships with trained and exclusively committed key subcontractors. Additionally, DRC strongly believes the use of local resources is vitally important to a successful disaster recovery operation. For decades, DRC has been building relationships with subcontractors across the nation. DRC utilizes a 55-point Post Event Subcontractor Evaluation Form to aid in building our reliable network of subcontractors.



DRC EMERGENCY SERVICES
Striking Back.
6702 Broadway Street • Galveston, TX 77554 • (888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

POST EVENT SUBCONTRACTOR EVALUATION RATING FORM

Subcontractor _____
Event _____
Jurisdiction _____
Date Reviewed _____

5 = Excellent 4 = Good 3 = Satisfactory 2 = Unsatisfactory 1 = Poor		
1	Subcontractor mobilized within the timeframe required	
2	Subcontractor mobilized job with the required pieces of equipment	
3	Rate the appearance of equipment utilized	
4	Rate the reliability of equipment utilized	
5	Rate subcontractor's overall customer service (number of complaints	
6	Rate subcontractor's cooperation and interaction with monitoring firm	
7	Subcontractor left each collection point neat (rake ready)	
8	Rate subcontractor's overall productivity	
9	Rate subcontractor's response to repairing damages	
10	Rate subcontractor's timeliness and accuracy of invoicing	
11	Did subcontractor hold adequate equipment to the contract's conclusion?	
	TOTAL SCORE	

SUSTAINABILITY

DRC is committed to the protection and restoration of communities and ecosystems affected by disasters. Although many of the events we respond to are caused by the forces of nature, these events often result in widespread environmental impacts. Moreover, the mitigation of these disasters, including the transportation and processing of large volumes of waste material, can have negative environmental impacts if not pursued with the caution and sensitivity that define DRC's work.

The removal of debris and waste materials, the restoration of damaged and compromised natural and constructed habitats, and in some cases the reconstruction of damaged coastal, marine, and wetland environments are the core missions in a DRC disaster response. Furthermore, DRC is committed to ensuring that our work and its byproducts have minimal to no environmental impact. Finally, DRC has embarked on a recycling program to ensure the most advantageous disposal of all the materials that we remove.

Protecting Wildlife in Environmentally Sensitive Areas

DRC has a long history of successfully protecting wildlife and ecology in environmentally sensitive areas.

- In 2023, DRC removed sargassum from Sarasota beaches while coordinating with turtle surveyors and the Florida Department of Environmental Protection to implement proper procedures and ensure the protection of turtle nests.
- In 2021, DRC implemented measures to protect the local manatee population while performing marine debris removal, submerged vehicles removal, and the removal, screening, and placement of sand in Jefferson Parish, Louisiana. During this project, DRC mobilized 138 trucks on a single day.
- In 2008, DRC was activated in 23 Texas jurisdictions in the response to Hurricane Ike. Before commencing our debris removal operation in the ecologically sensitive coastal areas of Galveston Island, DRC staff received specialized training on how to protect the Kemp's Ridley Sea Turtle.

Pinellas County Red Tide



In 2018, DRC was activated in Pinellas County, Florida to remove and dispose of dead fish resulting from a one-million-acre red tide bloom in the Gulf of Mexico. A red tide bloom is caused by algae that produce toxins that kill aquatic life, make the surrounding air difficult to breathe, and often turn the water red. **DRC efficiently removed over 3.6 million pounds of dead fish in a three-month span**, using a variety of equipment. Shrimp boats were used to scoop up the dead fish offshore before they hit the beaches and inland waterways. For the fish that made it to shore, as well as into the canals, we implemented skimmer boats and beach rakes. DRC successfully cleaned and maintained **45 miles of coastline**, keeping the beaches suitable for visitors. With the assistance of the United States Coast Guard, we were able to monitor the red tide plume's movement by helicopter, coordinating with the Florida Wildlife Commission as to the migration and effect of the algae. DRC and our partners on this project were awarded the **2018 Environmental Project of the Year** by the West Coast Branch of the American Public Works Association.

BP Deepwater Horizon Oil Spill



DRC successfully performed in several contracts directly related to the oil spill in the Gulf of Mexico which flowed for three months in 2010. DRC conceived, executed, supervised, and funded a **150-mile Gulf of Mexico shoreline protection system** in response to the oil spill. We relied on our depth of knowledge of debris handling in ecologically sensitive environments to guide the placement, management, and removal of oil containment boom. **DRC staff had a personal interest in protecting the Gulf Coast as they were among the affected residents.**

During this time, DRC was successfully classified as an Oil Spill Removal Organization (OSRO) by the United States Coast Guard. The company met several classifications which were listed on the OSRO Classification Matrix. Participation in this program allowed DRC to provide professionally recognized services to Escambia County, Florida as well as Plaquemines Parish, Terrebonne Parish, and Lafitte Parish, Louisiana.

DRC was tasked with designing coastal protective systems and unique collection programs along more than one hundred miles of estuaries in southwest Louisiana. The programs involved intensive employee training relative to the identification and protection of wildlife nesting and reproduction areas. DRC also played a role in setting up wildlife recovery and cleaning stations in Plaquemines Parish, Louisiana, where employees volunteered to help conduct rehabilitation and release programs.

Recycling

DRC has a wealth of experience performing landfill avoidance projects.



- Following Hurricane Ian in 2022, DRC was activated in 19 jurisdictions, managed 21 DDMS sites, and removed and disposed of over 4.9 million cubic yards of debris in Sarasota County, Florida, and surrounding municipalities. DRC recycled 100% of the 3.3 million cubic yards of vegetative debris collected.
- In our response to Hurricane Ike in Houston in 2008, DRC recycled 100% of the more than five million cubic yards of vegetative debris we collected through a joint program with Republic Services. The material was used as alternative daily cover in landfills; as roadbed for temporary roads; as compost; and was given to citizens for use in landscaping. The same year in Galveston, DRC separated materials such as reusable wood, glass, metals, and drywall to achieve a high percentage of material reuse.
- DRC is pleased to have a formal partnership with Agromin, California's largest organics recycler. Agromin was voted Composter of the Year by the US Composting Council. All of the vegetative debris collected by DRC from California clients

is composted and 100% recycled by Agromin. These materials are turned into rich soil to nourish agricultural land as well as for use by residents, municipalities, and landscapers throughout the state.

Insurance

DRC is one of the few companies in our industry to carry environmental insurance. While our operating procedures strictly adhere to environmental guidelines, the operation of DDMS sites within a jurisdiction presents an element of potential exposure. The insurance held by DRC places an extra level of protection for the City that goes beyond the protection already provided through sound operating practices. Additionally, all of DRC's key personnel maintain a current 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER) certificate.



RECOVER

Prepare → Respond → **Recover**

- → Demolition
- → Man Camp Services
- → Post Disaster Temporary Housing
- → Marine Services

Once the initial response phase is over, full recovery from a major disaster can still be a big job. Affected communities may require many additional services to be restored to pre-event wholeness.

Under the joint ownership of the Sullivan Brothers Family of Companies, DRC Emergency Services, SLS, Forgen, and Callan Marine comprise a core of companies that excel at providing a turnkey approach to total disaster management. We stand alone in the industry as the only company that can provide the full range of disaster response and recovery services.



SLS

DRC's sister Company, SLS, is a prominent provider of post-disaster temporary housing. From turnkey temporary trailer facilities to massive man camps designed to house and feed thousands, SLS has designed and performed housing solutions for a wide range of post disaster applications.

SLS pioneered the current FEMA Sheltering and Temporary Essential Power (STEP) program during the aftermath of Hurricane Sandy in New York. The Program in New York was called "Rapid Repair," and a similar program in Baton Rouge was called "Shelter at Home." These programs are designed to perform essential elements of restoring damaged single-family residences and return homeowners back into their homes quickly. Rapidly returning displaced families to their homes provides a sense of community and normalcy to the affected residents. Additionally, the cost of the typical STEP program is approximately 20% of the cost of placing a displaced family into a trailer or similar structure.

SLS is composed of four major divisions: RESPONSE, HEALTH, FEDERAL SERVICES, and HOUSING. Each division is distinct in focus, scope and services provided, but seamlessly utilizes a pool of leadership, talent, resources and financial capabilities.

We perform a multitude of large-scale assignments for federal, state, regional, county and municipal entities — **with a keen focus on the comprehensive rehabilitation, reconstruction and recovery of communities impacted by emergencies and disasters.** Additionally, our team provides infrastructure, facility construction and rehabilitation services; remote workforce compounds and basecamp facilities; turnkey health solutions; and intermodal, industrial and marine facility construction.









Forgen

At Forgen, we leave the planet better than we found it. Our integrated geotechnical and civil construction and environmental remediation services restore and strengthen our natural surroundings to protect people, communities, and the environment for generations to come. We have successfully delivered large, multi-disciplinary projects for public and private sector clients across North America for more than a decade, safely tackling complex challenges across a variety of industries.

Forgen's core service lines include Geotechnical and Civil Construction, Disaster Mitigation and Recovery, Flood Control and Ecosystem Restoration, and Environmental Remediation.



Forgen-DRC Joint Venture

Forgen and DRC formed a joint venture to strengthen our ability to support emergency response efforts for wildfire and hurricane disasters nationwide. The joint venture combines Forgen's wildfire response and debris removal experience in the western US with DRC's emergency response and vehicle and tree removal expertise supporting hurricane disaster management and recovery efforts on the Gulf Coast. Forgen and DRC are part of a multi-billion-dollar Sullivan Family of Companies with more than $2.2B in USACE design-build experience in the past five years.

After the Southern Branch wildfires in California in 2020, Forgen and DRC worked in tandem to remove debris from over 600 properties. We removed 40,000 tons of ash and debris and 16,000 tons of potentially impacted soil. We also removed and recycled 32,000 tons of concrete, 4,400 tons of metal, and 11,800 hazardous trees.

Together, Forgen and DRC cleared 168 properties after the 2021-2022 Marshall Fire in Boulder County, Colorado. We removed 40,590 tons of concrete; 41,333 tons of ash, soil, and debris; 805 tons of metal; and 880 tons of vegetative debris.

IFollowing the Maui fires in 2023, Forgen and DRC teamed with Native Hawaiian organization Dawson Solutions to provide disaster relief execution and management for the United States Army Corps of Engineers. We completed nearly 1,600 property assessments in 90 days, working 7 days a week. The data collected was used to determine the level of effort required to clean up each property in the next phase.

CALLAN MARINE

DRC's sister Company, Callan Marine, is a highly specialized construction firm capable of providing design, engineering, management and construction services, such as the following:

- Marine debris management and removal
- Offshore and inland dredging
- Shoreline protection
- Beach re-nourishment
- Port/Dock facility construction
- Wetlands construction
- Marine protection mitigation and improvements



For over ten years, Callan Marine has been serving public and private clients by providing crucial dredging services and executing new maritime construction and expansion projects. We restore berthing depths for ship docks and navigation channels, facilitating transportation in our nation's waterways.

With a mission of safety, quality, and integrity, Callan Marine can customize a response solution for you.

As the leading marine construction service provider on the Gulf Coast, Callan Marine has dredged thousands of miles of waterways in the region to keep our customers productive.



1. TEN YEAR PAST PERFORMANCE

Please see the list below for projects performed by DRC over the last 10 years. Project values below with asterisks (*) are in progress and amounts are subject to change.

2. PRIMARY CONTRACTOR ON PROJECTS EXCEEDING $25,000,000

The list below includes multiple examples of projects exceeding $25,000,000. DRC was the primary contractor on all projects listed, unless otherwise noted.

2025	Contracting Agency	Description of Work	Contract Amount	Cubic Yards
March	Pike County, KY	February 2025 Flood Event	TBD	TBD
March	Coal Run, KY	February 2025 Flood Event	TBD	TBD
March	Letcher County, KY	February 2025 Flood Event	TBD	TBD
March	Broward County, FL	February 2025 Flood Event	TBD	TBD
March	Floyd County, KY	February 2025 Flood Event	TBD	TBD
March	Knott County, KY	February 2025 Flood Event	TBD	TBD
TBD	Jacinto City (City of), TX	February 2025 Flood Event	TBD	TBD
TBD	Navarro County, TX	2025 Tornado	TBD	TBD
January	Lafayette, LA	Disaster Debris Removal	52,220.00	Hourly
January	Jefferson Parish, LA	Logistics	15,925.49	Logistics
January	Tangipahoa Parish	Logistics	17,187.49	Logistics
January	Tennessee Valley Authority (Subcontractor)	Hurricane Helene Waterway Debris Removal DR-4832	TBD	TBD
2024	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
December	Palm Beach County Schools	Hurricane Milton - Disaster Debris Removal DR-4834	$4,700.00	376.00
December	Orange County, CA	Airport Fire	TBD	TBD
December	Tennessee Emergency Management (Subcontractor)	TN SWC Debris Removal Services DR-4832	TBD	TBD
December	State of New Mexico Private Property Debris Removal and Erosion Control Services	Wildfires and floods	TBD	44,165.01
November	TxDOT - Jefferson County	Hurricane Beryl - Disaster Debris Reduction and Haul Out DR-4798	TBD	TBD
November	State of Virginia Department of Emergency Management - VDEM	Hurricane Helene - Disaster Debris Removal DR-4831	$22,000,000.00	2,275.00

October	Tennessee Department of Transportation (Subcontractor)	Hurricane Helene - Disaster Debris Removal DR-4832	TBD	TBD
October	Deland (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$285,923.96	17,132.00
October	Tavares (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$50,410.40	TBD
October	Kenneth City (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$140,600.93	8,682.50
October	Orlando (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$33,965.26	3,644.00
October	Port Richey (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$112,796.85	8,506.55
October	Pasco County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$51,232.66	3,851.35
October	South Pasadena (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$602,738.33	26,013.55
October	Madeira Beach (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$3,061,181.51	136,697.00
October	Lakeland (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,010,558.62	138,756.00
October	Belleair (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$204,775.17	9,331.40
October	Sarasota (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,559,091.20	155,909.70
October	Palm Coast (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$90,266.87	10,021.40
October	Vero Beach (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$770,270.85	66,682.00
October	Largo (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,493,846.39	58,021.05
October	Bradenton (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,309,953.92	59,984.35
October	Indian Rocks Beach (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$420,299.95	14,756.60
October	Longboat Key (City of), FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,201,775.04	31,823.30
October	Pinellas County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$3,297,856.25	Hourly
October	Manatee County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$30,839,566.04	2,289,846.30*
October	St. Lucie County, FL	Hurricane Milton - Disaster Debris Removal DR-4834	$1,403,716.37	132,786.75
October	Sarasota County, FL	Hurricane Milton - Disaster Debris Removal & Logistics DR-4834	$1,734,841.20	Logistics
October	Florida Department of Transportation - District 1	Hurricane Milton - Disaster Debris Removal DR-4834	$145,175.25	Hourly

October	Florida Department of Transportation - District 2	Hurricane Milton - Disaster Debris Removal DR-4834	$146,250.00	Hourly
October	South Pasadena (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$470,292.70	26,013.55
October	Madeira Beach (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$2,715,919.40	136,697.00
October	Pasco County, FL	Hurricane Helene - Disaster Debris Removal DR-4828	$50,984.04	3,844.95
October	Dunedin (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$15,048.46	1,380.00
October	Largo (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$1,208,189.90	58,021.05
October	Bradenton (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$25,065.00	1,392.50
October	Citrus County, FL	Hurricane Helene - Disaster Debris Removal DR-4828	$86,567.82	3,598.00
October	Crystal River (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$38,414.24	1,610.20
October	Indian Rocks Beach (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$253,191.84	14,756.60
October	Longboat Key (City of), FL	Hurricane Helene - Disaster Debris Removal DR-4828	$864,998.30	31,823.30
October	Pinellas County, FL	Hurricane Helene - Disaster Debris Removal DR-4828	$9,162,063.37	552,860.00
October	South Carolina Department of Transportation	Hurricane Helene - Disaster Debris Removal DR-4829	$2,438,629.61	153,995.00
October	Spartanburg County , SC	Hurricane Helene - Disaster Debris Removal DR-4829	$2,090,329.12	Hourly
October	Bacon County, GA	Hurricane Helene - Disaster Debris Removal DR-4830	$4,320,060.64	286,675.95
October	City of Richmond Hill, GA	Hurricane Helene - Disaster Debris Removal DR-4830	$147,527.75	10,411.00
October	Kingsland (City of), GA	Hurricane Helene - Disaster Debris Removal DR-4830	$62,675.23	4,328.40
September	St. Mary's (City of), GA	Hurricane Helene - Disaster Debris Removal DR-4830	$215,754.66	17,510.10
September	Camden County, GA	Hurricane Helene - Disaster Debris Removal DR-4830	$103,174.34	7,125.30
September	Georgia Department of Transportation - Districts 2, 4, & 5	Hurricane Helene - Disaster Debris Removal DR-4830	$18,143,545.80	787,083.20*
September	Florida Department of Transportation - District 2	Hurricane Helene - Emergency Cut and Toss DR-4828	$211,237.50	Hourly
September	Morgan City (City of)	Hurricane Francine - Disaster Debris Removal & Logistic Support DR-4817	$586,594.05	34,950.00
September	Napoleonville, Village of, LA	Hurricane Francine - Disaster Debris Removal DR-4817	$10,000.00	Hourly

September	Assumption Parish, LA	Hurricane Francine - Disaster Debris Removal DR-4817	$118,539.09	13,248.20
September	Louisiana Department of Transportation - District 61	Hurricane Francine - Disaster Debris Removal DR-4817	$342,027.98	26,693.60
September	Louisiana Department of Transportation - District 02	Hurricane Francine - Disaster Debris Removal DR-4817	$734,561.25	53,161.15
September	Ascension Parish, LA	Hurricane Francine - Disaster Debris Removal DR-4817	$346,699.11	14,534.15
September	East Baton Rouge/City of Baton Rouge	Hurricane Francine - Disaster Debris Removal DR-4817	$616,328.50	Hourly
September	Iberville Parish	Hurricane Francine - Disaster Debris Removal DR-4817	$16,902.50	Hourly
September	Lafourche Parish, LA	Hurricane Francine - Disaster Debris Removal DR-4817	$397,914.63	34,125.90
September	Terrebonne Parish, LA	Hurricane Francine - Disaster Debris Removal & Logistic Support DR-4817	$2,671,530.03	219,706.00
September	ALDOT- Guntersville Area	June Weather Event	$102,807.53	7,601.60
August	Richmond Hill (City of), GA	Hurricane Debby - Disaster Debris Removal	$59,613.77	7,584.45
August	Bradenton (City of), FL	Hurricane Debby - Disaster Debris Removal	$58,290.11	6,014.75
August	Florida Department of Transportation - District 02	Hurricane Debby - Cut and Toss	$167,762.50	Hourly
August	State of New Mexico Department of Homeland Security and Emergency Management	South Fork and Salt Wildfires	$7,337,051.17	46,480.88
July	Jasper County, TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$40,395.00	Hourly
July	Holiday Lakes (Town of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$152,115.87	11,335.90
July	Jasper County, TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$40,395.00	Hourly
July	East Bernard (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$15,642.54	1,152.00
July	Clute (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$1,073,400.24	78,039.20
July	Brazoria County, TX	Hurricane Beryl - Disaster Debris Removal & Logistic Support DR-4798	$5,124,766.62	322,588.30
July	Bellaire (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$406,452.18	29,565.75

July	Conroe (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$837,675.40	46,695.57
July	Wharton County, TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$409,931.52	29,526.00
July	Humble (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$435,942.42	26,494.05
July	Beauregard Parish, LA	Tree Removal	$660.00	0.00
July	Liberty (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$280,099.47	11,791.30
July	Dayton (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$114,064.51	6,226.61
July	Bay City (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$419,378.79	40,466.00
July	Matagorda County, TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$789,815.58	66,180.00
July	Jamaica Beach (City of), TX	Hurricane Beryl - Disaster Debris Removal DR-4798	$17,640.00	Hourly
July	Houston (the City of), Texas	Hurricane Beryl - Disaster Debris Removal DR-4798	$16,574,287.72	953,702.00
July	Harris County, Texas	Hurricane Beryl - Disaster Debris Removal DR-4798	$6,802,053.00	417,661.45
July	Jamaica Beach (City of), TX	Hurricane Beryl - Logistic Support DR-4798	$78,859.31	Logistics
July	San Leon (City of), TX	Hurricane Beryl - Logistic Support DR-4798	$77,468.74	Logistics
July	Montgomery County, TX	Hurricane Beryl - Logistic Support DR-4798	$36,000.00	Logistics
May	Houston Memorial Park	Severe Weather Event - May Derecho & Hurricane Beryl DR-4798	$21,400.00	Hourly
May	Hallandale Beach, FL	Severe Weather Event of June, 2024	$22,500.00	Hourly
May	Waller County, TX	Severe Weather Event - May Derecho	$313,772.50	Hourly
May	Baker, City of, LA	Severe Weather Event of May, 2024	$29,362.00	Hourly
May	Lafayette Parish, LA	Severe Weather Event of May, 2024	$732,126.73	45,785.80
May	Vermillion Parish, LA	Severe Weather Event of May, 2024	$617,131.43	43,885.47
May	Houston (the City of), Texas	Severe Weather Event - May Derecho	$11,310,557.58	648,295.00
May	Harris County, Texas	Severe Weather Event - May Derecho	$6,351,521.78	394,607.05
May	Iberville Parish, LA	Severe Weather Event of May, 2024	$83,600.00	Hourly
May	Florida A&M University	Debris Removal in Response to May Tornado	$99,800.00	Hourly
May	Pointe Coupee Parish, LA	Bulk Waste Removal	$66,375.00	Hourly

May	Lafourche Parish, LA	Specialty Demolition Project in Response to Hurricane Ida	$360,250.47	3,617.00
March	Louisiana Department of Transportation-District 07	Contingency Contract for Disaster Debris Removal - Hurricane Laura	$776,077.18	18,963.00
January	East Baton Rouge Parish/City of Baton Rouge	Blight Reduction Services	$1,752,750.00	Hourly
January	Jackson County, FL	Debris Removal and Disposal Services	$912,428.79	70,472.00
January	Town of Dauphin Island, AL	Contract for Sand	$44,450.00	Hourly
January	State of Washington	Debris Cleanup Services - Spokane, WA - Oregon & Gray Fires	$1,590,213.96	Hourly
2023	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
December	Georgia Department of Transportation - Chatham County	Reduction and Haul Out in response to Hurricane Idalia DR-4738-GA	$183,545.00	Lump Sum
December	Harris County, TX Flood Control District	Bender Road Vegetation Reduction	$120,807.24	Lump Sum
November	Hollywood (City of), FL	Beach Sand Removal	$44,385.00	Hourly
October	City of Pembroke Park, FL	Dead Fish Removal and Disposal Services	$5,000.00	Hourly
October	Dawson Solutions, LLC	Maui Wildfires -Environmental Assessment Project DR-4724	$21,238,681.02	Hourly
September	Louisiana Department of Transportation - District 62	Hazardous Tree Removal and Disposal in response to Hurricane Ida - DR-4611	$1,234,916.48	25,968.00
September	City of New Port Richey, FL	Disaster Recovery and Debris Removal Services - DR-4734	$9,558.44	1,213.00
September	Town of Dauphin Island, AL	Contract for Sand	$34,912.50	Hourly
September	City of Crystal River, FL	Emergency Debris Management Services - DR-4734	$177,452.54	11,411.60
September	Citrus County, FL	Emergency Debris Management Services - DR-4734	$394,586.09	25,123.70
August	Florida A&M University	Emergency Debris Management Services - DR-4734	$6,986.00	Hourly
August	Florida Department of Transportation - District 2 Lake City Maintenance	Hurricane Idalia Cut and Toss - DR-4734	$56,012.50	Hourly
August	Florida Department of Transportation - District 2 Chiefland Maintenance	Hurricane Idalia Cut and Toss - DR-4734	$102,081.25	Hourly

August	Florida Department of Transportation - District 2 Gainesville Maintenance	Hurricane Idalia Cut and Toss - DR-4734	$96,450.00	Hourly
August	Florida Department of Transportation - District 2 Perry Maintenance	Hurricane Idalia Cut and Toss - DR-4734	$117,425.00	Hourly
August	Florida Department of Transportation - District 2 St. Augustine Maintenance	Hurricane Idalia Cut and Toss - DR-4734	$50,000.00	Hourly
August	East Baton Rouge Parish/City of Baton Rouge	Blight Reduction Services	$52,250.00	Hourly
August	East Baton Rouge Parish/City of Baton Rouge	Contract for Debris Removal Assistance	$189,263.93	11,843.80
July	City of Enterprise, AL	Bulk Waste and Brush Removal	$65,000.00	Hourly
July	City of Lakeland, TN	Emergency Debris Removal Services	$241,575.73	25,421.30
June	Harris County, TX	Disaster Debris Removal and Disposal	$539,066.34	43,253.50
June	City of Moss Point, MS	Contract for Debris Removal Assistance	$548,329.45	36,645.89
June	Cameron Parish Police Jury	Private Property Debris Removal Program - Batch 1	$87,500.00	Per APN
June	City of Shawnee, OK	Debris Removal Services - April 2023 Tornado - DR-4706-OK	$1,040,755.99	49,632.20
May	City of Selma, AL	Debris Removal Services - DR-4684	$2,634,828.54	156,345.09
May	Republic Services	Contract for Bulky Waste Removal	$131,492.50	
May	City of Houston, TX	Mechanical and/or hydraulic dredging of sand and sediment from public waterways	$6,153,335.55	192,070.25
May	Sarasota County, FL	Biological Marine Debris Collection and Disposal Services	$35,704.79	Hourly
April	Shawnee (City of), OK - State Contract	Debris Removal Services - April 2023 Tornado - DR-4706-OK	$3,520,080.99	235,416.30
April	Little Rock (City of), AR	2023 Tornado Removal and Disposal of Storm Debris - DR-4748-AR	$7,106,147.08	494,840.45
April	Monroe County, MS	Contract for Tornado Debris and Removal Services - DR-4727-MS	$1,450,766.49	128,502.60
March	Pottawatomie County, OK	February 2023 Tornado- Debris Removal	$18,621.49	Tonnage
March	Manatee County, FL	Red Tide-Fish Kill	$26,483.00	Hourly

February	City of Houston, TX	Heavy Trash, Bulk, and Junk Waste Collection Services	$7,391,566.57	Tonnage & CY Combined
February	City of Tyler, TX	Bulk Waste & Brush Services - Winter Storm Mara - DR-4705-TX	$296,730.00	Hourly
February	City of Lakeway, TX	Bulk Waste & Brush Services - Winter Storm Mara - DR-4705-TX	$694,710.00	Hourly
February	City of Austin, TX	Winter Storm Mara - Disaster Debris Removal - DR-4705-TX	$8,587,852.75	661,060.65
January	Alabama Department of Transportation - Dallas County	Dallas County Tornado - DR-4684	$3,874,233.70	297,397.80
January	City of Lake Charles, LA - Batch 3	Private Property Debris Removal Program - Hurricane Laura	$193,450.00	Per APN
January	City of Lake Charles, LA - Batch 7	Private Property Debris Removal Program - Hurricane Laura	$180,000.00	Per APN
2022	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
December	Manatee County, FL	Red Tide-Fish Kill	$13,495.00	Hourly
December	St. Charles Parish, LA	Winter Tornado Debris Removal	$97,343.44	11,560.98
December	St. Bernard Parish, LA	Winter Tornado Debris Removal	$168,914.02	15,742.22
November	Florida Department of Emergency Management - JV	Debris Removal- Hurricane Ian DR-4673	*$68,159,524.14	809,121.80
November	Florida Department of Environmental Protection - JV (sub)	Waterway Debris Removal – Hurricane Ian DR-4673	*$244,384,648.42	933,666.70
November	City of St. Augustine, FL	Hurricane Nicole – Debris Removal	$24,196.37	2,577.20
November	City of Hollywood, FL	Hurricane Nicole - Hourly work	$14,953.75	Hourly
October	City of Houston, TX	Mechanical & Hydraulic Dredging	$1,936,596.32	34,601.80
October	The School Board of Sarasota County	Debris Removal	$85,088.88	8,001.20
October	Moffitt Services	Hourly Grapple Truck Services	$168,625.00	Hourly
October	Florida Department of Transportation - District 1	Emergency Debris Removal and Hazardous Tree Limb & Stump Removal - Hurricane Ian DR-4673	$595,178.64	32,736.00
October	School District of Lee County, FL	Disaster Recovery Services - Hurricane Ian DR-4673	$315,397.81	14,099.00
October	City of Debary, FL	Debris Removal Services - Hurricane Ian DR-4673	$943,747.84	57,188.00

October	City of St. Augustine, FL	Debris Removal Services - Hurricane Ian DR-4673	$59,775.35	6,311.30
October	City of Bradenton, FL	Debris Clearance and Removal Services - Hurricane Ian DR-4673	$302,085.74	21,803.41
October	City of Lakeland, FL	Annual Disaster and Debris Management Services - Hurricane Ian DR-4673	$1,654,141.04	112,785.00
October	City of Daytona Beach, FL	Debris Removal and Services Contract - Hurricane Ian DR-4673	$3,103,999.90	340,010.00
October	City of Deland, FL	Debris Removal Services - Hurricane Ian DR-4673	$961,843.88	54,659.00
October	Town of Longboat Key, FL	Debris Removal Services - Hurricane Ian DR-4673	$334,105.91	23,983.60
October	Florida Department of Transportation - District 5	Emergency Debris and Hazardous Tree, Limb, and Stump Removal Operations - Hurricane Ian DR-4673	$158,673.58	8,174.00
September	Sarasota County, FL	Meal Services - Hurricane Ian DR-4673	$1,270,800.00	Logistics
September	Florida Department of Transportation -District 2 Perry	Hurricane Ian Cut and Toss DR-4673	$15,000.00	Standy-By
September	Florida Department of Transportation -District 2 Chiefland	Hurricane Ian Cut and Toss DR-4673	$25,281.50	Hourly
September	Sarasota County, FL	Disaster Debris Collection, Reduction and Disposal - Hurricane Ian DR-4673	$20,962,892.48	1,965,910.90
September	Manatee County, FL	Debris Management Services - Hurricane Ian DR-4673	$7,947,281.37	592,071.35
September	City of Maitland, FL	Emergency Debris Hauling and Disposal - Hurricane Ian DR-4673	$141,151.33	15,855.50
September	City of Richmond, VA	Reduction and Haul Out	$315,000.00	Per Load
September	Atascocita Community Improvement Association (Houston, TX)	Canal Rip Rap Installation & Debris Removal	$59,352.00	Hourly
August	City/County of St. Charles	2022 Flooding	$11,979.84	0.00
July	Larimer County, CO	2022 July Flash Flooding – Debris Management Services & Sediment Removal	$1,850,071.00	17,606.00
July	East Baton Rouge Parish/City of Baton Rouge	Annual Channel Clearing Project – Elbow Bayou and Claycut Bayou	$11,622,989.58	0.00

July	Mayfield (City of), KY	Disaster Debris Removal Services (PPDR) in response to the Tornado	$5,265,817.88	108,183.30
July	Lake Charles (City of), LA	Private Property Debris Removal (Demolition) in response to Hurricane Laura DR-4559	$218,136.00	per property
May	City of Austin, TX	Bulk Waste Debris Removal	$1,019,362.50	Hourly
April	Boulder County, CO	Marshall Fire County Wide PPDR Phase 2	$26,845,411.29	per pacel
March	South Carolina Department of Transportation - Jasper	Maintenance On Call Tree Trimming and Removal	$89,072.00	per tree
March	St. Bernard, LA	2022 Tornado	$598,364.26	50,013.28
February	City of Houston, TX – Roger's Gully	Mechanical Sand and Waterway Debris Removal, Lake Houston	$7,007,416.52	196,011.65
February	City of Lakeland, TN	2022 Ice Storm Debris Cleanup	$103,766.00	7,982.00
February	LADOTD 02 Jefferson Ditches	Emergency Ditch, Culvert, and Catch Basin Cleaning – Hurricane Ida H.972442-26 DR-4611	$3,821,678.00	0.00
January	Pointe Coupee Parish, LA	Bulky Waste	$6,487.50	Hourly
January	City of Greenville, NC	Bulk Delivery of Road Salt	$20,000.00	Logistics
January	South Carolina Department of Transportation	Winter Storm Izzy	$40,135.00	Hourly
January	Boulder County, CO	Marshall Fires Phase 1	$266,716.84	0.00
January	City of Monroe, LA	Bulk Waste Debris Removal	$271,600.00	Hourly
2021	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
December	TXDOT Brazoria County	Debris Removal – **Tropical Storm Nicholas**	$615,045.70	17,826.00
December	LADOTD 02 St. Bernard	Emergency Drainage Cleaning for Florissant Hwy (LA46)	$192,815.28	0.00
December	TXDOT	Disaster Debris Removal Services – Tropical Storm Nicholas	$53,407.50	1,033.00
December	USACE - Graves County, Kentucky	2021 Tornadoes	$12,640,181.52	409,238.40
December	Greater Louisiana Port Commission - Port Fourchon, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	$631,513.60	20,318.00
December	Ascension Parish Waterway (Canal), LA	Disaster Debris Re Canal Disaster Debris Removal Services – Hurricane Ida DR-4611	$11,287,635.40	127,858.53

October	Village of Napoleonville, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	$38,941.40	640.50
October	Southeast Flood Protection Authority	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$2,690,963.63	41,632.25
October	Dauphin Island, AL	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$3,140,135.00	213,922.00
September	Bay City, TX	Disaster Debris Removal Services – **Tropical Storm Nicholas**	$234,835.95	Hourly
September	Matagorda County, TX	Disaster Debris Removal Services – **Tropical Storm Nicholas**	$298,988.17	29,203.90
September	Lafourche School District, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$429,298.01	6,461.60
September	Bayou Lafourche Water District, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$5,890,173.13	121,192.05
September	St Charles Parish, LA	Canal Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$2,339,823.10	29,753.60
September	Sorrento, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$115,857.17	8,704.00
September	Town of Gramercy, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$305,274.00	24,470.40
September	Pointe Coupee Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$13,537.50	Hourly
September	Iberville Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$140,329.15	10,845.85
September	Assumption Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$215,899.11	17,813.37
September	Baker, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$135,403.20	10,951.00
September	St. Tammany Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$43,758,749.95	2,521,325.10
September	Town of Lutcher, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$424,647.81	32,703.00

September	Montgomery County, PA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$11,944,812.49	313,347.40
September	Donaldsonville, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$282,656.27	22,534.00
September	Central, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$441,364.66	62,952.75
September	St. James Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$1,381,257.45	97,634.10
September	Ascension Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$5,289,860.19	369,905.20
September	Jefferson Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$36,557,231.89	1,666,773.50
September	LADOTD 61	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$5,913,629.58	311,821.70
September	LADOTD 62	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$30,900,053.55	16,949,908.97
August	Terrebonne Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$47,786,821.41	3,573,521.00
August	Tangipahoa Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$43,204,243.72	3,090,840.22
August	Abita Springs, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$336,738.58	24,640.50
August	St. Charles Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$18,756,289.63	1,316,616.10
August	Lafourche Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$21,007,088.54	1,435,697.53
August	East Baton Rouge Parish/City of Baton Rouge, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$10,938,497.34	644,919.00
August	St. Bernard Parish, LA	Disaster Debris Removal Services – **Hurricane Ida DR-4611**	$2,253,489.28	41,033.73
July	Randolph County – ACCA	Alabama Tornadoes	$83,352.47	6,868.87
July	FDOT District 2 Perry	**Emergency Cut & Toss - Tropical Storm Elsa EM-3561**	$15,000.00	Hourly
July	FDOT District 2 Chiefland	**Emergency Cut & Toss - Tropical Storm Elsa EM-3561**	$18,326.25	Hourly

July	Foley, AL	Hurricane Debris Stream Cleanout - **Hurricane Sally DR-4563**	$15,000.00	Lump Sum
July	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	$10,483,667.44	330,194.25
June	Pinellas County, FL	Red Tide Fish Kill	$2,070,438.47	Hourly
June	Ascension Parish, LA	May weather event	$2,631.14	293.00
June	State of Washington	Town of Malden Fire Cleanup	$4,600,000.00	10,488.00
May	East Baton Rouge, LA	May Flood Event	$505,060.62	29,634.00
April	City of Mobile, AL	Bulky Waste	$38,637.50	Hourly
April	Coweta, GA	Disaster Debris Clearance and Removal Services	$35,089.08	5,525.84
April	City of Austin, TX	Winter Storm Debris Removal	$382,005.00	Hourly
April	Shelby County, AL	Alabama Tornadoes	$511,206.78	69,061.45
April	Calhoun County, AL	Alabama Tornadoes	$2,942,622.86	228,268.30
April	Westwego (City of), LA	**Hurricane Zeta DR-4573**	$22,440.00	1,320.00
March	Central, LA	Winter Storm Debris	$51,300.00	Hourly
February	East Baton Rouge	Winter Storm Debris Removal	$1,130,963.16	64,164.00
February	Texas Department of Transportation	Waterway Debris Removal	$316,915.00	7,769.00
January	CalRecycle, CA	2020 Fires, Debris Removal & Hazard Tree Removal Services	$81,651,575.10	TBD
January	Washington County, AL	Disaster Debris Removal Services – **Hurricane Zeta DR-4573**	$2,806,056.32	209,077.00
January	Clarke County, AL	Disaster Debris Removal Services – **Hurricane Zeta DR-4573**	$4,299,718.14	241,429.00
2020	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
November	State of Washington	Town of Malden Fire Clean up	$4,567,224.89	17,519.30
November	City of Selma, AL	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$1,472,310.16	50,101.20
November	Mobile County, AL	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$5,075,456.97	248,747.00
November	City of Prichard, AL	Disaster Debris Removal Services **– Hurricane Sally DR-4563**	$836,185.25	45,412.00

November	Stone County, MS	Disaster Debris Removal Services – **Hurricane Zeta DR-4576**	$1,462,022.56	83,568.99
November	City of Lucedale, MS	Disaster Debris Removal Services – **Hurricane Zeta DR-4576**	$513,307.96	29,457.45
November	City of Moss Point, MS	Disaster Debris Removal Services – **Hurricane Zeta DR-4576**	$128,758.93	9,072.80
November	City of Alexander City, AL	Weather Event of April 2020	$281,101.19	1,259.40
November	Forsyth County, GA	Disaster Debris Removal Services – **Hurricane Zeta DR-4579**	$49,837.85	4,931.00
October	Plaquemines Parish, LA	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$370,612.80	18,765.21
October	City of Niceville, FL	Disaster Debris Removal Services – **Hurricane Sally DR-4564**	$31,410.39	3,807.32
October	ALDOT- Grove Hill District	Disaster Debris Removal Services – **Hurricane Zeta DR-4573**	$9,254,899.38	434,653.71
October	City of Slidell, LA	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$367,233.00	Hourly
October	Jefferson Parish, LA	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$2,937,024.93	139,942.00
October	City of New Orleans, LA	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$391,359.16	19,431.00
October	Terrebonne Parish, LA	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$89,187.06	9,614.00
October	St. Charles Parish, LA	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$97,940.95	10,488.30
October	St. Bernard Parish, LA	Disaster Debris Removal Services – **Hurricane Zeta DR-4577**	$591,978.10	47,327.27
October	City of Kenner, LA	Food Services – **Hurricane Zeta DR-4577**	$23,685.00	Logistics
October	Jefferson County, TX	Logistic Services – **Hurricane Delta**	$13,530.00	Logistics
October	City of Baker, LA	Disaster Debris Removal Services – **Hurricane Delta DR-4570**	$121,977.20	8,051.30
October	East Baton Rouge, LA	Disaster Debris Removal Services – **Hurricane Delta DR-4570**	$684,139.37	56,160.00

October	City of Central, LA	Disaster Debris Removal Services – **Hurricane Delta DR-4570**	$106,353.00	15,236.85
October	Pointe Coupee Parish, LA	Disaster Debris Removal Services – **Hurricane Delta DR-4570**	$27,000.00	Hourly
October	West Feliciana Parish, LA	Disaster Debris Removal Services – **Hurricane Delta DR-4570**	$94,143.05	8,222.10
October	Lafayette Parish, LA	Disaster Debris Removal Services – **Hurricane Delta DR-4570**	$4,883,624.13	387,760.95
October	Acadia Parish, LA	Disaster Debris Removal Services – **Hurricane Delta DR-4570**	$1,054,273.01	85,508.75
October	City of Semmes, AL	Disaster Debris Removal Services – **Hurricane Sally DR-4563**	$77,396.00	6,592.55
October	Vernon Parish, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$11,769,350.27	686,252.00
September	City of Mary Esther, FL	Disaster Debris Removal Services – **Hurricane Sally DR-4564**	$14,832.68	1,797.90
September	Jackson County, FL	Private Property Debris Removal—**Hurricane Michael (DR-4399)**	$459,716.62	41,862.60
September	City of Gulf Breeze, FL	Disaster Debris Removal Services – **Hurricane Sally DR-4564**	$1,023,202.02	81,656.00
September	Town of Dauphin Island, AL	Disaster Debris Removal Services – **Hurricane Sally DR-4563**	$991,095.96	Hourly
September	Mobile County, AL	Disaster Debris Removal Services – **Hurricane Sally DR-4563**	$4,438,764.67	283,433.60
September	City of Mobile, AL	Disaster Debris Removal Services – **Hurricane Sally DR-4563**	$10,143,825.52	417,628.30
September	Winn Parish, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$2,184,514.30	141,194.00
September	Natchitoches Parish, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$793,043.66	18,068.00
September	City of Natchitoches, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$14,832.68	30,369.00
September	City of Cedar Rapids, IA	Collection of C&D Storm Damaged Household Items – **Derecho Severe Storms DR-4557**	$267,066.73	C&D Tons
September	Grant Parish, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$11,817,169.83	1,112,907.30

August	Ouachita Parish, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$2,239,882.51	245,347.85
August	Jefferson Davis Parish, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$2,290,672.78	213,002.05
August	Lafayette Parish, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$397,790.77	3,122.05
August	City of Crowley, LA	Disaster Debris Removal – **Hurricane Laura DR-4559**	$282,736.22	22,602.15
August	State of Louisiana	Emergency Support Trailers – **Hurricane Laura DR-4559**	$202,000.00	
August	Jefferson County Drainage District	Emergency Disaster Assistance Recovery- **Hurricane Laura DR-4559**	$12,886.39	Logistics
August	City of Deland, FL	Disaster Debris Removal – **Hurricane Isaias**	$45,606.46	7,452.04
August	City of Wilmington, NC	Debris Management Recovery & Removal Services- **Hurricane Isaias**	$2,692,553.05	230,044.99
July	Matagorda County, TX	Debris Clearance & Removal – **Hurricane Hanna**	$411,067.00	5,235.00
July	City of Central, LA	Debris Removal in response to Weather Event	$3,400.00	Hourly
May	Virginia Department of Emergency Management	COVID-19 Support	$506,232.04	Logistics
May	Lafourche Parish, LA	Debris Removal and Recovery Services	$143,375.00	Hourly
May	St. Charles Parish, LA	May 15 Flood Event	$62,372.41	6,049.70
April	City of Mount Juliet, TN	Tornado Debris Removal (DR-4476)	$1,258,201.54	86,913.00
April	Puerto Rico Power Authority	Vegetation Management	$29,283,377.08	132,394.48
January	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	$15,792,662.59	175,894.80
2019	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
November	City of Port Aransas, TX	Municipal Boat Harbor Debris Removal Disposal Services – **Hurricane Harvey (DR-4332)**	$273,428.60	769.50
September	Jefferson County, TX	Disaster Debris Management— **Tropical Storm Imelda (DR-4466)**	$1,132,923.58	57,429.65
September	City of Liberty, TX	Disaster Debris Management— **Tropical Storm Imelda (DR-4466)**	$87,791.50	3,775.00
September	City of Nederland, TX	Disaster Debris Management— **Tropical Storm Imelda (DR-4466)**	$12,142.40	1,111.50

September	New Hanover County, NC	Disaster Debris Removal—**Hurricane Dorian (DR-4465)**	$151,527.30	18,137.40
September	Town of Pine Knoll Shores, NC	Disaster Debris Removal—**Hurricane Dorian (DR-4465)**	$126,898.25	18,688.95
September	City of Wilmington, NC	Pre-Staging Equipment—**Hurricane Dorian (DR-4465)**	$26,106.20	0.00
August	City of Miami Beach, FL	Logistical Services—**Hurricane Dorian (DR-4465)**	$38,400.00	Logistics
August	City of Central, LA	Disaster Debris Removal—**Hurricane Barry (DR-4462)**	$7,800.00	Hourly
August	St. Charles County, MO	Emergency Flood Debris Removal and Disposal	$650,075.00	C&D Tons
August	Village of Plover, WI	**Straight-Line Wind –** Debris Removal	$119,427.50	Hourly
July	Assumption Parish, LA	Disaster Debris Removal—**Hurricane Barry (DR-4462)**	$63,886.74	6,515.00
July	Pointe Coupee Parish, LA	Disaster Debris Removal—**Hurricane Barry (DR-4462)**	$21,600.00	Hourly
July	Terrebonne Parish, LA	Disaster Debris Removal—**Hurricane Barry (DR-4462)**	$404,858.94	50,451.00
July	Lafayette Parish, LA	Disaster Debris Removal—**Hurricane Barry (DR-4462)**	$225,250.75	18,338.20
July	East Baton Rouge Parish/City Of Baton Rouge, LA	Disaster Debris Removal—**Hurricane Barry (DR-4462)**	$398,040.07	32,653.00
June	State of New York	Provide MRE's	$306,060.00	0.00
June	State of Louisiana- Sand Activation	Provide Sand per Region	$2,537.00	0.00
June	Puerto Rico's Department of Parks and Recreation	**Hurricane Maria Debris Removal (DR-4339)**	$4,890,171.32	33,337.20
June	Monroe County, MS	Tornado Debris Removal and Disposal Services	$1,756,741.53	152,815.10
June	City of Ruston, LA	Debris Removal and Disposal from Event of April 25, 2019 (Tornado)	$285,951.44	30,688.85
2018	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
November	Sampson County	Disaster Debris Removal Services—**Hurricane Florence (DR-4393)**	$23,484.79	Tonnage
October	Jones County	Debris Removal—**Hurricane Florence (DR-4393)**	$209,953.44	Tonnage
October	GDOT-Colquitt	Debris Removal—**Hurricane Michael (DR-4399)**	$326,471.84	10,668.00

October	FDOT	Base Camp—**Hurricane Michael (DR-4399)**	$1,888,658.00	Hourly
October	FDOT Region 3 Bay and Calhoun Counties	Debris Removal—**Hurricane Michael (DR-4399)**	$33,539,480.67	1,235,024.65
October	FDOT Region 2 Gulf, Liberty, Franklin, Gadsden, Wakulla, Leon, and Jefferson Counties	Debris Removal—**Hurricane Michael (DR-4399)**	$23,193,485.63	1,805,882.65
October	Southport, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$467,856.46	34,198.50
October	Greene County, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$12,779.24	1,771.95
October	Jackson County, FL	Debris Removal—**Hurricane Michael (DR-4399)**	$40,000,000.00	2,583,776.15
October	Holmes County, FL	Debris Removal—**Hurricane Michael (DR-4399)**	$2,269,063.94	168,179.17
October	Pamlico County, NC	Veg Disposal—**Hurricane Florence (DR-4393)**	$1,107,417.42	0.00
September	Carolina Beach, NC	Sand Debris Removal—**Hurricane Florence (DR-4393)**	$19,158.60	863.00
September	Jasper, SC	On Call Tree Trimming and Removal	Maintenance Contract	
September	Topsail Beach, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$650,092.07	30,566.56
September	Surf City, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$1,750,794.12	93,935.74
September	Pine Knoll Shores	Debris Removal—**Hurricane Florence (DR-4393)**	$926,151.47	100,165.81
September	Burgaw, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$260,824.92	20,766.97
September	Havelock, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$1,193,356.81	80,582.15
September	Wilmington, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$18,716,164.35	1,370,557.25
September	Pender County, NC	Debris Removal—**Hurricane Florence (DR-4393)**	$10,819,632.94	717,077.90
September	Pinellas County, FL	Red Tide-Fish Kill	$6,895,562.29	Hourly
May	Port of Corpus Christi Authority (POCCA)	Marine Debris Removal Services	$285,771.03	250.70
March	ACCA-Jacksonville	**Severe Thunderstorms and Dangerously High Winds (DR-4362)**	$3,889,408.12	267,395.19
March	Jacinto City, TX	Debris Removal from Temporary Site	$80,000.00	Lump Sum
March	ACCA-Calhoun County	**Severe Thunderstorms and Dangerously High Winds (DR-4362)**	$882,966.84	58,618.20

March	ACCA-St. Clair County	**Severe Thunderstorms and Dangerously High Winds (DR-4362)**	$237,601.18	21,485.75
September	Florida Department of Environmental Protection	Marine Debris Removal - **Hurricane Irma (DR-4337)**	$416,444.79	1,950.10
2017	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
November	DTOP-Puerto Rico	Hurricane Maria Debris Removal (DR-4339)	$78,295,107.00	1,105,875.51
October	Miami-Dade County, FL	Site Management and Reduction of Temporary Debris Storage and Reduction Site - **Hurricane Irma (DR-4337)**	$5,060,786.86	0.00
October	North Miami Beach, FL	Debris Management and Reduction - **Hurricane Irma (DR-4337)**	$2,383,018.23	0.00
October	Monroe County, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$11,648,125.84	654,728.03
September	Brunswick, GA	Debris Removal - **Hurricane Irma (DR-4338)**	$642,298.98	35,001.80
September	Orlando, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$570,879.96	29,584.00
September	Piney Point Village, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$30,010.87	1,631.00
September	Debary, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$1,073,891.11	84,411.35
September	Inverness, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$97,056.16	10,238.00
September	Indian Creek Village, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$142,821.03	9,162.10
September	Bellaire, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$1,279,672.03	61,800.15
September	Daytona Beach, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$923,524.92	100,608.00
September	Surfside, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$103,132.63	6,510.97
September	Orange City, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$478,643.62	39,591.00
September	St. Augustine, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$469,540.11	46,647.33
September	DeLand, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$1,190,026.81	110,209.00
September	Waller County, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$31,010.87	1,158.00
September	Doral, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$41,121.84	6,047.33
September	Cutler Bay, FL	Emergency Cut & Toss - **Hurricane Irma (DR-4337)**	$98,530.00	Hourly

September	Fernandina Beach, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$835,621.90	41,191.20
September	Coconut Creek, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$1,273,788.48	97,821.17
September	Largo, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$715,802.20	31,038.00
September	Fort Lauderdale, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$8,196,643.97	446,033.00
September	Citrus County, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$1,648,345.56	173,768.00
September	North Miami, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$2,383,018.23	122,998.75
September	Miami, FL	Debris Removal - **Hurricane Irma (DR-4337)**	$9,851,246.94	320,561.88
September	FDOT – District 2	Emergency Cut & Toss - **Hurricane Irma (DR-4337)**	$563,069.00	Hourly
September	Coconut Creek, FL	Food Activation - **Hurricane Irma (DR-4337)**	$16,839.99	Logistics
September	Palm Beach Gardens, FL	Food Activation - **Hurricane Irma (DR-4337)**	$55,125.00	Logistics
September	Taylor Lake Village, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$17,246.10	1,377.75
September	Humble, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$173,411.09	15,631.25
August	Cities of Port Neches, Nederland and Groves, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$1,062,849.32	73,590.35
August	Port Arthur, TX	Emergency Supplies - **Hurricane Harvey (DR-4332)**	$336,668.94	Logistics
August	Harris County, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$33,677,520.71	1,186,369.18
August	Texas City, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$217,981.17	22,403.00
August	Houston, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$21,854,657.54	
August	TXGLO, TX	Beach Restoration - **Hurricane Harvey (DR-4332)**	$400,000.00	Logistics
August	Jefferson County, TX	Emergency Supplies and Debris Removal - **Hurricane Harvey (DR-4332)**	$5,027,062.72	149,782.95
August	City of Port Aransas, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$11,771,717.34	576,968.65
August	City of Aransas Pass, TX	Debris Removal - **Hurricane Harvey (DR-4332)**	$7,595,915.65	465,386.00
August	City of Pasadena, TX	Food Services - **Hurricane Harvey (DR-4332)**	$20,000.00	Logistics
March	Chambers County, TX	Building Restoration as a result of a Tornado	$3,400.00	0.00
January	Assumption Parish, LA	Removal of C&D from DMS - **February 2016 Tornado**	$94,646.55	0.00

2016	Contracting Agency	Description of Work	Contract Amount	Cubic Yards
November	Greene County, NC	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4285)**	$75,870.33	5,491.13
November	GDOT – Chatham County	Emergency Routine Maintenance - **Hurricane Matthew (DR-4284)**	$1,390,795.73	71,311.00
November	Pender County, NC	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4285)**	$162,119.60	9,654.00
October	Sebastian, FL	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4283)**	$387,820.47	27,015.00
October	Hyde County, NC	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4285)**	$344,248.99	25,030.55
October	North Topsail Beach, NC	Disaster Debris Removal and Disposal (Push& Load & Haul Operations) - **Hurricane Matthew (DR-4285)**	$48,682.78	4,278.00
October	New Hanover County, NC	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4285)**	$912,661.04	91,481.15
October	City of Wilmington, NC	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4285)**	$918,465.95	96,638.40
October	Palm Beach Gardens, FL	Emergency Food Services - **Hurricane Matthew (DR-4283)**	$52,600.00	0.00
October	City of Debary, FL	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4283)**	$256,463.67	18,822.12
October	City of Ormond Beach, FL	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4283)**	$3,861,220.75	173,870.00
October	City of DeLand, FL	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4283)**	$505,777.85	39,445.00
October	Orange City, FL	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4283)**	$115,245.54	9,792.00
October	City of Daytona Beach, FL	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4283)**	$3,861,220.75	328,406.00
October	City of St. Augustine, FL	Disaster Debris Removal and Disposal - **Hurricane Matthew (DR-4283)**	$856,579.69	68,116.00
September	Leon County, FL	Debris Removal - **Hurricane Hermine (DR-4280)**	$1,591,250.93	141,825.00

September	Citrus County, FL	Debris Removal - **Hurricane Hermine (DR-4280)**	$200,846.00	12,758.00
August	East Baton Rouge Parish/City of Baton Rouge, LA	Disaster Debris Removal and Disposal - **Louisiana Severe Storms and Flooding (DR-4277)**	$35,000,000.00	1,649,062.00
August	Ascension Parish, LA	Disaster Debris Removal and Disposal - **Louisiana Severe Storms and Flooding (DR-4277)**	$5,903,607.61	336,630.00
August	Lafayette Parish, LA	Disaster Debris Removal and Disposal - **Louisiana Severe Storms and Flooding (DR-4277)**	$975,792.64	66,152.00
August	Tangipahoa Parish, LA	Disaster Debris Removal and Disposal - **Louisiana Severe Storms and Flooding (DR-4277)**	$468,387.73	48,650.80
August	St. Martin Parish, LA	Disaster Debris Removal and Disposal - **Louisiana Severe Storms and Flooding (DR-4277)**	$64,622.94	4,011.50
August	City of Baker, LA	Disaster Debris Removal and Disposal - **Louisiana Severe Storms and Flooding (DR-4277)**	$413,150.33	0.00
August	Iberville Parish/City of St. Gabriel, LA	Disaster Debris Removal and Disposal - **Louisiana Severe Storms and Flooding (DR-4277)**	$66,153.72	3,736.45
June	Caldwell Parish, LA	March 2016 Flood - **Louisiana Severe Storms and Flooding (DR-4263)**	$16,401.60	1,749.90
June	St. James Parish, LA	Haul Out - **February 2016 Tornado**	$91,104.64	0.00
June	Parish of East Baton Rouge/City of Baton Rouge, LA	**May 2016 Wind Event**	$198,105.72	33,017.62
May	Texas Department of Transportation – Smith & Cherokee County	Debris Removal - **April 2016 Tornado**	$558,910.69	42,655.50
May	New Hanover County, NC	Debris Removal - **May 2016 Tornado**	$41,351.56	4,280.70
April	Harris County, TX	Debris Removal - **Texas Severe Storm and Flooding DR-4269**	$504,198.86	42.57.50
April	City of Houston, TX	Debris Removal - **Texas Severe Storm and Flooding DR-4269**	$2,728,745.37	195,763.15

March	Tangipahoa Parish, LA	Debris Removal - **Louisiana Severe Storms and Flooding (DR-4263)**	$72,224.79	8,106.60
January	Prince George's County, MD	Snow Removal - **Winter Storm Jonas**	$179,188.75	0.00
January	Loudon County, VA	Snow Removal - **Winter Storm Jonas**	$223,113.50	0.00
January	Maryland Department of General Services	Snow Removal - **Winter Storm Jonas**	$12,440.00	0.00
January	City of Baltimore, MD	Preston Road Complex Snow Removal - **Winter Storm Jonas**	$122,550.00	0.00
January	State of Maryland – Highway Authority	Snow Removal - **Winter Storm Jonas**	$465,500.00	0.00
January	State of Louisiana Sand Activation	Delivery of Sand to Krotz Springs, LA	$28,991.76	0.00
2015	**Contracting Agency**	**Description of Work**	**Contract Amount**	**Cubic Yards**
October	Ethyl Road Industrial Park, LLC	Pond Dewatering	Est. $136,298	0.00
October	East Baton Rouge, LA Housing Authority	Turner Plaza Demolition-Building 6	$187,523.53	0.00
July	Jackson County, MS	Landfill Services for Chipping, Grinding, Hauling, and Disposal of Vegetative Debris	$67,200.00	30,000.00
June	Texas Department of Transportation – Waller and Montgomery County	Disaster Debris Removal and Disposal - **Texas Severe Storm and Flooding (DR-4269)**	$87,304.60	4,870.00
May	Cities of Bellaire and Houston, TX	Disaster Debris Removal and Disposal & Base Camps - **Texas Severe Storm and Flooding (DR-4269)**	$1,952,025.31	233,593.70
May	Parish of East Baton Rouge and Ascension Parish, LA	Disaster Street Clearing Debris Collection, Removal, Processing, Disposal and Management Services	$875,867.76	135,867.76
April	Castlerock Communities, LP Houston, TX	Goose Creek Landing – Detention Pond Clearing & Section 1 Clearing	$123,664.00	0.00
March	City of Corpus Christi, TX	Master Channel 31 Drainage Channel Excavation	$878,176.52	0.00
February	New Caney Defined Benefits Area MUD Within the City of Houston ETJ in Montgomery County, TX	Phase 2 Clearing and Grubbing	$618,286.08	0.00
January	Harris County, TX	Expansion of James Driver Park Phase One	$1,506,550.65	0.00

3. REFERENCES

Georgia Department of Transportation (Districts 2, 4, and 5): Emergency Debris Removal and Disposal Services – Hurricane Helene

Responsibility: Primary contractor
Contact: Jerry Wayne Smith, Maintenance Liaison – Emergency Operations, (229) 387-5904
Address: 600 W. Peachtree Street, NW, 10th Floor, Atlanta, Georgia 30308
Dates: October 2024 to Present
Contract Amount: $40,034,731.20*
Contract Type: Standby
Cubic Yards: 1,700,756.50*
Previous projects for GDOT: 2023 Hurricane Idalia, 2018 Hurricane Michael, 2016 Hurricane Matthew

Bacon County, Georgia: Disaster Debris Removal – Hurricane Helene

Responsibility: Primary contractor
Contact: Danny Turner, Emergency Management Agency Director, (912) 632-7979, dturner@baconcounty.org
Address:502 W. Twelfth St., Suite 200, Alma, GA 31510
Dates: October 2024 to Present
Number of residents: 11,140
Contract Amount: $11,240,304.73*
Contract Type: Standby
Cubic Yards: 705,334.34*

Manatee County, Florida: Debris Management Services – Hurricane Milton

Responsibility: Primary contractor
Contact: Jeanne Detweiler, Superintendent – Solid Waste Enforcement, (941) 812-4301, jeanne.detweiler@mymanatee.org
Address: 333 Lena Road, Bradenton, Florida 34211
Dates: October 2024 to Present
Number of residents: 458,352
Contract Amount: $61,654,196.47*
Contract Type: Standby
Cubic Yards: 2,514,434.50*
Previous projects for Manatee County: 2023 Red Tide, 2022 Red Tide, 2022 Hurricane Ian

Sarasota County, Florida: Disaster Debris collection, Reduction and Disposal – Hurricane Ian

Responsibility: Primary contractor
Contact: Lois Rose, Manager, (941) 544-2817, lerose@scgov.net
Address: 4000 Knights Trail Rd, Nokomis, Florida 34275
Dates: September 2022 to February 2023
Number of residents: 476,604
Contract Amount: $20,975,013.19

Contract Type: Standby
Cubic Yards: 1,966,419.35
Additional projects for Sarasota County: Hurricane Milton

Jefferson Parish, Louisiana: Disaster Debris Removal Services – Hurricane Ida

Responsibility: Primary contractor
Contact: Katherine Costanza, Assistant Director of Environmental Affairs, (504) 736-6440, kcostanza@jeffparish.net
Address: 834 S. Clearview Parkway, Harahan, Louisiana 70123
Dates: August 2021 to November 2024
Number of residents: 427,253
Contract Amount: $36,557,231.89
Contract Type: Standby
Cubic Yards: 1,666,773.50
Additional projects for Jefferson Parish: 2025 Winter Storm Enzo, 2020 Hurricane Zeta, 2012 Hurricane Isaac, 2007-2009 Demolitions and Private Property Debris Removal

*Work in progress; amounts subject to change

FINANCIAL CAPABILITY

DRC is one of the most **financially sound and stable companies** in the disaster response industry. With a **bonding capacity of over $1 billion** and access to dedicated cash and credit lines **of more than $500 million**, DRC has the ability to manage and complete multiple projects simultaneously without being hindered by a lack of operating capital. During high storm seasons over the past decade, DRC operated substantially out of pocket prior to client payment, yet remained fully capable of providing the critical services necessary to complete all contracts.

Banking
Bank of America
800 Capital St
Houston, TX 77002
Timothy Thurman - Senior VP
(713) 247-7025
Timothy.thurman@bofa.com

Surety
Bowen, Miclette, & Britt Insurance Agency 1111 North Loop West, Suite 400
Houston, TX 77046
Toby Miclette - Surety Bond Producer, Senior VP
(713) 880-7109
Tmiclette@bmbinc.com

Insurance
McGriff, Seibels & Williams
10100 Katy Freeway Suite 400
Houston, TX 77043
Rob Harrison - Senior VP
(713) 940-6544
Rob.Harrison@mcgriff.com

- DRC's combined contract total for 2024 is valued at over $229,000,000. During this time, DRC removed and disposed of over 10,300,000 cubic yards of debris across ten states.
- In 2021, DRC removed 18,000,000 cubic yards of debris and managed 89 debris management sites in response to Hurricane Ida alone. Our combined contract total for 2021 was valued at over $457,000,000.
- The 2020 hurricane season consisted of numerous storms, including Hurricanes Hanna, Laura, Isaias, Sally, Delta, and Zeta; DRC was mobilized in Alabama, Georgia, Louisiana, Mississippi, Florida, Texas, and North Carolina and removed and disposed of over 5,900,000 cubic yards of debris for contracts totaling over $95 million.
- The 2018 hurricane season brought several storms, most notably Hurricanes Florence and Michael. With only two weeks of reprieve between each storm, DRC mobilized in Florida, North Carolina, Virginia and Georgia simultaneously.
- Three major hurricanes hit continental North America in 2017: Hurricanes Harvey, Irma, and Maria. DRC managed a total of 53 projects simultaneously in the months that followed these disasters, totaling $251 million and 6 million cubic yards.
- 2016 brought several severe flooding events, primarily in Texas and Louisiana. Additionally, Hurricanes Hermine and Matthew wreaked havoc on Florida and the East Coast. DRC was activated in 30 total jurisdictions, picked up 4 million cubic yards of debris, and was awarded over $64.7 million in contracts.
- The winter of 2014 wreaked havoc on the eastern seaboard. Working primarily in the Carolinas, DRC managed the debris removal for five counties in North Carolina and eight counties for SCDOT. DRC removed over 225,000 trees and 1,400,000 cubic yards of debris, with a total contract value of $54,449,473.
- DRC successfully performed in 10 contracts that were directly related to the British Petroleum Deepwater Horizon oil spill in the Gulf of Mexico which flowed for three months in 2010. The company's depth of knowledge with debris handling in ecologically sensitive environments was a significant asset to the regions affected. The total contract value is $185,334,469.

DRC has never defaulted on a contract or filed for bankruptcy. The company has a 100% assignment completion record.

BANK OF AMERICA

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

Timothy Thurman
Senior Vice President

GLOBAL BANKING AND MARKETS
TX5-800-14-00 800 CAPITOL ST
HOUSTON, TX, 77002
T 713-247- 7025 F 800-839-9516
timothy.thurman@bofa.com

January 29, 2025

Re: DRC Emergency Services LLC

To Whom It May Concern:

DRC Emergency Services LLC and its affiliates currently have the financial resources to support business operations and the ability to obtain additional resources if needed. The Company, along with a group of co-borrowers with common ownership, has a multi-year syndicated revolving credit facility led by Bank of America N.A. with borrowing capacity up to $850,000,000. The internally generated liquidity of The Companies (including DRC Emergency Services LLC) and their individual owners in combination with the revolver provides ample financial capability to complete large scale jobs without interference or slow down. The amount can be repaid and redrawn, subject to compliance with the terms of the Company's credit agreement. The credit agreement runs through February 26, 2029.

Furthermore, DRC Emergency Services LLC has not defaulted on its obligations to the bank and is not currently in default on its obligations.

The owners of DRC Emergency Services LLC and its affiliates have been a valued client of Bank of America since 2008. During that time, they have handled all their depository and loan accounts in a satisfactory manner. We have witnessed DRC Emergency Services LLC complete multiple projects and coordinate large scale efforts with sound execution.

Please feel free to contact me should you need additional information.

Sincerely,

Tim Thurman
Senior Vice President
Bank of America
(713)247-7025
Timothy.Thurman@bofa.com

This information is protected as a trade secret under the Florida Uniform Trade Secrets Act, Florida Statutes § 688.001 et seq., and the Defend Trade Secrets Act, 18 U.S.C. § 1836 et seq., and any unauthorized use, disclosure, or misappropriation is strictly prohibited and may result in legal action.

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC
2800 NORTH LOOP WEST, SUITE 1100
HOUSTON, TEXAS 77092
TELEPHONE (713) 880-7100
FACSIMILE (713) 880-7149

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

January 3, 2024

DRC Emergency Services, LLC
6702 Broadway
Galveston, TX 77554

Re: DRC Emergency Services, LLC

To Whom It May Concern:

We are the surety bonding agent for DRC Emergency Services, LLC, of Galveston, TX. In this capacity, we have become very familiar with their financial, management, and operational capabilities. DRC Emergency Services, LLC is bonded through Travelers Casualty and Surety Company of America (Travelers), which has an A.M. Best Rating of A++ with a Financial Size Category of XV. Travelers has agreed to support performance and payment bonds for single projects up to $500,000,000 as long as these projects fit within a $1 Billion aggregate work program.

Please note that the decision to issue performance and payment bonds is a matter between DRC Emergency Services, LLC, and Travelers, and will be subject to the review and approval of the contract terms, conditions and related underwriting criteria at the time the bonds are requested. We assume no liability to third parties or to you if for any reason Travelers does not execute said bonds.

We hold DRC Emergency Services, LLC in the highest possible regard and it is our pleasure and privilege to recommend them for your consideration.

Very truly yours,

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC

David T. Miclette
Executive Vice President

DTM/rg

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INSURANCE / BONDS/ RISK MANAGEMENT

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/29/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
McGriff, a Marsh & McLennan Agency LLC Company
10100 Katy Freeway, #400
Houston, TX 77043

CONTACT NAME: Turner Murphy
PHONE (A/C, No, Ext): 713-877-8975 FAX (A/C, No): 713-877-8974
E-MAIL ADDRESS: turner.murphy@mcgriff.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Old Republic Insurance Company	24147
INSURER B : United States Fire Insurance Company	21113
INSURER C : Texas Mutual Insurance Company	22945
INSURER D : Argonaut Insurance Company	19801
INSURER E : Vantage Risk Specialty Insurance Company	16275
INSURER F : Gotham Insurance Company	25569

INSURED
DRC Emergency Services, LLC
P.O. Box 17017
Galveston, TX 77552

COVERAGES CERTIFICATE NUMBER: 7EZKZH4E REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC OTHER:			MWZY31921225	04/30/2025	03/31/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 5,000,000 $ 200,000 $ 10,000 $ 5,000,000 $ 5,000,000 $ 5,000,000
B	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			1387802214	03/31/2025	03/31/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 2,000,000
F	UMBRELLA LIAB X OCCUR X EXCESS LIAB CLAIMS-MADE DED RETENTION $			EX202500006247	04/30/2025	03/31/2026	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
C D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: N N/A If yes, describe under DESCRIPTION OF OPERATIONS below			0001307608 WC929208471754	03/31/2025	03/31/2026	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
E	Contractors Pollution & Errors & Omissions			P03CP0000055601	03/31/2025	03/31/2026	Contractor's Pollution Errors & Omissions Policy Aggregate	$ 5,000,000 $ 5,000,000 $ 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: Sample Cert

Certificate Holder is included as an Additional Insured on the General Liability, Automobile and Excess Liability policies. Waiver of Subrogation applies in favor of Certificate Holder as respects the General Liability, Automobile, Workers' Compensation and Excess Liability policies. The General Liability Policy includes a Per Project Aggregate. Coverage is primary and non-contributory as respects to the General Liability, Automobile and Excess Liability policies. All as required by written contract subject to policy terms, conditions, and exclusions. In the event of cancellation by the insurance companies, the General Liability, Automobile and Excess policies have been endorsed to provide 30 days' Notice of Cancellation (except for non-payment) to the Certificate Holder shown below.

CERTIFICATE HOLDER

DRC Emergency Services LLC_ Sample Cert
P.O. Box 17017
Galveston, TX 77552

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE R Michael Breedlove, JR

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ACORD 25 (2016/03)

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DRC EMERGENCY SERVICES, LLC

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2024

AND INDEPENDENT AUDITOR'S REPORT

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC

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CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

MELTON & MELTON, L.L.P.
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Members of
DRC Emergency Services, LLC

Opinion

We have audited the consolidated financial statements of DRC Emergency Services, LLC, which comprise the consolidated balance sheet as of December 31, 2024, and the related consolidated statements of income and members' equity and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of DRC Emergency Services, LLC, as of December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of DRC Emergency Services, LLC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about DRC Emergency Services, LLC's ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of DRC Emergency Services, LLC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about DRC Emergency Services, LLC's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

Moss Adams LLP

Houston, Texas
March 13, 2025

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC
CONSOLIDATED BALANCE SHEET
December 31, 2024

ASSETS

Current Assets:	
Cash and cash equivalents	$ 11,078,862
Accounts receivable, net	202,503,117
Unbilled revenue	95,802,455
Prepaid expenses	709,855
Total current assets	310,094,289
Property and Equipment, net	2,205,978
Other Asset:	
Note receivable – related party	28,454,651
	$ 340,754,918

LIABILITIES AND MEMBERS' EQUITY

Current Liabilities:	
Accounts payable	$ 27,729,267
Accrued and other liabilities	54,312,656
Total current liabilities	82,041,923
Long-Term Liabilities:	
Long-term debt - third party	124,683,937
Long-term debt - related party	3,111,173
Total long-term liabilities	127,795,110
Commitments and Contingencies	
Members' Equity:	
Members' equity	130,440,371
Non-controlling interest	517,514
	130,917,885
	$ 340,754,918

(See Notes to Consolidated Financial Statements)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC
CONSOLIDATED STATEMENT OF INCOME AND MEMBERS' EQUITY
For the Year Ended December 31, 2024

Service Revenues		$ 341,946,225
Cost of Service Revenues		258,715,035
Gross margin		83,231,190
Selling, General, and Administrative Expenses		23,635,601
Income from operations		59,595,589
Other Income (Expense):		
Interest income	$ 1,395,550	
Interest expense	(2,384,755)	
Loss on extinguishment of debt	(214,734)	
Other income	105,134	(1,098,805)
Income before state and foreign income tax provision		58,496,784
State and Foreign Income Tax Provision		1,547,583
Net income		56,949,201
Noncontrolling Interest		(2,268,424)
Net income attributable to DRC Emergency Services, LLC		**$ 54,680,777**

Members' Equity:

	Controlling Interest	Noncontrolling Interest	Total
Balance, beginning of year	$ 75,719,594	$ 31,804,246	$ 107,523,840
Distributions	-	(33,555,156)	(33,555,156)
Net income	54,680,777	2,268,424	56,949,201
Balance, end of year	**$ 130,400,371**	**$ 517,514**	**$ 130,971,885**

(See Notes to Consolidated Financial Statements)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2024

Cash Flows from Operating Activities:	
Net income	$ 56,949,201
Adjustments to reconcile net income to net cash used in operating activities:	
Depreciation	550,236
Amortization of debt issuance costs	14,995
Loss on extinguishment of debt	214,734
Changes in operating assets and liabilities:	
Accounts receivable, net	(103,041,261)
Unbilled revenue	(92,896,280)
Prepaid expenses	(338,770)
Accounts payable	(10,716,795)
Accrued and other liabilities	41,588,734
Total adjustments	(164,624,407)
Net cash used in operating activities	(107,675,206)
Cash Flows from Investing Activities:	
Advances for note receivable - related party	(129,216,751)
Proceeds from note receivable - related party	123,777,063
Purchase of property and equipment	(762,110)
Net cash used in investing activities	(6,201,798)
Cash Flows from Financing Activities:	
Advances on long-term debt - third party	125,000,000
Advances on long-term debt - related party	3,111,173
Debt issuance costs	(325,093)
Distributions	(33,555,156)
Net cash provided by financing activities	94,230,924
Net decrease in cash and cash equivalents	(19,646,080)
Cash and Cash Equivalents, beginning of year	30,724,942
Cash and Cash Equivalents, end of year	**$ 11,078,862**

(See Notes to Consolidated Financial Statements)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC
CONSOLIDATED STATEMENT OF CASH FLOWS
(CONTINUED)
For the Year Ended December 31, 2024

Supplemental Cash Flows Information:

Cash paid for interest	**$ 508,505**
Cash paid for state and foreign income taxes	**$ 3,213,914**

(See Notes to Consolidated Financial Statements)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
December 31, 2024

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization and Nature of Business

DRC Emergency Services, LLC ("DRC") provides disaster response and recovery services from major catastrophes. DRC is headquartered in Galveston, Texas.

SWFL Response LLC ("SWFL") is a joint venture which provides disaster response and recovery services from major catastrophes. SWFL is headquartered in Deerfield Beach, Florida. DRC has a 50% ownership in the joint venture, which is consolidated in the accompanying consolidated financial statements.

Collectively, DRC and SWFL are referred to as the "Company" in the accompanying footnotes to the consolidated financial statements herein. All significant intercompany balances have been eliminated in the consolidation.

Cash and Cash Equivalents

The Company considers cash and cash equivalents to include all highly liquid investments purchased with an original maturity of three months or less.

Accounts Receivable and Unbilled Revenue

Accounts receivable from performing disaster and recovery services are based on contracted prices and are recorded when contracts are billed. Accounts receivable are stated at the amount the Company expects to collect. Unbilled revenue are related to revenue earned but not yet invoiced due to milestones that must be met. The Company maintains allowances for credit losses for estimated losses resulting from the inability of its customers to make the required payments. Management considers the following factors when determining the collectability of specific customer accounts: customer creditworthiness, past transaction history with the customer, current economic industry trends, and changes in customer payment terms. Past-due balances over 90 days and other higher-risk amounts are reviewed individually for collectability. If the financial condition of the Company's customers were to deteriorate, adversely affecting their ability to make payments, additional allowances would be required. Based on management's assessment, the Company provides for estimated uncollectible amounts through a charge to earnings and a credit to a valuation allowance. Balances that remain outstanding after the Company has used reasonable collection efforts are written off through a charge to the valuation allowance and credit to accounts receivable. At December 31, 2023 the allowance for credit losses was $2,268,964. During 2024, the Company recorded an additional provision of $8,303,297, thus increasing the allowance for credit losses at December 31, 2024 to $10,572,261. The Company had no credit losses during 2024.

Property and Equipment

Property and equipment is recorded at cost. Improvements or betterments of a permanent nature are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred. The cost of assets retired or otherwise disposed of and the related accumulated depreciation are eliminated from the accounts in the year of disposal. Gains or losses resulting from property and equipment disposals are credited or charged to operations currently. Depreciation is computed on a straight-line basis over the estimated useful lives of the assets.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Management believes that these estimates and assumptions provide a reasonable basis for the fair presentation of the consolidated financial statements.

Presentation of Sales Taxes

Various states impose a sales tax on the Company's sales to nonexempt customers. The Company collects that sales tax from customers and remits the entire amount to the state. The Company's accounting policy is to exclude the tax collected and remitted to the state from service revenues and cost of service revenues.

Income Taxes

For federal income tax purposes, the Company is treated as a partnership. In accordance with federal income tax regulations, no federal income taxes are levied on a partnership, but rather on the individual members. Consequently, no provision or liability for federal income taxes has been reflected in the accompanying consolidated financial statements.

The Company is subject to the State of Texas gross margin tax and foreign tax, which is included in the state and foreign income tax provision in the consolidated statement of income and members' equity.

Management evaluated the Company's tax positions and concluded that the Company had taken no uncertain tax positions that require adjustment to the consolidated financial statements. The Company has recorded $1,799,394 in tax-related interest expense as interest expense in the consolidated statement of income and members' equity for the year ended December 31, 2024. The Company has no tax-related penalties recorded for the year ended December 31, 2024. With few exceptions, the Company is no longer subject to income tax examinations by the U.S. federal, state, or foreign tax authorities for years before 2021.

Revenue Recognition

Service Contracts

The Company recognizes revenue from disaster and recovery service contracts. Under these contracts, the Company has the right to consideration from the customer in an amount that corresponds directly with the value to the customer of the Company's performance completed to date. Revenue is recognized when services are performed and contractually billable. Revenue recognized on service contracts that have not been billed to customers is classified as a current asset under unbilled revenue in the consolidated balance sheet. Customer payments on service contracts are typically due within 30 to 90 days of billing, depending on the contract.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue Recognition (Continued)

Contract Assets and Liabilities

Contract assets represent revenue recognized in excess of amounts billed and are reflected as unbilled revenue. Unbilled revenue represent an unconditional right to payment subject only to the passage of time, and are reclassified to accounts receivable when they are billed under the terms of the contract. Contract assets totaled $95,802,455 and $2,906,175 at December 31, 2024 and 2023, respectively. Contract liabilities represent amounts billed to customers in excess of revenue recognized to date. There were no contract liabilities as of December 31, 2024 or 2023.

Advertising Costs

The Company expenses advertising costs as they are incurred. Advertising expense for the year ended December 31, 2024 was $213,014.

NOTE 2 - ACCOUNTS RECEIVABLE

At December 31, 2023, accounts receivable was $99,461,856.

Accounts receivable at December 31, 2024 consist of the following:

Contracts	$ 212,001,859
Related party	6,765
Retainage	1,066,754
	213,075,378
Less: Allowance for credit losses	10,572,261
	$ 202,503,117

NOTE 3 - PROPERTY AND EQUIPMENT

A summary of property and equipment and related accumulated depreciation at December 31, 2024 is as follows:

Asset Description	Useful Lives	
Land		$ 1,500,000
Buildings and leasehold improvements	3 - 39 years	262,892
Furniture and fixtures	3 - 5 years	148,746
Automobiles and trucks	3 - 5 years	1,851,309
		3,762,947
Less: Accumulated depreciation		1,556,969
		$ 2,205,978

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 3 - PROPERTY AND EQUIPMENT (CONTINUED)

Depreciation expense for the year ended December 31, 2024 amounted to $550,236 and is included in selling, general, and administrative expenses in the accompanying consolidated statement of income and members' equity.

NOTE 4 - ACCOUNTS PAYABLE

Accounts payable at December 31, 2024 consist of the following:

Contracts	$ 874,008
Retainage	24,892,582
Related parties	1,962,677
	$ 27,729,267

NOTE 5 - CREDIT AGREEMENT

On February 26, 2024, the Company, along with nine other entities under common control, replaced a previous credit agreement with a committed $500,000,000 syndicated credit facility and a $100,000,000 accordion. This syndicated credit facility has a maturity date of February 26, 2029. On November 8, 2024, the syndicated credit facility was amended to extend the syndicated credit facility to $850,000,000. This amendment expires on December 31, 2025, at which point the syndicated credit facility reverts back to $600,000,000. The syndicated credit facility is a secured overnight financing rate (SOFR) based loan, with an option to make either a Base Rate loan, which is the highest of the Prime Rate for such day, the sum of the Federal Funds rate plus 0.50%, and the term SOFR for such day plus 1.00%, and 1.00%, or a Term SOFR loan which uses the Term SOFR rate plus 0.10%. The interest rate is determined at the date funds are borrowed and is paid one month later, at which point in time the interest rate is adjusted to reflect the new market rate. The entities are also charged each quarter an unused fee for any unused amount, based on the entities' leverage ratio. Any unpaid interest and principal are due at maturity. The total amount utilized against the syndicated credit facility is $650,000,000 at December 31, 2024, and is collateralized by all assets of the entities. The Company's principal balance is included in long-term debt in the consolidated balance sheet.

The Company's balance under this loan facility at December 31, 2024 are as follows:

Revolving loan facility principal	$125,000,000
Less: Debt issuance cost	(316,063)
	$124,683,937

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 6 - COMMITMENTS AND CONTINGENCIES

Concentrations of Credit Risk

The Company has a concentrated credit risk for cash and cash equivalents because it maintains deposits and temporary cash investments with financial institutions. At times, such deposits and investments are in excess of federally insured limits. Management feels exposure of loss is minimal and any actual loss is unlikely.

The Company controls its credit risk associated with accounts receivable by maintaining credit policies, which include credit evaluations and monitoring procedures. The Company has no formal policy requiring collateral or other security to support its accounts receivable, although it has statutory rights to file liens on real property for amounts owed the Company for which amounts due are not paid.

The Company received approximately 52% of revenue from three customers for the year ended December 31, 2024. The Company has approximately 50% of its accounts receivable outstanding from the same three customers at December 31, 2024.

Employee Benefit Plan

The Company has a 401(k) Plan (the "Plan") that covers substantially all employees of the Company and certain other related participating employers. Covered employees are eligible to participate in the Plan upon completion of one year of service and the attainment of age 21. Participating employees may elect to contribute an amount up to the limited dollar amount set by law. Employer matching and profit sharing contributions are discretionary. For 2024, the employer matching contribution was 100% up to 4% of the participant's eligible compensation. The Company's contribution to the Plan for the year ended December 31, 2024 was $65,856.

Litigation

The Company has been named a defendant in certain lawsuits arising from the ordinary course of business. Management does not believe such litigation will have a material adverse impact on the consolidated financial statements.

NOTE 7 - RELATED-PARTY TRANSACTIONS

DRC paid $2,890,800 in management fees to a related party through common ownership.

DRC has a revolving credit note with a related party with availability up to $79,000,000. Interest of 1.01% is due monthly. Any unpaid interest and principal are due at maturity in December 2030. The outstanding balance at December 31, 2024 was $3,111,173.

For the year ended December 31, 2024, the Company incurred interest expense on related party debt totaling $1,173.

The Company issued a note receivable to a related party through common ownership of $28,454,651 at December 31, 2024. Interest on the note is 1.01% per annum, outstanding principal and unpaid interest due at maturity on December 31, 2030.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 8 - FAIR VALUE

The Company has a number of financial instruments, mainly cash, accounts receivable, and accounts payable, none of which are held for trading purposes. Management estimates that the fair value of all financial instruments at December 31, 2024 approximates carrying value due to the short maturities of the financial instruments.

NOTE 9 - SUBSEQUENT EVENTS

Management has evaluated subsequent events through March 13, 2025, the date the consolidated financial statements were available to be issued.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

This information is protected as a trade secret under the Florida Uniform Trade Secrets Act, Florida Statutes § 688.001 et seq., and the Defend Trade Secrets Act, 18 U.S.C. § 1836 et seq., and any unauthorized use, disclosure, or misappropriation is strictly prohibited and may result in legal action.

DRC EMERGENCY SERVICES, LLC

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2023

AND INDEPENDENT AUDITOR'S REPORT

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC

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CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

MELTON & MELTON, L.L.P.
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Members of
DRC Emergency Services, LLC and Affiliate

Opinion

We have audited the consolidated financial statements of DRC Emergency Services, LLC and Affiliate, which comprise the consolidated balance sheet as of December 31, 2023, and the related consolidated statements of income and members' equity and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of DRC Emergency Services, LLC and Affiliate, as of December 31, 2023, and the results of their operations and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of DRC Emergency Services, LLC and Affiliate and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about DRC Emergency Services, LLC and Affiliate's ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of DRC Emergency Services, LLC and Affiliate's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about DRC Emergency Services, LLC and Affiliate's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

Houston, Texas
March 22, 2024

DRC EMERGENCY SERVICES, LLC
CONSOLIDATED BALANCE SHEET
December 31, 2023

ASSETS

Current Assets:	
Cash and cash equivalents	$ 30,724,942
Accounts receivable, net	99,461,856
Unbilled revenue	2,906,175
Prepaid expenses	94,115
Total current assets	133,187,088
Property and Equipment, net	2,271,074
Other Asset:	
Note receivable – related party	23,014,963
	$ 158,473,125

LIABILITIES AND MEMBERS' EQUITY

Current Liabilities:	
Accounts payable	$ 38,446,062
Accrued and other liabilities	12,723,922
Total current liabilities	51,169,984
Long-Term Liabilities:	
Long-term debt - third party	(220,699)
Commitments and Contingencies	
Members' Equity:	
Members' equity	75,719,594
Non-controlling interest	31,804,246
	107,523,840
	$ 158,473,125

(See Notes to Consolidated Financial Statements)

DRC EMERGENCY SERVICES, LLC
CONSOLIDATED STATEMENT OF INCOME AND MEMBERS' EQUITY
For the Year Ended December 31, 2023

Service Revenues		$ 367,640,406
Cost of Service Revenues		217,345,821
Gross margin		150,294,585
Selling, General, and Administrative Expenses		16,815,985
Income from operations		133,478,600
Other Income (Expense):		
Interest income	$ 872,777	
Interest expense	(2,809,293)	
Other expense	(353,615)	(2,290,131)
Income before state and foreign income tax provision		131,188,469
State and Foreign Income Tax Provision		4,913,484
Net income		126,274,985
Noncontrolling Interest		(65,752,381)
Net income attributable to DRC Emergency Services, LLC		**$ 60,522,604**

Members' Equity:

	Controlling Interest	Noncontrolling Interest	Total
Balance, beginning of year	$ 45,196,990	$ 7,391,865	$ 52,588,855
Contributions	-	27,500,000	27,500,000
Distributions	(30,000,000)	(68,840,000)	(98,840,000)
Net income	60,522,604	65,752,381	126,274,985
Balance, end of year	**$ 75,719,594**	**$ 31,804,246**	**$ 107,523,840**

(See Notes to Consolidated Financial Statements)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2023

Cash Flows from Operating Activities:	
Net income	$ 126,274,985
Adjustments to reconcile net income to net cash provided by operating activities:	
Depreciation	426,437
Loss on sale of property and equipment	24,845
Amortization of debt issuance costs	71,578
Changes in operating assets and liabilities:	
Accounts receivable, net	62,249,873
Unbilled revenue	(52,359)
Prepaid expenses	144,530
Accounts payable	(503,725)
Accrued and other liabilities	651,990
Total adjustments	63,013,169
Net cash provided by operating activities	189,288,154
Cash Flows from Investing Activities:	
Advances for note receivable - related party	(134,825,212)
Proceeds from note receivable - related party	111,810,249
Purchase of property and equipment	(359,041)
Net cash used in investing activities	(23,374,004)
Cash Flows from Financing Activities:	
Advances on long-term debt - third party	60,000,000
Payments on long-term debt - third party	(136,000,000)
Advances on long-term debt - related party	96,484,744
Payments on long-term debt - related party	(96,635,695)
Contributions	27,500,000
Distributions	(98,840,000)
Net cash used in financing activities	(147,490,951)
Net increase in cash and cash equivalents	18,423,199
Cash and Cash Equivalents, beginning of year	12,301,743
Cash and Cash Equivalents, end of year	**$ 30,724,942**

(See Notes to Consolidated Financial Statements)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

For the Year Ended December 31, 2023

Supplemental Cash Flows Information:

Cash paid for interest	**$ 2,705,163**
Cash paid for state and foreign income taxes	**$ 930,674**

(See Notes to Consolidated Financial Statements)

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

DRC EMERGENCY SERVICES, LLC
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
December 31, 2023

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization and Nature of Business

DRC Emergency Services, LLC ("DRC") provides disaster response and recovery services from major catastrophes. DRC is headquartered in Galveston, Texas.

SWFL Response LLC ("SWFL") is a joint venture which provides disaster response and recovery services from major catastrophes. SWFL is headquartered in Deerfield Beach, Florida. DRC has a 50% ownership in the joint venture, which is consolidated in the accompanying consolidated financial statements.

Collectively, DRC and SWFL are referred to as the "Company" in the accompanying footnotes to the consolidated financial statements herein. All significant intercompany balances have been eliminated in the consolidation.

Cash and Cash Equivalents

The Company considers cash and cash equivalents to include all highly liquid investments purchased with an original maturity of three months or less.

Accounts Receivable and Unbilled Revenue

Accounts receivable from performing disaster and recovery services are based on contracted prices and are recorded when contracts are billed. Accounts receivable are stated at the amount the Company expects to collect. Unbilled revenue are related to revenue earned but not yet invoiced due to milestones that must be met. The Company maintains allowances for credit losses for estimated losses resulting from the inability of its customers to make required payments. Management considers the following factors when determining the collectibility of specific customer accounts: customer creditworthiness, past transaction history with the customer, current economic industry trends, and changes in customer payment terms. Past-due balances over 90 days and other higher-risk amounts are reviewed individually for collectibility. If the financial condition of the Company's customers were to deteriorate, adversely affecting their ability to make payments, additional allowances would be required. Based on management's assessment, the Company provides for estimated uncollectible amounts through a charge to earnings and a credit to a valuation allowance. Balances that remain outstanding after the Company has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to accounts receivable. During 2023, the Company incurred no credit losses.

Property and Equipment

Property and equipment is recorded at cost. Improvements or betterments of a permanent nature are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred. The cost of assets retired or otherwise disposed of and the related accumulated depreciation are eliminated from the accounts in the year of disposal. Gains or losses resulting from property and equipment disposals are credited or charged to operations currently. Depreciation is computed on a straight-line basis over the estimated useful lives of the assets.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Management believes that these estimates and assumptions provide a reasonable basis for the fair presentation of the consolidated financial statements.

Presentation of Sales Taxes

Various states impose a sales tax on the Company's sales to nonexempt customers. The Company collects that sales tax from customers and remits the entire amount to the state. The Company's accounting policy is to exclude the tax collected and remitted to the state from service revenues and cost of service revenues.

Income Taxes

For federal income tax purposes, the Company is treated as a partnership. In accordance with federal income tax regulations, no federal income taxes are levied on a partnership, but rather on the individual members. Consequently, no provision or liability for federal income taxes has been reflected in the accompanying consolidated financial statements.

The Company is subject to the State of Texas gross margin tax and foreign tax, which is included in the state and foreign income tax provision in the consolidated statement of income and members' equity.

Management evaluated the Company's tax positions and concluded that the Company had taken no uncertain tax positions that require adjustment to the consolidated financial statements. The Company has no tax-related interest or penalties. With few exceptions, the Company is no longer subject to income tax examinations by the U.S. federal, state, or foreign tax authorities for years before 2020.

Revenue Recognition

Service Contracts

The Company recognizes revenue from disaster and recovery service contracts. Under these contracts, the Company has the right to consideration from the customer in an amount that corresponds directly with the value to the customer of the Company's performance completed to date. Revenue is recognized when services are performed and contractually billable. Revenue recognized on service contracts that have not been billed to customers is classified as a current asset under unbilled revenue in the consolidated balance sheet. Customer payments on service contracts are typically due within 30 to 90 days of billing, depending on the contract.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue Recognition (Continued)

Contract Assets and Liabilities

Contract assets represent revenue recognized in excess of amounts billed and are reflected as unbilled revenue. Unbilled revenue represent an unconditional right to payment subject only to the passage of time, and are reclassified to accounts receivable when they are billed under the terms of the contract. Contract assets totaled $2,906,175 and $2,853,816 at December 31, 2023 and 2022, respectively. Contract liabilities represent amounts billed to customers in excess of revenue recognized to date. There were no contract liabilities as of December 31, 2023 or 2022.

Advertising Costs

The Company expenses advertising costs as they are incurred. Advertising expense for the year ended December 31, 2023 was $98,842.

NOTE 2 - ACCOUNTS RECEIVABLE

At December 31, 2022, accounts receivable was $161,711,729.

Accounts receivable at December 31, 2023 consist of the following:

Contracts	$ 97,853,898
Retainage	3,876,922
	101,730,820
Less: Allowance for credit losses	2,268,964
	$ 99,461,856

NOTE 3 - PROPERTY AND EQUIPMENT

A summary of property and equipment and related accumulated depreciation at December 31, 2023 is as follows:

Asset Description	Useful Lives	
Land		$ 1,500,000
Buildings and leasehold improvements	3 - 39 years	662,616
Furniture and fixtures	3 - 5 years	82,598
Automobiles and trucks	3 - 5 years	1,310,780
		3,555,994
Less: Accumulated depreciation		1,284,920
		$ 2,271,074

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 3 - PROPERTY AND EQUIPMENT (CONTINUED)

Depreciation expense for the year ended December 31, 2023 amounted to $426,437 and is included in selling, general, and administrative expenses in the accompanying consolidated statement of income and members' equity.

NOTE 4 - ACCOUNTS PAYABLE

Accounts payable at December 31, 2023 consist of the following:

Contracts	$ 19,513,755
Retainage	9,523,211
Related parties	9,409,096
	$ 38,446,062

NOTE 5 - CREDIT AGREEMENT

On January 31, 2020, DRC, along with four other entities under common control amended the credit agreement with a financial institution syndication. On December 17, 2021, the credit agreement was further amended, joining five additional entities under common control to the credit agreement. On April 15, 2022, the credit agreement also exercised the accordion increasing the availability from $400,000,000 to $500,000,000 and extended the maturity date to January 31, 2027. It also changed from a LIBOR based loan to a Bloomberg Short-Term Bank Yield Index Rate (BSBY) based loan with an option to use the higher of Prime rate plus 0.25%, or the sum of the Federal Funds rate plus 0.50%, or the Adjusted LIBOR rate (defined as LIBOR multiplied by the Statutory Reserve Rate) plus 1.00%. On December 26, 2023, the credit agreement was again amended to remove from the agreement one of the original four other entities under common control. All other terms of the agreement remain the same. The entities are also charged each quarter an unused fee for any unused amount, based on the entities' leverage ratio. Interest is payable on a quarterly basis with principal due at maturity. The total amount utilized against the Revolving loan facility is $333,281,013 as of December 31, 2023 and is collateralized by all assets of the entities. DRC's balance is included in long-term debt in the consolidated balance sheet. The Company did not have a balance under this credit agreement at December 31, 2023 and had $220,699 of unamortized debt issuance costs associated with this credit agreement.

On February 26, 2024, the Company, along with nine other entities under common control, replaced the existing credit agreement with a committed $500,000,000 syndicated credit facility and a $100,000,000 accordion. The syndicated credit facility is a secured overnight financing rate (SOFR) based loan, with an option to make either a Base Rate loan, which is the highest of the Prime Rate for such day, the sum of the Federal Funds rate plus 0.50%, and the term SOFR for such day plus 1.00%, and 1.00%, or a Term SOFR loan which uses the Term SOFR rate plus 0.10%. This new syndicated credit facility has a maturity date of February 26, 2029.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 6 - COMMITMENTS AND CONTINGENCIES

Concentrations of Credit Risk

The Company has a concentrated credit risk for cash and cash equivalents because it maintains deposits and temporary cash investments with financial institutions. At times, such deposits and investments are in excess of federally insured limits. Management feels exposure of loss is minimal and any actual loss is unlikely.

The Company controls its credit risk associated with accounts receivable by maintaining credit policies, which include credit evaluations and monitoring procedures. The Company has no formal policy requiring collateral or other security to support its accounts receivable, although it has statutory rights to file liens on real property for amounts owed the Company for which amounts due are not paid.

The Company received approximately 80% of revenue from two customers for the year ended December 31, 2023. The Company has 56% of its accounts receivable outstanding from the same two customers at December 31, 2023.

Employee Benefit Plan

The Company has a 401(k) Plan (the "Plan") that covers substantially all employees of the Company and certain other related participating employers. Covered employees are eligible to participate in the Plan upon completion of one year of service and the attainment of age 21. Participating employees may elect to contribute an amount up to the limited dollar amount set by law. Employer matching and profit sharing contributions are discretionary. For 2023, the employer matching contribution was 100% up to 4% of the participant's eligible compensation. The Company's contribution to the Plan for the year ended December 31, 2023 was $94,618.

Litigation

The Company has been named a defendant in certain lawsuits arising from the ordinary course of business. Management does not believe such litigation will have a material adverse impact on the consolidated financial statements.

NOTE 7 - RELATED-PARTY TRANSACTIONS

DRC paid $2,890,800 in management fees to a related party through common ownership.

DRC has a revolving credit note with a related party with availability up to $79,000,000. Interest of 1.01% is due monthly. Any unpaid interest and principal are due at maturity in December 2030. There was no outstanding balance at December 31, 2023.

For the year ended December 31, 2023, the Company incurred interest expense on related party debt totaling $64,293.

The Company issued a note receivable to a related party through common ownership of $23,014,963. Interest on the note is 1.01% per annum, outstanding principal and unpaid interest due at maturity on December 31, 2030.

CONFIDENTIAL AND PROPRIETARY TRADE SECRET INFORMATION

NOTE 8 - FAIR VALUE

The Company has a number of financial instruments, mainly cash, accounts receivable, and accounts payable, none of which are held for trading purposes. Management estimates that the fair value of all financial instruments at December 31, 2023 approximates carrying value due to the short maturities of the financial instruments.

NOTE 9 - SUBSEQUENT EVENTS

Management has evaluated subsequent events through March 22, 2024, the date the consolidated financial statements were available to be issued.

DRC EMERGENCY SERVICES, LLC
THREE YEAR LITIGATION
AND REGULATORY LIST

(Updated and Revised: March 19, 2025)

The following is a list of litigation pertaining to disaster recovery operations by DRC Emergency Services, LLC ("DRC") pending, settled, dismissed or abandoned during the three-year period from the above date

ACTIVE PENDING CASES:

Nelson v. RPF Emer. Servs., et al, No. 20-900353, Cir. Ct. Baldwin County, AL. Terminated sub-subcontractor sued DRC and its President seeking damages for termination from the project. Claim unquantified. No liability for DRC or its President; no contract privity.

DISMISSED, SETTLED OR CLOSED CASES:

North Captiva Barge Co. v. DRC Emer. Servs., Case No. 24-7157, Lee County, FL. Vessel owner with no contract with DRC sought payment from DRC for movement of equipment requested by unauthorized lower tier subcontractor. Claim voluntarily dismissed by plaintiff, March 11, 2025.

Dansby v. First Call Storm Removal, LLC, #22-900074, Marengo Co., AL Circuit Court. Personal injury arising from an automobile accident during debris removal operations. Case settled; plaintiff released all claims on October 28, 2024.

Fairlake Property Partners v. DRCES, #202378691, Harris County, TX. Dock and bulkhead property damage claim following a dredging project. Parties resolved the matter without further litigation and the case was non-suited January 16, 2025.

Goldman v. DRC Emer. Servs, LLC, et al, #22-900011, Washington County, AL Cir. Ct., Personal injury claim arising from automobile accident. Plaintiff rear-ended debris truck. Case settled.

White v. Florida Dept. of Env'l Protection, et al, #20-1558, 2nd Cir. Leon County. Personal injury action arising from debris management site operations. Insured claim. Settlement. Dismissal filed June 6, 2022.

Payton v. Progressive Ins., et al, No. C-92655, 10th JDC, Natchitoches Parish, LA. Automobile accident involving lower-tier subcontractor. Insured claim. Dismissed on summary judgment November 28, 2023.

Fucich v. Great Divide Ins. Co., et al, No. 136124, 16th JDC, Iberia Parish, LA. Automobile accident personal injury claim. DRC dismissed on summary judgment July 27, 2023.

Contreras v. Terrence, et al, No. 18-3519, 134th Dist. Court, Dallas County, TX. Claim by a fourth tier subcontractor for payment. The lawsuit states damages are between $50,000 and $200,000. DRC dismissed from lawsuit on summary judgment on August 12, 2022.

Kessler Smith v. BKS Construction, LLC, et al, Case No. 2021-9256, Orleans Parish CDC Louisiana. Automobile accident case. Insured claim. Dismissed on summary judgment November 2, 2022.

Paulk v. Honeycutt, et al, No. 16-21-900054, Clarke County AL, Automobile accident involving lower-tier subcontractor. Settled and dismissed.

Please see the attached pricing sheet.

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$8.72	3,940,000	$34,356,800.00
16-30 miles	$8.98	500,000	$4,490,000.00
31-60 miles	$9.42	50,000	$471,000.00
61+ miles	$9.98	10,000	$99,800.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$8.72	50,000	$436,000.00
16-30 miles	$9.12	700,000	$6,384,000.00
31-60 miles	$10.38	700,000	$7,266,000.00
61+ miles	$11.38	50,000	$569,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$25.38	10,000	$253,800.00
16-30 miles	$25.68	90,000	$2,311,200.00

31-60 miles	$26.68	90,000	$2,401,200.00
61+ miles	$31.78	10,000	$317,800.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$30.38	10,000	$303,800.00
16-30 miles	$30.68	90,000	$2,761,200.00
31-60 miles	$31.68	90,000	$2,851,200.00
61+ miles	$36.78	10,000	$367,800.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$5.82	4,400,000	$25,608,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.78	50,000	$189,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH CONTROLLED OPEN BURNING Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$2.68	50,000	$134,000.00

HAUL-OUT OF REDUCED ELIGIBLE DEBRIS TO A COUNTY DESIGNATED FINAL DISPOSAL SITE Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$4.22	100,000	$422,000.00
16-30 miles	$4.52	450,000	$2,034,000.00
31-60 miles	$6.88	450,000	$3,096,000.00
61+ miles	$7.36	120,500	$886,880.00

REMOVAL OF ELIGIBLE HAZARDOUS LEANING TREES AND HANGING LIMBS Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	$125.00	200	$25,000.00
13” to 24” diameter	$175.00	500	$87,500.00
25” to 36” diameter	$250.00	200	$50,000.00
37” to 48” diameter	$225.00	100	$22,500.00
49” and larger diameter	$375.00	50	$18,750.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$250.00	100	$25,000.00
37" to 48" diameter	$350.00	50	$17,500.00
49" and larger diameter	$400.00	50	$20,000.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$750.00	$25.00	$775.00

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$85.00	500	$42,500.00
All other white goods	$50.00	500	$25,000.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$30.00	500	$15,000.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$2.00	950	$1,900.00
Large animals more than 101 pounds	$2.00	50	$100.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$148.50	10,000	$1,485,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$29.98	1000	$29,980.00

EXHIBIT "A" Price Proposal	**PROPOSER:** DRC Emergency Services, LLC
RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES FOR THE CITY OF DESTIN, FLORIDA	
SIGNATURE:	
Date: 5/5/25	
Name: Kristy Fuentes	Address: 111 Veterans Blvd. Suite 1420
Title: Vice President, Treasurer, Secretary	City: Metairie State: LA
Telephone: (888) 721-4372	Fax: (504) 482-2852
Email: kfuentes@drcusa.com	

Please see the attached business structure and professional registration certificates:

- Contractor's license
- Secretary of State registration
- Sunbiz

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE RESIDENTIAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

SMITH, HAMILTON BEVERIDGE

DRC EMERGENCY SERVICES, LLC
P.O. Box 170 P.O. BOX 17017
GALVESTON TX 36608

LICENSE NUMBER: CRC1331307

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 09/04/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

State of Florida
Department of State

I certify from the records of this office that DRC EMERGENCY SERVICES, LLC is an Alabama limited liability company authorized to transact business in the State of Florida, qualified on July 18, 2005.

The document number of this limited liability company is M05000003946.

I further certify that said limited liability company has paid all fees due this office through December 31, 2014, that its most recent annual report was filed on June 10, 2014, and its status is active.

I further certify that said limited liability company 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 Twenty-seventh day of January, 2015

Ken Detzner

Secretary of State

Authentication ID: CU5800449263

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

https://efile.sunbiz.org/certauthver.html



Detail by Entity Name

Foreign Limited Liability Company
DRC EMERGENCY SERVICES, LLC

Filing Information

Document Number	M05000003946
FEI/EIN Number	63-1283729
Date Filed	07/18/2005
State	AL
Status	ACTIVE
Last Event	LC AMENDMENT
Event Date Filed	09/29/2015
Event Effective Date	NONE

Principal Address

6702 BROADWAY STREET
Galveston, TX 77554

Changed: 11/13/2018

Mailing Address

111 Veterans Memorial Blvd
Suite 401
METAIRIE, LA 70005

Changed: 04/23/2024

Registered Agent Name & Address

COGENCY GLOBAL INC.
115 North Calhoun Street
Suite 4
Tallahassee, FL 32301

Name Changed: 10/29/2013

Address Changed: 04/16/2019

Authorized Person(s) Detail

Name & Address

Title Manager, VP

Sullivan, William
6702 BROADWAY STREET
Galveston, TX 77554

Title VP, Secretary, Treasurer

Fuentes, Kristy
6702 BROADWAY STREET
Galveston, TX 77554

Title Manager, President

Sullivan, John R.
6702 BROADWAY STREET
Galveston, TX 77554

Title Manager, VP

Sullivan, Todd
6702 BROADWAY STREET
Galveston, TX 77554

Annual Reports

Report Year	Filed Date
2022	04/28/2022
2023	04/20/2023
2024	04/23/2024

Document Images

04/23/2024 -- ANNUAL REPORT	View image in PDF format
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04/14/2017 -- ANNUAL REPORT	View image in PDF format
04/28/2016 -- AMENDED ANNUAL REPORT	View image in PDF format
04/25/2016 -- ANNUAL REPORT	View image in PDF format
04/29/2015 -- ANNUAL REPORT	View image in PDF format
12/03/2014 -- LC Amendment	View image in PDF format

06/10/2014 -- AMENDED ANNUAL REPORT	View image in PDF format
01/13/2014 -- ANNUAL REPORT	View image in PDF format
10/29/2013 -- Reg. Agent Change	View image in PDF format
01/21/2013 -- ANNUAL REPORT	View image in PDF format
04/11/2012 -- ANNUAL REPORT	View image in PDF format
03/15/2011 -- ANNUAL REPORT	View image in PDF format
10/15/2010 -- REINSTATEMENT	View image in PDF format
03/27/2009 -- ANNUAL REPORT	View image in PDF format
03/13/2008 -- ANNUAL REPORT	View image in PDF format
04/02/2007 -- ANNUAL REPORT	View image in PDF format
08/03/2006 -- ANNUAL REPORT	View image in PDF format
03/16/2006 -- ANNUAL REPORT	View image in PDF format
07/18/2005 -- Foreign Limited	View image in PDF format

Florida Department of State, Division of Corporations

ANCILLARY EQUIPMENT AND SERVICES



In a post-disaster scenario, access to basic needs such as clean water and electricity is often compromised. DRC will mobilize to procure and distribute items such as water, ice, and generators as needed, under the direction of the City of Destin.

DRC's sister company, SLS, specializes in supplies and logistics for disaster recovery. SLS has a complete management, operations, and logistics team ready at a moment's notice in multiple locations throughout the United States. With expedited response times to any area of the country, the SLS team and services are fully scalable to respond to assignments of any size, nature, and location.

SLS has performed multiple missions that have included bottled water, ice, and/or generator services in response to notable disasters, such as Winter Storm Uri (TX), Hurricane Harvey (TX), Hurricane Ida (LA), Hurricane Ian (FL), Hurricane Michael (FL), and others.

As part of the Sullivan Brothers Family of Companies, DRC and SLS often collaborate on projects. This collaboration expands the scope of services, personnel, equipment, and financial resources available to our clients. One example of DRC's collaboration with SLS includes the provision of emergency supplies and logistics in our response to Hurricane Ida. Together, we provided emergency catering, pallets of water, ice, drinks, potable water, temporary restrooms, laundry trailers, handwashing stations, generators, fuel services, fuel tank with trailer, and office trailers under a $2 million logistics contract with Jefferson Parish, Louisiana.

Temporary Housing



Upon request, DRC and SLS will leverage over a decade of experience in responding to real-world incidents and disaster declarations to provide tested and proven turnkey base camp services to the County that take full advantage of our in-house resources and necessary supplier and vendor relationships in the national, regional, state and local markets. In support of base camp development, DRC and SLS will provide and coordinate the design of the facility in concert with the County to ensure logical, safe, and functional layouts and acceptable personal billeting assignments that fit specific site and mission conditions that ensure complete safety and 24-hour supervision and line of site observation of all occupants. Additionally, we will ensure that the arrangement of showers, toilets and personal care stations are compliant with facility occupant and relevant ADA ratios. All needed supplies, such as electricity, running water, beds, linens, blankets and pillows will be provided.

SLS and DRC's experience and capabilities with the provision of emergency supplies and logistics includes, but is not limited to, the following:

- Emergency power generators
- Temporary satellite communications
- Temporary sanitary facilities
- Reefer and refrigerator container with ice delivery
- Potable water truck and drinking water
- Mobile fleet repair facilities, technicians, and mechanics
- Temporary signage and traffic control
- Mobile food and water distribution site, tents, and furnishings, inclusive of operation and staffing
- Demolition of structures
- Emergency temporary dry-in of facilities
- Temporary security
- Temporary lighting
- Emergency cleaning of stormwater catch basins, culverts and wastewater appurtenances
- Temporary fueling facilities/equipment, inclusive of storage and dispensing
- Rental of various types of equipment (i.e. loaders, dump trucks, etc) with operators
- Temporary fencing
- Materials



Please see the attached required proposal forms:

1. Signature Sheet
2. Appendix A, 44 C.F.R. Part 18 – Certification Regarding Lobbying
3. 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters
4. 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment
5. Drugfree Workplace Certificate
6. Bidders List Form
7. Non-Collusion Affidavit
8. Anti-Kickback Affidavit
9. Anti-Human Trafficking Affidavit
10. Public Entity Crimes Statement
11. Acknowledgement of Addenda

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: DRC Emergency Services, LLC

Signature: _____

Name (type/print): Kristy Fuentes

Title: Vice President, Treasurer, Secretary

Address: 111 Veterans Blvd. Suite 1420

City: Metairie State: LA Zip: 70005

Telephone: (888) 721-4372 Fax No.: (504) 482-2852 Date: 5/5/25

Email Address: kfuentes@drcusa.com

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, DRC Emergency Services, LLC, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official — Date: 5/5/25

Kristy Fuentes - Vice President, Treasurer, Secretary

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: DRC Emergency Services, LLC Date: 5/5/25

Authorized Signature: _____ Printed Name: Kristy Fuentes Vice President, Treasurer, Secretary

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

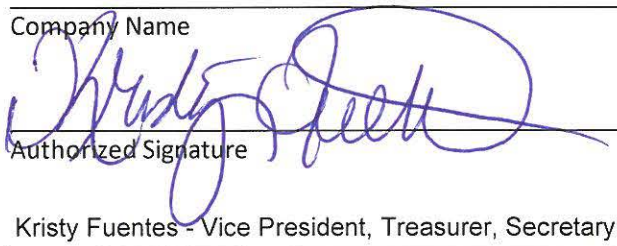
   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

DRC Emergency Services, LLC

Company Name



Authorized Signature

Kristy Fuentes - Vice President, Treasurer, Secretary

Printed Name

5/5/25

Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.



Signature

Kristy Fuentes - Vice President, Treasurer, Secretary

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: DRC Emergency Services, LLC

Business Address: 111 Veterans Blvd. Suite 1420 Metairie LA 70005

Street City State Zip

County Business is located in: Jefferson Parish

Name of Contact Person: Kristy Fuentes

Phone: (888) 721-4372 Fax: (504) 482-2852

Email Address: kfuentes@drcusa.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 23 Years 7 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Three-Year Prepositioned Contract For Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Disaster Debris Management Services

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Date: 5/5/25

Printed Name: Kristy Fuentes Title: Vice President, Treasurer, Secretary

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Triple Bar Construction & Recovery, LLC

Business Address: 612 Goode Street (Street) Bloomfield (City) Iowa (State) 52537 (Zip)

County Business is located in: Davis County

Name of Contact Person: Kelsey Williams, Owner

Phone: ( ) 641-208-5767 Fax: ( )

Email Address: kelsey@triplebar.org

Is this business certified as a Disadvantaged Business Enterprise? Yes No *

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[*] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 5 Years 3 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Three-Year Prepositioned Contract For Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Disaster Debris Management Services

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Kelsey Williams Date: 05/01/25

Printed Name: Kelsey Williams Title: Owner

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Kristy Fuentes, being first duly sworn, deposes and says that:

1. (S)He is Vice President, Treasurer, Secretary of DRC Emergency Services, LLC, the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

(Signature) Kristy Fuentes - Vice President, Treasurer, Secretary (Title)

Subscribed and Sworn to before me of this 18th day of April, 2025.

(Notary's Signature) (Notary's Stamped or Printed Name)

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

Notary Public, in and for Jefferson Parish ~~County~~,
My commission expires:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature) Kristy Fuentes - Vice President, Treasurer, Secretary (Title)

Subscribed and Sworn to before me of this 28th day of April, 2025.

(Notary's Signature) (Notary's Stamped or Printed Name)

MARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

Notary Public, in and for Jefferson Parish ~~County~~,
My commission expires: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Kristy Fuentes (insert name) as Vice President, Treasurer, Secretary (insert title) on behalf of DRC Emergency Services, LLC (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. DRC Emergency Services, LLC (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, DRC Emergency Services, LLC (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: Kristy Fuentes
Title: Vice President, Treasurer, Secretary
Nongovernmental entity: DRC Emergency Services, LLC
Date:

STATE OF Louisiana
COUNTY OF Jefferson Parish

SWORN TO AND SUBSCRIBED before me ✓ in person or _____ remote notarization by Kristy Fuentes as Vice President, Treasurer, Secretary on behalf of DRC Emergency Services, LLC, who is personally known to me or who produced _____ as identification this 28th day of April, 2025.

Notary Public

MARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19550
My Commission is for life

(Notary Seal)

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. RFP #25-05-PW

   for Three-Year Prepositioned Contract For Disaster Debris Management Services.

2. This sworn statement is submitted by DRC Emergency Services, LLC
   [name of entity submitting sworn statement]

   whose business address is 111 Veterans Blvd. Suite 1420 Metairie, LA 70005
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 63-1283729

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Kristy Fuentes and my relationship to
   [please print name of individual signing]

   the entity named above is Vice President, Treasurer, Secretary.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

✓ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

Kristy Fuentes

(Signature)

Kristy Fuentes - Vice President, Treasurer, Secretary

(Title)

Subscribed and Sworn to before me of this 28th day of April, 2025.

(Notary's Signature)

(Notary's Stamped or Printed Name)

CARY A. DES ROCHES
NOTARY PUBLIC
State of Louisiana, Bar No. 19560
My Commission is for life

Notary Public, in and for Jefferson Parish ~~County,~~

My commission expires:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

No addenda has been issued in response to this RFP.



Dynamic

CITY OF DESTIN, FL

RFP 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES

MAY 8, 2025

DYNAMIC GROUP, LLC DYNAMICGRP.COM
3045 WESTFORK DRIVE | BATON ROUGE, LA 70816 | JOSHUA MCCOY | 225-485-7205 | JMCCOY@DYNAMICGRP.COM

TITLE PAGE

RFP #25-05-PW

THREE-YEAR PREPOSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

DYNAMIC GROUP, LLC
MAY 8, 2025



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TAB 2
LETTER OF INTEREST

LETTER OF INTEREST

Destin City Hall
City Clerk
4200 Indian Bayou Trail
Destin, Florida, 32541

Dear City of Destin Selection Committee,

Dynamic Group, LLC is pleased to submit our proposal in response to RFP 25-05-PW Disaster Debris Management Services. We appreciate the opportunity to partner with the City of Destin and are fully committed to performing the required work with excellence, responsiveness, and reliability.

Founded in 2017, Dynamic Group is a large, full-service disaster recovery and construction management firm headquartered in Baton Rouge, Louisiana. We offer a wide range of services including emergency debris removal and disposal, infrastructure restoration, waterway and drainage clearing, and FEMA-compliant documentation. Our team has over 20 years of combined leadership experience and has successfully completed more than 2.3 million cubic yards of debris removal across Louisiana, Mississippi, and other Gulf Coast states.

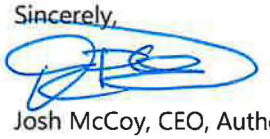
Dynamic Group currently employs a staff of 85 professionals, including executive leadership, project managers, safety officers, and field supervisors. Our personnel are experienced in all phases of disaster recovery, and many hold FEMA NIMS and ICS certifications. More detailed qualifications and resumes are provided in Tab 3 – Experience and Ability.

Our track record of delivering large-scale disaster response contracts is well-documented. We have managed more than $50 million in debris contracts, supporting local governments and federal agencies with rapid deployment, environmental compliance, and full FEMA reimbursement. Specific examples of past performance are provided in Tab 5 – Previous Experience.

Dynamic maintains a robust and scalable workforce, with project managers and senior leadership fully accessible throughout the contract term. Our team has the capacity to respond immediately with full operational support, and our top-level managers, including the CEO and Vice Presidents, remain directly involved in every contract. We have adequate bandwidth and stand ready to prioritize this engagement within our current and upcoming workload.

We believe our proposal is the most effective and beneficial to the City of Destin because of our deep Gulf Coast experience, our proven success with FEMA-reimbursable programs, and our ability to mobilize quickly and perform with precision under emergency conditions. Our commitment to local partnerships, customer service, and quality compliance make us an ideal long-term partner for disaster debris management.
This proposal is submitted in good faith and without collusion. I certify that I have full authority to bind Dynamic Group, LLC to the terms outlined herein. We are enthusiastic about the opportunity to support the City of Destin and are available at your convenience to discuss any aspect of our submission.

Sincerely,



Josh McCoy, CEO, Authorized Signer
Dynamic Group LLC, EIN # 81-4888852
3045 Westfork Drive, Baton Rouge, Louisiana, 70816
jmccoy@dynamicgrp.com | www.dynamicgrp.com | P: (225)485-7205. F: (225)351-9089

COMPANY CONTACT



Joshua McCoy
Owner/CEO
jmccoy@dynamicgrp.com
225-485-7205

PRIMARY POINT OF CONTACT



Justin Hernandez
CFO
jhernandez@dynamicgrp.com
225-570-6377



Chad Mitchell
President
cmitchell@dynamicgrp.com
225-250-9938



Marc Watkins
Debris Management Project Manager
mwatkins@dynamicgrp.com
225-753-1864











TAB 3
EXPERIENCE AND ABILITY

BACKGROUND AND EXPERIENCE

Dynamic Group was established in 2017, with its owner and principal, Josh McCoy, bringing over 20 years of experience serving federal, state, and local agencies. We provide construction management and disaster recovery services with a strong focus on rapid response. Our company is well-equipped to assist clients in both preparing for and responding to emergencies and disasters.

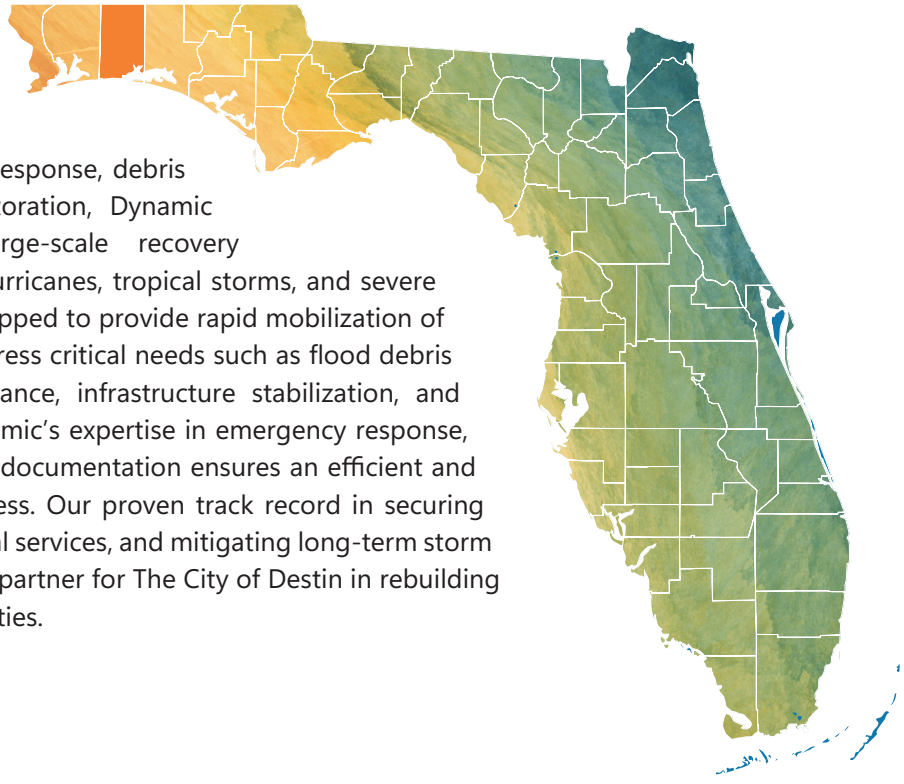
We pride ourselves on mobilizing quickly, ramping up efficiently, and maintaining a high level of service until the work is complete. We have a well-coordinated and experienced team, as well as a fleet of equipment for emergency debris removal that is readily available for mobilization. Our team is dedicated to performing at the highest level of dedication to ensure the success of our response.

We are responsive and agile, with a stable financial foundation, decades of relevant project experience, and direct experience in construction management and debris removal projects.

FINANCIAL STRENGTH & STABILITY

$500 million line of credit
$200 million bonding (aggregate)

Dynamic is fully qualified to assist the City of Destin in in the event of a natural or manmade disaster. With extensive experience in disaster response, debris removal, and infrastructure restoration, Dynamic has successfully managed large-scale recovery operations in the aftermath of hurricanes, tropical storms, and severe flooding events. Our team is equipped to provide rapid mobilization of personnel and equipment to address critical needs such as flood debris removal, road and bridge clearance, infrastructure stabilization, and environmental remediation. Dynamic's expertise in emergency response, permitting, and FEMA-compliant documentation ensures an efficient and fully reimbursable recovery process. Our proven track record in securing federal funding, restoring essential services, and mitigating long-term storm impacts positions us as a reliable partner for The City of Destin in rebuilding stronger, more resilient communities.



EMERGENCY DEBRIS REMOVAL & DISPOSAL

$50,369,041
HISTORICAL DEBRIS CONTRACTS

2,379,571
CY DEBRIS

DYNAMIC'S DEBRIS CONTRACTS

CLIENT NAME	DEBRIS REMOVAL PROJECT	BRIEF DESCRIPTION OF SERVICES	CUBIC YARDS REMOVED	CONTRACT VALUE	START DATE	END DATE	CONTACT NAME	PHONE NUMBER	ADDRESS
Plaquemines Parish	Plaquemines Parish Emergency Debris Removal and Disposal	Dredging/Clearing/Removal of Obstruction from Canals	549,073	$14,699,000.00	6/30/21	3/13/22	Ken Dugas	(504) 934-6115	Bldg. 500 333 F. Edward Hebert Blvd., Belle Chasse, LA 70037
Plaquemines Parish	Plaquemines Parish Pre-Position Emergency Contract for Debris Removal Services	Pre-Position Emergency Contract for Debris Removal Services	Ongoing	Ongoing	6/15/23	On-going/ Standby	Ken Dugas	(504) 934-6115	Bldg. 500 333 F. Edward Hebert Blvd., Belle Chasse, LA 70037
Acadia Parish Government	Acadia Parish Disaster Debris Collection and Disposal	Disaster Debris Collection and Disposal Services	Ongoing	Ongoing	8/22/23	On-going/ Standby	Kaitlyn Sonnier	(337) 783-4357	P.O. Box A, Crowley, LA 70527
City of Pineville	Pineville Debris - Hurricane Laura & Delta	Debris Removal and Disposal	25,207	$505,833.00	9/14/20	4/28/21	Rich Dupree	(318) 664- 4357	910 Main Street, Pineville, LA
City of Youngsville	City of Youngsville Cleaning and Clearing	Canal Cleaning and Clearing	<5,000	$99,000.00	5/3/22	6/3/22	Zack Maturin	(337) 856-4181	201 Iberia St, Youngsville, LA 70592
DOTD - Diamond Electric	DOTD I-55: LA 22 Interstate Lighting Route I-55 Tangipahoa Parish	Canal Cleaning and Clearing	18,209	$75,000.00	9/23/19	2/5/20	Diamond Electric	(225) 752-7492	13050 Airline Hwy, Baton Rouge, LA 70817
H&S Utility Maintenance	City of Rolling Fork, Mississippi Emergency Debris Removal	Tornado Debris Removal and Disposal	65,000	$3,001,473.00	4/3/23	8/12/23	Shantrell Nicks	(228) 669-9962	2200 25th Avenue, Gulfport, MS 39501
H&S Utility Maintenance	Humphreys County, Mississippi Emergency Debris Removal	Tornado Debris Removal and Disposal	72,414	$1,427,377.00	4/3/23	5/15/23	Shantrell Nicks	(228) 669-9962	2200 25th Avenue, Gulfport, MS 39501
H&S Utility Maintenance	Sharkey County, Mississippi Emergency Debris Removal	Tornado Debris Removal and Disposal	295,261	$6,015,877.00	3/28/23	6/12/23	Shantrell Nicks	(228) 669-9962	2200 25th Avenue, Gulfport, MS 39501
Lafayette Consolidated Government	Lafayette Emergency Canal Clearing - Hurricane Ida	Dredging/Clearing/Removal of Obstruction from Canals	5,203	$150,000.00	8/26/21	9/8/21	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506

FIRM'S EXPERTISE AND EXPERIENCE

CLIENT NAME	DEBRIS REMOVAL PROJECT	BRIEF DESCRIPTION OF SERVICES	CUBIC YARDS REMOVED	CONTRACT VALUE	START DATE	END DATE	CONTACT NAME	PHONE NUMBER	ADDRESS
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 5	Dredging/Clearing/Removal of Obstruction from Canals	55,000	$602,250.00	11/1/19	5/18/19	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 7	Dredging/Clearing/Removal of Obstruction from Canals	55,000	$628,625.00	4/1/20	8/14/20	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 11	Dredging/Clearing/Removal of Obstruction from Canals	70,000	$874,713.50	10/1/20	5/30/21	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 12	Dredging/Clearing/Removal of Obstruction from Canals	45,000	$621,000.00	6/1/21	11/2/21	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 16	Dredging/Clearing/Removal of Obstruction from Canals	40,000	$627,912.00	12/17/21	6/26/22	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 17	Clearing and snagging from top-of-bank to top-of-bank; removal and disposal of debris; placing surfacing material, fertilizing, seeding; construction of temporary access roads	45,000	$379,449.00	9/23/22	11/28/22	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 18	Dredging/Clearing/Removal of Obstruction from Canals	45,000	$456,199.75	7/26/23	8/9/23	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 20	Dredging/Clearing/Removal of Obstruction from Canals	65,000	$1,257,750.00	6/5/23	11/30/23	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Lafayette Consolidated Government	Lafayette Maintenance of Drainage Systems Contract No 21	Dredging/Clearing/Removal of Obstruction from Canals	67,600	$960,000.00	2/15/24	Ongoing	John Vallot	(337) 291–5683	705 W University Ave, Lafayette, LA 70506
Louisiana DOTD	DIST #03 Contingency Contract For Disaster Debris Removal	Debris Removal and Disposal	Ongoing	Ongoing	02/28/2025	Ongoing	Seth Matherne	(225) 379-1446	P.O. Box 94245, Baton Rouge, LA 70804

FIRM'S EXPERTISE AND EXPERIENCE

CLIENT NAME	DEBRIS REMOVAL PROJECT	BRIEF DESCRIPTION OF SERVICES	CUBIC YARDS REMOVED	CONTRACT VALUE	START DATE	END DATE	CONTACT NAME	PHONE NUMBER	ADDRESS
Louisiana DOTD	DIST #61 Contingency Contract For Disaster Debris Removal	Debris Removal and Disposal	Ongoing	Ongoing	02/28/2025	Ongoing	Seth Matherne	(225) 379-1446	P.O. Box 94245, Baton Rouge, LA 70804
Louisiana DOTD	DIST #62 Contingency Contract For Disaster Debris Removal	Debris Removal and Disposal	Ongoing	Ongoing	02/28/2025	Ongoing	Seth Matherne	(225) 379-1446	P.O. Box 94245, Baton Rouge, LA 70804
South Lafourche Levee District	South Lafourche Levee District Emergency Debris Removal	Vegetative, C&D, Marsh Grass Debris Re- moval from ROWs, Canals and Levees	289,136.00	$6,372,066.00	9/14/21	2/28/22	Windell Gisclair	(985) 632-7554	17904 LA-3235, Galliano, LA 70354
St. Charles Parish	St. Charles IMTT Canal Cleaning & Clearing	Canal Cleaning and Clearing	Ongoing	$267,125	4/24/23	7/6/23	Michael Palamone	(985) 783-5800	P.O. Box 302, 15045 River Road, Hahn- ville, LA 70057
St. Charles Parish	St. Charles Parish Houmas Canal Clearing and Grubbing	Private Property Debris Removal	50,000	$1,075,000.00	2/4/22	5/16/23	Michael Pal- amone	(985) 783-5800	P.O. Box 302, 15045 River Road, Hahnville, LA 70057
U.S. Army Corps of Engineers	Bayou Fountain Flood Risk Reduction Project, Bayou Fountian	Tornado Debris Removal and Disposal	82,000	$2,028,720.00	4/29/22	12/1/23	Shermeka Showers	(504) 862-2239	7400 Leake Avenue, New Orleans, LA 70118-3651
U.S. Army Corps of Engineers	East Baton Rouge Flood Risk Reduction Project, Lower Jones Creek, Clearing and Snagging	Pre-Position Emergency Contract for Debris Removal Services	80,000	$1,312,862.98	2/4/22	5/16/23	Anedra Baldwin	504-862-1754	7400 Leake Avenue, New Orleans, LA 70118-3651
West Feliciana Parish	West Feliciana Disaster Debris Collection Disposal Services	Tornado Debris Removal and Disposal	114,000	$1,500,000.00	10/28/19	Ongoing (Standby)	Kenny Havard	(225) 635 – 3864	5934 Commerce St, St. Francisville, La 70775
West Feliciana Parish	West Feliciana Parish - Management & Removal of Sand, Silt, and/or Waterway Debris Project	Canal Cleaning and Clearing	246,468	$5,431,808.00	11/9/21	Ongoing (Standby)	Kenny Havard	(225) 635 – 3864	5934 Commerce St, St. Francisville, La 70775
Wilkinson County	Wilkinson County	Hurricane Debris Removal	Ongoing	Ongoing	10/1/22	10/1/23	Nakia Stewart	(601) 888-4387	525 Main Street, Woodville, MS 39669

EXPERIENCE WITH FEDERAL AND STATE REIMBURSEMENT

EXTENSIVE KNOWLEDGE OF FEMA REIMBURSEMENT GUIDELINES

Dynamic has significant experience delivering federally reimbursed projects. In fact, our federal program experts have successfully **supported over $14.5 billion of federally reimbursed programs** across six states (including Florida), two territories, and dozens of local governments. Our comprehensive federal reimbursement experience spans multiple agencies including the Federal Emergency Management Agency (FEMA), the United States Army Corps of Engineers (USACE), and Housing and Urban Development (HUD).

EMERGENCY TRAINING

Dynamic's expert personnel are certified to provide emergency management training, FEMA National Incident Management System (NIMS) ICS training, and Emergency Operations Center (EOC) training. Kevin Breaux, Director of Emergency Services, previously served as the primary trainers for the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).

- ICS-100: Introduction to the Incident Command System
- ICS-200: ICS for Single Resources and Initial Action Incidents
- ICS-300: Intermediate ICS for Expanding Incidents
- ICS-400: Advanced ICS for Command and General Staff
- IS-700: National Incident Management System, An Introduction
- IS-800: National Response Framework, An Introduction

Dynamic's debris removal capabilities, extensive federal reimbursement experience, and proven project delivery throughout the unique landscape of Florida, offers the City of Detin an extremely unique and exceptional option to deliver this scope of work efficiently, effectively, and expeditiously.

Our team tailors our robust record-keeping management processes and project controls to fit the specific needs of any project. We aim to execute our project scope successfully and enable the City to respond successfully to any potential audit. We understand that the job is not finished when our scope is complete; we prepare our stakeholders for project closeout. The Dynamic Team has worked through the FEMA regulatory framework at the federal, state, and local levels. Our "Algorithmic Recovery Model" has been vetted during the previous DHS OIG audits, resulting in our clients retaining all their federal grant funding with no recommended de-obligations. Dynamic has successfully performed numberous FEMA Public Assistance funded projects across the country. These projects range from waterway and roadway debris removal to structural reconstruction projects. Our understanding of FEMA PA processes, documentation requirements and oversight allow us to integrate seamlessly with the client, government agency, FEMA and other stakeholders.



EXPERIENCE WITH FEDERAL AND STATE REIMBURSEMENT

FEMA DOCUMENTATION & REIMBURSEMENT

Our approach to document control and management provides transparency, workflow efficiency, reporting and analytical capabilities, and a consistent flow of information among the Dynamic Team, the City, the Debris Monitor and other stakeholders. Dynamic implements processes and procedures to ensure document integrity and standardization of efforts. Our Team will customize a Document Management Plan during the Project planning phase. The Document Management Team will coordinate with the Debris Monitor and other stakeholders to tailor the Plan to ensure documents are properly managed, standardize document control efforts, and improve the quality of documentation and submittals, all while reducing the burden on the client. Our Project Closeout Team will package a record of all work performed, supported by photos, documentation and change logs.





ENSURING FREQUENT AND OPEN LINES OF COMMUNICATION

From daily safety meetings with our crews to up to-the-minute reports all communication is beneficial. We will strive to always confront challenging conversations head on to ensure we do not delay action on issues that may create project bottlenecks.

CONTINUOUS IMPROVEMENT

Dynamic will continuously improve and adapt to overcome project challenges. We are fortunate to have ample experience in similar programs and have learned many lessons which we will incorporate into our execution of this project. We will progressively improve our processes and procedures throughout project execution, continuously enhancing our project performance.

EXPERIENCE WITH FEDERAL AND STATE REIMBURSEMENT

ACCOUNTING SYSTEM/INVOICING PROGRAM

1. Subcontractors submit invoices per payment terms through admin@dynamicgrp.com with relevant information in subject line of email.
2. Dynamic's Invoice Management Team reviews invoices through admin inboxes and forwards invoice to project manager to review scope of work against invoice received.
3. Once invoices are reviewed and approved by project manager, invoices are forwarded to Project Controls for QA and QC.
4. Project Controls review invoices to agreed contract terms and forwards to Accounts Payable.
5. Financial team reviews invoices and process for payment within the agreeable contract terms.

Dynamic understands the role of accounting and internal controls is an essential part of accepting government supplied grant money. This funding requires a fiscal accounting system that can track specific projects, prepare for and undergo audit, and be used to evaluate appeals. Detailed records maintenance is paramount to verifying the money is used for eligible work, the work is complete, the work complies with regulations and project-specific requirements. For example, FEMA requires review of all submitted costs and audits any discrepancies betweeen funding amounts and invoices submitted.

Our team understands the urgency of maintaining continuous operations with documented policies and procedures, written plans, schedules and an approved invoicing program to execute work in an efficient and effective manner. We utilize a financial database program called COMPUTER EASE, which allows Dynamic to track invoices, accounts receivable, accounts payable, job costing, general ledger and purchasing. As required by 2 CFR 200.302(b)(3), costs incurred under a grant must be supported by "source documentation," such as invoices, receipts, bills, online transaction confirmations, and other items. In addition to recording financial transactions in our accounting system, Dynamic maintains records that support individual transactions, which are cross-referenced to accounting entries and maintained in a filing system.

Dynamic plans to invoice in accordance with the contract terms and conditions. Our team understands that this invoicing program may be adjusted and will be reflective of the terms, provisions, and conditions of the contract. Dynamic will ensure the invoicing plan is implemented accordingly and properly executed.



CERTIFICATIONS

DYNAMIC'S NIMS TRAINING & CERTIFICATION

Dynamic Group, LLC maintains a comprehensive program to ensure all key personnel are trained and certified in the National Incident Management System (NIMS) in accordance with FEMA guidelines. Staff involved in emergency response and disaster recovery operations are required to complete NIMS courses appropriate to their roles, including IS-100, IS-200, IS-700, and IS-800, with additional advanced training provided as needed. The company regularly reviews and updates its training protocols to stay aligned with federal, state, and local emergency management requirements. Training records are maintained internally and available for review upon request to ensure compliance and readiness during deployment.

The company maintains a central training database to track certifications, monitor renewal dates, and ensure full compliance across all deployed teams. Internal audits are conducted annually to verify staff credentials, evaluate training effectiveness, and update course requirements in line with evolving federal, state, and local standards. Dynamic also participates in regional emergency preparedness exercises and collaborates with public sector partners to align internal protocols with jurisdictional emergency operations plans. All training documentation and certifications are available for client review upon request.

DOCUMENT MANAGEMENT BEST PRACTICES

By the close of business each day of the contract, the Project Manager will submit a report with the following information (at minimum):

- Contract number
- Daily and cumulative hours for each piece of equipment and personnel
- By unit cost or daily and cumulative CY removed

The Dynamic Team reconciles all units of work daily, thereby reducing the occurrence of erroneous or disputed data later in the project, and commits to the following:

- Maintenance of recovery process documents
- Preparation of written and oral status reports as requested by the City
- Assistance with claim document preparation as required by the NRCS EWP and FEMA PA Programs for submission.

The certifications held by our supervisory personnel are listed on their resumes.

DYNAMIC'S FEMA NIMS CERTIFIED RESPONSE PERSONNEL



Kevin Breaux
Director of Emergency Services
33 Years of Experience



Marc Watkins
Project Manager
30 Years of Experience



Mike Hamilton
Procurement & Logistics Manager
20 Years of Experience



Ben Bankston
VP of Debris Removal
18 Years of Experience

NUMBER OF EMPLOYEES AND ABILITY TO SECURE SUBCONTRACTORS

LEVERAGING LOCAL RESOURCES

Dynamic recognizes the importance of utilizing local labor during debris removal and recovery efforts. Dynamic is committed to leveraging local talent and manpower as this approach not only stimulates the local economy but also ensures quick response times and community investment in the recovery process. We have developed a comprehensive plan that focuses on partnering with local businesses, hiring local workers, and utilizing local equipment. This approach ensures that we have the necessary resources and expertise from the local community to efficiently and effectively carry out the required tasks.

In order to involve local labor, Dynamic actively seeks partnerships with local businesses and organizations. We prioritize working with minority-owned businesses, women-owned businesses, and local small businesses. These partnerships not only provide us with access to local labor but also contribute to the economic growth and development of the community.

When it comes to hiring local workers, Dynamic actively recruits and trains individuals from the local community. We believe in providing employment opportunities to local residents, as they have a vested interest in the recovery and rebuilding process. By hiring local workers, we ensure that they are familiar with the area, its unique challenges, and can contribute their knowledge and expertise to the project.

Additionally, Dynamic understands the importance of utilizing local equipment. We work closely with local equipment suppliers and contractors to ensure that we have access to the necessary machinery and tools. This not only supports local businesses but also ensures that we have the right equipment for the job, tailored to the specific needs of the project.

By involving local labor, Dynamic aims to create a sense of ownership and pride within the community. We believe that local workers have a deep understanding of the area and its needs, which translates into a more efficient and effective recovery process. Furthermore, by hiring local workers, we contribute to the local economy, supporting families and businesses in the community.

In conclusion, Dynamic is committed to training and utilizing local labor during debris removal and recovery efforts. We prioritize partnerships with local businesses, hiring local workers, and utilizing local equipment. By involving the local community, we aim to contribute to the economic growth and development of the area while ensuring a timely and successful recovery process.

DISCIPLINES OF PERSONNEL	NUMBER
Executive Management	8
Project Management	59
Administrative	18
TOTAL	**85**

PROPOSED TEAM OF SUPERVISORY PERSONNEL

The office responsible for this project is 3045 Westfork Drive, Baton Rouge, LA 70816.

TITLE	NAME	YEARS OF EXPERIENCE	RESPONSIBILITIES
Executive Sponsor	Primary Point of Contact Josh McCoy jmccoy@dynamicgrp.com 225-485-7205	20	Mr. McCoy will oversee the project's planning and execution along with supervising mobilization, stakeholder engagement, compliance and closeout.
Vice President of Debris Removal	Ben Bankston	18	Mr. Bankston will be responsible for all field recovery operations including providing guidance to the project team, setting daily performance goals, and managing strategic partnerships with vendors and subcontractors.
Vice President of Debris Operations	Marc Watkins	30	Mr. Watkins will be responsible for all field recovery operations including providing guidance to the project team, setting daily performance goals, and managing strategic partnerships with vendors and subcontractors.
Customer Service Representative	Tommy Crosby	30	Mr. Crosby will manage any inquires, coordinate outreach efforts, and address any concerns and updates, and resolutions during the lifestyle of the debris removal operations.
Health & Safety Manager	James Evans	11	Mr. Evans will develop site-specific safety plans to ensure all work zones and sites confirm to all applicable federal, state, and local safety standards along with conducting daily safety meetings and job safety analysis.
Operations Manager	Dusty Walker	15	Mr. Walker will supervise all field activities including directing the collection and disposing of debris, managing schedules, and supervising subcontractors. He will be responsible for meeting schedule milestones and adherence to contractual requirements.
Field Supervisor	Chris Whittington	15	Mr. Whittington will supervise the debris management site, including the temporary debris reduction site.
Crew Leader	Scotty Mahler	15	Mr. Mahler will serve as crew leader and remain on site to manage crews, prioritize work tasks, and execute schedules.
Project Controls Manager	NIck Haslem	15	Mr. Haslem will assist the project team in daily reports, reviewing metrics, and submitting invoices. She will be responsible for document control, invoicing and communicating data to the management team.
Procurement & Logistics Manager	Mike Hamilton	20	Mr. Hamilton will plan, source, and secure all required materials for construction and execution of the project. He will oversee all procurement logistics to maximize cost-effective, yet quality materials needed.

TOTAL NUMBER OF MANAGEMENT PERSONNEL ASSIGNED TO CONTRACT: 10



JOSH MCCOY

EXECUTIVE SPONSOR

EDUCATION & CERTIFICATION

Southeastern Louisiana University

Building Construction and Residential Building Contractor Licenses

FEMA IS-00559
Local Damage Assessment

FEMA IS-00100
Incident Command System

FEMA IS-00200
Single Resource and Initial Action Incident

SKILLS

Planning
Execution Oversight
Contract Management
Procurement
Financial Management
Subcontractor Management
Stakeholder Engagement
Closeout

YEARS OF EXPERIENCE:

20 Years

Project Role

Mr. McCoy serves as the Executive Sponsor for Dynamic Group, LLC, where he is responsible for the overall planning and execution of projects. Mr. McCoy plays a critical leadership role in overseeing project startup, stakeholder engagement, compliance monitoring, and successful closeout. He ensures the project is strategically aligned with client objectives and regulatory requirements while fostering open communication and accountability at every level of execution.

Summary of Experience

Mr. McCoy is the founder and owner of Dynamic Group, LLC, bringing over two decades of hands-on experience in disaster recovery, emergency response, and construction management. Under his leadership, Dynamic has become a trusted provider of FEMA-compliant debris removal and infrastructure support services across Louisiana. Josh plays an active role in all phases of project execution—from strategic planning and resource coordination to on-the-ground operations and compliance oversight. His deep understanding of regulatory requirements, local environmental challenges, and logistical execution ensures that projects are delivered with speed, safety, and precision. Known for his collaborative leadership style and commitment to excellence, Josh has guided Dynamic through numerous high-stakes recovery efforts, consistently achieving client goals while strengthening community resilience.

Relevant Experience

West Feliciana Parish Debris Removal & Disposal

Mr. McCoy is leading oversight of the management and removal of debris following severe tornadoes in April 2024. Previously, Mr. McCoy managed the response to 2019 flooding with sand, silt and waterway debris removal.

Lafayette Maintenance, Drainage & Dredging

Mr. McCoy served as Project Execution Lead overseeing maintenance and drainage of several canals and coulees in Lafayette Parish. Mr. McCoy was responsible for overall program oversight, including but not limited to client relations, team leadership, production management, quality and contract management. Mr. McCoy's team has successfully completed 8 maintenance and drainage contracts with Lafayette Consolidated Government since 2019.

SPOTLIGHTS

20 YEARS
Construction Management Experience

DEBRIS
Debris Removal and Disposal Services Experience

DISASTER MANAGEMENT
Disaster Response & Recovery Experience



BEN BANKSTON

VICE PRESIDENT OF DEBRIS REMOVAL

TRAINING & CERTIFICATION

HAZWOPER – Hazardous Waste Operations & Emergency Response (Initial)

FEMA IS-100.b: Introduction to ICS

FEMA IS-200.b: ICS for Single Resources

FEMA IS-632.a: Introduction to Debris Operations

FEMA IS-700.a: National Incident Management System

IS-33.17 FEMA Initial Ethics Orientation

IS-35.17 FEMA Safety Orientation

IS-546.a Continuity of Operations Awareness Course

IS-634 Introduction to FEMA's Public Assistance Program

SKILLS

Operations Management
Project Management
Business Development
Debris Management
Site Operations
FEMA Compliance
Waterway Debris Removal
Debris Management
Private Property Debris Removal

YEARS OF EXPERIENCE:

30 Years

Project Role

Mr. Bankston serves as Vice President of Debris Removal at Dynamic Group. He oversees large-scale debris removal operations and leads strategic initiatives to expand the firm's emergency management footprint. With nearly two decades of experience in disaster recovery, Mr. Bankston is responsible for securing new contracts, managing key client relationships, and ensuring project execution aligns with federal, state, and local compliance standards. His leadership spans operations, planning, logistics, and field coordination across disaster events nationwide.

Summary of Experience

Mr. Bankston brings over 18 years of experience in the disaster recovery industry with a specialization in debris removal, demolition, and hazardous waste management. His career includes major storm response efforts across the Gulf Coast and Eastern U.S., including projects for Hurricanes Katrina, Gustav, Isaac, Harvey, Michael, Florence, and Sandy, as well as numerous tornado and ice storm responses. Mr. Bankston has managed operations involving millions of cubic yards of debris, dozens of Temporary Disposal Sites (TDS), and extensive coordination with FEMA and state emergency agencies.

Relevant Experience

Project Manager - St. Bernard Parish after Hurricane Katrina
the largest FEMA-funded demolition project in U.S. history, managing the demolition of over 8,000 structures and more than 13.7 million square feet of damaged property, including 1 million CY of asbestos-containing debris.

Project Manager - Hurricane Gustav 2008 - Multiple Parishes
Managed 15 Temporary disposal sites concurrently and oversaw the collection, storage, and disposal of 3,500,000 CY of storm debris.

Project Manager - Hurricane Isaac 2012
Multiple activations managed in southern regions of Louisiana. Collection, management, and disposal of almost 500,000 CY of storm debris. Located, permitted, and managed 6 temporary disposal sites.

Project Manager - Severe Flooding 2016
Louisiana: East Baton Rouge parish, Ascension Parish, Tangipahoa Parish, Lafayette Parish, St. Martin Parish, City of Baker, Assumption Parish, Iberville Parish, City of St. Gabriel.– Multiple weather events that caused widespread flooding in Texas and Louisiana. 2,800,000 CY of flood debris collected, managed, and disposed.

Project Manager - Hurricane Harvey 2017
Texas: Texas GLO, Waller County, Harris County, Jefferson County, Port of Corpus Christi, Cities of Aransas Pass, Groves, Cleveland, Bellaire, Humble, Nederland, Port Aransas, Houston, Jacinto, Port Arthur, Piney Point Village, Port Neches, and Texas City.– One of the worst flood events in history yielded the collection, management, and disposal of 2,159, 500 CY of flood debris. Simultaneously operated 30 temporary disposal sites.



MARC WATKINS

VICE PRESIDENT OF DEBRIS OPERATIONS

TRAINING & CERTIFICATION

IS-00033.17 FEMA Initial Ethics Orientation 2017

IS-00632 Introduction to Debris Operations

IS-00035.17 FEMA Safety Orientation 2017

IS-00100 Introduction to Incident Command System, ICS-100

IS-200.C Basic Incident Command System for Initial Response

IS-00700 NIMS

SKILLS

Operations Management
Project Management
Business Development
Estimating
Debris Management
Site Operations
FEMA Compliance
Waterway Debris Removal
Debris Management
Private Property Debris Removal
Client Relations
Construction

YEARS OF EXPERIENCE:

30 Years

Project Role

Mr. Watkins will serve as the VP of Debris Operations and sets comprehensive daily performance goals for the Project. He oversees daily workforce operations and manages strategic partnerships with vendors and subcontractors. He provides key oversight of the budget and inventory. Mr. Watkins collaborates with subcontractors and is responsible for adherence with all regulations.

Summary of Experience

Mr. Watkins has over 30 years of experience in leadership, management, and operations. Mr. Watkins has been a key figure in the emergency response and recovery industry, bringing extensive expertise in disaster management, debris removal, and large-scale recovery operations. His introduction to the field began with managing and successfully closing out a $78 million project as part of the BP Oil Spill Response, where he navigated complex logistics, environmental compliance, and stakeholder coordination to ensure an efficient and accountable recovery process.

Over the years, Mr. Watkins has played an integral role in planning, executing, and closing out emergency response projects across a range of disasters, including hurricanes, tornadoes, ice-storms, and other catastrophic events. His experience spans all phases of emergency response—from initial damage assessment and debris management to long-term recovery and infrastructure restoration.

Relevant Experience

Hurricane Ian (2022) – Debris Removal & Infrastructure Protection

During the response to Hurricane Michael, Mr. Watkins was instrumental in leading debris management operations that prioritized critical infrastructure protection and public safety. He oversaw the segregation and removal of storm debris, including downed trees, hazardous materials, and construction-related waste. His expertise in FEMA debris monitoring and contractor oversight ensured a cost-effective, compliant, and efficient cleanup operation. Through his strategic leadership, the team successfully restored accessibility to roadways, managed temporary debris sites, and expedited recovery efforts across the impacted regions.

Hurricanes Laura & Zeta
(2020) – Disaster Debris Cleanup & Compliance Oversight

For Hurricanes Laura and Zeta, Mr. Watkins managed widespread debris removal efforts, focusing on hazardous material disposal, vegetative debris clearance, and structural debris removal. His role included ensuring logistical efficiency, adherence to FEMA regulations, and coordination with monitoring teams to verify compliance. By leveraging his experience in large-scale disaster operations and construction site management, he helped optimize the allocation of resources, establish debris staging sites, and implement safety protocols to minimize environmental impact and maintain operational integrity.



JAMES EVANS

HEALTH AND SAFETY MANAGER

EDUCATION & CERTIFICATION

30hr Project Supervision Course for MHIA

TWIC Card

OSHA 30 certification

USACE Construction Quality Management for Contractors

YEARS OF EXPERIENCE:

15 Years

Project Role

Mr. Evans will serve as the onsite Health & Safety Manager for the Project overseeing subcontractors and ensuring quality standards are maintained. In addition, he will work in coordination with the Project Manager to meet schedule milestones and adhere to contractual requirements.

Summary of Experience

Mr. Evans is an execution-driven, construction and project management professional experienced in construction management. He offers more than 15 years of construction oversight experience with commercial and institutional projects, including military projects, schools, and other governmental projects. Mr. Evans delivers strategies to ensure transparency, scalability, continuity, and ongoing support for clients. Over the course of his career, he has honed his ability to continuously identify alternatives and solutions to reduce costs and meet evolving stakeholder requirements.

Relevant Experience

West Feliciana Parish Debris Removal & Disposal

Mr. Evans is responsible for meeting scheduling milestones and adherence to contractual compliance. His responsibilities include subcontractor and crew management, production management, and quality control. Mr. Evans provided keen oversight to ensure program standards and goals were met.

Debris Removal Management for Hurricane Maria Recovery, Puerto Rico

Mr. Evans led a team of 8 supervisors and 70 crews to respond to Hurricane Maria in Puerto Rico. He procured the required trucks and equipment to ensure timelines and goals were met. Mr. Evans established and maintained relationships with third parties and vendors. He created and maintained comprehensive project documentation.

SPOTLIGHTS

15 YEARS	DEBRIS	DISASTER MANAGEMENT
Construction Experience	Debris Removal and Disposal Services Experience	Disaster Response & Recovery Experience



DUSTY WALKER

OPERATIONS MANAGER

EDUCATION & CERTIFICATION

USACE Construction Quality Management for Contractors

YEARS OF EXPERIENCE:

18 Years

Project Role

Mr. Walker will serve as Operations Manager for the project providing guidance and technical support to ensure quality standards and sound environmental practices are met. In addition, he will work in coordination with the Project Manager to meet schedule milestones and adhere to contractual requirements.

Summary of Experience

Mr. Walker brings 18 years of civil construction and debris removal experience to this project. In addition to managing his own disposal management site (DMS) in Louisiana, he has experience working with numerous parishes and counties across the southern states in support of disaster recovery efforts. Mr. Walker's core strengths include project and construction management, scheduling, logistics, and developing scopes for safe and efficient disposal. His extensive debris removal and disposal knowledge has facilitated rapid recovery in many communities.

Relevant Experience

Hurricane Michael Debris Removal, Florida

Mr. Walker provided oversight for five DMS locations following Hurricane Michael. Mr. Walker was involved in the initial land assessment and site development for disposal. Mr. Walker provided oversight for the construction of site towers and roads, contributed vastly to the scope development for disposal and the onsite traffic safety plans. At peak, he was responsible for 25 employees, working seven days a week to ensure a rapid recovery for the communities that were affected.

Hurricanes Laura & Delta Debris Removal, Cameron Parish

Mr. Walker provided leadership and guidance for the removal of damaged transmissions and powerlines in the marshland around Cameron Parish. Mr. Walker contributed to the scope development for the debris removal within the harsh terrains through a multi-step debris removal process that maximized operational efficiency.

SPOTLIGHTS

18 YEARS	DEBRIS	DISASTER MANAGEMENT
Environmental, Health & Safety Experience	Relevant Experience	Civil Construction Experience



CHRIS WHITTINGTON
FIELD SUPERVISOR

EDUCATION & CERTIFICATION

West Jones High School 1994

YEARS OF EXPERIENCE:

15 Years

Project Role

Mr. Whittington will serve as Field Supervisor overseeing critical aspects of the project. He will provide on-site safety, planning, quality control, and manage all logistics, including access roads and staging areas to ensure optimal efficiency and minimize disruptions. Mr. Whittington primary objective is to guarantee that the project advances securely, effectively, and in accordance with all relevant regulations and industry standards.

Summary of Experience

Mr. Whittington is a highly experience and dedicated superintendent with a proven track record in the field of construction and land development. He has 15 years of experience managing site clearing, excavation, material management, and pipeline installation. Mr. Whittington's ability to manage complex projects, ensure safety compliance, and deliver results within budget constraints has aligned project goals with execution.

Relevant Experience

Sharkey County, Mississippi Debris Removal

Mr. Whittington led disaster response and debris management efforts in Sharkey County and the City of Rolling Fork following the devastating EF4 tornado. Working closely with the project managers, Mr. Whittington conducted damage assessments and collaborated with the local, state, and federal stakeholders to create efficient debris removal plans. He oversaw the registration of pre-mobilized equipment and establishment of Debris Management Site, ensuring safety and compliance throughout the operations. In total, Dynamic team removed 8,977 loads of vegetative and construction debris, totally 447,520 cy, demonstrating swift and effective action to aid in the community's recovery.

Humphreys County, Mississippi Debris Removal

Mr. Whittington directed debris management operations to address the significant impact of the tornado in Humphreys County and Silver City. He coordinated the hauling of 1,337 loads of mixed vegetative and construction debris, totaling 161,104 cubic yards, while managing logistics, material flow, and disposal processes. By maintaining clear communication with stakeholders and adapting to evolving challenges, Mr. Whittington ensured efficient project execution. Rapid response and commitment to safety and quality were instrumental in helping these communities begin rebuilding.

West Shore Lake Pontchartrain (WSLP) Hurricane and Storm Reduction Project

Mr. Whittington oversaw daily all field activities to ensure compliance with project specifications and safety standards. He supervised the construction of approximately 12,700 linear feet of levee, which includes site preparation, such as clearing and grubbing 131 acres, and monitoring the excavation of drainage channels. Mr. Whittington worked closely with field crews and subcontractors to maintain productivity and quality while ensuring all activities align with environmental and safety guidelines. His on-site leadership and addressed field-level challenges that contributed to the successful execution of the risk reduction project.



SCOTTY MAHLER

CREW LEADER

EDUCATION & CERTIFICATION

USACE
Construction Quality
Management for Contractors

OSHA 30/Site Safety and

Health Officer (SSHO) Certified

DOTD Traffic Control
Supervisor Certified

Scaffold and
Trenching Certified

Healthcare Management
Certified

YEARS OF EXPERIENCE:

18 Years

Project Role

Mr. Mahler will serve as crew leader and remain on site to manage crews, prioritize work tasks, and execute schedules. He will maximize production capacity while maintaining safe and efficient practices to ensure contract compliance. Mr. Mahler will ensure quality construction standards are maintained throughout the Project.

Summary of Experience

Mr. Mahler is an adapt leader with experience leading large crews during disaster recovery efforts. He has successful led large fields crews to reconstruct over 300 homes after the Great Flood of 2016 and has continuously led efforts following recent natural disasters, including Hurricanes Laura, Delta, and Ida. He is strategic in efficient coordination of labor, sourcing materials, and managing field crews and subcontractors to deliver successful project completion. Mr. Mahler's extensive background in debris removal and construction and his commitment to provide exceptional leadership to the crew will be a strength on this project.

Relevant Experience

Project Manager | Hurricane Ida South Lafourche Levee District
September 2021 - October 2021
Mr. Mahler provided oversight for the emergency levee debris removal following Hurricane Ida. Within 24 hours of receiving the NTP, a complete preliminary inspection of the entire SLLD levee system was completed along with detailed project scope development. Mr. Mahler coordinated all efforts of debris removal, transportation, and disposal of loose vegetative debris, demolition debris, piling and trees from designated areas with a minimum of three crews daily as well as additional crews on standby. With the understanding of time sensitive emergency projects, Mr. Mahler's development of strategic procedures facilitates efficiency at disposal sites. He also ensured essential communication with the client by securing water transportation for progress monitoring. Morganza Interim Levee Improvements.

North Lafourche Levee District
Mr. Mahler provided oversight and leadership for the levee improvement project. This project consisted of rehabilitating 19,300 linear feet of existing levee to grade elevation, offsetting the extreme deterioration of coastal marshes in southern Lafourche Parish.

SPOTLIGHTS

18 YEARS
Environmental, Health & Safety Experience

DEBRIS
Relevant Experience

DISASTER MANAGEMENT
Civil Construction Experience



MICHAEL HAMILTON

PROCUREMENT & LOGISTICS MANAGER

EDUCATION & CERTIFICATION

Baton Rouge Community College, Social Sciences

Completed over 60 NIMS, FEMA and ICS courses

Certified in six disaster response courses through the American Red Cross, including Disaster Action Team response, sheltering and communications

RECOGNITION

GOHSEP Outstanding Performance Recognition Award 2016, 2017, 2019

GOHSEP 5 Years of Service Award 2019

Emergency Service Award 2018

YEARS OF EXPERIENCE:

20 Years

Project Role

Mr. Hamilton plans, sources and procures all required materials for construction and execution of the Project. He oversees the logistics supply chain and makes necessary corrections to fulfill the requirements with a focus on sourcing the most cost-effective yet high quality materials needed. Mr. Hamilton is responsible for shipping and transport of materials and supplies from vendors to the Project site.

Summary of Experience

Mr. Hamilton is an experienced professional with extensive knowledge in emergency management and disaster response, specializing in coordination and logistics among local, state and federal agencies. His experience as a planner, branch manager and section chief has increased his toolkit and ability to rapidly react, procure, manage and deliver on a multitude of logistics requirements.

Relevant Experience

West Feliciana Parish Debris Removal & Disposal

Mr. Hamilton procured all required materials for execution of the Project. The project site proved to be an obstacle due to it being extremely limited by way of standard vehicles; therefore, coordination of personnel and maintenance schedules was vital for efficiently removing debris from waterways. Mr. Hamilton monitored the Mississippi River levels daily to ensure safe and effective delivery of all barges, equipment, and materials. Mr. Hamilton stabilized the supply chain to meet all requirements and adhere to West Feliciana Parish's guidelines.

Senior Logistics Officer | Louisiana Governor's Office of Homeland Security and Emergency Preparedness

Mr. Hamilton conducted logistical operations for over 150 disasters affecting the State of Louisiana over a six year period, encompassing natural, man-made, technological, biological, HAZMAT and terrorist-related disasters. He maintained the State's inventory of emergency supplies and created standard operating procedures for commodities distribution.

SPOTLIGHTS

20 YEARS	DEBRIS	EMERGENCY MANAGEMENT
Relevant Experience	Debris Removal and Disposal Services Experience	Governmental and Military Emergency Management Experience



TOMMY CROSBY
CUSTOMER SERVICE REPRESENTATIVE

EDUCATION & CERTIFICATION

University of New Orleans
Business Administration

West Jefferson Technical College
Drafting / Design (Pipe)

SKILLS

Customer Service & Communication

Disaster Recovery Expertise

Project Communication & Coordination

Adaptability & Crisis Management

Leadership & Team Collaboration

YEARS OF EXPERIENCE:

30 Years

Project Role

Mr. Crosby will serve as Customer Service Representative and liaison for the City of Destin. His role will center on serving as the customer service point of contact between the City, stakeholders, and affected residents to ensure smooth communication and resolutions of concerns. He will assist by providing clear guidance on debris removal processes, addressing inquiries, and resolving any matter promptly and professionally.

Summary of Experience

Mr. Crosby brings over 30 years of extensive experience in governmental affairs, disaster response, logistics management and the inland and offshore Oil & Gas sector. He excels in building and maintaining relationships with local, state, and federal governments, particularly in disaster recovery efforts. His expertise includes navigating FEMA-related processes, coordinating emergency responses for hurricanes and tornadoes, and managing CDBG projects. Mr. Crosby have a proven ability to lead large-scale operations, broker equipment for inland and international projects, and offer strategic solutions for complex challenges. His accomplishments include spearheading post-disaster recovery efforts for Hurricane Laura, Zeta, and Ida, growing revenue streams in the maritime industry, and implementing innovative solutions for logistical and operational challenges.

Relevant Experience

Plaquemines Parish Emergency Debris Removal and Disposal
Mr. Crosby managed all public inquiries, coordinated community outreach efforts, and addressed homeowner concerns during large-scale debris removal operations following natural disasters such as hurricanes and tornadoes. Leveraging his extensive background in emergency management, he worked diligently to maintain high levels of client satisfaction while ensuring projects comply with federal guidelines and local ordinances. Mr. Crosby's ability to adapt to challenging circumstances, such as post-storm resource constraints and high-pressure environments, has solidified his reputation as a trusted and dependable representative in the field of disaster recovery.

South Lafourche Levee District Emergency Debris Removal
Mr. Crosby supported South Lafourche Levee District Emergency Debris Removal projects as customer service representative. His understanding of FEMA-related processes and his collaboration with local, state, and federal officials was instrumental in ensuring the success of this disaster recovery operations. Mr. Crosby ensured transparent communication, timely updates, and resolution of concerns throughout the project's lifecycle. His knowledge of disaster response and recovery process and experience with debris management and removal operations was crucial between South Lafourche, stakeholders, and the operational team.

PLAQUEMINES PARISH HURRICANE IDA DEBRIS REMOVAL



- **Client**
  Plaquemines Parish Government
- **Incident**
  Hurricane Ida (2021), DR-4611-LA
- **Cubic Yards of Debris Removed**
  549,073 CY of vegetative, white good, and construction & demolition (C&D) debris.
- **Dynamic's Scope of Services**
  Debris removal and management including the equipment and manpower required to clear and dispose of eligible vegetative and construction debris from rights-of-way and eligible levees, canals, and roadways.
- **Contract Value**
  $14,715,261
- **Period of Performance**
  September 2021 – November 2021
- **Reference**
  Ken Dugas,
  Public Works Director
  Plaquemines Parish
  (504) 912-5970

Project Description

Plaquemines Parish faces extreme risk for hurricanes, flooding, tornadoes, and other severe weather events. In June 2021, the parish solicited a standby contract for comprehensive debris removal services, including equipment, labor, and disposition sites required after an emergency incident.

Despite competing against a well-entrenched incumbent and other national debris removal industry leaders, Dynamic was awarded the contract based on exceptional past performance, responsiveness, and overall debris removal capabilities. The contract requires rapid response and stringent terms to ensure cost effectiveness, environmental compliance, federal program eligibility, and protect the public immediately after a catastrophic event.

In August 2021, Category 4 Hurricane Ida decimated large swathes, and the Parish activated Dynamic's contract. Dynamic immediately mobilized and began debris removal operations within 48 hours of Notice to Proceed. Our team provided debris removal and associated operational oversight for a wide range of debris, including construction and demolition (C&D), vegetative, tires, and white goods within the rights-of-way, including streets, canals, and levees on both sides of the Mississippi River.

Operational challenges included large quantities of organic marsh grass displaced on top of the critical levee systems, requiring sensitive debris removal operations to ensure the levees were not damaged or compromised. Further, the large marsh grass volume would have overwhelmed local landfills. Dynamic developed an innovative solution that entailed leasing local land as a staging area, allowing the grass to dry and decompose naturally. This solution saved both landfill capacity and complied with stringent environmental requirements while reducing disposition costs to the Parish.

Despite these challenges, in less than 3 months, Dynamic removed a total of 549,073 CY of debris in an expeditious and compliant manner.

SOUTH LAFOURCHE LEVEE DISTRICT EMERGENCY DEBRIS REMOVAL



- **Client:**
  South Lafourche Levee District
- **Incident:**
  Hurricane Ida (2021), DR-4611-LA
- **Cubic Yards of Debris Removed:**
  158,813.6 CY of vegetative debris & another 130,772 of other debris.
- **Dynamic's Scope of Services:**
  Debris removal and management including the equipment and manpower required to clear and dispose of eligible vegetative and construction debris from rights-of-way and eligible levees, canals, and roadways.
- **Contract Value:**
  $6,411,356
- **Period of Performance:**
  September 2021 - February 2022
- **Reference:**
  Nickolas Matherne, Executive Director
  South Lafourche Levee District
  (985) 632-7554

Project Description:

South Lafourche is a coastal community along the Gulf of Mexico vital to Louisiana's seafood industry yet vulnerable to strong winds and high storm surges.

August of 2021, a category 4 Hurricane Ida tore through this community, damaging homes and businesses and littering the levees with 2.5 – 5 feet of vegetative and C&D debris. Dynamic served as prime contractor responsible for the emergency debris removal from critical designated points on the levee.

With utmost urgency to aid the recovery and prevent further storm damage, Dynamic swiftly deployed resources and personnel. At peak, more than 20 crews were actively working 12-hour days, seven days a week with over 50 pieces of debris removal equipment. Our site superintendent and project manager worked in close proximity with the client's team to successfully clear 158,813.6 CY of vegetative debris from designated levees and another 130,772 CY of other debris. The debris was methodically sorted and disposed of with consideration for the environmental impact on local communities.

Dynamic recognizes the challenges that this community will continue to face during hurricane seasons following significant storm damage. Our team understands what is needed to facilitate a full recovery, including emergency debris removal and restoring the levee's integrity. With extensive experience working within FEMA requirements to efficiently complete the scope of work, Dynamic's contribution to the resiliency and recovery of this local community and the South Lafourche Levee District will remain a priority.

WEST FELICIANA PARISH DEBRIS REMOVAL



- **Client**
  West Feliciana Parish Government
- **Incident**
  F1 Tornado, 2024
  Severe Flooding, 2019
- **Cubic Yards of Debris Removed**
  360,000 CY of debris.
- **Dynamic's Scope of Services**
  Debris removal and management including the equipment and manpower required to clear and dispose of eligible vegetative and construction debris from rights of way and roadways, eligible levees, canals, and waterways.
- **Contract Value**
  Sand and silt $5,431,808
  Tornado debris $1,577,936
  TOTAL $6,900,120
- **Period of Performance**
  2019 - Current
- **Reference**
  Kenny Havard, Parish President
  West Feliciana Parish
  (225) 635-3864

Project Description

2024 Tornado Debris Removal

In April 2024, an F1 tornado struck West Feliciana Parish, causing extensive damage, destroying mature trees, and generating large quantities of vegetative debris.

Dynamic proactively coordinated with the parish and established an onsite management team immediately following the tornado. Our Project Manager Kevin Breaux was onsite two days prior to NTP to help the parish create an operational plan, including an outreach program to notify citizens of scheduled routes to organize and expedite debris for roadside pickup in a timely manner. Dynamic also supported the parish's public broadcast and social media communications efforts.

At NTP, Dynamic's crews and equipment were already on site to begin working immediately. Within 10 days, we collected more than 80,000 cubic yards of debris. Dynamic's approach was to deploy large-scale equipment, including six double-loader trucks each with a 120 cubic yard capacity. We established a vegetative debris management site to incinerate the debris for final disposal.

2019 Sand, Silt and Waterway Debris Removal

In response to the 2019 flood, West Feliciana Parish sought emergency services to clear, haul and dispose of debris. To address the remote location and limited access via vehicles, Dynamic leased camps and positioned a 26-man housing barge on a waterway inlet. Land use agreements were secured with local property owners to facilitate access, utility connections, and material staging areas Marine shipping barges were contracted to deliver and offload the initial heavy equipment and road repair materials.

Project personnel remained onsite throughout the project while working feverishly to repair roads. Once access was cleared, additional articulating dump trucks and excavation equipment were mobilized. Dynamic cleaned approximately 1,000 linear feet of debris and silt from Lower Polly Creek to the Mississippi River and removed silt from the 100,000 linear feet of drainage along Cat Island Road.

LAFAYETTE PARISH MAINTENANCE DRAINAGE DREDGING



- **Client**
  Lafayette Consolidated Government
- **Funding**
  Local Government Maintenance Funds
- **Cubic Yards of Debris Removed**
  427,800 CY of debris and 11,000 trees along canals
- **Dynamic's Scope of Services**
  Clearing, grubbing, and dredging maintenance. Performed cleaning at an average rate of 1,500 feet per day. In total, cleaning and maintaining over 25,000 feet.
- **Contract Value**
  $6.5 million (nine projects completed, one project ongoing)
- **Period of Performance**
  2021 - Current
- **Reference**
  John Vallot
  Project Manager
  Lafayette Consolidated Government
  (337) 291-5683

Project Description

Drainage maintenance plays a vital role in keeping drainage systems in Lafayette Parish functioning properly and preventing issues such as blockages and flooding. In addition to regular inspections, cleaning, and repairs, Lafayette prioritizes the removal of debris from canals.

Canals are essential components of drainage systems as they help carry water away from properties and prevent waterlogging. However, over time, canals can accumulate debris such as leaves, branches, trash, and sediment. This debris can obstruct the flow of water, leading to blockages and reduced drainage capacity.

Removing debris from Lafayette's canals is crucial to ensure the efficient flow of water and prevent potential drainage problems. It requires specialized equipment and skilled professionals who are trained in canal cleaning techniques.

Since 2017, Dynamic has been selected by the Lafayette Consolidated Government to perform clearing, grubbing, and dredging maintenance. Across 10 projects, our average cleaning rate has been an impressive 1,500 linear feet per day. In total, Dynamic has cleaned and maintained over 318,000 feet and removed over 427,800 cubic yards of debris and 11,000 trees along canals. All projects have been completed ahead of schedule.

Lafayette's investment in canal maintenance has led to numerous benefits, including preventing waterway blockages, improving drainage, reducing the risk of flooding, and maintaining a healthy ecosystem. Dynamic is grateful to serve as a partner to the City and contribute to the maintenance and improvements of Lafayette's waterways.

MISSISSIPPI DEBRIS REMOVAL 2023



- **Client**
  City of Rolling Fork, Sharkey County, and Humphreys County
- **Incident**
  DR-4697
- **Federal Funding Program**
  FEMA Public Assistance (PA), Category A Debris Removal
- **Cubic Yards of Debris Removed**
  608,624 CY of vegetative, white good, and construction & demolition (C&D) debris.
- **Dynamic's Scope of Services**
  Debris removal and management including the equipment and manpower required to clear and dispose of eligible vegetative and construction debris from rights-of-way and eligible levees, canals, and roadways.
- **Contract Value**
  $10,444,727
- **Period of Performance**
  March 2023 – August 2023
- **Reference**
  Mayor Eldridg Walker
  City of Rolling Fork, MS
  Phone (662) 907-0403

Project Description:

On March 23, 2023, a catastrophic EF4 tornado with winds reaching 170 mph devastated communities across Mississippi and neighboring states. The devastating storm ravaged multiple municipalities across the state and generated massive quantities of debris. The H&S Dynamic Team arrived in Sharkey County the day immediately after the tornado to offer our extensive expertise in disaster response and debris management. Our project managers arrived on site following the incident to conduct comprehensive damage assessments. We worked collaboratively with local, state, and federal stakeholders to develop a plan for safely, swiftly, and efficiently clearing debris from affected areas.

Immediately upon Notice to Proceed, the H&S Dynamic Team worked with the debris monitoring firm to register our pre-mobilized equipment, ensuring a rapid response. We also worked diligently to secure multiple debris management sites (DMS) and final disposal sites.

Overall, our team managed over 600,000 cubic yards of debris within the most impacted municipalities. In Sharkey County and the City of Rolling Fork, the H&S Dynamic team removed 8,977 loads of vegetative and C&D debris, totaling 447,520 cubic yards. In nearby Humphreys County and Silver City, our team hauled 1,337 loads of mixed vegetative and C&D debris, totaling 161,104 cubic yards.

These contracts were activated simultaneously, exemplifying our commitment to delivering efficient solutions. Local officials and stakeholders have expressed sincere appreciation for our unwavering support and expeditious actions to remove debris and help the communities start rebuilding.

DISASTER RESPONSE & RECOVERY PROJECTS



DEBRIS REMOVAL & MANAGEMENT
Location: West Feliciana Parish, Louisiana
Project Value: $5 million
Timeline: 2020-2021



TICKFAW RIVER MARINE DEBRIS REMOVAL
Location: Livingston Parish, Louisiana
Project Value: $3 million
Timeline: 2018



LADOTD HURRICANE LAURA DISASTER DEBRIS & REMOVAL
Location: Louisiana, Statewide
Project Value: $1.5 million
Timeline: 2020-2021



EMERGENCY DEBRIS REMOVAL AND DISPOSAL
Location: Pineville, Louisiana
Project Value: $500,000
Timeline: 2020



SOUTH LAFOURCHE LEVEE DISTRICT HURRICANE DEBRIS REMOVAL
Location: South Lafourche Parish, Louisiana
Project Value: $6.4 million
Timeline: 2021-2022



PLAQUEMINES PARISH HURRICANE DEBRIS REMOVAL
Location: Plaquemines Parish, Louisiana
Project Value: $15 million
Timeline: 2021-2022

SUBCONTRACTORS

The City of Destin, situated in a region prone to natural disasters, requires an efficient, reliable, and scalable debris removal and disaster recovery solution. In alignment with the City's needs, our team understands that timely and effective recovery efforts are essential to restore the community's safety, well-being, and functionality in the aftermath of a disaster. The City's expectations for comprehensive debris removal services, emphasizing the importance of both immediate response capabilities and long-term recovery planning.

Dynamic addresses these needs by leveraging a robust network of resources, skilled subcontractors, and state-of-the-art technology. With our vast experience in disaster recovery and debris removal, we are committed to supporting the St. Bernard City through a strategic partnership with industry-leading subcontractors. Our team brings together a diverse range of expertise, with a proven track record in large-scale disaster recovery operations. Our team has the personnel, equipment, and expertise to not only meet but exceed the City's expectations. Whether responding to an immediate disaster or conducting long-term recovery, we are fully equipped to ensure that debris removal operations are conducted swiftly, safely, and in compliance with FEMA guidelines and local regulations. Our team is committed to supporting the City through every stage of the recovery process, from pre-planning and analysis through to full-scale execution, ensuring minimal disruption to the community and a quick path to recovery.

ZEIGLER TREE AND TIMBER COMPANY

With over 25 years' experience, Zeigler Tree and Timber Company is a family operated company that has been recognized as a leader in all tree care services, while specializing in tree removal, pruning, and stump grinding. Their mission is to provide clients with high-end tree removal at a very competitive price. Their focus on customer satisfaction, quality of work, attention to detail and utilizing the safest procedures and newest technologies is what has made Zeigler a powerhouse of tree work. They pride themselves on treating every home and business like it is their own, assuring their clients a safe and reliable experience when choosing Zeigler.

SCOPE OF WORK
DEBRIS REMOVAL

VEGETATIVE MANAGEMENT SERVICES

Vegetation Management Services, LLC (VMS) is a leading provider of forestry mulching, land clearing, debris removal, and disaster recovery services. Established in 1997 and incorporated in 1999, VMS has successfully executed numerous state and federal contracts nationwide, delivering high-quality and cost-effective solutions. Utilizing state-of-the-art equipment, including skid-steers, excavators, and large forestry mulching machines, VMS ensures efficient vegetation management and land clearing. The company also specializes in debris cleanup following natural disasters such as hurricanes and tornadoes. VMS has access to an extensive network of equipment and manpower, enabling rapid response to disasters of any scale. As a certified HUBZone, Woman-Owned Small Business (WOSB), and Veteran- Owned Business, VMS remains committed to excellence, resilience, and supporting communities in times of need.

SCOPE OF WORK
DEBRIS REMOVAL

LEADERSHIP ADVISORY PANEL



JIMMIE MCCOY

- 40 years of civil construction and disaster recovery experience
- Served on numerous committees as Chairman of Livingston Parish Coucil
- Served as a supervisor of Department of Wildlife and Fisheries for over 20 years
- Highly skilled in city planning, economic development, and personnel management as well as possesses strong concepts of all State and Federal laws and regulations



COLONEL PAUL RAINWATER (R)

- Served in numerous government roles over the past 30 years distinguishing him in the political arena as one of the most experienced professionals in disaster recovery funding
- Responsible for the appropriation of over $14 billion in FEMA and HUD programs a proved for the State of Louisiana after Hurricanes Katrina, Rita, Gustav, and Ike
- Certified Local Government Manager and a veteran who served U.S. Senator Mary Landrieu's office and Governor Jindal's administration



MAJOR GENERAL DAVID BALDWIN

- Highly skilled in emergency management and disaster response.
- Served as commander of the California National Guard, the largest, most tasked National Guard force in the US, with an authorized strength of 23,000 personnel.
- Education includes BS from Stanford University, a Masters in Public Administration, and a Master of Strategic Studies from the United States Army War College.
- Awarded the President of Ukraine's Order of Merit Second Class for Distinguished Service.

ORGANIZATIONAL CHART

CHAIN OF COMMAND



Executive Sponsor — OFFICE STAFF

JOSH MCCOY



VP of Debris Removal — OFFICE STAFF

BEN BANKSTON



VP of Debris Operations — ON-SITE

MARC WATKINS



Procurement & Logistics — OFFICE STAFF

MIKE HAMILTON



Health & Safety Manager — ON-SITE

JAMES EVANS



Operations Manager — ON-SITE

DUSTY WALKER



Project Controller — OFFICE STAFF

NICK HASLEM



Customer Service Representative — OFFICE STAFF

TOMMY CROSBY



Field Supervis — ON-SITE

CHRIS WHITTINGTON



Crew Leader — ON-SITE

SCOTTY MAHLER

CONTRACTUAL OBLIGATIONS

CURRENT AND FUTURE DEBRIS MANAGEMENT CONTRACTUAL OBLIGATIONS

We are fully committed to prioritizing the City of Destin and have the capacity, resources, and contingency plans to meet all contract requirements without conflict from existing obligations.

CLIENT NAME	POPULATION	OPPORTUNITY NAME	RANKING	STATUS	PROJECT END DATE
West Feliciana Parish Government	15,371	West Feliciana Management and Removal of Sand, Silt, and/or Waterway Debris	Primary	Stand-by contract; not currently active	1/1/27
West Feliciana Parish Government	15,371	Disaster Debris Collection Disposal Services	Primary	Stand-by contract; not currently active	1/1/26
Plaquemines Parish	22,386	(Plaquemines) Private Property Debris Collection and Demo	Primary	Stand-by contract; not currently active	6/20/25
Acadia Parish	56,489	Disaster Debris Collection and Disposal Services (Acadia)	Primary	Stand-by contract; not currently active	2/6/27
ALLCO/Lafayette Consolidated Government	121,467	Localized Flooding Mitigation Contract #21	Major Subcontractor	Active	7/6/25
South Lafourche Levee District	96,700	Disaster Related Levee Debris Removal Services	Primary	Stand-by contract; not currently active	6/15/25
Plaquemines Parish	22,386	Pre-Position Emergency Contract for Debris Removal Services	Primary	Stand-by contract; not currently active	6/20/25
St. Charles Emergency Debris Removal	50,620	Emergency Repairs/Debris Removal for Parish Building and Facilities	Primary	Stand-by contract; not currently active	12/18/27
LA DOTD	456,945	DIST #03 Contingency Contract For Disaster Debris Removal	Primary	Stand-by contract; not currently active	12/31/28
LA DOTD	730,964	DIST #61 Contingency Contract For Disaster Debris Removal	Primary	Stand-by contract; not currently active	12/31/28
LA DOTD	383,440	DIST #62 Contingency Contract For Disaster Debris Removal	Primary	Stand-by contract; not currently active	12/31/28
Alabama DOT Mobile Region	430,197	Debris Removal, Reductio, and Disposal Following a Declared Disaster	6th	Stand-by contract; not currently active	4/29/27
Alabama DOT Grove Hill Region	4,736	Debris Removal, Reductio, and Disposal Following a Declared Disaster	5th	Stand-by contract; not currently active	4/29/27

CONTRACTUAL OBLIGATIONS

MANAGING MULTIPLE ACTIVATIONS ACROSS FLORIDA AND ALABAMA

Our approach to managing multiple debris management contracts across Florida and Alabama is grounded in strategic resource deployment, scalable operations, and robust communication systems. We operate under a centralized command structure supported by project managers who provide localized oversight and rapid response capabilities. These managers lead contract-specific teams composed of trained field staff, qualified subcontractors, and appropriate equipment tailored to each project's needs.

To ensure the City of Destin receives priority service, we utilize a tiered resource allocation model that allows immediate mobilization in the event of a disaster. Our scalable framework enables the swift reallocation of personnel, subcontractors, and equipment from unaffected areas, supported by a reserve fleet and trained response teams ready to meet increased demands.

Effective communication is central to our operations. We use advanced project management software for real-time tracking, resource planning, and contract compliance monitoring. Daily coordination with project managers ensures alignment across all active projects, while our 24/7 operations center facilitates ongoing communication between field teams and local officials.

With a proven history of successfully managing concurrent contracts, we are fully equipped to deliver uninterrupted, high-quality service to the City of Destin while honoring all existing commitments.



TAB 4
OPERATIONAL PLAN

OPERATIONAL PLAN

The Dynamic Team routinely performs debris removal services as part of our core competencies, resulting in a successful track record of meeting the objectives of debris removal projects, including many following major disaster events and under challenging conditions. Our success is driven by our responsive approach, qualified personnel, rapid mobilization, expedient execution, state-of-the-art equipment, and corporate culture of excellence.

We have met the objectives of debris removal services in the past by investing in qualified personnel, state-of-the-art equipment, and the tools and resources necessary to complete projects safely, expediently, and in a responsible manner. A specific focus of our team has been to ensure that we treat every project with the utmost sense of urgency because slow and steady does not, in fact, win the race when it comes to the exigency of drainage and water management needs in a community. The longer these projects take, the greater the risk of additional damage to community resources, and ultimately people's lives. This is why the Dynamic Team is built for speed. We preposition resources (people, equipment, and supporting infrastructure) so that we minimize mobilization times and get to work as soon as we receive the call to action.

PERSONNEL

Our Team works in both upland and marine environmentally sensitive areas, including those with protected wildlife provisions. Our employees are specifically trained in derelict vessel removal, handling, and disposal and the proper handling of hazardous debris, which may involve public health and safety concerns.

As an experienced disaster contractor, we utilize objectives that have been proven successful and provide the flexibility needed to account for the complexity and degree of site work involved in similar projects. As with all previous, similar projects, a clear understanding of the scope of work and consistent, open communications the team. We strive to always identify individuals, groups, and agencies that have a role in the proposed work. Dynamic personnel and key stakeholders meet regularly to fully understand the existing conditions and anticipated scope of work and discuss at a minimum, post-event conditions, degree of blockage, locations of debris and blockages, priority for removal, damage threats, health and safety concerns, and types of debris. We review any available surveys, reconnaissance, and reports relating to the debris removal. We obtain any necessary right-of-entry approvals and permits. We then assess the access options and make a plan for sectioning off the waterways and clearing the debris in the most time-efficient manner. Most assignments have some degree of upfront communication; however, we are prepared and fully capable to arrive onsite to unknown conditions. We are flexible enough to adapt and modify our plan as we progress and explore the concerns.



In order to effectively manage debris cleanup and processing operations in the aftermath of an emergency event, the Dynamic team has refined a five-stage Debris Management Plan. This plan not only allows for operational continuity, but also ensures that the Dynamic team can efficiently and swiftly manage post-disaster Debris Removal and Disposal scenarios.

MANAGEMENT PROCESSES AND COORDINATION PLAN

Dynamic Group, LLC has established a structured and proactive management process to ensure seamless interaction between the City and our team throughout the post disaster debris removal operation. Our approach prioritizes clear communication, efficient execution, and real-time coordination to maximize responsiveness and operational effectiveness post-disaster.

DEDICATED PERSONNEL AND KEY ROLES

Dynamic's dedicated team of professionals to ensure the efficient execution of debris removal services while maintaining compliance and safety. Our Project Manager serves as the primary point of contact for the City, overseeing overall project execution, regulatory adherence, and performance. The Operations Manager directs daily debris removal activities, ensuring efficiency and adherence to safety protocols. To maintain FEMA compliance and accuracy in documentation, our Quality Control Officer continuously monitors operations. Three Field Supervisors oversee crews, track progress, and swiftly address on-site challenges. The Logistics Coordinator strategically manages the mobilization and demobilization of resources to optimize deployment. Safety remains a top priority, with our Safety Officer ensuring regulatory compliance and mitigating risks to both personnel and the public. Additionally, our Customer Service Representative serves as a vital link between Dynamic, the City, and the public, providing clear communication and prompt issue resolution.

This structured team approach allows for a streamlined, responsive, and highly effective debris removal operation.

INTERACTION AND COMMUNICATION PLAN

Dynamic fosters open and transparent communication with all stakeholders through:

Daily Progress Meetings: Regular briefings with the City and Consultant to provide status updates, address concerns, and refine operational strategies.

Real-Time Reporting: Utilization of GPS fleet tracking and digital documentation to keep all parties informed of progress, debris volumes, and site conditions.

Issue Resolution Protocols: A streamlined process to quickly identify, document, and resolve challenges that may arise during operations.

Customer Service Support: Our dedicated Customer Service Representative will be available to assist with City inquiries, provide updates, and ensure smooth coordination between all parties.

Dynamic's proven management processes will ensure efficient coordination, compliance, and execution, allowing the City and Consultant to remain fully informed and involved in every stage of debris removal. Our dedicated personnel, advanced tracking systems, and customer-focused approach will facilitate a collaborative and highly responsive operation to support the City's disaster recovery efforts.

LEADERSHIP ADVISORY PANEL



JIMMIE MCCOY

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- Served on numerous committees as Chairman of Livingston Parish Coucil
- Served as a supervisor of Department of Wildlife and Fisheries for over 20 years
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- Awarded the President of Ukraine's Order of Merit Second Class for Distinguished Service.

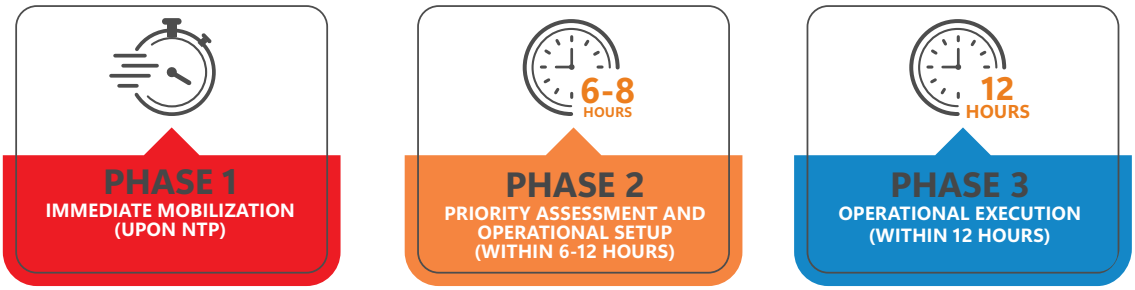
ORGANIZATIONAL CHART

CHAIN OF COMMAND



RESPONSE TIME

Following a disaster declaration, the Dynamic Team is fully equipped and prepared to clear the City road network of debris within the first 70 hours, ensuring safe and accessible transportation routes. Upon receiving the Notice to Proceed (NTP), the Dynamic team will immediately implement a priority phase planning approach to streamline operations and ensure the efficient execution of tasks. We will also prioritize gathering all necessary Rights of Entry (ROE) forms for roadway and waterway operations and verify access availability to each lateral and the lateral's capability of handling the required equipment. Our team is committed to working 12-hour shifts, 7 days a week, unless otherwise directed, to efficiently and effectively address the critical needs of the community and restore essential infrastructure as quickly as possible. Debris removal operations that generate excessive noise levels will take place during daylight hours and adjustment to the hours of operations, based on working conditions and scope of work, may require a coordinated change with the approval of the City of Destin designated official. The Dynamic Team is committed to the following estimated response timeline:



ESTIMATED RESPONSE TIMES		DEDICATED PERSONNEL
DEPLOY MANAGEMENT TEAM TO AREA	UPON NOTICE TO PROCEED (NTP)	JOSH MCCOY KEVIN BREAUX TOMMY CROSBY MARC WATKINS BEN BANKSTON DYNAMIC WILL COORDINATE WITH CITY OFFICIALS AND EMERGENCY OPERATIONS CENTER 24 HOURS PRIOR TO IMPACT FOR IMMEDIATE READINESS FOR RESPONSE OPERATIONS.
DISCUSS PRELIMINARY DAMAGE ASSESSMENTS WITH CITY	UPON NOTICE TO PROCEED (NTP)	
IDENTIFY SAFETY, CONCERNS, IDENTIFY PICKUP ZONES, SECURE DISPOSAL SITE, TRAFFIC CONSIDERATIONS, AND EQUIPMENT REQUIREMENTS	UPON NOTICE TO PROCEED (NTP)	
DEPLOY FIRST WAVE OF MOBILIZATION MANPOWER AND EQUIPMENT	UPON NOTICE TO PROCEED (NTP)	
REVIEW EMERGENCY CLEARANCE ZONE PRIORITIES	WITHIN 6-8 HOURS	KEVIN BREAUX TOMMY CROSBY JAMES EVANS NICK HASLEM MIKE HAMILTON
OBTAIN REQUIRED PERMITS (AS NEEDED)	WITHIN 6-8 HOURS	
SET UP ONSITE OFFICE & STAGING AREAS FOR PERSONNEL & EQUIPMENT CHECK-IN	WITHIN 12 HOURS	KEVIN BREAUX TOMMY CROSBY JAMES EVANS MIKE HAMILTON DUSTY WALKER CHRIS WHITTINGTON SCOTT MAHLER
CHECK IN ALL EQUIPMENT AND PERSONNEL	WITHIN 12 HOURS	
CERTIFY AND MARK TRUCK, TRAILER, AND CONTAINER CAPACITIES	WITHIN 12 HOURS	
DEVELOP A TRAFFIC CONTROL PLAN ALONG POTENTIAL HAUL ROUTES	WITHIN 12 HOURS	

TASK ONE

Emergency Infrastructure Restoration

TASK 1: INITIAL ASSESSMENT

Whether by observation from the air or 'windshield' assessments, actual debris volumes will be estimated for planning purposes. Based on these observations, and in accordance with the City's representative(s), a route plan and a preliminary schedule is developed. Specific traffic related issues are discussed, and plans are set in place to address each identified issue. Equipment and personnel check-in sites along with operations staging areas will be established to allow for command and control.



TASK 2: EMERGENCY ROAD CLEARANCE | THE PUSH

Once all vehicles and equipment are inspected, teams are assigned to specific areas of operation. The teams will begin clearing the debris that obstructs immediate lifesaving actions and that poses an immediate threat to public health and safety following a major or catastrophic event. Stage 2 consists of the initial push and clearing access to critical facilities. This stage must start immediately after the City establishes it is safe to do so.

The initial push shall consist in pushing away from key roads any debris produced by the disaster. At least one lane should be cleared on each arterial, major and secondary road. Debris may include tree blow-down and broken limbs; yard trash such as outdoor furniture and trash cans; utility poles, power, telephone and cable television lines, transformers and other electrical devices; building debris, such as roofs, sheds, block walls and chimneys; and personal property, such as clothing, appliances, boats, cars, trucks and trailers. In Stage 2, roadway debris must be quickly moved to the side of the road to provide access into devastated areas. No attempt must be made to remove or dispose of the debris, only to provide clear access routes to allow for:

- Movement of emergency vehicles
- Law enforcement Resumption of critical services
- Damage assessment of critical public facilities and utilities

SUBTASKS: CLEAR ACCESS TO CRITICAL FACILIITES

PRIORITIES

Priority for emergency road clearance will be based upon the following Course of Action (COA) criteria, established by the Department of Emergency Management in the City's All Hazards Response Plan and determined by the nature and magnitude of the disaster:

COURSE OF ACTION (COA) 1

Priority #1

a. Hospitals
b. Police/911 Centers
c. Fire/Rescue Stations
d. Residential Areas

After emergency access has been provided to hospitals and police and fire stations, the next priority is to open access to other critical community facilities, such as schools, municipal buildings, water treatment plants, wastewater treatment plants, power generation units, airports and seaports.

Priority #2

a. Schools, municipal buildings and shelters
b. Water and wastewater treatment plants
c. Power generation units
d. Airports and seaports
e. Residential Areas

COURSE OF ACTION (COA) 2

Routes needed to:

A. Extricate people
B. Major flood drainage arteries
C. Egress for fire, police, and Emergency Operations Center
D. Communications towers
E. Ingress to hospitals, jail, and special care unit
F. Major traffic routes
G. Egress [Designated operations center and shelters] for fleet, traffic, road and bridge, and designated remote locations
H. Supply distribution points and mutual aid assembly areas
I. Government facilities
J. Public Safety communications towers
K. American Red Cross shelters infomercials will be planned and developed with City officials to keep the public informed.
L. Secondary roads to neighbor collection points
M. Access for utility restoration
N. Neighborhood streets
O. Private property adversely effecting public welfare.

Stage 2 also consists of Temporary Debris Management Sites (TDMS) being activated: personnel and equipment are deployed; inspection towers, border fences, and containment areas are constructed; and pre-planned ingress/ egress routes are opened. All TDMS actions are completed within 24 hours of Notice to Proceed.

TASK 3: RIGHT-OF-WAY DEBRIS REMOVAL

DEBRIS COLLECTION, PROCESSING AND DISPOSAL

Stage 3 will be started as soon as requested by the City. This stage involves collecting, processing and disposal of the debris placed on the public ROW from Stage 2, as well as debris that continues to be placed curbside by residents, to include continuing the cleanup of the roads and other City owned facilities, such as parks, and the removal, processing and disposal of leaners, hangers and stumps from City ROWs and the removal, processing and disposal of debris from City ditches and canals. Debris collection, processing, recycling/re-use and disposal operations performed by the Dynamic will be monitored by the City designated POC and/or the City's Monitoring/Management Contractor. For this phase, Department of Public Works crews may assist with the collection, processing and disposal contractors in hauling disaster-generated debris from the City ROW, Debris Management Sites (DMS), Residential Storm Debris Drop-off Sites (RSDDS), or DEQ-permitted DMS, and disposal/ recycling locations. This will be determined by the City leadership, given the ability to help perform these operations. All City work would be used to offset the cost share % for FEMA. Debris will be collected by City crews and/ or contractors in each of the debris collection zones and RSDDS as directed by the City Debris Managers and/or the City's Monitoring/Management Contractor.

Debris Collection, Processing and Disposal Dynamic shall conduct, the following tasks upon City approval: Debris clearance operations per the City guidance.

- Collection and removal of debris from City maintained rights-of-way, streets, roads, ditches, canals, beaches and public property;
- Processing debris including, but not limited to, screening, sorting, grinding, mulching, recycling, and burning, in accordance with the requirements of the Louisiana
- Department of Environmental Quality;
- Collection and disposal of white goods, ewaste small motorized equipment, household hazardous waste, toxic waste, tires and dead animals, etc.;
- Disposal of debris;
- Establishment, operation and restoration of debris management sites (DMS);

SUBTASK: COLLECT AND TRANSPORT CURBSIDE DEBRIS TO TEMPORARY STAGING AREAS

A. CURBSIDE COLLECTION

Eligible debris will be collected from the curb during preestablished pickup times. Different types of debris, i.e. vegetative, C&D, white goods, etc. may be collected in separate passes. If the debris is not segregated at the curb by the resident, the City and/ or Dynamic may need to segregate it. There will be multiple, scheduled passes of each site, location, or area impacted by the disaster according to assigned Debris Zones. This manner of debris removal will allow residents to return to their properties and bring all debris to the edge of

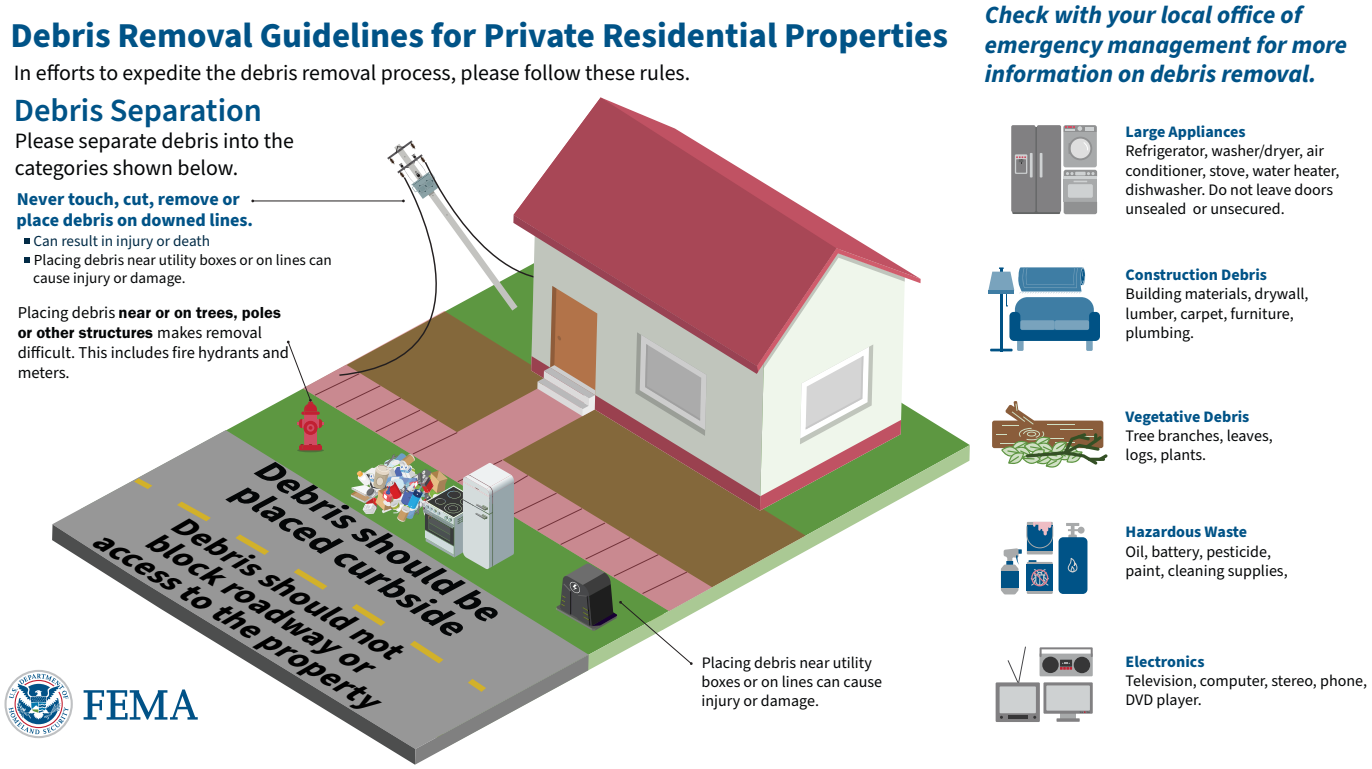
the rights-of-way adjacent to their property. The number and schedule of passes shall be as directed by the City in coordination with Dynamic. Sufficient time shall be scheduled between subsequent passes to accommodate reasonable recovery by residents. Schedules should be provided to the City Public Information Officer for publication and notification by the news media.

Vegetative Debris includes all biodegradable matter except that included in the following definitions of other categories of debris. It includes, but is not limited to, damaged and disturbed trees; stumps, bushes and shrubs; broken, partially broken and severed tree limbs and brush. Vegetative debris shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations.

B. CURBSIDE SEPARATION

The public should be notified by Press Release to sepa¬rate debris at the curb. The diagram below is included as a basic guide to show how to separate the debris. The diagram may change depending on the nature and mag¬nitude of the event. The City and/or Dynamic will perform curbside separation of debris by types of debris detailed below including vegetation, C&D, non-C&D and HHW before hauling and recycling and/or disposing. This is required so that debris can be sent to the appropriate DMS or disposal site for processing and recycling.

The State of Louisiana Comprehensive Plan for Disaster Debris Management requires that vegetative debris be reduced by 50% in both weight and volume. Chipping, grinding and/or burning will be done to provide an end product that in most cases will be suitable for beneficial reuses such as compost, mulch, roadbed base, alternative daily landfill cover, etc. Construction and Demolition (C&D) Debris includes, but is not limited to, building materials, timber; sheet rock, fencing, brick, stucco and any other structural component with the exception of asbestos containing materials. C & D shall be collected, hauled,dispo sed and/or recycled in accordance with all federal, state and local regulations. C& D debris may be disposed of in a Type III Landfill.



OPERATIONAL PLAN

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- Non-C&D Debris includes any household contents such as personal belongings, furniture, carpet, household items, etc. which does not meet the criteria to be disposed of in a Type III landfill, unless a specific exemption is allowed. Non-C & D debris shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations.

- White Goods include large household appliances, such as refrigerators, ovens, etc. White goods shall be collected, hauled, and recycled in accordance with all federal, state and local regulations. Freon removal is the responsibility of the collection, processing and disposal contractor.

- Household Hazardous Waste (HHW) shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations.

- Waste Petroleum Products shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations.

- Electronic (E-waste) Debris includes items such as computers and televisions, which may contain circuits or circuit boards. E-waste shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations. E-waste will be recycled as practical.

- Waste Tires include automobile and truck tire. Waste tires shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations.

- Dead Animals shall be collected, hauled, and disposed in accordance with all federal, state and local regulations. Dead animals will be disposed of in a solid waste landfill or by burning.

- Soil shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations. Soil will be reused as fill, landfill cover, road base or other beneficial reuses as practical.

- Sand shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations. Sand will be reused to restore beaches, dunes, etc. as practical.

- Ash is the residue produced by incineration of burnable debris. Ash shall be collected, hauled, disposed and/or recycled in accordance with all federal, state and local regulations. When handling ash, it will be required to "wet down" the ash to prevent dust problems. Ash will be reused beneficially as a soil amendment, as practical, or will be disposed of in a landfill.



Household hazardous waste (HHW) may be generated as a result of a major natural disaster HHW may consist of common household chemicals, and items such as propane tanks, oxygen bottles, etc. These items may be mixed into the debris stream. HHW may be collected separately, depending on the severity of the event. Properly trained personnel or emergency response HHW contractor(s) may be required for removal and disposal/recycling of HHW. HHW will be recycled/re-used whenever possible. The City and/or Dynamic will coordinate with regulatory agencies concerning possible regulatory waivers and other emergency response requirements and to ensure cleanup actions meet local, tribal, State, and Federal regulations.

White goods shall be collected separately. All white goods will be recycled. Freon and oil will be extracted prior to disposal. Refrigerators and freezers containing food will not be collected and the resident will be advised to remove all food waste from refrigerators before placing them curbside.

Other wastes, such as small motorized equipment, petroleum products, dead animals and tires shall be kept segregated for disposal or recycling, wherever possible. For maximum safety and efficiency, the Dynamic Team will apply the following standards:

Waterway Debris Clearance Equipment – Debris clearance equipment in the waterway will vary based on the factors described above. Selection of the right equipment profile for that section of the creek is based on maximizing safety and production as well as minimizing environmental impact.

Hauling Equipment – All trucks and trailers used to haul debris will be capable of rapidly and independently dumping loads and will be equipped with a tailgate. When necessary, low impact tires will be used to minimize damage to the ground.

Truck Measurements and Signage – Trucks will be measured accurately and identifying data will be fully documented. The dimensions will be the inside measurements of the trailer. The truck specifications will be on file with the City. Signage and vehicle numbers will be prepared and ready prior to deployment. Dynamic identification placards will be affixed to the sides of each piece of heavy equipment and trucks.

Hours of Operation – Debris removal operations that generate excessive noise levels will take place during daylight hours, seven days a week. Adjustments to the hours of operation, based on working conditions and scope of work, may require a coordinated change with the approval of the City's designated official.

Dynamic has the ability to track and manage multiple crews either working on the same lateral or working in multiple laterals. Dynamic's GPS tracking system is a key to this success and allows us to locate and track our crews real time. It also gives up the ability to document path traveled and laterals that have been completed.

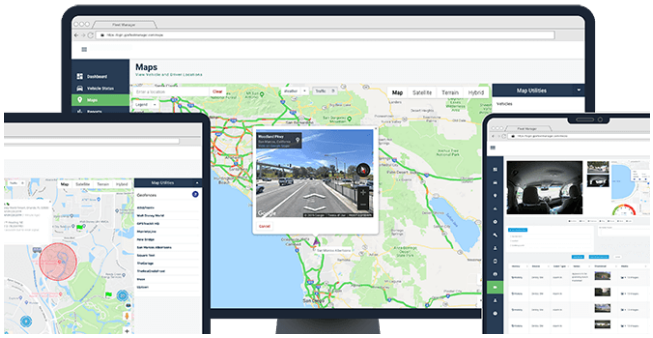
Once Dynamic receives a Notice to Proceed, crews will begin gathering all necessary Rights of Entry (ROE) to ensure access to each lateral is available and capable of handling the required equipment.

TECHNOLOGY

We also leverage technologically advanced tools and software to improve operations. In the field, we use a complete GPS system with a Trimble R10 GNSS and TSC3 handheld controller. Having this capability in-house allows us to better communicate with clients and residents to quickly identify and prioritize areas of concern. In the office, we utilize AutoCAD Civil 3D 2019 to process data, communicate site details with the field crews, and create design plans. We also have a self-developed internal web-based reporting system that allows all supervisors to submit a summary of work performed each day, planning for the next day, as well as exemplary recognition for employees. These daily reports allow management to review each day's progress and ensure the job continues on schedule.

In the field, our foremen are equipped with iPads and iPhones that are connected to the database, have custom-designed apps installed for increased communication, and photo and video streams for collaborative use. To assist with photo-documenting disaster services, our crews utilize a camera app that captures complete site details

including location, time, and date for each photo. Field Supervisors also utilize a GIS application to immediately share linework and communicate locations and other project specific details. For large-scale projects, we often film job sites with our own aerial photography equipment to obtain useful images and videos of project progress and overview.





Right of Entry (ROE) Agreement

Property Owner(s) (the "Owner"): _____

Property Address (the "Property"): _____

Representative Name (if applicable): _____

Telephone Number: _____

Address: _____

Brief Description: _____

I, the Owner/authorized representative of the Owner of the above Property, authorize Dynamic Group, LLC and its officers, directors, employees, representatives, assigns, and any person or entity who may be connected with Dynamic or retained by Dynamic (collectively "Dynamic") to enter the above described Property at its own cost and risk to complete the respective obligations with reasonable access to the Property at reasonable times to perform the Work.

I represent and warrant that I have the full power and authority to enter in to, execute, and deliver this ROE Agreement and to perform the respective obligations hereunder. The ROE Agreement has been executed and delivered by me and constitutes a valid and binding obligation of the Owner. I understand and agree that this authorization shall remain in effect until Dynamic receives written notice from me terminating such authorization.

Dynamic and I hereby voluntarily, without duress, and in advance release each other from any causes of action or claims arising from damages sustained as a result of the Work. I HEREBY WAIVE ANY CLAIM I MAY HAVE AGAINST ANY OF THE ABOVE PERSONS OR ENTITIES AND RELEASE SUCH PERSONS OR ENTITIES FROM LIABILITY.

- Property will be brought back to original condition after job has been completed (ground, fence, etc.)
- Owner **will / will not** keep spoils removed from waterway.
- Owner **will / will not** allow storage of equipment trailer on property. Owner will not be responsible for any damage or theft to contractor equipment while stored on property.

OWNER | **DYNAMIC GROUP, LLC**

Signature | By: _____

Print Name | Date

Witness

3045 Westfork Dr. Baton Rouge, LA. 70816
P. 225.570.6377
www.DynamicGrp.com

PUBLIC NOTICES

Dynamic will work with public information efforts to inform residents about disaster recovery, debris management tasks, and how residents can participate in the community's debris management and the expectations for the upcoming period.

Dynamic will participate in any established joint information center and provide materials and information to ensure the public is aware of debris clearance disaster recovery endeavors



TASK 4: COMPLETION OF DEBRIS PROCESSING, REDUCTION AND DISPOSAL PROCESSES

It is Dynamic's goal to beneficially recycle/reuse as much debris as possible. Those materials that are not recycled or beneficially re-used will be disposed of at an appropriately permitted disposal site. Below is a list of recycling operations that may take place.

- Metals: Crushed and shredded house trailers, appliances, and other metal products can be prepared for recycling using metal maulers and shredders.
- Construction Materials: Concrete, asphalt, and masonry products may be crushed for base material in road construction.
- Plastics and Glass: Plastics may be shredded, bailed, and palletized. Glass may be melted and reused.
- Soil: Soil, combined with decomposed organic materials, may be recycled for agricultural use or fill material.
- Vegetative Debris: Ground debris may be composted for mulch

SUBTASK: MANAGING TEMPORARY DEBRIS MANAGEMENT SITES (TDMS)

Dynamic will provide all management, equipment, operators, and laborers required for the establishment, operation, and maintenance to accept, process, reduce, incinerate, and dispose of disaster related debris. The Temporary Debris Management Sites (TDMSs) will use mechanical chipping/grinding to reduce vegetative and clean woody debris. C&D that is collected will be removed from the waterway and then hauled directly to final disposal.

OPERATIONAL PLAN

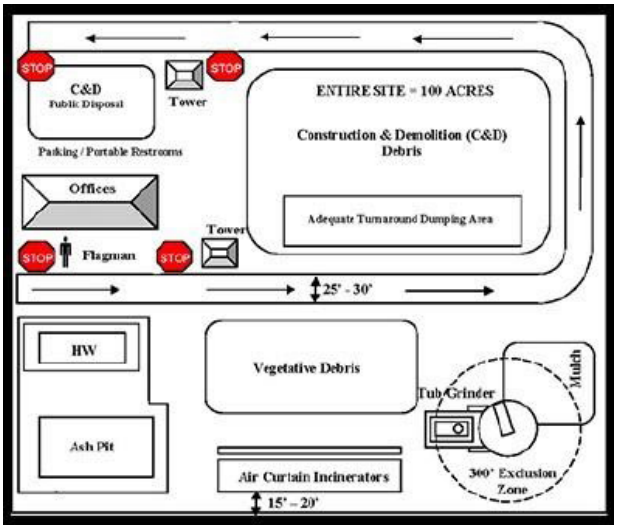
Proper staffing of the TDMS is of utmost importance for ensuring the effective and efficient management of site operations. Dynamic has extensive experience with selecting, managing, and operating TDMS and will work alongside the City and FEMA to ensure that all sites meet the requirements and expectations prior to any work being performed.

Furthermore, Dynamic will continuously enforce:

a. Commitment to the deliverance of timely and quality service

b. Contractor Safety Plan and environmental protection standards, and

c. The keeping of accurate and honest reporting, accounting, and documentation.



If a TDMS is set up it will address the following:

- Site ingress and egress
- Site preparation, including clearing, erosion control, and grading
- Traffic control procedures
- Site security
- Site safety
- Site layout/segregation plan, to include:, mechanical chipping/grinding areas, contractor work area, inspection tower, and safety zone clearance areas
- Environmental mitigation features, including considerations for dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate



TDMS FOREMAN

Dynamic will ensure that each site has an operations foreman, who will be responsible for all oversight, including traffic control, dumping operations, segregation of debris, and mechanical grinding operations, and site safety.

The foreman will be responsible for monitoring and documenting all equipment and labor utilized onsite. This information will be compiled with other daily reporting data and will be provided to the contracting authority by the Debris Operations Manager.

SITE ASSESSMENT

Photographs and/or GPS based maps of the site will be updated as the use and configuration of the site changes.

SITE DESIGN

Roads are designed with separate ingress and egress, where possible, to expedite truck flow in and out of the site. Large turnaround areas will be maintained to enable simultaneous movement of multiple trucks.

To reduce hazards from flying debris, wood chipping operations will be located a minimum of 150-200 feet from all areas where personnel are actively working.

Crushed rock or gravel is used to form a base that will prevent soil erosion, reduce dust generation, and provide truck access during inclement weather. Additional applications of rock may be necessary for road maintenance as the project progresses. Additional reserves of rock are readily available to repair and rebuild roads for road relocation, mud accumulation, and compression of rock as a result of heavy truck traffic.

SITE SECURITY

Site security measures will consist of limited access gates, signage, lights and cameras (as needed).

INSPECTION TOWERS

Dynamic will maintain one Inspection Tower at the TDMS. Existing structures serving this purpose may be utilized following coordination between Dynamic and the City. Tower locations may be changed to support the progression of debris storage and reduction as well as normal traffic patterns on the site. The floor elevation of the tower will be such that it affords a complete view of the load bed of each piece of equipment that hauls debris to the site while allowing for the easy transfer of the debris removal load ticket between the City representative and the vehicle driver. All terrain scissor lifts may be used as an Inspection Tower

DEBRIS UNLOADING AND SEGREGATION

Trucks containing any waste other than vegetative debris will be directed through the disposal site to the C&D final disposal site.

Photos and live video may be utilized to record actual hauling equipment.

Trucks containing vegetative debris will be directed to the debris depository areas of the sites in an orderly manner via the ingress. Once the debris has been deposited at the base of the debris storage pile, dozers or track hoes will be used to move and pile the debris. Debris piles will be compacted and constructed with a slope to prevent loose debris from rolling or falling down the sides of the piles.

DEBRIS CHIPPING

Horizontal grinders will be set up at the TDMS to convert the debris into wood chips suitable for use as mulch or fill. A knuckleboom loader or trackhoe will be used to load debris into the grinder. Due to the noise generated by the grinders and the hazard hazards of operating mechanical machinery, the grinders will be set up at least 150 to 200 feet from all other work areas.

A dozer will be used to stockpile mulch as it is processed by the grinders. Large amounts of processed debris will produce large mulch piles. Consideration will be given to the amount of material that will be chipped and adequate space should be allotted for stockpiled mulch. The piles should be at least 50 feet away from the grinder.

The temperature of the stockpiled mulch will be monitored to prevent spontaneous combustion. If the temperature approaches or exceeds 150 degrees Fahrenheit, the stockpile will be rolled to release the heat buildup.

FIRE PROTECTION

Dynamic will manage all site operations to minimize the risk of uncontrolled/uncontained fire. Twenty-pound all-purpose fire extinguishers should be strategically stationed around the TDMS.. At no time should a fire extinguisher be located further than a 1-minute round-trip walking distance from any point on the site. Site conditions may necessitate having additional water-filled extinguishers and readily available hand tools, such as fire rakes.

SITE CLOSURE

Dynamic will close the TDMS within 30 calendar days of completing the reduction or transfer of all delivered debris to an authorized final disposal. Site closure will include removing site equipment, debris, and all remnants from the processing operation; grading the site; and, restoring the site to pre-occupancy conditions.

Dynamic will conduct a final inspection of the site along with the City representative to receive final approval of the site closure.

FINAL DISPOSAL OF DEBRIS AND DEBRIS BY-PRODUCTS

Disposal of all eligible debris, reduced debris, ash residue, and other products of debris management will be performed in accordance with all applicable state, federal, and local laws. Associated related costs will be "pass-through" with no additional charges. Dynamic will ensure disposed debris is properly documented in accordance with FEMA protocol by using approved collection/disposal and tipping tickets.

TASK 5: CLOSEOUT

DMS SITE REMEDIATION

During the debris removal process and after the material is removed from the debris site, environmental monitoring will take conducted. This is to ensure no long-term environmental effects occur. Environmental monitoring will be conducted in the following areas:

a. **Ash:** Monitoring consists of chemical testing to determine suitability of material for landfill placement.

b **Soils:** Monitoring consist of using portable meters to determine if soils are contaminated by volatile hydrocarbons. This will be done if a determination is made that chemicals such as oil or diesel has spilled on to the site.

c. **Groundwater:** Monitoring is done on selected sites to determine effects of rainfall leaching through ash areas or stockpile areas.

SUBTASK: DMS CLOSURE CHECKLIST

- Debris operations are complete.
- Site is cleared and cleaned of all debris.
- Final environmental sampling is obtained.
- Site is restored to prior condition.
- Property owner is satisfied (if leased property).

It is Dynamic's intent to have all DMS and TDMS closed and restored within 30 days of completion of all debris removal operations.



OPERATIONAL PLAN

Dynamic Group, LLC is committed to delivering cutting-edge solutions and dedicated personnel to support the City of Destin pre-planning analysis through debris operations and execution. Our approach integrates advanced technology, strategic resource allocation, and proactive planning to mitigate the impact of future disasters and ensure a rapid, coordinated response.

Our experienced team will work alongside the City throughout every phase of disaster recovery, providing expert guidance, operational support, and real-time decision-making to ensure an efficient, compliant, and cost-effective debris management process.

INNOVATIVE TECHNOLOGY FOR SMARTER RECOVERY

One of our key innovations is the use of drones in disaster recovery operations. These unmanned aerial systems provide rapid, cost-effective, and safe solutions to enhance emergency response efforts. Our drone technology supports:

DAMAGE ASSESSMENT:

High-resolution imaging and video capture allow for quick evaluation of affected areas, helping authorities prioritize response efforts.

INFRASTRUCTURE INSPECTION:

Drones safely inspect critical infrastructure, such as bridges, power lines, and buildings, minimizing risks to human inspectors.

MAPPING AND DATA COLLECTION:

Real-time mapping and 3D modeling provide accurate insights for efficient planning and resource allocation. Environmental Monitoring: Advanced sensors detect hazards such as gas leaks, fires, or chemical spills, ensuring a safer recovery process.

COST AND TIME EFFICIENCY:

Drones significantly reduce assessment time and costs compared to traditional methods, expediting the overall recovery process.

EXPERIENCED PERSONNEL AND STRATEGIC EXECUTION

Dynamic's committed personnel will play a crucial role in supporting the City of Destin from pre-disaster planning to final debris removal execution. Our team brings:

PRE-PLANNING AND RISK ANALYSIS:

Identifying vulnerabilities, securing debris management sites, and ensuring FEMA compliance before a disaster strikes.

RAPID MOBILIZATION:

A fully prepared team capable of immediate activation, ensuring swift response and efficient debris removal post-disaster.

OPERATIONAL OVERSIGHT:

On-site project managers, safety officers, and compliance specialists ensuring seamless execution and problem resolution.

GPS FLEET MANAGEMENT:

Real-time tracking for optimized routing, accountability, and operational transparency. By leveraging innovative tools, dedicated personnel, and local resources, Dynamic ensures a strategic, well-coordinated, and proactive approach to disaster recovery in the City of Destin—delivering results efficiently, safely, and in full compliance with federal and local regulations.

UTILIZATION OF DRONES

Drones play a crucial role in Dynamic's disaster recovery by providing rapid, efficient, and safe support in various ways:

1. **DAMAGE ASSESSMENT**
   Drones can quickly survey affected areas, capturing high-resolution images and videos to assess damage, helping authorities prioritize response efforts.
2. **INFRASTRUCTURE INSPECTION**
   They safely inspect damaged infrastructure, such as bridges, power lines, and buildings, reducing the risk to human inspectors.
3. **MAPPING AND DATA COLLECTION**
   Drones create real-time maps and 3D models of disaster zones, providing accurate data for effective planning and resource allocation
4. **ENVIRONMENTAL MONITORING**
   They detect hazards like gas leaks, fires, or chemical spills, helping prevent further harm and guiding cleanup efforts..
5. **COST AND TIME EFFICIENCY**
   Drones cover large areas quickly and at a lower cost than helicopters or ground teams, accelerating disaster response and recovery.

Overall, drones improve safety, speed, and accuracy in disaster recovery, enabling faster relief efforts and saving lives.



Dynamics use of online cloud-based platforms offers numerous benefits that enhance business operations by streamlining processes, improving collaboration, and boosting productivity. It automates repetitive tasks, manages workflows, and eliminates manual processes to save time and resources. Our integrated systems foster seamless teamwork through real-time data sharing and secure access controls, enhancing communication and efficiency with all our Subcontractors. Its customizable solutions allow Dynamic to tailor applications for project management, inventory tracking, and sales monitoring. With robust analytics and reporting tools, we deliver data-driven insights for informed decision-making. Advanced security features, including role-based access controls and data encryption, ensure sensitive data is protected.

PHASE APPROACH TO DEBRIS MANAGEMENT

PROACTIVE PLANNING & SWOT (STRENGTHS, WEAKNESS, OPPORTUNITIES, AND THREATS) ANALYSIS

Dynamic begins each project with a comprehensive SWOT analysis to assess potential challenges, enhance risk mitigation strategies, and identify key assets. This ensures optimized decision-making, streamlined operations, and minimal disruptions throughout the debris management process. We understand the City has a multiyear plan; integrating key personnel Dynamic offers experience from key personnel who have written, reviewed, and tracked emergency response and hazard mitigation plans for all 64 parishes. Dynamic can assist the City with evaluating plans and procedures for compliance with state and federal polices and are aligned with ICS/NIMS concepts to align with the national standard.

Review & Readiness Phase

Dynamic can review and provide verification that all emergency plans, including continuity of operation plans, and procedures are in compliance with state and federal policies and are aligned with ICS/NIMS concepts and terminology. Through a thorough technical review, the team will provide recommendations on necessary revisions to ensure compliance with federal and or state guidance. In addition to conducting a technical review of all relevant emergency operation plans, Dynamic can also execute a thorough analysis of each of the plans by conducting an analysis of key Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the assessed plans. An integrated planning team with decades of planning experience will perform the SWOT analysis with the assistance of local government officials.

Integration Phase

Dynamic will utilize the SMART concept to integrate all lessons learned and needs for improvements that are identified. Smart ensures that corrective actions are developed to be Specific, Measurable, Achievable, Relevant, and Time-bound. Any revisions to plans and procedures will be recommended to the City based on federal planning guidance and any identified corrective actions as a result of a disaster or exercise conducted and documented.

COLLABORATIVE STAKEHOLDER ENGAGEMENT

We understand drills are already an integrated element of the City's protocol. Our subject matter experts have found success by building on drills with tabletop exercises and roundtable discussions involving community stakeholders. Involving community stakeholders in the planning and response framework can reveal gaps and concerns not previously identified, generate a pool of secondary and tertiary resources, and foster more collaborative, transparent communication channels. Examples of such engagement and planning activities include:

Roundtable Discussions

Recommended attendees to include local government officials, the department of public works, utility coordinators, other infrastructure leaders, education leaders, volunteer organizations, and other local leaders.

Business Base Tabletop Exercise

Engaging the local business community can lead to more coordinated response efforts within the community. Recommended attendees include first responders, government officials, local business owners, business leadership council members, and major healthcare systems, among others. In conclusion, Dynamic is committed to training and utilizing local labor during debris removal and recovery efforts. We prioritize partnerships with local businesses, hiring local workers, and utilizing local equipment. By involving the local community, we aim to contribute to the economic growth and development of the area while ensuring a timely and successful recovery process.

OPERATIONAL PLAN

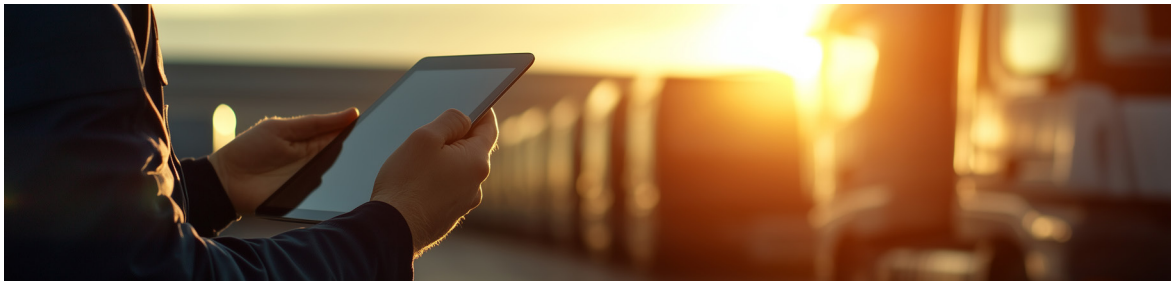
Dynamic offers innovative concepts to increase efficiency, reduce risks, and more quickly restore the public health and safety of affected communities. The innovations we offer the City of Destin include advanced tools and systems, prioritization of local resources, and thoughtful planning and preparation to mitigate the impact of future disasters.



GPS FLEET TRACKING SYSTEM:

Our GPS fleet management system offers numerous benefits for us to utilize on your projects:

1. **REDUCE OPERATING EXPENSES**
   Optimizes routes to cut fuel and overtime costs
2. **SAVE TIME**
   Real-time traffic updates help avoid delays.
3. **REDUCE DOWNTIME**
   Efficient scheduling boosts productivity.
4. **OPTIMIZE RESOURCES**
   Monitors fuel usage, driver behavior, and engine idling.
5. **MAXIMIZE VEHICLE UTILIZATION**
   Minimizes idle time and fuel waste.
6. **ENHANCE CUSTOMER SATISFACTION**
   Ensures timely service and accurate delivery tracking.
7. **IMPROVE PREDICTABILITY**
   Provides precise locations and times, real-time updates.
8. **SUPERIOR ROUTE PLANNING**
   Identifies time- and cost-efficient routes.
9. **INCREASE TRIPS**
   Better planning allows more daily trips.
10. **ASSET TRACKING**
    Quickly locates lost or inoperable vehicles.
11. **LOWER MAINTENANCE COSTS**
    Monitors vehicle health to prevent unnecessary repairs.
12. **EASE OF USE**
    Accessible data via mobile devices for managers.
13. **IMPROVE SAFETY**
    Real-time monitoring enhances driver safety.
14. **REDUCE PAPERWORK**
    Automates data collection and reporting.
15. **STAY COMPETITIVE**
    Streamlined operations reduce costs and improve service.



SAFETY OBJECTIVES

Dynamic has successfully utilized its procedures and systems in all debris removal services, resulting in its zero accident and injury accomplishment, to date. Dynamic leads our industry in adherence to and use of Corporate, Safety, Health and Environmental procedures and systems, which rival the procedural governances of more highly regulated industries like commercial nuclear power operations. For example, Dynamic mandates the use of cross discipline feedback, supervisory review of risks, and advanced training and change notification requirements.

Safety at Dynamic is not only the job of our Health and Safety Manager or project safety officers, but also the responsibility of every employee, partner and subcontractor. All personnel, including our team partners and subcontractors, are responsible for carrying out work consistent with industry safety Safety Manager. Utilizing Job Safety Analyses (JSAs) and other safety tools to assess, foresee, prevent, and mitigate safety risks, is key to safely completing each task without injuries or damage to personnel, equipment and personal property.

ACCIDENT AND INJURY PREVENTION

Dynamic's commitment to accident and injury prevention and no injuries has resulted in

- 0 OSHA Recordables,
- NO Lost Time, and
- NO Restricted Duty injuries.

DYNAMIC'S PREVENTION, DETECTION, CORRECTION (PDC) MODEL

The PDC Model is Dynamic's strategic approach to maintaining and operating our projects using a risk-based bias to ensure prevention and detection occupy at least 80% of our time and resources, and correction activities occupy less than 20% of our time and resources.



PREVENTION

LOOK AHEAD and IDENTIFY the worst thing that can happen.

INCORPORATE specific mitigating actions identified during Look-Ahead process into work preparation and execution for all tasks.

DETECTION

MAINTAIN a questioning attitude, challenging conditions that are not as expected.

DETERMINE specific actions, reviews, observations, and peer checks that can be used to ensure the expected results are achieved.

CORRECTION

Correction involves thoroughly understanding problems to effectively resolve them the first time.

SAFETY TRAINING OBJECTIVES

Dynamic's Health and Safety Manager regularly visits active jobsite locations to observe and check on the health and welfare of the crews. The Safety Manager facilitates safety meetings, oversees accident reports, and conducts safety investigations as necessary, serving as the primary liaison.



The Dynamic Team, including subcontractors, are trained in the ability to:

1. Identify safety situations to address immediately with Dynamic's Supervisors and Safety Manager, who will then act swiftly, efficiently, and within all procedural requirements to handle the identified situation.
2. Deliver daily toolbox safety meetings and corporate safety performance metrics in a manner that is specific to the site and a worker's craft, scope of work, and job site conditions.
3. Influence a strong safety culture through numerous measures, including on-site behavioral and JSA audits with immediate positive feedback for workers who are observed performing work safely, and employee coaching to improve safety behaviors for those observed at-risk.

QUALITY ASSURANCE & QUALITY CONTROL

Dynamic's Corporate Quality Assurance and Quality Control Program (QA/QC) mandates standards for employees that will ensure each task is accomplished in such a way that the reimbursement is maximized. We develop a project specific quality plan in coordination with QC team members and the municipality that incorporates procedures, testing, and reporting processes to ensure quality and safe delivery of scope. The QA/QC Team is responsible for owning and resolving quality-related and other issues for the on-time delivery of quality control deliverables, including testing, quality control reports, QC meetings, QC training, recordkeeping, and QC certifications.

Our project management documentation process coupled with the debris monitor's reports provide for positive identification and control of work.

KEY ELEMENTS

- Proper certification of haul vehicles with signatures and approvals
- Proper field documentation of each load hauled by identifying the precise/certified vehicle, the driver, and location of eligible debris removed
- Proper field documentation of each disposed or reduced load, including disposal location and the safe, permitted operation of that disposal or reduction site location
- Daily reports, which may also include the updated loads-hauled database (if available), to ensure ongoing transparency and communication of work outcomes
- Reports and databases that are fully supported by accurate field documentation

FHWA EMERGENCY RELIEF AND FEMA DEBRIS REMOVAL COMPLIANCE

Dynamic's debris management process align with the Federal Highway Administration (FHWA) Emergency Relief (ER) Program and FEMA Debris Removal laws by meeting key compliance requirements, including:

1. ELIGIBILITY & COMPLIANCE WITH FEDERAL REGULATIONS FHWA ER PROGRAM

Requires proper documentation of debris removal on federal-aid roads, including GPS tracking, load verification, and disposal records.

FEMA 325 & 327 Guidelines:

Mandate photographic documentation, monitoring at collection and disposal sites, and an auditable trail of debris removal activities.

2. DOCUMENTATION & VERIFICATION

Load tickets (like the sample provided) serve as a primary verification tool for reimbursement, tracking debris type, location, truck ID, and certified capacity and comply with all City's reporting requirements and cooperating with designated debris monitors.

GPS coordinates and timestamps at both pickup and disposal sites ensure transparency and prevent fraud. Monitor verification at collection and disposal points ensures compliance with FHWA and FEMA monitoring requirements.

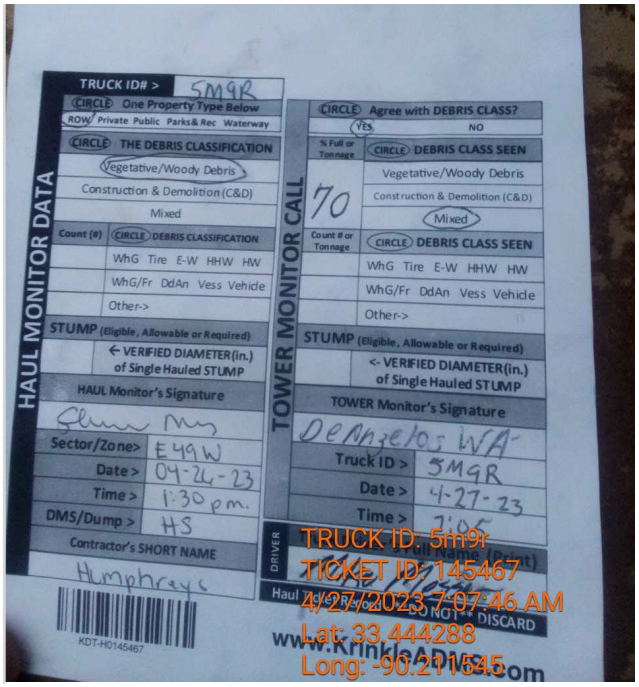
3. PHOTOGRAPHIC EVIDENCE & DIGITAL REPORTING

Photo documentation of loads before and after transport aligns with FEMA's best practices to verify debris quantities and prevent duplicate claims.

Automated tracking systems (KrinkleApps) streamline compliance by maintaining digital records, reducing errors, and ensuring quick access for audits.

4. ELIGIBILITY FOR REIMBURSEMENT

Proper documentation of Right-of-Way (ROW) debris collection, as seen in the sample ticket, meets FEMA's eligibility criteria for public assistance funding. The record of disposal at an approved landfill ensures compliance with environmental and public health requirements. By incorporating FHWA-compliant monitoring, FEMA-eligible documentation practices, and real- time tracking, Dynamic ensures that all debris removal operations adhere to federal funding requirements while expediting reimbursement and maintaining full transparency



FHWA EMERGENCY RELIEF AND FEMA DEBRIS REMOVAL COMPLIANCE

Dynamic employs cutting-edge digital documentation systems to ensure accurate, verifiable, and FEMA-compliant debris management operations. Each Debris Haul Record is meticulously tracked through KrinkleApps-powered technology, capturing critical data points such as ticket number, debris type, truck ID, certified capacity, and sector location. Real-time GPS coordinates at both collection and disposal sites provide transparency in tracking, while timestamped load and haul records document the entire process from pickup to final disposal. The system also incorporates photographic evidence, ensuring compliance with federal, state, and local regulations. In this sample record, debris was collected from a Right-of-Way (ROW) location under the supervision of an assigned monitor, transported 37.2 miles, and disposed of at assigned DMS. By leveraging automated reporting, load verification, and compliance-driven workflows, Dynamic ensures audit-ready documentation, efficient processing, and adherence to FEMA reimbursement requirements for all disaster recovery operations.

Debris Haul Record | **DEBRIS MISSION**

TLC Engineering - Debris Monitor | H&S Utility Maintenance Services - Debris Contractor

DEBRIS HAUL RECORD

Ticket Number: 145804	Debris Type: Mixed	Truck ID No: L268
	Sector/Zone: NA	Certified Capacity: 74.9CY

TICKET OPEN DATA

Date/Time: 4/26/2023 2:22 PM	Lat/Long: 33.09368, -90.49419
Collection Location: ROW (Right of Way)	Monitor: McGinnis, LaTonya

TICKET CLOSE DATA

Date/Time: 4/27/2023 6:53 AM	% Full: 65%	Lat/Long: 33.44420, -90.21168
Disposal: Leflore County Landfill	CYs: 48.68	Monitor: Ward, Deangelos
	Haul Miles: 37.1	

PHOTOS



HAUL RECORD



TRUCK PLACARD



LOAD PHOTO

TLC ENGINEERING

www.tlceng.com

8204 Westglen Dr.

Phone: 713-868-6900

Powered by krinkleapps.com

CUSTOMER SERVICE APPROACH

Quality, responsive customer service is a critical element of Dynamic's responsibilities. We strive to ensure we properly serve all stakeholders within the communities in which we work. We believe in operating our business with integrity and doing the right thing each and every day.

Dynamic employs a holistic team approach for successful project execution. Our leadership team promotes positive attitudes, proactive problem-solving, and direct communication with all stakeholders to foster collaboration and build trust. We have leveraged unforeseen issues during past projects as opportunities to encourage teamwork to achieve ideal solutions for our clients. Our team solves problems collaboratively, proactively mitigating issues that may contribute to potential customer service issues.

DYNAMIC'S CORPORATE CULTURE OF QUALITY

The Dynamic Corporate Customer Service Program is the foundation of the Dynamic culture of quality for our employees, clients and project stakeholders. Our approach is implemented through standard operating procedures, training, enforcement, and repetition. Additionally, supplemental job aids, checklists, and signature certification requirements ensure all parties are accountable. Dynamic employees receive training on their specific roles and responsibilities, the reporting chain they belong to, and industry best practices applicable to their position. Our training includes the efficient use of all tools, systems, workflows, processes, forms, and job aids, as well as task-specific requirements to complete work accurately, efficiently, and compliantly.

RESPONSIBLE PARTIES

All members of the project team are responsible for quality customer service. Our Field Supervisor serves as the primary field customer service manager who works with the community to ensure that all daily operations proceed as efficiently as possible. The Field Supervisor is responsible for:

- Serving as a single point of contact for customer service concerns in the field
- Coordinating and communicating with the Operations Manager, the City, and the Debris Monitor for debris issues
- Identifying potential customer service issues during the project kickoff meeting
- Managing resources and coordinating with debris staff on customer service issues

DYNAMIC CONTACTS

Toll-Free Customer Service Number:
877-595-3403

Dedicated Personnel Assigned to Customer Service:
Primary:



Tommy Crosby
Customer Service Representative

Account Inquiry Contact:
Admin@DynamicGrp.com

EQUIPMENT

Dynamic has established relationships with a variety of trusted vendors and suppliers, enabling us to source and procure any additional equipment required for the project. Our extensive network ensures that we can meet specific equipment needs promptly and efficiently, guaranteeing that all project requirements are fulfilled on time and to the highest standard.

Dynamic assures that equipment listed below will be available to perform the services for City of Destin as needed.

DYNAMIC TEAM OWNED EQUIPMENT	QUANTITY	LOCATION	CONTRACTOR
Marsh/Amphibious Equipment			
2020 E50 Long Stick Bobcat Amphibious Excavator	1	Vidalia, LA	Dynamic
313 FL CAT Amphibious Excavator w/ pontoons	1	Vidalia, LA	Dynamic
CAT 306 Amphibious Excavator w/ pontoons	2	Vidalia, LA	Dynamic
CAT 307 Marsh Excavator	1	Vidalia, LA	Dynamic
Marsh Master MM1 57hp marsh buggy	2	Vidalia, LA	Dynamic
Dozer / Tractors			
Dozer 2020 Komatsu D51PX-24	1	Vidalia, LA	Dynamic
Trackloaders/Skid Steer			
2021 Takeuchi Tracked Skid Steer Loader	2	Vidalia, LA	Dynamic
Excavators			
Komatsu Excavator Model PC170LC-11	1	Vidalia, LA	Dynamic
Mini-Excavator Saw Head	1	Vidalia, LA	Dynamic
Forklifts/Wheel Loaders/Rubber Tired Backhoes			
Cat Front end loaders/backhoe	2	Vidalia, LA	Dynamic
Rubber Tired Tractors			
John Deere 125hp Tractor with front end loader	1	Vidalia, LA	Dynamic
John Deere 110hp Tractor with grading box	1	Vidalia, LA	Dynamic
Kubota 7400 Mowing Tractor	1	Vidalia, LA	Dynamic
Kubota 7400 Tractor with front end loader	1	Vidalia, LA	Dynamic

Tractor Trucks, & Trailers			
83" x 14' Tandem Axle Dump Trailer	1	Vidalia, LA	Dynamic
Grapple Trucks			
2021 Peterbilt Grapple Truck	2	Vidalia, LA	Dynamic
UTV			
2020 Polaris	3	Vidalia, LA	Dynamic
2020 Polaris 1000-XP Crew	2	Vidalia, LA	Dynamic
John Deere Gator work UTV	1	Vidalia, LA	Dynamic
Barges			
Skid Barge - 12x24	9	Vidalia, LA	Dynamic
Other			
Genie Manlift	1	Vidalia, LA	Dynamic
2018 Argo with Tracks and Trailer	1	Vidalia, LA	Dynamic
Golf Carts	1	Vidalia, LA	Dynamic
Turbo Saw Blade ½ Thick 30" Disc 6 Welded Teeth	1	Vidalia, LA	Dynamic
TS3 Cutting Tooth	1	Vidalia, LA	Dynamic

41
DYNAMIC-OWNED HEAVY EQUIPMENT UNITS

75
SUBCONTRACTOR HEAVY EQUIPMENT UNITS

STRATEGICALLY
PRE-POSITIONED

SUBCONTRACTING PLAN

Dynamic values integration of local expertise, compliance with FEMA guidelines, and efficient execution of disaster debris management services. All of our subcontractors undergo a rigorous vetting process to verify their qualifications, certifications, and compliance with federal, state, and local regulations. If activated, regular coordination meetings and progress updates will be conducted to maintain alignment and ensure timely delivery of services. Additionally, we will provide training to subcontractors on FEMA documentation protocols, safety standards, and quality assurance measures ensuring accountability and adherence to project specifications. We aim to deliver exceptional results while fostering community collaboration.



TAB 5
PREVIOUS EXPERIENCE

REFERENCES

While Dynamic Group, LLC has been operating as a full-service Disaster Debris Management Contractor for the past eight (8) consecutive years, the company's owner, Josh McCoy, brings over twenty (20) years of direct industry experience. This extensive background ensures that the firm is built on a foundation of proven disaster response leadership, best practices, and long-standing industry relationships. References provided reflect the firm's capabilities and the owner's tenure in the field.

While Dynamic Group, LLC has not served as the primary contractor on a single Disaster Debris Management project exceeding twenty-five million dollars ($25,000,000), the firm has successfully managed and executed large-scale contracts in related areas such as levee stabilization, housing recovery, and logistics, each exceeding $25 million in value. These projects required comparable levels of coordination, compliance, and operational scale, demonstrating our proven capacity to handle high-value, complex disaster response operations.

DEBRIS REMOVAL PROJECTS	CONTRACT DATE/ TERM	CONTRACT VALUE/CY	SCOPE	CLIENT/CONTACT
Plaquemines Emergency Debris Removal	6/30/2021 / 3/13/2022 IDIQ Contract	$14,698,558 549,073 CY	In support of the emergency operations following Hurricane Ida, Dynamic is currently providing oversight for the disaster generated debris removal of C&D, vegetative, tires, and white good debris removal within the parish's rights-of-way, including, streets, canals, and levees on both sides of the Mississippi River.	**Plaquemines Parish Government** Ken Dugas | Parish Engineer Phone : (504) 934-6115 Email : kdugas@ppgov.net Address: Bldg. 500 333 F. Edward Hebert Blvd. Belle Chasse, LA 70037
Lafayette Hurricane Ida Lafayette Emergency Canal Clearance	8/26/2021 / 8/26/2021 Definitive Contract	$150,000 5,203 CY	In anticipation of Hurricane Ida, Dynamic cleaned 3,000 linear feet of unmaintained canals directly connected to the Vermillion River. The canals ranged in size from 20 to 50 feet wide and 15 to 40 feet deep. Dynamic mobilized immediately to complete the emergency canal clearance before Hurricane Ida made landfall, mitigating flooding throughout the community.	**Lafayette Consolidated Government** John Vallot | PM Lafayette Consolidated Government Phone: (337) 291-5683 Email: jvallot@lafayettela.gov Address: 705 W University Ave Lafayette, LA 70506
St. Charles Houmas Canal Clearing and Grubbing	6/22/2021 / 7/6/2023 Definitive Contract	$1,075,000 50,000 CY	To mitigate current and future flooding events, Dynamic is providing oversight for excavating and clearing of disaster generated debris from Houmas Canal, along with mulching of debris and debris removal.	**St. Charles Parish Government** Michael Palamone | Chief Administrative Officer Phone: (985) 783-5800 Email: mpalamone@st.charlesgov.net Address: P.O. Box 302 15045 River Road Hahnville, LA 70057

REFERENCES

DEBRIS REMOVAL PROJECTS	CONTRACT DATE/ TERM	CONTRACT VALUE/CY	SCOPE	CLIENT/CONTACT
West Feliciana Sand, Silt, and Waterway Debris Removal Project	10/28/2019 / Ongoing IDIQ Contract	$5,431,808 246,468 CY (silt and sand)	Following the extensive flooding from the Great Flood of 2016, West Feliciana Parish sought emergency services to clear, haul and dispose of debris that catastrophically clogged waterways. Dynamic provided oversight of clearing and removal of debris and obstructions from waterways and roadways.	**West Feliciana Parish Government** Kenny Havard | Parish President Phone: (225) 635-3864 Email: khavard@wfparish.org Address: 5934 Commerce St. St. Francisville, LA 70775.
Pineville Hurricane Laura & Delta Emergency Debris Removal and Disposal	9/14/2020 / 4/28/2021 IDIQ Contract	$505,833.00 25,207 CY	In response to Hurricane Laura's catastrophic events, Dynamic provided oversight for large volumes of disaster generated debris removal from the City's rights-of-way.	**City of Pineville** Rich Dupree | Chief of Staff Phone: (318) 664-4357 Email: rich@pineville.net Address: 910 Main Street Pineville, LA 71360

KENNY HAVARD
Parish President

DANYELL VICE
Finance Director

JULIUS METZ
Public Works/Utilities Director

GARY MEGO
Planning & Zoning Administrator

EMILY COBB
Exec. Asst. to the Parish President
Council Secretary

District A
THOMAS PATE
Post Office Box 43
Tunica, LA 70775

District B
TROY "TAB" BALLARD
Post Office Box 277
St. Francisville, LA 70775

District C
JOHN M. THOMPSON
Parish Council Chairperson
7737 LA Hwy 421
St. Francisville, LA 70775

District D
JUSTIN METZ
10459 Tunica Trace
St. Francisville, LA 70775

District E
GERALD "GERRY" TANNER
Parish Council Vice-Chairperson
Post Office Box 1202
St. Francisville, LA 70775

July 18, 2024

RE: Reference for Dynamic Construction Group, LLC
Sand, Silt, and Waterway Debris Removal Project
For West Feliciana Parish

To Whom It May Concern:

Dynamic Construction Group (Dynamic) has been a pleasure to work with over the past few years. Upon award of the contract, Dynamic has proven their experience and knowledge in the debris removal field.

Dynamic has been a significant contributor of ideas on how to navigate and remove different types debris – sand/silt, vegetative, etc. They are efficient, resourceful, and understand the needs and constraints of working with the Parish Government.

We look forward to continuing our partnership with Dynamic in the future. If you have any other questions or would like to discuss our recommendation of Dynamic further, please do not hesitate to reach out to my office at (225) 635-3864.

Sincerely,

Kenny Havard, Parish President

Cc: Dynamic

5934 Commerce Street | P.O. Box 1921 | St. Francisville, Louisiana 70775 | (225) 635-3864
Equal Opportunity Employer

SOUTH LAFOURCHE LEVEE DISTRICT

17904 LA Hwy 3235 • P.O. Box 426 • Galliano, LA 70354
Office: (985) 632-7554 • Fax: (985) 632-7555

Keith Guidry • President **Nicholas Matherne, CFM** • Executive Director

July 15, 2024

To Whom It May Concern:

In the fall of 2021 Hurricane Ida made landfall along Louisiana's coast. Our levee system was in the direct path of the storm which caused millions of dollars of destruction. As a result, over 87,000 CYs of debris was deposited on our 48-mile ring levee system. Dynamic Group secured the bid for removal of this debris. A collaborative agreement between Dynamic Group, FEMA and our agency resulted in Dynamic's burning of approved natural debris which saved our agency (and FEMA) millions of dollars.

The South Lafourche Levee District was very pleased with the professionalism of their work. They removed the debris in accordance with the contract and abided by all laws while doing so. Dynamic worked diligently and effectively to safely clear our levees of all debris to lessen public health, safety, and property, and ensured our regular construction work could continue with minimal interruptions.

I'm pleased to announce that our agency has renewed its contract with Dynamic Group for the year 2024.

Sincerely,



Nic Matherne, CFM
Executive Director

/mcp

Keith Guidry President *Vacant* Vice President
Brian Marts Commissioner Scott Theriot Commissioner
Roland Curole Commissioner Mitch Danos Commissioner
Monty Vegas Commissioner J. McNeely Rome Commissioner
Brett DeRoche Commissioner Nic Matherne Executive Secretary

DAVID SELLERS,CONSULTANT
GRAVITY DRAINAGE DISTRICE NO. 5
OF
TANGIPAHOA PARISH

I am writing this letter of recommendation on behalf of Dynamic Construction Group for drainage work completed for our district. Dynamic was represented by Wendell Anthony who has a long relationship with the district.

Over the past several years Dynamic, with Wendell Anthony as supervisor has completed over 20 different canal and creek cleaning projects and cleaned over 30 miles of creek and canals in North Tangipahoa Parish.

I have has a great working relationship with Dynamic and would recommend them on any future projects.

Sincerely

David Sellers

Plaquemines Parish Government

Directors
Administration - Crystal M Taylor
Operations - Scott Rousselle
Public Service - Todd Eppley
Coastal Restoration - John Helmers

PARISH PRESIDENT
Kirk M. Lepine
333 F Edward Hebert Blvd.
Building 100
Belle Chasse, Louisiana 70037
(504) 934-6020
Fax (504) 934-6029
klepine@ppgov.net

Council Members
District 1 - John L Barthelemy Jr.
District 2 - William "Beau" Black
District 3 - Corey Arbourgh
District 4 - Dr. Stuart J Guey Jr.
District 5 - Benedict "Benny" Rousselle
District 6 - Trudy Newberry
District 7 - Carlton M LaFrance Sr.
District 8 - Richie Blink
District 9 - Mark "Hobbo" Cognevich

October 29, 2021

To Whom This May Concern:

I would like to take the opportunity to offer a formal recommendation for Dynamic Group, LLC. A company that responded to the difficult challenge of assisting Plaquemines Parish in a monumental task to recover from Hurricane IDA. They immediately responded to the disaster recovery needs. I am completely satisfied with their performance. They do an excellent job, are always addressing every need that arises with superior work ethics. When it comes to handling pressure situations, Dynamic Group, LLC has always proven their deftness in managing tough situations.

While these facts are impressive, it's what is behind the company that is more influential for you. Dynamic Group, LLC has the experience and expertise while handling large projects with character, integrity, and professionalism. The responsiveness you will get with Dynamic Group., LLC and the personal attention they give is a driving force in the success we had with them.

I strongly recommend the services of Dynamic Group, LLC. If you have any questions, please feel free to contact me.

Respectfully yours,

Kirk M. Lepine
Plaquemines Parish President

ST. CHARLES PARISH

OFFICE OF THE PARISH PRESIDENT

MATTHEW JEWELL
PARISH PRESIDENT

RECHELL CHAMPAGNE
EXECUTIVE ASSISTANT

June 28, 2021

Calcasieu Parish Police Jury
Purchasing Department
1015 Pithon Street, Second Floor
Lake Charles LA 70601

Re: Reference for Dynamic Group, LLC - Request for Proposal for Emergency Debris Removal Services in Various Calcasieu Parish Drainage Laterals – RFP 2021-PW-153

We strongly recommend the work, experience and knowledge of Dynamic Group, LLC, who is currently performing canal cleaning and clearing work in St. Charles Parish.

Dynamic has quickly mobilized, utilizing its own equipment and labor to self-perform all necessary work to date, providing efficient and local solutions to the project. With experience in canal debris cleaning and clearing and many facets of disaster recovery, Dynamic understands the resources, needs and urgencies of parish governments.

We look forward to continuing to work with Dynamic in St. Charles Parish. If you have any additional questions, please do not hesitate to reach out to my office at 985-783-5000.

Kindest regards,

Michael Palamone
Chief Operating Officer
St. Charles Parish

P.O. Box 302 • Hahnville, Louisiana 70057 • Phone: (985) 783-5000 • stcharlesparish-la.gov



TAB 6
FINANCIAL CAPABILITY

Dynamic's financial statements on pages 75-141 are marked confidential per Florida Statues F.S. §119.071(1)(b)3

FINANCIAL CAPABILITY

Dynamic Group, LLC has the financial stability and resources to proceed with immediate mobilization for the City's recovery. Backed by a strong financial position, access to internal working capital, and reliable vendor and subcontractor relationships, Dynamic is able to maintain progress and meet urgent timelines without delay. This capacity was clearly demonstrated during the response to Hurricane Ida, where Dynamic began mobilization and debris removal operations immediately, in coordination with local officials, even as formal funding processes were still underway. This approach reflects the company's deep commitment to community recovery, responsiveness under pressure, and the flexibility to support clients when time is critical.

2023 MISSISSIPPI DEBRIS REMOVAL & SIMULTANEOUSLY ACTIVATED CONTRACTS

On March 23, 2023, a catastrophic EF4 tornado with winds reaching 170 mph devastated communities across Mississippi and neighboring states.

The devastating storm ravaged multiple municipalities across the state and generated massive quantities of debris.

The H&S Dynamic Team arrived in Sharkey County the day immediately after the tornado to offer our extensive expertise in disaster response and debris management. Our project managers arrived on site following the incident to conduct comprehensive damage assessments. We worked collaboratively with local, state, and federal stakeholders to develop a plan for safely, swiftly, and efficiently clearing debris from affected areas.

Immediately upon Notice to Proceed, the H&S Dynamic Team worked with the debris monitoring firm to register our pre-mobilized equipment, ensuring a rapid response. We also worked diligently to secure multiple debris management sites (DMS) and final disposal sites.

Overall, our team managed over 600,000 cubic yards of debris within the most impacted municipalities.

In Sharkey County and the City of Rolling Fork, the H&S Dynamic team removed 8,977 loads of vegetative and C&D debris, totaling 447,520 cubic yards. In nearby Humphreys County and Silver City, our team hauled 1,337 loads of mixed vegetative and C&D debris, totaling 161,104 cubic yards.

These contracts were activated simultaneously, exemplifying our commitment to delivering efficient solutions. Local officials and stakeholders have expressed sincere appreciation for our unwavering support and expeditious actions to remove debris and help the communities start rebuilding.

CURRENT AND ANTICIPATED WORKLOAD

Dynamic currently maintains several stand-by contracts for disaster recovery and debris management services; however, these contracts are inactive. Our team currently manages a limited number of active construction and site development projects, which are appropriately staffed and progressing on schedule. Given our current workload and available personnel and equipment, we have sufficient capacity to undertake the scope of work outlined in this RFP. Our operational structure is designed to scale quickly, ensuring rapid mobilization and resource allocation as needed.

FINANCIAL INTEGRITY

Dynamic does not have any past or current bankruptcies. Dynamic also does not have any lawsuits, liens, or judgments that may affect our financial integrity or stability.

World Wide Bonding Agency
2846 William Street, Buffalo, NY 14227
888- 681-7685 Fax 681-7683
Wwbagency.com

4/1/2025

Dynamic Group, LLC
3045 Westfork Dr
Baton Rouge, LA 70816

ATTN: Bond Capability Letter

Please let this letter serve as confirmation that Dynamic Group, LLC has a single project surety bond limit of $100,000,000 and an aggregate project surety bond limit of $200,000,000 with Fidelity and Deposit Company of Maryland is rated A+ (Superior) with AM Best Company.

Our final decision will be based upon satisfactory review of contract documents, evidence of financing for the work and our overall financial review of Dynamic Group, LLC at the time the bonds are required.

Dynamic Group, LLC has continually demonstrated the ability to deliver projects on time and within budget. We have the utmost confidence in their management and project delivery; thereby, highly recommend Dynamic Group, LLC

This is neither consent of surety nor a bid bond and we assume no liability to you or any other third party if for any reason we decline to execute a bond for Dynamic Group, LLC. This letter is not to be used as a prequalification factor for any type of subcontractor default insurance.

If you have any questions regarding this account, please do not hesitate to call (888) 681-7685.

Sincerely,

Gary A Cardinale, President / Attorney-In-Fact for Fidelity and Deposit Company of Maryland
World Wide Bonding Agency
Cell Phone: (716)-583-3968
PH: 888-681-7685 - Fax: 716-681-7683
gary@wwbagency.com

ATLYS
GLOBAL

Atlys Global Finance, LLC
407 Channel Drive
Point Pleasant Beach, NJ 08742
www.atlysglobal.com

April 30, 2024

Dynamic Group, LLC
3045 Westfork Drive
Baton Rouge, LA 70816
Attn: Joshua P. McCoy

Re: Confirmation of Revolving Credit Line for Dynamic Group, LLC

To: Whom It May Concern,

Atlys Global Finance, LLC, is a contractor lending platform, based out of New Jersey, USA. Atlys has entered into a financing agreement with Dynamic Group, LLC

As per the agreement, Atlys will make periodic advances to Dynamic Group, LLC up to 80% of an approved Application for Payment or Purchase Order. Atlys has pre-approved a revolving line of credit up to US**$500,000,000.00 (Five Hundred Million Dollars)** for approved disaster recovery related work with the expectation that Dynamic Group, LLC will use a minimum of 60% of the credit line although the entire line amount is available. Prior to funding the line of credit, Dynamic Group, LLC must identify the repayment resource, i.e. Government Authority, Local Government or Private Foundation. All reasonable costs associated with the application, loan approval and funding process, including but not limited to legal costs, lien searches, background searches, administrative costs and other reasonable costs, are to be paid by Dynamic Group, LLC, of whom shall solely remain liable for such costs and acknowledges and accepts such liability.

The Atlys Global Finance platform is backed by a substantial Senior Debt Facility. Atlys Global Finance, LLC, closed the committed senior debt facility with a large institutional investor for their Federal Contracting Financing Program (FCFP). The FCFP is a response to the substantial need by contractors working in the disaster recovery space. The program provides immediate access to capital through a revolving credit line to contractors that have performed government-approved work. The funding vehicle allows contractors the ability to procure work without the worry of being able to carry project costs for extended periods of time.

The Lender reserves the right to rescind this Letter of Credit at any time without cause.

If you have any questions, please feel free to contact us.

Sincerely,
Timothy J. Touhey

Timothy J. Touhey
Chief Executive Officer
Atlys Global Finance LLC
609-937-0037

CONSTRUCTION FINANCING PROGRAM MANAGEMENT CONSTRUCTION CONSULTING

DYNAMIC GROUP, LLC

FINANCIAL STATEMENTS and SUPPLEMENTAL INFORMATION

DECEMBER 31, 2022

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DYNAMIC GROUP, LLC

DECEMBER 31, 2022

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MADDOX & ASSOCIATES, APC
CERTIFIED PUBLIC ACCOUNTANTS

5627 Bankers Avenue | Building 2
Baton Rouge, LA 70808
P. 225.926.3360
F. 225.926.3361
maddoxassociates.com

INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To Management
Dynamic Group, LLC
Baton Rouge, Louisiana

We have reviewed the accompanying financial statements of Dynamic Group, LLC (an S Corporation), which comprise the balance sheet as of December 31, 2022, and the related statements of operations, member's equity, and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of Dynamic Group, LLC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

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Supplementary Information

The accompanying supplementary information included on pages 14 to 20 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the financial statements. The supplementary information has been subjected to the review procedures applied in our review of the basic financial statements. We are not aware of any material modifications that should be made to the supplementary information. We have not audited the supplementary information and do not express an opinion on such information.



Baton Rouge, Louisiana
June 9, 2023

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DYNAMIC GROUP, LLC

BALANCE SHEET

DECEMBER 31, 2022

ASSETS		
CURRENT ASSETS		
Cash	$	7,902,008
Accounts Receivable		8,393,296
Contract Assets		2,089,178
Prepaid Insurance		33,212
Interest Receivable		448,573
Other Current Assets		32,658
Total Current Assets		18,898,925
OTHER ASSETS		
Loans Receivable		12,856,805
PROPERTY & EQUIPMENT		
Property & Equipment		1,788,862
Accummulated Depreciation		(398,084)
Net Property & Equipment		1,390,778
TOTAL ASSETS	$	33,146,508
LIABILITIES & MEMBER'S EQUITY		
CURRENT LIABILITIES		
Accounts Payable & Accured Expenses	$	7,853,159
Retainage Payable		2,120,524
Contract Liabilities		425,176
Lines of Credit		2,500,000
Notes Payable-Current Portion		55,354
Total Current Liabilities		12,954,213
NOTES PAYABLE, Less Current Portion		160,970
Total Liabilities		13,115,183
MEMBER'S EQUITY		20,031,325
TOTAL LIABILITIES & MEMBER'S EQUITY	$	33,146,508

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2022

REVENUE		
Contract Revenue	$	52,810,099
Cost of Contracts		40,036,161
Gross Profit		12,773,938
SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES		8,536,783
Income from Operations		4,237,155
OTHER INCOME & EXPENSES		
Management Fee		360,000
Interest Income		466,585
Other Income		482,149
Interest Expense		(1,659,467)
Total Other Income (Expense)		(350,733)
Net Income	$	3,886,422

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF MEMBER'S EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2022

Balances December 31, 2021	$	8,094,954
Net Income		3,886,422
Member Contributions		17,285,999
Member Distributions		(9,236,050)
Balances December 31, 2022	$	20,031,325

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2022

CASH FLOWS FROM OPERATING ACTIVITIES	
Net Income	$ 3,886,422
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:	
Depreciation	343,814
(Increase)/Decrease in	
Accounts Receivable	28,081,001
Interest Receivable	(448,573)
Contract Assets	171,319
Prepaid Expenses & Other Assets	238,949
Increase/(Decrease) in	
Accounts Payable & Accrued Expenses	(5,485,541)
Contract Liability	(1,591,195)
Retainage Payable	573,763
Net Cash Provided by Operating Activities	25,769,959
CASH FLOWS FROM INVESTING ACTIVITIES	
Increase in Loans Receivable	(12,856,805)
Purchase of Property & Equipment	(1,505,045)
Net Cash Used in Investing Activities	(14,361,850)
CASH FLOWS FROM FINANCING ACTIVITIES	
Payment of Notes Payable	(44,700)
Payment of Line of Credit	(17,913,009)
Member Distributions	(9,236,050)
Member Contributions	17,285,999
Net Cash Used in Financing Activities	(9,907,760)
Net Increase in Cash, Cash Equivalents, and Restricted Cash	1,500,349
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH BEGINNING OF THE PERIOD	6,401,659
END OF THE PERIOD	$ 7,902,008

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Company's activities and operating cycle: The Company is engaged in the governmental construction, general building construction, project management and disaster recovery services with an emphasis on heavy/civil construction, storm related recovery and immediate response efforts. The work is performed under fixed price contracts and time and material (unit price) contracts. Projects are located throughout the United States. The length of the Company's contracts varies but is typically less than one year.

Basis of Accounting: The financial statements are prepared on the accrual basis of accounting which is in accordance with generally accepted accounting principles.

Principals of consolidation: The Company has adopted the accounting alternative offered to private companies in FASB ASC 810-17 for variable interest entities under common control. In accordance with this alternative, the Company does not evaluate entities that meet the requirements in the variable interest subsections of FASB ASC 810-10. Instead, the Company discloses the arrangements as required by the accounting alternative. See Related Party Transactions note.

Date of Management's Review: Subsequent events have been evaluated through June 9, 2023, which is the date the financial statements were issued.

Use of Estimates: Management uses estimates and assumptions in preparing these financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used.

Revenue Recognition: The Company services customers in the governmental construction, general building construction, project management and disaster services projects in the United States. Earned revenue from customers for construction contracts related to those projects totaled $52,810,099 for the year.

The Company recognizes construction contract revenue over time, as performance obligations are satisfied, due to the continuous transfer of control to the customer. Construction contracts are generally accounted for as a single performance obligation. The Company recognizes revenue using the percentage-of-completion method, based primarily on contract cost incurred to date compared to total estimated contract cost. The percentage-of-completion method (an input method) is the most faithful depiction of the Company's performance because it directly measures the value of the services transferred to the customer. The percentage-of-completion method of revenue recognition requires the Company to prepare estimates of cost to complete for contracts in progress. In making such estimates, judgments are required to evaluate contingencies such as potential variances in schedule and the cost of materials, labor cost and productivity, the impact of change orders, liability claims, contract disputes and achievement of contractual performance standards.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

Contract assets represent revenue recognized in excess of amounts billed. Those amounts are reclassed to receivables when they are billed under the terms of the contract. Contract liabilities represent amounts billed to clients in excess of revenue recognized to date. The Company anticipates that substantially all incurred cost associated with contract assets as of December 31, 2022, will be billed and collected within one year. Beginning and ending balances of receivables, contract assets, and contract liabilities are as follows:

	2022	2021
Contracts Receivable	$ 6,833,296	$ 36,474,297
Contract Assets	2,089,178	2,260,497
Contract Liabilities	425,176	2,016,371

Payment on contracts is typically due over time in installments, based on project phases as specified in the contracts. Final payment is due when the construction project is complete. The contracts with customers do not contain a significant financing component. The nature of the company's contracts gives rise to variable consideration, such as change orders. The company recognizes revenue for variable consideration when it is probable that a significant reversal in the amount of cumulative revenue recognized will not occur.

Contract Costs: Contract costs included all direct material and labor cost and those indirect costs related to contract performance, such as supplies, tools, travel, and per-diem. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined. Precontract costs are generally charged to cost of revenue as incurred. There were no significant precontract costs for the year ended December 31, 2022. The amount of unapproved change orders included in contract value cannot be reliably estimated and therefore does not result in additional contract revenue.

Cash, Cash Equivalents, Restricted Cash and Statement of Cash Flows: The Company considers all highly liquid debt instruments purchased with maturities of three months or less to be cash equivalents. In accordance with Accounting Standards Update (ASU) 2016-18, "Restricted Cash", the following table provides a reconciliation of cash and cash equivalents reported within the balance sheet to the amounts presented in the statement of cash flows:

	2022	2021
Cash and Cash Equivalents	$ 7,902,008	$ 5,355,919
Funds Held in Escrow	0	1,045,740
	$ 7,902,008	$ 6,401,659

Fair Value Measurements: The Company's financial instruments are measured at estimated fair value using inputs from among the three levels of the fair value hierarchy as follows:

Level 1 inputs: Quoted prices in active markets for identical assets or liabilities, which prices are available at the measurement date.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

Level 2 inputs: Includes quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability (i.e. interest rates, yield curves, etc.) and inputs that are derived principally from or corroborated by observable market data by correlation or other means (market-corroborated inputs).

Level 3 inputs: Unobservable inputs that reflect management's estimates about the assumptions that market participants would use in pricing the asset or liability. These inputs are developed based on the best information available, including internally-developed data.

Advertising: The Company expenses advertising costs as they are incurred. The Company expensed advertising costs of $65,248 in 2022.

Accounts receivable: Receivables are charged to bad debt expense when they are determined to be uncollectible based upon a periodic review of the accounts by management. Accounting principles generally accepted in the United States of America require that the allowance method be used to recognize bad debts; however, the effect of using the direct write-off method is not materially different from the results that would have been obtained under the allowance method. There were no significant uncollectible accounts at December 31, 2022.

Fixed assets and depreciation: The Company's improvements and personal property are stated at cost. Improvements are capitalized, while expenditures for maintenance and repairs are charged to expense as incurred. Depreciation is provided by the straight-line method over the estimated useful life of the asset. Depreciation for the year is $343,814.

Vehicles	5 years
Furniture, Fixtures, and Equipment	5-10 years

Accrued compensation: Accrued expenses for compensated absences, vacations, and sick pay are not shown due to the fact that amount of the liability cannot be reasonably estimated. It is the Company's policy to expense these items when they are incurred.

Interest: The Company has expensed all interest, and none has been capitalized.

Income taxes: The Company, with the consent of its members, has elected under the Internal Revenue Code (IRC) to be an "S" Corporation. Under the provisions of the IRC, the Company is not a taxable entity and, accordingly the net income of the Company is included in the income tax returns of the member. The Company files tax returns in the U.S. federal jurisdiction and various states. Federal and state tax authorities generally have the right to examine and audit the previous three years of tax returns filed. There are no interest and penalties related to income taxes recognized in the statement of operations. The Company has not taken any tax positions that would significantly increase or decrease any unrecognized tax benefit within twelve months of the reporting date.

CONTRACTS RECEIVABLE

Contracts receivables billed:

Completed contracts	$	2,743,414
Uncompleted Contracts		4,089,882
Receivables Financed with Atlys Global		1,560,000
Total	$	8,393,296

CONFIDENTIAL

DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

FINANCING OF ACCOUNTS RECEIVABLE

During the period, the company began enlisting the services of Atlys Global for the financing of certain receivable balances. Upon financing the receivables, Atlys Global pays the company 80% of the receivable's face value up front. Additionally, when the receivables are paid by the client Atlys Global will keep the 80% face value of the receivable it initially fronted the company plus a portion of the receivable as fees for services rendered and the company will keep the remaining portion. The amount of fees collected by Atlys Global varies depending on how long the client takes to pay the receivable balance. Based on all available information regarding these balances, management estimates that the company will collect $1,560,000 from these financed receivables.

DESCRIPTION OF LEASING ARRANGEMENT

On January 1, 2022 the Company adopted Accounting Standards Update (ASU) 2016-02, "Leases (Topic 842)". The guidance requires that the lessee should recognize the assets and liabilities that arise from all leases over 12 months in duration. For leases with durations less than 12 months, a lessee is permitted to make a policy election, by class of underlying asset, not to recognize the related assets and liabilities. If this election is made, the lessees will recognize the lease expense on a straight-line basis over the lease term.

The Company leases office space in Baton Rouge, LA from SonCo Capital, LLC who is solely owned by the member of the Company. As of January 1, 2022, there is no formal lease agreement. Rents charged total to $6,552 per month. See Related Party Transactions note.

LINE OF CREDIT

The first United Community Bank line of credit is also for eighty percent (80%) of eligible accounts receivables not to exceed $7.5 million. The second United Community Bank line of credit is for $2.5 million. Interest on both lines of credit is payable monthly at a rate of 4.00% - 5.25% on each outstanding principal balance.

The first United Community Bank line of credit matured on October 14, 2022 and was paid in full. As of December 31, 2022 the second line of credit has a balance of $2,500,000. These lines of credit are secured by accounts receivable and a personal guarantee of the member and deposits of $2.5 million with this financial institution.

Under the agreements with the financial institution, the Company is required to maintain certain financial ratios as well as other customary conditions and events of default.

CONFIDENTIAL

DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

LONG-TERM DEBT

Long-term debt consists of the following:

Automobile loan note payable with interest of 6.69% with monthly payment including interest of $1,823, secured by the automobile, and matures in December 2024.	$	42,424
Automobile loan note payable with interest of 8.69% with monthly payment including interest of $1,826, secured by the automobile, and matures July 2026.		81,370
Note payable which was converted from a line of credit with an interest rate of 4.25% with monthly payments including interest of $1,989 with a maturity date in March 2027. This note is secured by real estate.		92,530
Total Notes Payable, Long-Term	$	216,324

LONG-TERM DEBT MATURING IN THE NEXT FIVE YEARS

December 31, 2023	$	55,354
December 31, 2024		58,997
December 31, 2025		42,262
December 31, 2026		43,093
December 31, 2027		16,618
	$	216,324

CONFIDENTIAL

DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

CONTRACTS IN PROGRESS

A summary of costs and estimated earnings on uncompleted contracts at December 31, 2022 is as follows:

Costs of Uncompleted Contracts	$ 29,246,232
Estimated Earnings Thereon	7,775,338
	37,021,570
Less Amounts Billed	35,357,568
	$ 1,664,002

Costs and estimated earnings on uncompleted contracts at December 31, 2022 are included in the accompanying balance sheets under the following captions:

Costs & Estimated Earnings in Excess of Billings on Uncompleted Contracts (Contract Assets)	$ 2,089,178
Billings in Excess of Costs & Estimated Earnings on Uncompleted Contracts (Contract Liabilities)	(425,176)
	$ 1,664,002

CONCENTRATION OF CREDIT RISK

The Company maintains its cash in bank deposit accounts at United Community Bank, Hancock Whitney Bank, and Home Bank, which at times may exceed federally insured limits. The Company has $2,252,846 and $5,279,522 cash at risk in excess of the $250,000 FDIC guarantee at United Community Bank and Hancock Whitney Bank, respectively. The Company has not experienced any losses in such accounts.

CONFIDENTIAL

DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

RELATED PARTY TRANSACTIONS

SonCo Capital, LLC is solely owned by the member of the Company. The Company entered into a informal lease agreement with SonCo Capital, LLC, to lease an office building for $12,600 per month. For the period ended December 31, 2022 the amount of rent charged by SonCo Capital, LLC to the company was $78,624. Rather than paying the rent to SonCo Capital, LLC, the company instead elected to forgive the balance of its loan receivable from Sonco Capital, LLC in the amount of the monthly rent.

MCC Logistics, LLC is solely owned by the member of the Company. The Company rents vehicles and equipment from MCC Logistics, LLC on an as needed basis. The Company paid MCC Logistics, LLC $63,218 during 2022.

Southland Construction, LLC is solely owned by the member of the Company. The Company utilized employees of Southland Construction, LLC on an as needed basis. The Company paid Southland Construction, LLC $2,383,151 during 2022.

During 2022, related entities solely owned by the member of the Company paid management fees to the Company of $360,000.

As mentioned in the Summary of Significant Accounting Policies note, none of these entities are included in these financial statements.

RELATED PARTY LOANS RECEIVABLE

During the period, the company began lending its excess cash to related parties. The related party loans bear interest with a rate that varies based on the federal prime rate. As of December 31, 2022, the interest rate on the loans receivable is 7.0%. As of December 31, 2022 the cumulative balances for loans and interest receivable are $12,856,805 and $448,573 respectively. A detailed schedule of balances has been included in the supplemental information.

BACKLOG

Backlog represents the amount of the transaction prices allocated to the remaining performance obligations as of December 31, 2022. Backlog includes revenues expected to realize from work to be performed on uncompleted contracts and signed contracts on which work has not yet begun. Backlog at December 31, 2022 was approximately $28,438,126.

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SUPPLEMENTAL INFORMATION

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DYNAMIC GROUP, LLC

EARNINGS FROM CONTRACTS

FOR THE YEAR ENDED DECEMBER 31, 2022

	REVENUE EARNED	COST OF REVENUE EARNED	GROSS PROFIT (LOSS)
Contracts completed during the year	$ 29,957,727	$ 21,663,414	$ 8,294,313
Contracts in progress at year end:			
Total	37,021,570	29,246,232	7,775,338
Less Prior Year(s)	(14,058,246)	(10,948,762)	(3,109,484)
Current year	22,963,324	18,297,470	4,665,854
Warranty/miscellaneous work on prior year jobs	(110,952)	75,277	(186,229)
	$ 52,810,099	$ 40,036,161	$ 12,773,938

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DYNAMIC GROUP, LLC

CONTRACTS COMPLETED

FOR THE YEAR ENDED DECEMBER 31, 2022

		TOTAL			Prior Year			Current Year		
Project Number	Project Name	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)
50232	St. John STEM Magnet HS Restor	0	7,821	(7,821)	11,173	7,821	3,352	(11,173)	0	(11,173)
RELA	RELA 2022 Completed Jobs	66,171	42,068	24,103	0	0	0	66,171	42,068	24,103
350018-2	Maintenance of Drainage #11	874,714	530,682	344,032	874,714	530,661	344,053	0	21	(21)
350069	New Billeting Bldg 1134 & 1135	868,292	1,376,123	(507,831)	861,821	1,332,107	(470,286)	6,471	44,016	(37,545)
350075	LA State Capital Equip. Maint.	327,540	163,770	163,770	0	0	0	327,540	163,770	163,770
350083-2	Hurricane Laura Repairs-Quad B	21,402,029	15,086,958	6,315,071	21,344,450	15,026,648	6,317,802	57,579	60,310	(2,731)
350114	Bathroom Renovations for JHA	133,921	134,739	(818)	133,921	97,297	36,624	0	37,442	(37,442)
350145	LeBlanc Middle Hurr. Restorati	7,343,440	6,153,715	1,189,725	5,292,692	4,561,861	730,831	2,050,748	1,591,854	458,894
350169	Jake Drost Hurr. Restoration	1,171,531	727,759	443,772	1,079,058	641,941	437,117	92,473	85,818	6,655
350174	Lafayette Drainage Contract 12	621,000	498,895	122,105	621,000	498,833	122,167	0	62	(62)
350180	Plaquemines Emergency Debris	14,715,261	9,771,062	4,944,199	14,005,677	9,103,690	4,901,987	709,584	667,372	42,212
350184	Westlake High School	1,339,328	891,662	447,666	766,716	553,138	213,578	572,612	338,524	234,088
350186	LaGrange High School	4,737,332	3,218,463	1,518,869	1,605,619	1,179,470	426,149	3,131,713	2,038,993	1,092,720
350194	St Charles Parish Drainage	910,723	486,258	424,465	910,723	415,943	494,780	0	70,315	(70,315)
350219	Ochsner Base Camp Jefferson	419,170	83,291	335,879	419,170	61,102	358,068	0	22,189	(22,189)
350220	Ochsner Base Camp St Anne	388,569	123,029	265,540	388,569	92,726	295,843	0	30,303	(30,303)
350222	Ochsner Base Camp Houma	345,338	196,059	149,279	345,338	173,168	172,170	0	22,891	(22,891)
350224	SLLD Emergency Levee Debris Re	6,411,356	4,313,750	2,097,606	4,973,109	3,821,410	1,151,699	1,438,247	492,340	945,907
350226	Blue Roof Hurricane Ida	1,703,808	344,687	1,359,121	1,703,808	341,631	1,362,177	0	3,056	(3,056)
350282	RESTORE LA	178,221	245,545	(67,324)	47,606	41,943	5,663	130,615	203,602	(72,987)
350289	Westwego Housing Authority	1,117,341	732,920	384,421	0	0	0	1,117,341	732,920	384,421
350299	Lafayette 16	627,912	423,139	204,773	0	0	0	627,912	423,139	204,773
350302	Chabert Laundry Trailer	195,500	11,688	183,812	52,518	10,900	41,618	142,982	788	142,194
350304	Iowa Middle School	343,192	195,396	147,796	0	0	0	343,192	195,396	147,796
350341	St. Charles Drainage_Cousins	259,060	144,195	114,865	0	0	0	259,060	144,195	114,865
350342	East Iberville ReRoofing	621,612	602,542	19,070	0	0	0	621,612	602,542	19,070
350358	MSA-West Academy	487,168	443,851	43,317	0	0	0	487,168	443,851	43,317
350363	Lockport Town Hall Repairs	180,200	124,661	55,539	0	0	0	180,200	124,661	55,539
350379	LA_Angola Prison Temp. Roof	120,000	101,050	18,950	0	0	0	120,000	101,050	18,950
350384	Fort Polk	206,432	179,631	26,801	0	0	0	206,432	179,631	26,801
350391	West Park	13,936,240	10,240,902	3,695,338	0	0	0	13,936,240	10,240,902	3,695,338
350396	City of Youngsville	99,000	56,175	42,825	0	0	0	99,000	56,175	42,825
350490	LCG Maintenance Contract 17	379,449	266,555	112,894	0	0	0	379,449	266,555	112,894
350548	HSC Site Setup Bartlett Ferry	264,032	186,201	77,831	0	0	0	264,032	186,201	77,831

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See independent accountants' review report.

DYNAMIC GROUP, LLC

CONTRACTS COMPLETED (continued)

FOR THE YEAR ENDED DECEMBER 31, 2022

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		TOTAL			Prior Year			Current Year		
Project Number	Project Name	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)
350564	Plexos_FDEM Emergency Shelter	1,356,283	759,627	596,656	0	0	0	1,356,283	759,627	596,656
3580377	US Coast Guard Air Station	15,463	16,286	(823)	0	0	0	15,463	16,286	(823)
DRS2021-02	Cord Folse	714	11,661	(10,947)	17,187	11,661	5,526	(16,473)	0	(16,473)
DRS2021-20	AJ Hubert	11,168	11,271	(103)	0	11,271	(11,271)	11,168	0	11,168
DRS2021-22	James B Jarreau	18,943	12,402	6,541	18,943	10,216	8,727	0	2,186	(2,186)
DRS2021-23	Camp Grant Walker	0	24,827	(24,827)	0	0	0	0	24,827	(24,827)
DRS2021-24	Ronny Daigle	11,007	7,824	3,183	10,747	7,274	3,473	260	550	(290)
DRS2021-25	Casey Anthony	9,102	6,509	2,593	9,017	6,054	2,963	85	455	(370)
DRS2021-28	Wendy Dupuy	10,182	6,948	3,234	10,047	6,134	3,913	135	814	(679)
DRS2021-29	Chad Wascom	22,077	15,028	7,049	21,832	0	21,832	245	15,028	(14,783)
DRS2021-30	Nick Jenisch	8,349	6,251	2,098	8,349	5,583	2,766	0	668	(668)
DRS2021-31	Lynne Serpe	12,635	8,930	3,705	12,715	4,970	7,745	(80)	3,960	(4,040)
DRS2021-32	Tri Truong	500	500	0	20,000	0	20,000	(19,500)	500	(20,000)
DRS2021-33	Tu Truong	100	0	100	20,925	0	20,925	(20,825)	0	(20,825)
DRS2021-34	Kent Gravois	19,774	10,914	8,860	23,367	10,116	13,251	(3,593)	798	(4,391)
DRS2021-35	Thomas Bauer	64,808	41,150	23,658	22,125	14,719	7,406	42,683	26,431	16,252
DRS2021-36	George Guttner	19,827	13,247	6,580	20,165	0	20,165	(338)	13,247	(13,585)
DRS2021-37	Dennis Plauche	10,110	7,023	3,088	0	0	0	10,110	7,023	3,088
DRS2021-38	Paul Wells	9,961	7,211	2,750	0	0	0	9,961	7,211	2,750
DRS2021-39	Greg Price	4,000	1,556	2,444	0	0	0	4,000	1,556	2,444
DRS2022-40	Emile Halabi	16,680	10,869	5,810	0	0	0	16,680	10,869	5,810
DRS2022-41	Gabrielle Kees	10,430	7,656	2,774	0	0	0	10,430	7,656	2,774
DRS2022-42	Connor Allison	11,043	7,985	3,058	0	0	0	11,043	7,985	3,058
DRS2022-43	Lacy Thitiporn	11,493	7,659	3,834	0	0	0	11,493	7,659	3,834
DRS2022-44	Kathleen Saenz	12,233	10,414	1,820	0	0	0	12,233	10,414	1,820
DRS2022-45	Adam Forsythe	9,917	6,845	3,072	0	0	0	9,917	6,845	3,072
DRS2022-46	Freddy Medrano	16,231	13,288	2,943	0	0	0	16,231	13,288	2,943
DRS2022-47	Steve Tannetta	14,600	10,427	4,173	0	0	0	14,600	10,427	4,173
DRS2022-48	Darrel Chenevert	6,214	6,786	(571)	0	0	0	6,214	6,786	(571)
DRS2022-49	Karen Burrell	8,147	5,822	2,325	0	0	0	8,147	5,822	2,325
DRS2022-50	Dave Harman	21,900	17,811	4,089	0	0	0	21,900	17,811	4,089
DRS2022-52	Stacie Bourgoyne	13,009	6,668	6,341	0	0	0	13,009	6,668	6,341
DRS2022-53	Andy Loupe	14,516	14,430	86	0	0	0	14,516	14,430	86

See independent accountants' review report.

DYNAMIC GROUP, LLC

CONTRACTS COMPLETED (continued)

FOR THE YEAR ENDED DECEMBER 31, 2022

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		TOTAL			Prior Year			Current Year		
Project Number	Project Name	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)
DRS2022-54	Girish Malani	12,287	10,147	2,140	0	0	0	12,287	10,147	2,140
DRS2022-55	Alex Cooper	6,832	5,480	1,351	0	0	0	6,832	5,480	1,351
DRS2022-56	Tulsa Cortez	16,295	12,036	4,259	0	0	0	16,295	12,036	4,259
DRS2022-57	Matthew Lofton	781	398	383	0	0	0	781	398	383
DRS2022-58	Jay Honore	680	244	436	0	0	0	680	244	436
DRS2022-59	Frederick Moser	10,617	7,468	3,149	0	0	0	10,617	7,468	3,149
DRS2022-60	Sylvia Ott	13,027	13,325	(298)	0	0	0	13,027	13,325	(298)
DRSC2022-1	Lake Front Marina	11,038	11,281	(243)	0	0	0	11,038	11,281	(243)
MCC	Morial Convention Center	2,365,629	2,365,297	332	2,365,629	2,304,142	61,487	0	61,155	(61,155)
SC21-012	Lori Alston	35,002	26,974	8,028	5,277	4,026	1,251	29,725	22,948	6,777
SC21-013	Thelma Crawford	53,469	41,469	12,000	53,469	16,962	36,507	0	24,507	(24,507)
SC21-014	Francine Sherald	50,536	39,652	10,884	50,536	19,480	31,056	0	20,172	(20,172)
SC21-016	Henry Buie	46,289	36,058	10,231	4,728	3,523	1,205	41,561	32,535	9,026
SC21-018	Wilhelmenie Miller	69,827	55,555	14,272	0	0	0	69,827	55,555	14,272
SC21-019	Joe Ann Edwards	500	28	472	0	0	0	500	28	472
SCR21-001	Ginny Wilson	146,200	129,587	16,613	82,704	73,210	9,494	63,496	56,377	7,119
SCR21-002	Mary Spain	146,200	130,011	16,189	146,200	120,676	25,524	0	9,335	(9,335)
SCR21-003	Vicki Jeffery	147,400	132,225	15,175	147,400	122,811	24,589	0	9,414	(9,414)
SCR21-004	George Parker	146,200	128,417	17,783	81,384	71,920	9,464	64,816	56,497	8,319
SCR21-006	Mary Lewis	160,473	139,558	20,915	31,127	27,078	4,049	129,346	112,480	16,866
SCR21-008	Virginia Wineglass	146,000	130,996	15,004	19,355	17,306	2,049	126,645	113,690	12,955
SCR21-009	Chellen Butler	174,200	165,025	9,175	11,081	10,394	687	163,119	154,631	8,488
SCR21-010	Chester McCollough	148,300	132,008	16,292	8,764	7,720	1,044	139,536	124,288	15,248
SCR21-013	Christa Reed	144,400	128,644	15,756	0	0	0	144,400	128,644	15,756
	Totals:	88,618,482	63,042,950	25,575,532	58,660,755	41,379,536	17,281,219	29,957,727	21,663,414	8,294,313

See independent accountants' review report.

DYNAMIC GROUP, LLC

CONTRACTS IN PROGRESS

FOR THE YEAR ENDED DECEMBER 31, 2022

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Project #	Project Name	Contract Amount	Total Estimated Cost	Total Profit	Revenues Earned	Costs to Date	GP to Date	Billed to Date	Cost to Complete	Under billings	Over billings	Revenues Earned	Costs	GP
350097	Audubon Estates	1,146,052	814,705	331,347	208,324	148,093	60,231	111,271	666,612	97,053	-	208,324	148,093	60,231
350110	Headhouse Renovation	336,620	371,627	(35,007)	312,964	347,971	(35,007)	323,980	23,656	-	11,016	236,823	279,588	(42,765)
350141	WW Lewis Middle School	21,299,133	18,505,630	2,793,503	19,432,422	16,883,749	2,548,673	19,193,663	1,621,881	238,759	-	7,262,968	6,869,964	393,004
350193	Morganza Interim Levee No. 2	2,546,618	2,488,866	57,752	1,991,555	1,946,391	45,164	1,204,903	542,475	786,652	-	1,651,892	1,648,393	3,499
350284	Haul & Intstall Temporary	4,967,818	1,738,545	3,229,273	4,929,131	1,725,006	3,204,125	4,901,054	13,539	28,077	-	3,456,143	1,156,410	2,299,733
350331	St.John the Baptist_Thermal	475,812	340,712	135,100	215,341	154,198	61,143	241,860	186,514	-	26,519	215,341	154,198	61,143
350320	Lower Jones Creek	1,094,578	1,238,972	(144,394)	1,054,389	1,198,783	(144,394)	990,284	40,189	64,105	-	1,054,389	1,198,783	(144,394)
350345	USACE Bayou Fountain Clearing	2,028,720	1,420,104	608,616	310,110	217,077	93,033	67,243	1,203,027	242,867	-	310,110	217,077	93,033
350352	TS Cooley/Dolby Elementary	3,411,252	2,373,635	1,037,617	3,022,939	2,103,437	919,502	2,913,506	270,198	109,433	-	3,022,939	2,103,437	919,502
350360	SCPSB_New Sarpy Elem	1,634,866	1,379,241	255,625	1,616,996	1,364,165	252,831	1,622,866	15,076	-	5,870	1,616,996	1,364,165	252,831
350363	SCPSB_Ethel Schoeffner	899,229	835,380	63,849	748,193	695,068	53,125	771,803	140,312	-	23,610	748,193	695,068	53,125
350371	Various City Park Repairs	2,951,655	2,302,291	649,364	2,083,128	1,624,840	458,288	2,324,479	677,451	-	241,351	2,083,128	1,624,840	458,288
350491	SCPG West Bank Library	1,242,770	981,788	260,982	361,172	285,326	75,846	442,513	696,462	-	81,341	361,172	285,326	75,846
350494	Maxwell Air Force Base	436,279	390,811	45,468	140,237	125,622	14,615	-	265,189	140,237	-	140,237	125,622	14,615
350522	Orphaned Well Site Remed.	642,475	571,803	70,672	86,172	76,693	9,479	121,641	495,110	-	35,469	86,172	76,693	9,479
RELA	RELA 2022 Active Jobs	4,155,981	2,859,043	1,296,938	508,497	349,813	158,684	126,502	2,509,230	381,995	-	508,497	349,813	158,684
		49,269,858	38,613,153	10,656,705	37,021,570	29,246,232	7,775,338	35,357,568	9,366,921	2,089,178	425,176	22,963,324	18,297,470	4,665,854

See independent accountants' review report.

DYNAMIC GROUP, LLC

SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2022

Personnel	$	3,812,431
Legal & Professional Services		1,301,493
Collections Services		1,260,980
Insurance		800,579
Supplies		94,864
Meals & Entertainment		89,363
Office Expense		58,820
Bank Service Charges		101,219
Gifts & Donations		55,000
Rent & Lease		182,191
Travel		73,879
Auto		65,664
Advertising		65,248
Depreciation		343,814
Licenses & Permits		26,672
Dues & Subscriptions		124,246
Telephone		33,596
Utilities		14,403
Miscellaneous		32,321
TOTAL SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	$	8,536,783

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See independent accountants' review report.

DYNAMIC GROUP, LLC

RELATED PARTY LOANS RECEIVABLE

FOR THE YEAR ENDED DECEMBER 31, 2022

Entity	Principal	Interest	Total Balance
Southland	$ 149,615	$ 20,219	$ 169,834
MCC	1,074,977	31,041	1,106,018
Blackhawk	2,873,775	67,575	2,941,350
Sonco	285,281	13,658	298,939
DSI	7,613,724	284,586	7,898,310
Dynamic Growth	50,000	2,220	52,220
Cogent	12,143	14,739	26,882
Dynamic Pacific	32,443	565	33,008
McCoy Energy	225	8	233
McCoy Equity	690,347	12,733	703,080
McCoy Group Svcs	62,433	1,011	63,444
BH Whitetails	4,000	68	4,068
Power Strategies	7,842	150	7,992
	$ 12,856,805	$ 448,573	$ 13,305,378

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See independent accountants' review report. 20

DYNAMIC GROUP, LLC

FINANCIAL STATEMENTS and SUPPLEMENTAL INFORMATION

DECEMBER 31, 2023

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DYNAMIC GROUP, LLC

DECEMBER 31, 2023

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To Management
Dynamic Group, LLC
Baton Rouge, Louisiana

We have reviewed the accompanying financial statements of Dynamic Group, LLC (an S Corporation), which comprise the balance sheet as of December 31, 2023, and the related statements of operations, member's equity, and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of Dynamic Group, LLC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

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Supplementary Information

The accompanying supplementary information included on pages 14 to 19 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the financial statements. The supplementary information has been subjected to the review procedures applied in our review of the basic financial statements. We are not aware of any material modifications that should be made to the supplementary information. We have not audited the supplementary information and do not express an opinion on such information.



Baton Rouge, Louisiana
May 17, 2024

CONFIDENTIAL

DYNAMIC GROUP, LLC

BALANCE SHEET

DECEMBER 31, 2023

ASSETS		
CURRENT ASSETS		
Cash	$	2,239,710
Accounts Receivable		14,480,336
Contract Assets		7,855,216
Prepaid Insurance		27,233
Interest Receivable		1,835,830
Other Current Assets		32,658
Total Current Assets		26,470,983
OTHER ASSETS		
Loans Receivable		20,823,757
PROPERTY & EQUIPMENT		
Property & Equipment		2,615,230
Accummulated Depreciation		(786,966)
Net Property & Equipment		1,828,264
TOTAL ASSETS	$	49,123,004
LIABILITIES & MEMBER'S EQUITY		
CURRENT LIABILITIES		
Accounts Payable & Accured Expenses	$	16,965,086
Retainage Payable		2,001,541
Contract Liabilities		5,283,168
Notes Payable-Current Portion		239,630
Total Current Liabilities		24,489,425
NOTES PAYABLE, Less Current Portion		560,652
Total Liabilities		25,050,077
MEMBER'S EQUITY		24,072,927
TOTAL LIABILITIES & MEMBER'S EQUITY	$	49,123,004

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2023

REVENUE		
Contract Revenue	$	74,006,788
Cost of Contracts		59,410,953
Gross Profit		14,595,835
SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES		6,827,825
Income from Operations		7,768,010
OTHER INCOME & EXPENSES		
Interest Income		1,436,228
Other Income		209,040
Interest Expense		(3,369,514)
Total Other Income (Expense)		(1,724,246)
NET INCOME	$	6,043,764

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF MEMBER'S EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2023

Balances December 31, 2022	$	20,031,325
Net Income		6,043,764
Member Contributions		680,748
Member Distributions		(2,682,910)
Balances December 31, 2023	$	24,072,927

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2023

CASH FLOWS FROM OPERATING ACTIVITIES	
Net Income	$ 6,043,764
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:	
Depreciation	388,882
(Increase)/Decrease in	
Accounts Receivable	(6,087,040)
Interest Receivable	(1,387,257)
Contract Assets	(5,766,038)
Prepaid Expenses & Other Assets	5,979
Increase/(Decrease) in	
Accounts Payable & Accrued Expenses	9,111,927
Contract Liability	4,857,992
Retainage Payable	(118,983)
Net Cash Provided by Operating Activities	7,049,226
CASH FLOWS FROM INVESTING ACTIVITIES	
Increase in Loans Receivable	(7,966,952)
Purchase of Property & Equipment	(165,554)
Net Cash Used in Investing Activities	(8,132,506)
CASH FLOWS FROM FINANCING ACTIVITIES	
Payment of Notes Payable	(76,856)
Payment of Line of Credit	(2,500,000)
Member Distributions	(2,682,910)
Member Contributions	680,748
Net Cash Used in Financing Activities	(4,579,018)
Net Decrease in Cash, Cash Equivalents, and Restricted Cash	(5,662,298)
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH BEGINNING OF THE PERIOD	7,902,008
END OF THE PERIOD	$ 2,239,710

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Company's activities and operating cycle: The Company is engaged in the governmental construction, general building construction, project management and disaster recovery services with an emphasis on heavy/civil construction, storm related recovery and immediate response efforts. The work is performed under fixed price contracts and time and material (unit price) contracts. Projects are located throughout the United States. The length of the Company's contracts varies but is typically less than one year.

Basis of Accounting: The financial statements are prepared on the accrual basis of accounting which is in accordance with generally accepted accounting principles.

Principals of consolidation: The Company has adopted the accounting alternative offered to private companies in FASB ASC 810-17 for variable interest entities under common control. In accordance with this alternative, the Company does not evaluate entities that meet the requirements in the variable interest subsections of FASB ASC 810-10. Instead, the Company discloses the arrangements as required by the accounting alternative. See Related Party Transactions note.

Date of Management's Review: Subsequent events have been evaluated through May 17, 2024 which is the date the financial statements were issued.

Use of Estimates: Management uses estimates and assumptions in preparing these financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used.

Revenue Recognition: The Company services customers in the governmental construction, general building construction, project management and disaster services projects in the United States. Earned revenue from customers for construction contracts related to those projects totaled $74,006,788 for the year.

The Company recognizes construction contract revenue over time, as performance obligations are satisfied, due to the continuous transfer of control to the customer. Construction contracts are generally accounted for as a single performance obligation. The Company recognizes revenue using the percentage-of-completion method, based primarily on contract cost incurred to date compared to total estimated contract cost. The percentage-of-completion method (an input method) is the most faithful depiction of the Company's performance because it directly measures the value of the services transferred to the customer. The percentage-of-completion method of revenue recognition requires the Company to prepare estimates of cost to complete for contracts in progress. In making such estimates, judgments are required to evaluate contingencies such as potential variances in schedule and the cost of materials, labor cost and productivity, the impact of change orders, liability claims, contract disputes and achievement of contractual performance standards.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

Contract assets represent revenue recognized in excess of amounts billed. Those amounts are reclassed to receivables when they are billed under the terms of the contract. Contract liabilities represent amounts billed to clients in excess of revenue recognized to date. The Company anticipates that substantially all incurred cost associated with contract assets as of December 31, 2023, will be billed and collected within one year. Beginning and ending balances of receivables, contract assets, and contract liabilities are as follows:

	2023	2022
Contracts Receivable	$ 13,117,775	$ 6,833,296
Contract Assets	7,855,216	2,089,178
Contract Liabilities	5,283,168	425,176

Payment on contracts is typically due over time in installments, based on project phases as specified in the contracts. Final payment is due when the construction project is complete. The contracts with customers do not contain a significant financing component. The nature of the company's contracts gives rise to variable consideration, such as change orders. The company recognizes revenue for variable consideration when it is probable that a significant reversal in the amount of cumulative revenue recognized will not occur.

Contract Costs: Contract costs included all direct material and labor cost and those indirect costs related to contract performance, such as supplies, tools, travel, and per-diem. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined. Precontract costs are generally charged to cost of revenue as incurred. There were no significant precontract costs for the year ended December 31, 2023. The amount of unapproved change orders included in contract value cannot be reliably estimated and therefore does not result in additional contract revenue.

Cash, Cash Equivalents, Restricted Cash and Statement of Cash Flows: The Company considers all highly liquid debt instruments purchased with maturities of three months or less to be cash equivalents. The following table provides a reconciliation of cash, cash equivalents, and restricted cash reported within the balance sheet to the amounts presented in the statement of cash flows:

	2023	2022
Cash and Cash Equivalents	$ 2,239,710	$ 7,902,008
	$ 2,239,710	$ 7,902,008

Fair Value Measurements: The Company's financial instruments are measured at estimated fair value using inputs from among the three levels of the fair value hierarchy as follows:

Level 1 inputs: Quoted prices in active markets for identical assets or liabilities, which prices are available at the measurement date.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

Level 2 inputs: Includes quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability (i.e. interest rates, yield curves, etc.) and inputs that are derived principally from or corroborated by observable market data by correlation or other means (market-corroborated inputs).

Level 3 inputs: Unobservable inputs that reflect management's estimates about the assumptions that market participants would use in pricing the asset or liability. These inputs are developed based on the best information available, including internally-developed data.

Advertising: The Company expenses advertising costs as they are incurred. The Company expensed advertising costs of $32,619 in 2023.

Accounts receivable: Receivables are charged to bad debt expense when they are determined to be uncollectible based upon a periodic review of the accounts by management. Accounting principles generally accepted in the United States of America require that the allowance method be used to recognize bad debts; however, the effect of using the direct write-off method is not materially different from the results that would have been obtained under the allowance method. There were no significant uncollectible accounts at December 31, 2023.

Fixed assets and depreciation: The Company's improvements and personal property are stated at cost. Improvements are capitalized, while expenditures for maintenance and repairs are charged to expense as incurred. Depreciation is provided by the straight-line method over the estimated useful life of the asset. Depreciation for the year is $388,882.

Vehicles	5 years
Furniture, Fixtures, and Equipment	5-10 years

Accrued compensation: Accrued expenses for compensated absences, vacations, and sick pay are not shown due to the fact that amount of the liability cannot be reasonably estimated. It is the Company's policy to expense these items when they are incurred.

Interest: The Company has expensed all interest, and none has been capitalized.

Income taxes: The Company, with the consent of its members, has elected under the Internal Revenue Code (IRC) to be an "S" Corporation. Under the provisions of the IRC, the Company is not a taxable entity and, accordingly the net income of the Company is included in the income tax returns of the member. The Company files tax returns in the U.S. federal jurisdiction and various states. Federal and state tax authorities generally have the right to examine and audit the previous three years of tax returns filed. There are no interest and penalties related to income taxes recognized in the statement of operations. The Company has not taken any tax positions that would significantly increase or decrease any unrecognized tax benefit within twelve months of the reporting date.

CONTRACTS RECEIVABLE

Contracts receivables billed:

Completed contracts	$	9,441,047
Uncompleted Contracts		3,676,729
Receivables Financed with Atlys Global		1,362,560
Total	$	14,480,336

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

SUPPMENTAL DISCLOSURE OF CASH FLOW INFORMATION
Cash paid or received during the period for:

Interest income received	$	1,436,228
Interest paid		3,377,471

Several pieces of equipment were purchased for the total amount of $660,814. A non-cash transaction for this amount was made with the issuance of four notes payable.

FINANCING OF ACCOUNTS RECEIVABLE
During the period, the company began enlisting the services of Atlys Global for the financing of certain receivable balances. Upon financing the receivables, Atlys Global pays the company 80% of the receivable's face value up front. Additionally, when the receivables are paid by the client Atlys Global will keep the 80% face value of the receivable it initially fronted the company plus a portion of the receivable as fees for services rendered and the company will keep the remaining portion. The amount of fees collected by Atlys Global varies depending on how long the client takes to pay the receivable balance. Based on all available information regarding these balances, management estimates that the company will collect $1,362,560 from these financed receivables.

DESCRIPTION OF LEASING ARRANGEMENT
The Company has adopted Accounting Standards Update (ASU) 2016-02, "Leases (Topic 842)". The guidance requires that the lessee should recognize the assets and liabilities that arise from all leases over 12 months in duration. For leases with durations less than 12 months, a lessee is permitted to make a policy election, by class of underlying asset, not to recognize the related assets and liabilities. If this election is made, the lessees will recognize the lease expense on a straight-line basis over the lease term.

The Company leases office space in Baton Rouge, LA from SonCo Capital, LLC who is solely owned by the member of the Company. As of December 31, 2023, there is no formal lease agreement. Rents charged total to $12,600 per month. See Related Party Transactions note.

LINE OF CREDIT
At the beginning of the period the company had a line of credit with United Community Bank with a balance of $2,500,000 which was paid in full. There are no open lines of credit as of December 31, 2023.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

LONG-TERM DEBT

Long-term debt consists of the following:

Automobile loan note payable with interest of 6.69% with monthly payment including interest of $1,823, secured by the automobile, and matures in December 2024.	$	20,944
Automobile loan note payable with interest of 8.69% with monthly payment including interest of $1,826, secured by the automobile, and matures July 2026.		65,924
Note payable which was converted from a line of credit with an interest rate of 4.25% with monthly payments including interest of $2,172 with a maturity date in March 2027. This note is secured by real estate.		73,413
Note payable to Wells Fargo with interest of 2.90% with monthly payment including interest of $1,800, secured by Bobcat E50 Excavator, and matures April 2028.		89,426
Note payable to United Community Bank with interest of 8.25% with monthly payment including interest of $2,438, secured by 7 Drum Mulchers, and matures June 2028.		109,360
Note payable to Kubota Credit Corporation, USA with no interest with monthly payment including interest of $6,500, secured by a Kubota Excavator and Track Loader, and matures December 2026.		234,009
Note payable to Komatsu Financial with interest of 4.77% with monthly payment including interest of $6,189, secured by a Komatsu Crawler Dozer, and matures January 2027.		207,206
Total Notes Payable		800,282
Less Current Portion		(239,630)
Total Notes Payable, Long-Term	$	560,652

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

LONG-TERM DEBT MATURING IN THE NEXT FIVE YEARS

December 31, 2024	$ 239,630
December 31, 2025	232,193
December 31, 2026	240,817
December 31, 2027	65,019
December 31, 2028	22,623
	$ 800,282

CONTRACTS IN PROGRESS

A summary of costs and estimated earnings on uncompleted contracts at December 31, 2023 is as follows:

Costs of Uncompleted Contracts	$ 29,576,481
Estimated Earnings Thereon	9,602,613
	39,179,094
Less Amounts Billed	36,607,046
	$ 2,572,048

Costs and estimated earnings on uncompleted contracts at December 31, 2023 are included in the accompanying balance sheets under the following captions:

Costs & Estimated Earnings in Excess of Billings on Uncompleted Contracts (Contract Assets)	$ 7,855,216
Billings in Excess of Costs & Estimated Earnings on Uncompleted Contracts (Contract Liabilities)	(5,283,168)
	$ 2,572,048

CONCENTRATION OF CREDIT RISK

The Company maintains its cash in bank deposit accounts at United Community Bank, Hancock Whitney Bank, and Home Bank, which at times may exceed federally insured limits. The Company has $2,222,655 cash at risk in excess of the $250,000 FDIC guarantee at Hancock Whitney Bank. The Company has not experienced any losses in such accounts.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

RELATED PARTY TRANSACTIONS

SonCo Capital, LLC is solely owned by the member of the Company. The Company entered into a informal lease agreement with SonCo Capital, LLC, to lease an office building for $12,600 per month. For the period ended December 31, 2023 the amount of rent charged by SonCo Capital, LLC to the company was $71,400.

Southland Construction, LLC is solely owned by the member of the Company. The Company utilized employees of Southland Construction, LLC on an as needed basis. The Company paid Southland Construction, LLC $704,398 during 2023.

During the Period, all Southland Construction, LLC employees were moved to McCoy Group Services, LLC, which is solely owned by the member of the company. The Company paid McCoy Group Services, LLC $2,158,542 during 2023.

As mentioned in the Summary of Significant Accounting Policies note, none of these entities are included in these financial statements.

RELATED PARTY LOANS RECEIVABLE

During 2022, the company began lending its excess cash to related parties. The related party loans bear interest with a rate that varies based on the federal prime rate. As of December 31, 2023, the interest rate on the loans receivable is 7.5%. As of December 31, 2023 the cumulative balances for loans and interest receivable are $20,823,757 and $1,835,830, respectively. A detailed schedule of balances has been included in the supplemental information.

BACKLOG

Backlog represents the amount of the transaction prices allocated to the remaining performance obligations as of December 31, 2023. Backlog includes revenues expected to realize from work to be performed on uncompleted contracts and signed contracts on which work has not yet begun. Backlog at December 31, 2023 was approximately $216,819,441.

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SUPPLEMENTAL INFORMATION

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DYNAMIC GROUP, LLC

EARNINGS FROM CONTRACTS

FOR THE YEAR ENDED DECEMBER 31, 2023

	REVENUE EARNED	COST OF REVENUE EARNED	GROSS PROFIT (LOSS)
Contracts completed during the year	$ 35,610,686	$ 30,374,446	$ 5,236,240
Contracts in progress at year end:			
Total	$ 39,179,094	$ 29,576,481	$ 9,602,613
Less Prior Year(s)	(782,992)	(539,974)	(243,018)
Current year	38,396,102	29,036,507	9,359,595
	$ 74,006,788	$ 59,410,953	$ 14,595,835

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See independent accountants' review report.

DYNAMIC GROUP, LLC

CONTRACTS COMPLETED

FOR THE YEAR ENDED DECEMBER 31, 2023

		TOTAL			Prior Year			Current Year		
Project #	Project Name	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)
MISCJOBS	Misc. Jobs - MS Waterways	0	130,181	(130,181)	0	0	-	-	130,181	(130,181)
SC21-018	Wilhelmenie Miller	69,827	56,805	13,022	69,827	55,555	14,272	-	1,250	(1,250)
SCR21-010	Chester McCollough	148,300	137,052	11,248	148,300	132,008	16,292	-	5,044	(5,044)
SCR21-013	Christa Reed	144,400	129,394	15,006	144,400	128,644	15,756	-	750	(750)
350110	Southern University	353,882	369,128	(15,246)	312,964	347,971	(35,007)	40,918	21,157	19,761
350186	LaGrange High School	4,737,332	3,220,716	1,516,616	4,737,332	3,218,463	1,518,869	-	2,253	(2,253)
350193	Morganza Interim Levee No. 2	2,464,046	3,274,994	(810,948)	1,991,555	1,946,391	45,164	472,491	1,328,603	(856,112)
350224	SLLD Emergency Levee Debris	6,411,356	4,534,404	1,876,952	6,411,356	4,313,750	2,097,606	-	220,654	(220,654)
350282	Restore LA	178,221	252,142	(73,921)	178,221	245,545	(67,324)	-	6,597	(6,597)
350284	Haul & Install Temporary	5,188,495	1,778,442	3,410,053	4,929,131	1,725,006	3,204,125	259,364	53,436	205,928
350289	Westwego Housing Authority	1,132,098	758,273	373,825	1,117,341	732,920	384,421	14,757	25,353	(10,596)
350320	Lower Jones Creek	1,001,561	1,291,049	(289,488)	1,054,389	1,198,783	(144,394)	(52,828)	92,266	(145,094)
350331	St. John the Baptist Thermal	475,812	322,029	153,783	215,341	154,198	61,143	260,471	167,831	92,640
350342	East Iberville Reroofing	621,612	602,803	18,809	621,612	602,542	19,070	-	261	(261)
350360	SCPSB New Sarpy Elementary	1,632,999	1,374,456	258,543	1,616,996	1,364,165	252,831	16,003	10,291	5,712
350361	SCPSB Ethel Schoeffner School	895,681	878,108	17,573	748,193	695,068	53,125	147,488	183,040	(35,552)
350363	Lockport Town Hall	180,200	124,761	55,439	180,200	124,661	55,539	-	100	(100)
350371	Various City Park Repairs	2,922,245	2,554,912	367,333	2,083,128	1,624,840	458,288	839,117	930,072	(90,955)
350379	Angola Prison Temp. Roof	120,000	101,175	18,825	120,000	101,050	18,950	-	125	(125)
350391	West Park	13,936,240	10,243,392	3,692,848	13,936,240	10,240,902	3,695,338	-	2,490	(2,490)
350490	LCG Maintenance Contract 17	379,449	267,098	112,351	379,449	266,555	112,894	-	543	(543)
350491	SCPG West Bank Library	1,137,046	933,428	203,618	361,172	285,326	75,846	775,874	648,102	127,772
350494	Maxwell Air Force Base	436,279	494,582	(58,303)	140,237	125,622	14,615	296,042	368,960	(72,918)
350548	HSC Site Setup Bartlett Ferry	264,032	186,760	77,272	264,032	186,201	77,831	-	559	(559)
350643	LCG - Contract No. 18	456,200	347,289	108,911	0	0	-	456,200	347,289	108,911
350746	St. Charles Parish IMTT Canal	279,354	106,637	172,717	0	0	-	279,354	106,637	172,717
350141	WW Lewis Middle School	21,299,133	18,269,131	3,030,002	19,432,422	16,883,749	2,548,673	1,866,711	1,385,382	481,329
350345	USACE Bayou Fountain	1,951,158	2,136,735	(185,577)	310,110	217,077	93,033	1,641,048	1,919,658	(278,610)
350352	TS Cooley/Dolby Elementary	3,411,252	2,507,752	903,500	3,022,939	2,103,437	919,502	388,313	404,315	(16,002)
350753	LCG Flood Mitigation 20	1,247,750	1,000,474	247,276	0	0	-	1,247,750	1,000,474	247,276

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DYNAMIC GROUP, LLC

CONTRACTS COMPLETED (continued)

FOR THE YEAR ENDED DECEMBER 31, 2023

		TOTAL			Prior Year			Current Year		
Project #	Project Name	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)
350761	Rolling Fork Debris	3,001,473	1,500,407	1,501,066	0	0	-	3,001,473	1,500,407	1,501,066
350522	Orphaned Wells	15,688,607	13,905,727	1,782,880	86,172	76,693	9,479	15,602,435	13,829,034	1,773,401
350696	Sharkey Emergency Debris	6,015,877	4,017,396	1,998,481	0	0	-	6,015,877	4,017,396	1,998,481
350734	Humphreys County Debris	1,427,377	1,274,312	153,065	0	0	-	1,427,377	1,274,312	153,065
350735	Humphreys County Wraparound	614,451	389,624	224,827	0	0	-	614,451	389,624	224,827
		100,223,745	**79,471,568**	**20,752,177**	**64,613,059**	**49,097,122**	**15,515,937**	**35,610,686**	**30,374,446**	**5,236,240**

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DYNAMIC GROUP, LLC

CONTRACTS IN PROGRESS

FOR THE YEAR ENDED DECEMBER 31, 2023

												2023		
Project #	Project Name	Contract Amount	Total Estimated Cost	Total Profit	Revenues Earned	Costs to Date	GP to Date	Billed to Date	Cost to Complete	Under billings	Over billings	Revenues Earned	Costs	GP
350773	WHA Interior Improvements	254,000	170,586	83,414	87,679	58,885	28,794	72,924	111,701	14,755	-	87,679	58,885	28,794
350777	Isle De Jean Charles	1,092,227	716,000	376,227	465,887	305,408	160,479	-	410,592	465,887	-	465,887	305,408	160,479
350697	Sharkey Mass Care	7,032,487	5,571,566	1,460,921	6,296,868	4,988,764	1,308,104	6,272,482	582,802	24,386	-	6,296,868	4,988,764	1,308,104
350745	Rolling Fork Mass Care	648,903	486,677	162,226	404,888	303,666	101,222	327,363	183,011	77,525	-	404,888	303,666	101,222
350737	ADECA CDBG-DR	2,449,543	2,042,615	406,928	61,422	51,218	10,204	-	1,991,397	61,422	-	61,422	51,218	10,204
350775	WSLP-104 Levee	56,077,174	50,469,457	5,607,717	1,795,167	1,615,650	179,517	3,615,210	48,853,807	-	1,820,043	1,795,167	1,615,650	179,517
350759	WSLP-106 Levee	49,804,594	44,824,135	4,980,459	2,367,768	2,130,991	236,777	5,830,893	42,693,144	-	3,463,125	2,367,768	2,130,991	236,777
350097	Audubon Estates	1,217,729	1,055,085	162,644	1,217,729	1,055,085	162,644	707,200	-	510,529	-	1,009,405	906,992	102,413
RELA	RELA	83,612,945	60,201,320	23,411,625	26,481,686	19,066,814	7,414,872	19,780,974	41,134,506	6,700,712	-	25,907,018	18,674,933	7,232,085
		202,189,601	165,537,441	36,652,160	39,179,094	29,576,481	9,602,613	36,607,046	135,960,960	7,855,216	5,283,168	38,396,102	29,036,507	9,359,595

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DYNAMIC GROUP, LLC

SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2023

Personnel	$	2,384,649
Legal & Professional Services		1,093,753
Collections Services		1,067,512
Insurance		718,120
Supplies		16,620
Meals & Entertainment		45,537
Office Expense		271,381
Bank Service Charges		56,538
Gifts		521
Donations		10,764
Political Contributions		3,000
Rent & Lease		125,420
Travel		130,204
Auto		28,341
Advertising		32,619
Depreciation		388,882
Taxes & Licenses		175,102
Dues & Subscriptions		132,217
Repairs & Maintenance		52,180
Telephone		43,743
Utilities		21,553
Bid Expense		6,713
Bad Debt Expense		21,906
Miscellaneous		550
TOTAL SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	$	6,827,825

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DYNAMIC GROUP, LLC

RELATED PARTY LOANS RECEIVABLE

FOR THE YEAR ENDED DECEMBER 31, 2023

Entity	Principal	Interest	Total Balance
Southland	$ 618,296	$ 51,341	$ 669,637
MCC	4,674,128	278,628	4,952,756
Blackhawk	3,473,482	330,183	3,803,665
Sonco	574,996	50,652	625,648
DSI	8,466,668	951,678	9,418,346
Dynamic Growth	50,035	6,318	56,353
Dynamic Pacific	361,945	11,673	373,618
McCoy Energy	225	27	252
McCoy Equity	1,845,455	122,927	1,968,382
McCoy Group Svcs	547,221	21,092	568,313
Black Hawk Whitetails	167,325	9,268	176,593
Power Strategies	12,854	1,027	13,881
McCoy Ventures	31,127	1,016	32,143
	$ 20,823,757	$ 1,835,830	$ 22,659,587

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DYNAMIC GROUP, LLC

FINANCIAL STATEMENTS and SUPPLEMENTAL INFORMATION

DECEMBER 31, 2024

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DYNAMIC GROUP, LLC

DECEMBER 31, 2024

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To Management
Dynamic Group, LLC
Baton Rouge, Louisiana

We have reviewed the accompanying financial statements of Dynamic Group, LLC (an S Corporation), which comprise the balance sheet as of December 31, 2024, and the related statements of operations, member's equity, and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of Dynamic Group, LLC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

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Supplementary Information

The accompanying supplementary information included on pages 15 to 19 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the financial statements. The supplementary information has been subjected to the review procedures applied in our review of the basic financial statements. We are not aware of any material modifications that should be made to the supplementary information. We have not audited the supplementary information and do not express an opinion on such information.



Baton Rouge, Louisiana
March 21, 2025

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DYNAMIC GROUP, LLC

BALANCE SHEET

DECEMBER 31, 2024

ASSETS		
CURRENT ASSETS		
Cash	$	8,906,464
Accounts Receivable		66,961,439
Contract Assets		30,992,603
Prepaid Insurance		40,845
Interest Receivable		1,379,321
Other Current Assets		47,122
Total Current Assets		108,327,794
OTHER ASSETS		
Loans Receivable		16,922,294
PROPERTY & EQUIPMENT		
Property & Equipment		9,304,418
Accummulated Depreciation		(2,304,417)
Net Property & Equipment		7,000,001
TOTAL ASSETS	$	132,250,089
LIABILITIES & MEMBER'S EQUITY		
CURRENT LIABILITIES		
Accounts Payable & Accured Expenses	$	94,247,415
Retainage Payable		1,612,239
Contract Liabilities		5,063,352
Notes Payable-Current Portion		478,076
Total Current Liabilities		101,401,082
NOTES PAYABLE, Less Current Portion		333,934
Total Liabilities		101,735,016
MEMBER'S EQUITY		30,515,073
TOTAL LIABILITIES & MEMBER'S EQUITY	$	132,250,089

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2024

REVENUE		
Contract Revenue	$	253,637,563
Cost of Contracts		188,584,309
Gross Profit		65,053,254
SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES		14,916,821
Income from Operations		50,136,433
OTHER INCOME & EXPENSES		
Interest Income		1,310,763
Other Income		178,354
Interest Expense		(10,945,310)
Total Other Income (Expense)		(9,456,193)
NET INCOME	$	40,680,240

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF MEMBER'S EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2024

	Member's Equity
Balances December 31, 2023	$ 24,072,927
Net Income	40,680,240
Member Contributions	9,648,683
Member Distributions	(43,886,777)
Balances December 31, 2024	$ 30,515,073

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2024

CASH FLOWS FROM OPERATING ACTIVITIES	
Net Income	$ 40,680,240
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:	
Depreciation	1,517,451
(Increase)/Decrease in	
Accounts Receivable	(52,495,567)
Interest Receivable	456,509
Contract Assets	(23,137,387)
Prepaid Expenses & Other Assets	(13,612)
Increase/(Decrease) in	
Accounts Payable & Accrued Expenses	77,282,329
Contract Liability	(219,816)
Retainage Payable	(389,302)
Net Cash Provided by Operating Activities	43,680,845
CASH FLOWS FROM INVESTING ACTIVITIES	
Increase in Loans Receivable	(1,051,370)
Purchase of Property & Equipment	(145,447)
Net Cash Used in Investing Activities	(1,196,817)
CASH FLOWS FROM FINANCING ACTIVITIES	
Payment of Notes Payable	(1,579,180)
Member Distributions	(43,886,777)
Member Contributions	9,648,683
Net Cash Used in Financing Activities	(35,817,274)
Net Increase in Cash, Cash Equivalents, and Restricted Cash	6,666,754
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH BEGINNING OF THE PERIOD	2,239,710
END OF THE PERIOD	$ 8,906,464

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See accompanying notes and independent accountants' review report.

DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Company's activities and operating cycle: The Company is engaged in the governmental construction, general building construction, project management and disaster recovery services with an emphasis on heavy/civil construction, storm related recovery and immediate response efforts. The work is performed under fixed price contracts and time and material (unit price) contracts. Projects are located throughout the United States. The length of the Company's contracts varies but is typically less than one year.

Basis of Accounting: The financial statements are prepared on the accrual basis of accounting which is in accordance with generally accepted accounting principles.

Principals of consolidation: The Company has adopted the accounting alternative offered to private companies in FASB ASC 810-17 for variable interest entities under common control. In accordance with this alternative, the Company does not evaluate entities that meet the requirements in the variable interest subsections of FASB ASC 810-10. Instead, the Company discloses the arrangements as required by the accounting alternative. See Related Party Transactions note.

Date of Management's Review: Subsequent events have been evaluated through March 21, 2025 which is the date the financial statements were issued.

Use of Estimates: Management uses estimates and assumptions in preparing these financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used.

Revenue Recognition: The Company services customers in the governmental construction, general building construction, project management and disaster services projects in the United States. Earned revenue from customers for construction contracts related to those projects totaled $253,637,563 for the year.

The Company recognizes construction contract revenue over time, as performance obligations are satisfied, due to the continuous transfer of control to the customer. Construction contracts are generally accounted for as a single performance obligation. The Company recognizes revenue using the percentage-of-completion method, based primarily on contract cost incurred to date compared to total estimated contract cost. The percentage-of-completion method (an input method) is the most faithful depiction of the Company's performance because it directly measures the value of the services transferred to the customer. The percentage-of-completion method of revenue recognition requires the Company to prepare estimates of cost to complete for contracts in progress. In making such estimates, judgments are required to evaluate contingencies such as potential variances in schedule and the cost of materials, labor cost and productivity, the impact of change orders, liability claims, contract disputes and achievement of contractual performance standards.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

Contract assets represent revenue recognized in excess of amounts billed. Those amounts are reclassed to receivables when they are billed under the terms of the contract. Contract liabilities represent amounts billed to clients in excess of revenue recognized to date. The Company anticipates that substantially all incurred cost associated with contract assets as of December 31, 2024, will be billed and collected within one year. Beginning and ending balances of receivables, contract assets, and contract liabilities are as follows:

	2024	2023
Contracts Receivable	$ 57,192,977	$ 13,117,775
Contract Assets	30,992,603	7,855,216
Contract Liabilities	5,063,352	5,283,168

Payment on contracts is typically due over time in installments, based on project phases as specified in the contracts. Final payment is due when the construction project is complete. The contracts with customers do not contain a significant financing component. The nature of the company's contracts gives rise to variable consideration, such as change orders. The company recognizes revenue for variable consideration when it is probable that a significant reversal in the amount of cumulative revenue recognized will not occur.

Contract Costs: Contract costs included all direct material and labor cost and those indirect costs related to contract performance, such as supplies, tools, travel, and per-diem. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined. Precontract costs are generally charged to cost of revenue as incurred. There were no significant precontract costs for the year ended December 31, 2024. The amount of unapproved change orders included in contract value cannot be reliably estimated and therefore does not result in additional contract revenue.

Cash, Cash Equivalents, Restricted Cash and Statement of Cash Flows: The Company considers all highly liquid debt instruments purchased with maturities of three months or less to be cash equivalents. The following table provides a reconciliation of cash, cash equivalents, and restricted cash reported within the balance sheet to the amounts presented in the statement of cash flows:

	2024	2023
Cash and Cash Equivalents	$ 8,906,464	$ 2,239,710
	$ 8,906,464	$ 2,239,710

Fair Value Measurements: The Company's financial instruments are measured at estimated fair value using inputs from among the three levels of the fair value hierarchy as follows:

Level 1 inputs: Quoted prices in active markets for identical assets or liabilities, which prices are available at the measurement date.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

Level 2 inputs: Includes quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability (i.e. interest rates, yield curves, etc.) and inputs that are derived principally from or corroborated by observable market data by correlation or other means (market-corroborated inputs).

Level 3 inputs: Unobservable inputs that reflect management's estimates about the assumptions that market participants would use in pricing the asset or liability. These inputs are developed based on the best information available, including internally-developed data.

Advertising: The Company expenses advertising costs as they are incurred. The Company expensed advertising costs of $37,204 in 2024.

Accounts receivable: Receivables are charged to bad debt expense when they are determined to be uncollectible based upon a periodic review of the accounts by management. Accounting principles generally accepted in the United States of America require that the allowance method be used to recognize bad debts; however, the effect of using the direct write-off method is not materially different from the results that would have been obtained under the allowance method. There were no significant uncollectible accounts at December 31, 2024.

Fixed assets and depreciation: The Company's improvements and personal property are stated at cost. Improvements are capitalized, while expenditures for maintenance and repairs are charged to expense as incurred. Depreciation is provided by the straight-line method over the estimated useful life of the asset. Depreciation for the year is $1,517,451.

Vehicles	5 years
Furniture, Fixtures, and Equipment	5-10 years

Accrued compensation: Accrued expenses for compensated absences, vacations, and sick pay are not shown due to the fact that amount of the liability cannot be reasonably estimated. It is the Company's policy to expense these items when they are incurred.

Interest: The Company has expensed all interest, and none has been capitalized.

Income taxes: The Company, with the consent of its members, has elected under the Internal Revenue Code (IRC) to be an "S" Corporation. Under the provisions of the IRC, the Company is not a taxable entity and, accordingly the net income of the Company is included in the income tax returns of the member. The Company files tax returns in the U.S. federal jurisdiction and various states. Federal and state tax authorities generally have the right to examine and audit the previous three years of tax returns filed. There are no interest and penalties related to income taxes recognized in the statement of operations. The Company has not taken any tax positions that would significantly increase or decrease any unrecognized tax benefit within twelve months of the reporting date.

CONTRACTS RECEIVABLE

Contracts receivables billed:

Completed contracts	$	57,164,158
Uncompleted Contracts		28,819
Receivables Financed with Atlys Global		9,768,462
Total	$	66,961,439

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

SUPPMENTAL DISCLOSURE OF CASH FLOW INFORMATION
Cash paid or received during the period for:

Interest income received	$	54,156
Interest paid		2,740,067

Several pieces of equipment were purchased from MCC Rentals, LLC for the total amount of $6,543,741, which was the net book value of the assets. Dynamic Group, LLC forgave the note receivable from MCC Rentals, LLC instead of paying cash for the equipment. Additionally, Dynamic Group, LLC assumed all of the notes payable for any of the equipment that was financed.

FINANCING OF ACCOUNTS RECEIVABLE
During the period, the company began enlisting the services of Atlys Global for the financing of certain receivable balances. Upon financing the receivables, Atlys Global pays the company 80% of the receivable's face value up front. Additionally, when the receivables are paid by the client Atlys Global will keep the 80% face value of the receivable it initially fronted the company plus a portion of the receivable as fees for services rendered and the company will keep the remaining portion. The amount of fees collected by Atlys Global varies depending on how long the client takes to pay the receivable balance. Based on all available information regarding these balances, management estimates that the company will collect $9,768,462 from these financed receivables.

DESCRIPTION OF LEASING ARRANGEMENT
The Company has adopted Accounting Standards Update (ASU) 2016-02, "Leases (Topic 842)". The guidance requires that the lessee should recognize the assets and liabilities that arise from all leases over 12 months in duration. For leases with durations less than 12 months, a lessee is permitted to make a policy election, by class of underlying asset, not to recognize the related assets and liabilities. If this election is made, the lessees will recognize the lease expense on a straight-line basis over the lease term.

The Company leases office space in Baton Rouge, LA from SonCo Capital, LLC which is solely owned by the member of the Company. As of December 31, 2024, there is no formal lease agreement. Rents charged total to $12,600 per month. See Related Party Transactions note.

The Company leases a 2020 Bombardier Challenger 350 aircraft from Dynamic Aero, LLC which is solely owned by the member of the Company. The lease began on December 1, 2024 and ends on November 30, 2025. Rents charged total to $142,000 per month. See Related Party Transactions note.

LINE OF CREDIT
There are no open lines of credit as of December 31, 2024.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

LONG-TERM DEBT

Long-term debt consists of the following:

	Amount
Automobile loan note payable with interest of 8.69% with monthly payment including interest of $1,826, secured by the automobile, and matures July 2026.	$ 49,084
Note payable which was converted from a line of credit with an interest rate of 4.25% with monthly payments including interest of $2,172 with a maturity date in March 2027. This note is secured by real estate.	53,184
Note payable to Wells Fargo with interest of 2.90% with monthly payment including interest of $1,800, secured by Bobcat E50 Excavator, and matures April 2028.	71,791
Note payable to United Community Bank with interest of 8.25% with monthly payment including interest of $2,438, secured by 7 Drum Mulchers, and matures June 2028.	88,399
Note payable to Kubota Credit Corporation, USA with no interest with monthly payment including interest of $6,500, secured by a Kubota Excavator and Track Loader, and matures December 2026.	156,006
Note payable to Komatsu Financial with interest of 4.77% with monthly payment including interest of $6,189, secured by a Komatsu Crawler Dozer, and matures January 2027.	147,003
Note payable to CAT Financial with interest of 2.61% with monthly payment including interest of $3,580, secured by a Hydraulic Excavator, and matures November 2025.	42,333
Note payable to CAT Financial with interest of 2.61% with monthly payment including interest of $3,580, secured by a Hydraulic Excavator, and matures November 2025.	42,333
Note payable to Komatsu Financial with interest of no interest with monthly payment including interest of $3,896, secured by a Komatsu Dozer, and matures January 2025.	3,897

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

LONG-TERM DEBT (continued)

Note payable to Komatsu Financial with interest of no interest with monthly payment including interest of $3,898, secured by a Komatsu Dozer, and matures January 2025.	3,898
Note payable to Komatsu Financial with interest of 5.75% with monthly payment including interest of $2,177, secured by a Komatsu Skidsteer, and matures January 2025.	2,177
Note payable to Komatsu Financial with interest of 5.75% with monthly payment including interest of $1,991, secured by a Komatsu Skidsteer, and matures January 2025.	1,991
Note payable to Hancock Whitney Bank with interest of 3.66% with monthly payment including interest of $9,847, secured by a two grapple trucks, and matures September 2025.	86,504
Note payable to Hancock Whitney Bank with interest of 4.25% with monthly payment including interest of $18,473, secured by three piledrivers and an excavator, and matures April 2025.	63,410
Total Notes Payable	812,010
Less Current Portion	(478,076)
Total Notes Payable, Long-Term	$ 333,934

LONG-TERM DEBT MATURING IN THE NEXT FIVE YEARS

December 31, 2025	$ 478,076
December 31, 2026	240,816
December 31, 2027	70,408
December 31, 2028	22,710
	$ 812,010

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

CONTRACTS IN PROGRESS

A summary of costs and estimated earnings on uncompleted contracts at December 31, 2024 is as follows:

Costs of Uncompleted Contracts	$ 207,892,678
Estimated Earnings Thereon	68,083,761
	275,976,439
Less Amounts Billed	250,047,188
	$ 25,929,251

Costs and estimated earnings on uncompleted contracts at December 31, 2024 are included in the accompanying balance sheets under the following captions:

Costs & Estimated Earnings in Excess of Billings on Uncompleted Contracts (Contract Assets)	$ 30,992,603
Billings in Excess of Costs & Estimated Earnings on Uncompleted Contracts (Contract Liabilities)	(5,063,352)
	$ 25,929,251

CONCENTRATION OF CREDIT RISK

The Company maintains its cash in bank deposit accounts at United Community Bank, Hancock Whitney Bank, Home Bank, and BB Americas, which at times may exceed federally insured limits. The Company has $1,601,985, $6,253,944, and $390,851 cash at risk in excess of the $250,000 FDIC guarantee at Home Bank, Hancock Whitney Bank, and BB Americas Bank, respectively. The Company has not experienced any losses in such accounts.

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DYNAMIC GROUP, LLC

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

RELATED PARTY TRANSACTIONS

SonCo Capital, LLC is solely owned by the member of the Company. The Company entered into an informal lease agreement with SonCo Capital, LLC, to lease an office building for $12,600 per month. For the period ended December 31, 2024 the amount of rent charged by SonCo Capital, LLC to the company was $151,200.

McCoy Group Services, LLC is solely owned by the member of the Company. The Company utilized employees of McCoy Group Services, LLC on an as needed basis. The Company paid McCoy Group Services, LLC $1,597,314 during 2024.

On December 1, 2024 the company entered into a one year lease agreement with Dynamic Aero, LLC for a 2020 Bombardier Challenger 350 aircraft. Per the lease agreement the company will be charged a fixed amount of $142,000 per month. The Company will be responsible for contracting or employing pilots and crew along with expenses incidental to operation of the aircraft. Dynamic Aero, LLC shall be responsible for servicing the loan secured by the aircraft along with insurance, hangar, maintenance, and taxes. The Company paid Dynamic Aero, LLC $142,000 during 2024 for the month of December 2024 which is included in travel expense shown in the supplemental information.

As mentioned in the Summary of Significant Accounting Policies note, none of these entities are included in these financial statements.

RELATED PARTY LOANS RECEIVABLE

During 2022, the company began lending its excess cash to related parties. The related party loans bear interest with a rate that varies based on the federal prime rate. As of December 31, 2024, the interest rate on the loans receivable is 7.75%. As of December 31, 2024 the cumulative balances for loans and interest receivable are $16,922,294 and $1,379,321 respectively. A detailed schedule of balances has been included in the supplemental information. During 2024, the Company forgave principal and interest owed from several related parties. Given that the entities have common ownership to the Company, principal amounts forgiven are included in distributions. The forgiven interest is included in bad debt expense shown on the schedule of Selling, General, and Administrative Expenses included in the supplemental information.

BACKLOG

Backlog represents the amount of the transaction prices allocated to the remaining performance obligations as of December 31, 2024. Backlog includes revenues expected to realize from work to be performed on uncompleted contracts and signed contracts on which work has not yet begun. Backlog at December 31, 2024 was approximately $270,920,787.

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SUPPLEMENTAL INFORMATION

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DYNAMIC GROUP, LLC

EARNINGS FROM CONTRACTS

FOR THE YEAR ENDED DECEMBER 31, 2024

	REVENUE EARNED	COST OF REVENUE EARNED	GROSS PROFIT (LOSS)
Contracts completed during the year	$ 15,068,500	$ 8,799,258	$ 6,269,242
Contracts in progress at year end:			
Total	$ 275,976,439	$ 207,892,678	$ 68,083,761
Less Prior Year(s)	(37,407,376)	(28,107,627)	(9,299,749)
Current year	238,569,063	179,785,051	58,784,012
	$ 253,637,563	$ 188,584,309	$ 65,053,254

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See independent accountants' review report.

DYNAMIC GROUP, LLC

CONTRACTS COMPLETED

FOR THE YEAR ENDED DECEMBER 31, 2024

		TOTAL			Prior Year			Current Year		
Project #	Project Name	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)	Revenues Earned	Cost of Revenue	Gross Profit (Loss)
350193	Morganza Interim Levee No. 2	2,464,046	3,272,599	(808,553)	2,464,046	3,274,994	(810,948)	-	(2,395)	2,395
350320	Lower Jones Creek	1,001,561	1,289,860	(288,299)	1,001,561	1,291,049	(289,488)	-	(1,189)	1,189
350371	Various City Park Repairs	2,885,656	2,556,024	329,632	2,922,245	2,554,912	367,333	(36,589)	1,112	(37,701)
350491	SCPG West Bank Library	1,137,046	938,331	198,715	1,137,046	933,428	203,618	-	4,903	(4,903)
350494	Maxwell Air Force Base	436,279	496,344	(60,065)	436,279	494,582	(58,303)	-	1,762	(1,762)
350141	WW Lewis Middle School	21,299,133	18,199,011	3,100,122	21,299,133	18,269,131	3,030,002	-	(70,120)	70,120
350345	USACE Bayou Fountain	1,951,158	2,156,321	(205,163)	1,951,158	2,136,735	(185,577)	-	19,586	(19,586)
350352	TS Cooley/Dolby Elementary	3,411,252	2,516,480	894,772	3,411,252	2,507,752	903,500	-	8,728	(8,728)
350753	LCG Flood Mitigation 20	1,247,750	1,008,068	239,682	1,247,750	1,000,474	247,276	-	7,594	(7,594)
350761	Rolling Fork Debris	3,001,473	1,695,450	1,306,023	3,001,473	1,500,407	1,501,066	-	195,043	(195,043)
350696	Sharkey County Debris	5,715,536	4,022,285	1,693,251	6,015,877	4,017,395	1,998,482	(300,341)	4,890	(305,231)
350290	West Feliciana Debris	1,577,936	694,985	882,951	0	0	-	1,577,936	694,985	882,951
350110	Southern University	353,883	380,248	(26,365)	353,883	369,128	(15,245)	-	11,120	(11,120)
350360	New Sarpy Elementary	1,632,999	1,374,606	258,393	1,632,999	1,374,456	258,543	-	150	(150)
350097	Audubon Estates #1	1,210,200	1,056,527	153,673	1,217,729	1,055,085	162,644	(7,529)	1,442	(8,971)
350773	WHA Interior Improvements	297,422	219,913	77,509	87,679	58,885	28,794	209,743	161,028	48,715
350745	Rolling Fork Mass Care	557,650	438,643	119,007	404,888	303,666	101,222	152,762	134,977	17,785
350807	Texas Well Plugging	260,119	222,057	38,062	0	0	-	260,119	222,057	38,062
350737	ADECA CDBG-DR	2,520,812	2,213,867	306,945	61,422	51,218	10,204	2,459,390	2,162,649	296,741
350883	PG&E - Lake Fire	150,176	100,066	50,110	0	0	-	150,176	100,066	50,110
350821	VA Jackson Walking Trail	373,277	297,185	76,092	0	0	-	373,277	297,185	76,092
350829	Ashland Fields	648,692	406,232	242,460	0	0	-	648,692	406,232	242,460
350852	Maui ATTHU - 10 Units	7,944,875	3,199,002	4,745,873	0	0	-	7,944,875	3,199,002	4,745,873
350903	VA Emergency Berthing Asheville	1,418,600	1,003,271	415,329	0	0	-	1,418,600	1,003,271	415,329
350910	LA Capital Equip Maintenance	244,837	188,336	56,501	0	0	-	244,837	188,336	56,501
350522	Orphaned Wells	15,661,159	13,952,571	1,708,588	15,688,607	13,905,727	1,782,880	(27,448)	46,844	(74,292)
		79,403,527	**63,898,282**	**15,505,245**	**64,335,027**	**55,099,024**	**9,236,003**	**15,068,500**	**8,799,258**	**6,269,242**

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See independent accountants' review report.

DYNAMIC GROUP, LLC

CONTRACTS IN PROGRESS

FOR THE YEAR ENDED DECEMBER 31, 2024

Project #	Project Name	Contract Amount	Total Estimated Cost	Total Profit	Revenues Earned	Costs to Date	GP to Date	Billed to Date	Cost to Complete	Underbillings	Overbillings	2024 Revenues Earned	2024 Costs	2024 GP
350777	Isle De Jean Charles	1,077,136	930,810	146,326	1,076,150	929,958	146,192	987,136	852	89,014	-	610,263	624,550	(14,287)
350697	Sharkey Mass Care	7,758,912	6,153,896	1,605,016	7,001,920	5,553,496	1,448,424	7,003,402	600,400	-	1,482	705,052	564,732	140,320
350775	WSLP-104 Levee	56,114,384	49,941,802	6,172,582	16,612,361	14,785,001	1,827,360	19,965,550	35,156,801	-	3,353,189	14,817,194	13,169,351	1,647,843
350759	WSLP-106 Levee	50,146,894	41,479,800	8,667,094	26,778,505	22,150,266	4,628,239	27,563,845	19,329,534	-	785,340	24,410,737	20,019,275	4,391,462
350830	LCG Localized Flood #21	960,000	912,000	48,000	493,815	469,124	24,691	448,833	442,876	44,982	-	493,815	469,124	24,691
350097-1	Audubon Estates #2	2,478,442	1,864,754	613,688	1,240,413	933,274	307,139	879,221	931,480	361,192	-	1,240,413	933,274	307,139
350802	VA New Orleans EHRM	25,577,217	22,888,064	2,689,153	7,783,928	6,965,537	818,391	8,668,891	15,922,527	-	884,963	7,783,928	6,965,537	818,391
350832	USACE_SW Lifters	4,666,829	3,806,959	859,870	161,252	131,541	29,711	111,402	3,675,418	49,850	-	161,252	131,541	29,711
350865	GLPC Slip D Bulkhead	16,510,002	15,033,320	1,476,682	5,424,233	4,939,081	485,152	5,344,530	10,094,239	79,703	-	5,424,233	4,939,081	485,152
350872	Lafourche Standby	1,000,000	600,000	400,000	12,408	7,445	4,963	28,819	592,555	-	16,411	12,408	7,445	4,963
350893	USFS Coconino Forest	227,273	164,710	62,563	205,306	148,790	56,516	227,273	15,920	-	21,967	205,306	148,790	56,516
350894	Maui ATTHU 99 TOPR	80,040,287	54,964,715	25,075,572	73,803,871	50,682,086	23,121,785	65,037,946	4,282,629	8,765,925	-	73,803,871	50,682,086	23,121,785
350845	Florida CDBG	339,850	288,354	51,496	130,854	111,026	19,828	-	177,328	130,854	-	130,854	111,026	19,828
RELA	RELA	263,198,595	194,766,960	68,431,635	135,251,423	100,086,053	35,165,370	113,780,340	94,680,907	21,471,083	-	108,769,737	81,019,239	27,750,498
		510,095,821	**393,796,144**	**116,299,677**	**275,976,439**	**207,892,678**	**68,083,761**	**250,047,188**	**185,903,466**	**30,992,603**	**5,063,352**	**238,569,063**	**179,785,051**	**58,784,012**

CONFIDENTIAL

See independent accountants' review report.

DYNAMIC GROUP, LLC

SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

OPERATING EXPENSES

	Year to Date
Personnel	$ 3,267,365
Auto	48,048
Meals & Entertainment	71,140
Legal & Professional Services	2,053,283
Office Expense	57,459
Dues & Subscriptions	177,039
Rent & Lease	191,862
Telephone	48,281
Insurance	1,097,192
Contract Labor	46,340
Advertising	37,204
Small Tools and Machinery	512
Computer and Technology	90,115
Office Repairs	4,699
Bank Service Charges	29,395
Postage and Delivery	11,272
Utilities	30,906
Travel	291,366
Bid Expense	3,139
Licenses and Permits	36,673
Business Gifts	3,924
Depreciation	1,517,451
Bad Debt Expense	1,941,883
Donations	121,302
Political Contributions	13,500
Penalties	9,726
Finance Charges	2,117,675
Miscellaneous Taxes	1,598,070
TOTAL SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	$ 14,916,821

CONFIDENTIAL

See independent accountants' review report.

DYNAMIC GROUP, LLC

RELATED PARTY LOANS RECEIVABLE

FOR THE YEAR ENDED DECEMBER 31, 2024

Entity	Principal	Interest	Total Balance
Blackhawk	$ 5,438,782	$ 691,131	$ 6,129,913
Sonco	791,160	109,159	900,319
McCoy Equity	2,684,524	324,934	3,009,458
McCoy Group Svcs	981,235	88,991	1,070,226
Black Hawk Whitetails	1,213,368	75,243	1,288,611
McCoy Ventures	5,813,225	89,863	5,903,088
	$ 16,922,294	$ 1,379,321	$ 18,301,615

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TAB 7
PROJECT COST

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$8.25	3,940,000	$32,505,000.00
16-30 miles	$8.25	500,000	$4,125,000.00
31-60 miles	$8.25	50,000	$412,500.00
61+ miles	$8.25	10,000	$82,500.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$8.45	50,000	$422,500.00
16-30 miles	$8.95	700,000	$6,265,000.00
31-60 miles	$10.25	700,000	$7,175,000.00
61+ miles	$11.50	50,000	$575,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$18.75	10,000	$187,500.00
16-30 miles	$19.75	90,000	$1,777,500.00

31-60 miles	$21.05	90,000	$1,894,500.00
61+ miles	$22.55	10,000	$225,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$28.75	10,000	$287,500.00
16-30 miles	$29.75	90,000	$2,677,500.00
31-60 miles	$31.05	90,000	$2,794,500.00
61+ miles	$32.55	10,000	$325,500.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$5.10	4,400,000	$22,440,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$4.25	50,000	$215,500.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.75	50,000	$187,500.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$5.50	100,000	$550,000.00
16-30 miles	$6.50	450,000	$2,925,000.00
31-60 miles	$7.50	450,000	$3,375,000.00
61+ miles	$8.50	120,500	$1,084,500.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6" to 12" diameter	$200.00	200	$40,000.00
13" to 24" diameter	$200.00	500	$100,000.00
25" to 36" diameter	$200.00	200	$40,000.00
37" to 48" diameter	$200.00	100	$20,000.00
49" and larger diameter	$200.00	50	$10,000.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$200.00	100	$20,000.00
37" to 48" diameter	$400.00	50	$20,000.00
49" and larger diameter	$800.00	50	$40,000.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$400.00	$7.75	

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$50.00	500	$25,000.00
All other white goods	$45.00	500	$20,000.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$25.00	500	$12,500.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$5.00	950	$4,750.00
Large animals more than 101 pounds	$65.00	50	$3,250.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY *Land Based Operations	Estimated Total Units	TOTAL
Cubic yard	$75.00	10,000	$750,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$21.95	1000	$21,950.00

EXHIBIT "A" Price Proposal **PROPOSER:** Dynamic Group, LLC

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES
FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: 5/2/2025

Name: Joshua P. McCoy	Address: 3045 Westfork Drive	
Title: Owner / CEO	City: Baton Rouge	State: LA
Telephone: 225-485-7205	Fax: 225-351-9089	
Email: jmccoy@dynamicgrp.com		



TAB 8
BUSINESS STRUCTURE & PROFESSIONAL REGISTRATION CERTIFICATES

FLORIDA CONTRACTOR LICENSE

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

MILLS, JOHN F

FLORIDA DCG, LLC
3045 WESTFORK DRIVE
BATON ROUGE LA 70816

LICENSE NUMBER: CGC1536187

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 05/23/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

FLORIDA CORPORATE CHARTER

Sunbiz.org Division of Corporations
an official State of Florida website

Detail by Entity Name

Foreign Limited Liability Company
FLORIDA DCG, LLC

Cross Reference Name

DYNAMIC GROUP, LLC

Filing Information

Document Number	M22000018438
FEI/EIN Number	81-4888852
Date Filed	12/12/2022
State	LA
Status	ACTIVE

Principal Address

3045 WESTFORK DRIVE
BATON ROUGE, LA 70816

Mailing Address

3045 WESTFORK DRIVE
BATON ROUGE, LA 70816

Registered Agent Name & Address

INCORP SERVICES, INC.
3458 LAKESHORE DRIVE
TALLAHASSEE, FL 32312

Address Changed: 03/17/2023

Authorized Person(s) Detail

Name & Address

Title MGR

MCCOY, JOSHUA
3045 WESTFORK DRIVE
BATON ROUGE, LA 70816

Annual Reports

Report Year	Filed Date
2023	01/23/2023
2024	01/29/2024
2025	02/19/2025

Document Images

02/19/2025 -- ANNUAL REPORT	View image in PDF format
01/29/2024 -- ANNUAL REPORT	View image in PDF format
01/23/2023 -- ANNUAL REPORT	View image in PDF format
12/12/2022 -- Foreign Limited	View image in PDF format



TAB 9
ADDITIONAL INFORMATION

E-Verify

E-VERIFY IS A SERVICE OF DHS AND SSA

Company ID Number: 1594929

THE E-VERIFY MEMORANDUM OF UNDERSTANDING FOR EMPLOYERS

ARTICLE I PURPOSE AND AUTHORITY

The parties to this agreement are the Department of Homeland Security (DHS) and Dynamic Group, LLC (Employer). The purpose of this agreement is to set forth terms and conditions which the Employer will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the Social Security Administration (SSA), and DHS.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). The Federal Acquisition Regulation (FAR) Subpart 22.18, "Employment Eligibility Verification" and Executive Order 12989, as amended, provide authority for Federal contractors and subcontractors (Federal contractor) to use E-Verify to verify the employment eligibility of certain employees working on Federal contracts.

ARTICLE II RESPONSIBILITIES

A. RESPONSIBILITIES OF THE EMPLOYER

1. The Employer agrees to display the following notices supplied by DHS in a prominent place that is clearly visible to prospective employees and all employees who are to be verified through the system:

   a. Notice of E-Verify Participation

   b. Notice of Right to Work

2. The Employer agrees to provide to the SSA and DHS the names, titles, addresses, and telephone numbers of the Employer representatives to be contacted about E-Verify. The Employer also agrees to keep such information current by providing updated information to SSA and DHS whenever the representatives' contact information changes.

3. The Employer agrees to grant E-Verify access only to current employees who need E-Verify access. Employers must promptly terminate an employee's E-Verify access if the employer is separated from the company or no longer needs access to E-Verify.

Company ID Number: 1594929

4. The Employer agrees to become familiar with and comply with the most recent version of the E-Verify User Manual.

5. The Employer agrees that any Employer Representative who will create E-Verify cases will complete the E-Verify Tutorial before that individual creates any cases.

a. The Employer agrees that all Employer representatives will take the refresher tutorials when prompted by E-Verify in order to continue using E-Verify. Failure to complete a refresher tutorial will prevent the Employer Representative from continued use of E-Verify.

6. The Employer agrees to comply with current Form I-9 procedures, with two exceptions:

a. If an employee presents a "List B" identity document, the Employer agrees to only accept "List B" documents that contain a photo. (List B documents identified in 8 C.F.R. § 274a.2(b)(1)(B)) can be presented during the Form I-9 process to establish identity.) If an employee objects to the photo requirement for religious reasons, the Employer should contact E-Verify at 888-464-4218.

b. If an employee presents a DHS Form I-551 (Permanent Resident Card), Form I-766 (Employment Authorization Document), or U.S. Passport or Passport Card to complete Form I-9, the Employer agrees to make a photocopy of the document and to retain the photocopy with the employee's Form I-9. The Employer will use the photocopy to verify the photo and to assist DHS with its review of photo mismatches that employees contest. DHS may in the future designate other documents that activate the photo screening tool.

Note: Subject only to the exceptions noted previously in this paragraph, employees still retain the right to present any List A, or List B and List C, document(s) to complete the Form I-9.

7. The Employer agrees to record the case verification number on the employee's Form I-9 or to print the screen containing the case verification number and attach it to the employee's Form I-9.

8. The Employer agrees that, although it participates in E-Verify, the Employer has a responsibility to complete, retain, and make available for inspection Forms I-9 that relate to its employees, or from other requirements of applicable regulations or laws, including the obligation to comply with the anti-discrimination requirements of section 274B of the INA with respect to Form I-9 procedures.

a. The following modified requirements are the only exceptions to an Employer's obligation to not employ unauthorized workers and comply with the anti-discrimination provision of the INA: (1) List B identity documents must have photos, as described in paragraph 6 above; (2) When an Employer confirms the identity and employment eligibility of newly hired employee using E-Verify procedures, the Employer establishes a rebuttable presumption that it has not violated section 274A(a)(1)(A) of the Immigration and Nationality Act (INA) with respect to the hiring of that employee; (3) If the Employer receives a final nonconfirmation for an employee, but continues to employ that person, the Employer must notify DHS and the Employer is subject to a civil money penalty between $550 and $1,100 for each failure to notify DHS of continued employment following a final nonconfirmation; (4) If the Employer continues to employ an employee after receiving a final nonconfirmation, then the Employer is subject to a rebuttable presumption that it has knowingly





Company ID Number: 1594929

employed an unauthorized alien in violation of section 274A(a)(1)(A); and (5) no E-Verify participant is civilly or criminally liable under any law for any action taken in good faith based on information provided through the E-Verify.

b. DHS reserves the right to conduct Form I-9 compliance inspections, as well as any other enforcement or compliance activity authorized by law, including site visits, to ensure proper use of E-Verify.

9. The Employer is strictly prohibited from creating an E-Verify case before the employee has been hired, meaning that a firm offer of employment was extended and accepted and Form I-9 was completed. The Employer agrees to create an E-Verify case for new employees within three Employer business days after each employee has been hired (after both Sections 1 and 2 of Form I-9 have been completed), and to complete as many steps of the E-Verify process as are necessary according to the E-Verify User Manual. If E-Verify is temporarily unavailable, the three-day time period will be extended until it is again operational in order to accommodate the Employer's attempting, in good faith, to make inquiries during the period of unavailability.

10. The Employer agrees not to use E-Verify for pre-employment screening of job applicants, in support of any unlawful employment practice, or for any other use that this MOU or the E-Verify User Manual does not authorize.

11. The Employer must use E-Verify for all new employees. The Employer will not verify selectively and will not verify employees hired before the effective date of this MOU. Employers who are Federal contractors may qualify for exceptions to this requirement as described in Article II.B of this MOU.

12. The Employer agrees to follow appropriate procedures (see Article III below) regarding tentative nonconfirmations. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending. Further, when employees contest a tentative nonconfirmation based upon a photo mismatch, the Employer must take additional steps
(see Article III.B. below) to contact DHS with information necessary to resolve the challenge.

13. The Employer agrees not to take any adverse action against an employee based upon the employee's perceived employment eligibility status while SSA or DHS is processing the verification request unless the Employer obtains knowledge (as defined in 8 C.F.R. § 274a.1(l)) that the employee is not work authorized. The Employer understands that an initial inability of the SSA or DHS automated verification system to verify work authorization, a tentative nonconfirmation, a case in continuance
(indicating the need for additional time for the government to resolve a case), or the finding of a photo mismatch, does not establish, and should not be interpreted as, evidence that the employee is not work authorized. In any of such cases, the employee must be provided a full and fair opportunity to contest the finding, and if he or she does so, the employee may not be terminated or suffer any adverse employment consequences based upon the employee's perceived employment eligibility status





Company ID Number: 1594929

(including denying, reducing, or extending work hours, delaying or preventing training, requiring an employee to work in poorer conditions, withholding pay, refusing to assign the employee to a Federal contract or other assignment, or otherwise assuming that he or she is unauthorized to work) until and unless secondary verification by SSA or DHS has been completed and a final nonconfirmation has been issued. If the employee does not choose to contest a tentative nonconfirmation or a photo mismatch or if a secondary verification is completed and a final nonconfirmation is issued, then the Employer can find the employee is not work authorized and terminate the employee's employment. Employers or employees with questions about a final nonconfirmation may call E-Verify at 1-888-464-4218 (customer service) or 1-888-897-7781 (worker hotline).

14. The Employer agrees to comply with Title VII of the Civil Rights Act of 1964 and section 274B of the INA as applicable by not discriminating unlawfully against any individual in hiring, firing, employment eligibility verification, or recruitment or referral practices because of his or her national origin or citizenship status, or by committing discriminatory documentary practices. The Employer understands that such illegal practices can include selective verification or use of E-Verify except as provided in part D below, or discharging or refusing to hire employees because they appear or sound "foreign" or have received tentative nonconfirmations. The Employer further understands that any violation of the immigration-related unfair employment practices provisions in section 274B of the INA could subject the Employer to civil penalties, back pay awards, and other sanctions, and violations of Title VII could subject the Employer to back pay awards, compensatory and punitive damages. Violations of either section 274B of the INA or Title VII may also lead to the termination of its participation in E-Verify. If the Employer has any questions relating to the anti-discrimination provision, it should contact OSC at 1-800-255-8155 or 1-800-237-2515 (TDD).

15. The Employer agrees that it will use the information it receives from E-Verify only to confirm the employment eligibility of employees as authorized by this MOU. The Employer agrees that it will safeguard this information, and means of access to it (such as PINS and passwords), to ensure that it is not used for any other purpose and as necessary to protect its confidentiality, including ensuring that it is not disseminated to any person other than employees of the Employer who are authorized to perform the Employer's responsibilities under this MOU, except for such dissemination as may be authorized in advance by SSA or DHS for legitimate purposes.

16. The Employer agrees to notify DHS immediately in the event of a breach of personal information. Breaches are defined as loss of control or unauthorized access to E-Verify personal data. All suspected or confirmed breaches should be reported by calling 1-888-464-4218 or via email at E-Verify@uscis.dhs.gov. Please use "Privacy Incident – Password" in the subject line of your email when sending a breach report to E-Verify.

17. The Employer acknowledges that the information it receives from SSA is governed by the Privacy Act (5 U.S.C. § 552a(i)(1) and (3)) and the Social Security Act (42 U.S.C. 1306(a)). Any person who obtains this information under false pretenses or uses it for any purpose other than as provided for in this MOU may be subject to criminal penalties.

18. The Employer agrees to cooperate with DHS and SSA in their compliance monitoring and evaluation of E-Verify, which includes permitting DHS, SSA, their contractors and other agents, upon





Company ID Number: 1594929

reasonable notice, to review Forms I-9 and other employment records and to interview it and its employees regarding the Employer's use of E-Verify, and to respond in a prompt and accurate manner to DHS requests for information relating to their participation in E-Verify.

19. The Employer shall not make any false or unauthorized claims or references about its participation in E-Verify on its website, in advertising materials, or other media. The Employer shall not describe its services as federally-approved, federally-certified, or federally-recognized, or use language with a similar intent on its website or other materials provided to the public. Entering into this MOU does not mean that E-Verify endorses or authorizes your E-Verify services and any claim to that effect is false.

20. The Employer shall not state in its website or other public documents that any language used therein has been provided or approved by DHS, USCIS or the Verification Division, without first obtaining the prior written consent of DHS.

21. The Employer agrees that E-Verify trademarks and logos may be used only under license by DHS/USCIS (see M-795 (Web)) and, other than pursuant to the specific terms of such license, may not be used in any manner that might imply that the Employer's services, products, websites, or publications are sponsored by, endorsed by, licensed by, or affiliated with DHS, USCIS, or E-Verify.

22. The Employer understands that if it uses E-Verify procedures for any purpose other than as authorized by this MOU, the Employer may be subject to appropriate legal action and termination of its participation in E-Verify according to this MOU.

B. RESPONSIBILITIES OF FEDERAL CONTRACTORS

1. If the Employer is a Federal contractor with the FAR E-Verify clause subject to the employment verification terms in Subpart 22.18 of the FAR, it will become familiar with and comply with the most current version of the E-Verify User Manual for Federal Contractors as well as the E-Verify Supplemental Guide for Federal Contractors.

2. In addition to the responsibilities of every employer outlined in this MOU, the Employer understands that if it is a Federal contractor subject to the employment verification terms in Subpart 22.18 of the FAR it must verify the employment eligibility of any "employee assigned to the contract" (as defined in FAR 22.1801). Once an employee has been verified through E-Verify by the Employer, the Employer may not create a second case for the employee through E-Verify.

a. An Employer that is not enrolled in E-Verify as a Federal contractor at the time of a contract award must enroll as a Federal contractor in the E-Verify program within 30 calendar days of contract award and, within 90 days of enrollment, begin to verify employment eligibility of new hires using E-Verify. The Employer must verify those employees who are working in the United States, whether or not they are assigned to the contract. Once the Employer begins verifying new hires, such verification of new hires must be initiated within three business days after the hire date. Once enrolled in E-Verify as a Federal contractor, the Employer must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.





Company ID Number: 1594929

b. Employers enrolled in E-Verify as a Federal contractor for 90 days or more at the time of a contract award must use E-Verify to begin verification of employment eligibility for new hires of the Employer who are working in the United States, whether or not assigned to the contract, within three business days after the date of hire. If the Employer is enrolled in E-Verify as a Federal contractor for 90 calendar days or less at the time of contract award, the Employer must, within 90 days of enrollment, begin to use E-Verify to initiate verification of new hires of the contractor who are working in the United States, whether or not assigned to the contract. Such verification of new hires must be initiated within three business days after the date of hire. An Employer enrolled as a Federal contractor in E-Verify must begin verification of each employee assigned to the contract within 90 calendar days after date of contract award or within 30 days after assignment to the contract, whichever is later.

c. Federal contractors that are institutions of higher education (as defined at 20 U.S.C. 1001(a)), state or local governments, governments of Federally recognized Indian tribes, or sureties performing under a takeover agreement entered into with a Federal agency under a performance bond may choose to only verify new and existing employees assigned to the Federal contract. Such Federal contractors may, however, elect to verify all new hires, and/or all existing employees hired after November 6, 1986. Employers in this category must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

d. Upon enrollment, Employers who are Federal contractors may elect to verify employment eligibility of all existing employees working in the United States who were hired after November 6, 1986, instead of verifying only those employees assigned to a covered Federal contract. After enrollment, Employers must elect to verify existing staff following DHS procedures and begin

E-Verify verification of all existing employees within 180 days after the election.

e. The Employer may use a previously completed Form I-9 as the basis for creating an E-Verify case for an employee assigned to a contract as long as:

i. That Form I-9 is complete (including the SSN) and complies with Article II.A.6,

ii. The employee's work authorization has not expired, and

iii. The Employer has reviewed the Form I-9 information either in person or in communications with the employee to ensure that the employee's Section 1, Form I-9 attestation has not changed (including, but not limited to, a lawful permanent resident alien having become a naturalized U.S. citizen).

f. The Employer shall complete a new Form I-9 consistent with Article II.A.6 or update the previous Form I-9 to provide the necessary information if:

i. The Employer cannot determine that Form I-9 complies with Article II.A.6,

ii. The employee's basis for work authorization as attested in Section 1 has expired or changed, or

iii. The Form I-9 contains no SSN or is otherwise incomplete.

Note: If Section 1 of Form I-9 is otherwise valid and up-to-date and the form otherwise complies with





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Article II.C.5, but reflects documentation (such as a U.S. passport or Form I-551) that expired after completing Form I-9, the Employer shall not require the production of additional documentation, or use the photo screening tool described in Article II.A.5, subject to any additional or superseding instructions that may be provided on this subject in the E-Verify User Manual.

g. The Employer agrees not to require a second verification using E-Verify of any assigned employee who has previously been verified as a newly hired employee under this MOU or to authorize verification of any existing employee by any Employer that is not a Federal contractor based on this Article.

3. The Employer understands that if it is a Federal contractor, its compliance with this MOU is a performance requirement under the terms of the Federal contract or subcontract, and the Employer consents to the release of information relating to compliance with its verification responsibilities under this MOU to contracting officers or other officials authorized to review the Employer's compliance with Federal contracting requirements.

C. RESPONSIBILITIES OF SSA

1. SSA agrees to allow DHS to compare data provided by the Employer against SSA's database. SSA sends DHS confirmation that the data sent either matches or does not match the information in SSA's database.

2. SSA agrees to safeguard the information the Employer provides through E-Verify procedures. SSA also agrees to limit access to such information, as is appropriate by law, to individuals responsible for the verification of Social Security numbers or responsible for evaluation of E-Verify or such other persons or entities who may be authorized by SSA as governed by the Privacy Act (5 U.S.C. § 552a), the Social Security Act (42 U.S.C. 1306(a)), and SSA regulations (20 CFR Part 401).

3. SSA agrees to provide case results from its database within three Federal Government work days of the initial inquiry. E-Verify provides the information to the Employer.

4. SSA agrees to update SSA records as necessary if the employee who contests the SSA tentative nonconfirmation visits an SSA field office and provides the required evidence. If the employee visits an SSA field office within the eight Federal Government work days from the date of referral to SSA, SSA agrees to update SSA records, if appropriate, within the eight-day period unless SSA determines that more than eight days may be necessary. In such cases, SSA will provide additional instructions to the employee. If the employee does not visit SSA in the time allowed, E-Verify may provide a final nonconfirmation to the employer.

Note: If an Employer experiences technical problems, or has a policy question, the employer should contact E-Verify at 1-888-464-4218.

D. RESPONSIBILITIES OF DHS

1. DHS agrees to provide the Employer with selected data from DHS databases to enable the Employer to conduct, to the extent authorized by this MOU:

a. Automated verification checks on alien employees by electronic means, and

b. Photo verification checks (when available) on employees.

2. DHS agrees to assist the Employer with operational problems associated with the Employer's participation in E-Verify. DHS agrees to provide the Employer names, titles, addresses, and telephone numbers of DHS representatives to be contacted during the E-Verify process.

3. DHS agrees to provide to the Employer with access to E-Verify training materials as well as an E-Verify User Manual that contain instructions on E-Verify policies, procedures, and requirements for both SSA and DHS, including restrictions on the use of E-Verify.

4. DHS agrees to train Employers on all important changes made to E-Verify through the use of mandatory refresher tutorials and updates to the E-Verify User Manual. Even without changes to E-Verify, DHS reserves the right to require employers to take mandatory refresher tutorials.

5. DHS agrees to provide to the Employer a notice, which indicates the Employer's participation in E-Verify. DHS also agrees to provide to the Employer anti-discrimination notices issued by the Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division, U.S. Department of Justice.

6. DHS agrees to issue each of the Employer's E-Verify users a unique user identification number and password that permits them to log in to E-Verify.

7. DHS agrees to safeguard the information the Employer provides, and to limit access to such information to individuals responsible for the verification process, for evaluation of E-Verify, or to such other persons or entities as may be authorized by applicable law. Information will be used only to verify the accuracy of Social Security numbers and employment eligibility, to enforce the INA and Federal criminal laws, and to administer Federal contracting requirements.

8. DHS agrees to provide a means of automated verification that provides (in conjunction with SSA verification procedures) confirmation or tentative nonconfirmation of employees' employment eligibility within three Federal Government work days of the initial inquiry.

9. DHS agrees to provide a means of secondary verification (including updating DHS records) for employees who contest DHS tentative nonconfirmations and photo mismatch tentative nonconfirmations. This provides final confirmation or nonconfirmation of the employees' employment eligibility within 10 Federal Government work days of the date of referral to DHS, unless DHS determines that more than 10 days may be necessary. In such cases, DHS will provide additional verification instructions.

ARTICLE III
REFERRAL OF INDIVIDUALS TO SSA AND DHS

A. REFERRAL TO SSA

1. If the Employer receives a tentative nonconfirmation issued by SSA, the Employer must print the notice as directed by E-Verify. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case.





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The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.

3. After a tentative nonconfirmation, the Employer will refer employees to SSA field offices only as directed by E-Verify. The Employer must record the case verification number, review the employee information submitted to E-Verify to identify any errors, and find out whether the employee contests the tentative nonconfirmation. The Employer will transmit the Social Security number, or any other corrected employee information that SSA requests, to SSA for verification again if this review indicates a need to do so.

4. The Employer will instruct the employee to visit an SSA office within eight Federal Government work days. SSA will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.

5. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

6. The Employer agrees not to ask the employee to obtain a printout from the Social Security Administration number database (the Numident) or other written verification of the SSN from the SSA.

B. REFERRAL TO DHS

1. If the Employer receives a tentative nonconfirmation issued by DHS, the Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.

3. The Employer agrees to refer individuals to DHS only when the employee chooses to contest a tentative nonconfirmation.

4. If the employee contests a tentative nonconfirmation issued by DHS, the Employer will instruct the





Company ID Number: 1594929

employee to contact DHS through its toll-free hotline (as found on the referral letter) within eight Federal Government work days.

5. If the Employer finds a photo mismatch, the Employer must provide the photo mismatch tentative nonconfirmation notice and follow the instructions outlined in paragraph 1 of this section for tentative nonconfirmations, generally.

6. The Employer agrees that if an employee contests a tentative nonconfirmation based upon a photo mismatch, the Employer will send a copy of the employee's Form I-551, Form I-766, U.S. Passport, or passport card to DHS for review by:

   a. Scanning and uploading the document, or

   b. Sending a photocopy of the document by express mail (furnished and paid for by the employer).

7. The Employer understands that if it cannot determine whether there is a photo match/mismatch, the Employer must forward the employee's documentation to DHS as described in the preceding paragraph. The Employer agrees to resolve the case as specified by the DHS representative who will determine the photo match or mismatch.

8. DHS will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.

9. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

ARTICLE IV
SERVICE PROVISIONS

A. NO SERVICE FEES

1. SSA and DHS will not charge the Employer for verification services performed under this MOU. The Employer is responsible for providing equipment needed to make inquiries. To access E-Verify, an Employer will need a personal computer with Internet access.

ARTICLE V
MODIFICATION AND TERMINATION

A. MODIFICATION

1. This MOU is effective upon the signature of all parties and shall continue in effect for as long as the SSA and DHS operates the E-Verify program unless modified in writing by the mutual consent of all parties.

2. Any and all E-Verify system enhancements by DHS or SSA, including but not limited to E-Verify checking against additional data sources and instituting new verification policies or procedures, will be covered under this MOU and will not cause the need for a supplemental MOU that outlines these changes.





Company ID Number: 1594929

B. TERMINATION

1. The Employer may terminate this MOU and its participation in E-Verify at any time upon 30 days prior written notice to the other parties.

2. Notwithstanding Article V, part A of this MOU, DHS may terminate this MOU, and thereby the Employer's participation in E-Verify, with or without notice at any time if deemed necessary because of the requirements of law or policy, or upon a determination by SSA or DHS that there has been a breach of system integrity or security by the Employer, or a failure on the part of the Employer to comply with established E-Verify procedures and/or legal requirements. The Employer understands that if it is a Federal contractor, termination of this MOU by any party for any reason may negatively affect the performance of its contractual responsibilities. Similarly, the Employer understands that if it is in a state where E-Verify is mandatory, termination of this by any party MOU may negatively affect the Employer's business.

3. An Employer that is a Federal contractor may terminate this MOU when the Federal contract that requires its participation in E-Verify is terminated or completed. In such cases, the Federal contractor must provide written notice to DHS. If an Employer that is a Federal contractor fails to provide such notice, then that Employer will remain an E-Verify participant, will remain bound by the terms of this MOU that apply to non-Federal contractor participants, and will be required to use the E-Verify procedures to verify the employment eligibility of all newly hired employees.

4. The Employer agrees that E-Verify is not liable for any losses, financial or otherwise, if the Employer is terminated from E-Verify.

ARTICLE VI
PARTIES

A. Some or all SSA and DHS responsibilities under this MOU may be performed by contractor(s), and SSA and DHS may adjust verification responsibilities between each other as necessary. By separate agreement with DHS, SSA has agreed to perform its responsibilities as described in this MOU.

B. Nothing in this MOU is intended, or should be construed, to create any right or benefit, substantive or procedural, enforceable at law by any third party against the United States, its agencies, officers, or employees, or against the Employer, its agents, officers, or employees.

C. The Employer may not assign, directly or indirectly, whether by operation of law, change of control or merger, all or any part of its rights or obligations under this MOU without the prior written consent of DHS, which consent shall not be unreasonably withheld or delayed. Any attempt to sublicense, assign, or transfer any of the rights, duties, or obligations herein is void.

D. Each party shall be solely responsible for defending any claim or action against it arising out of or related to E-Verify or this MOU, whether civil or criminal, and for any liability wherefrom, including (but not limited to) any dispute between the Employer and any other person or entity regarding the applicability of Section 403(d) of IIRIRA to any action taken or allegedly taken by the Employer.

Company ID Number: 1594929

E. The Employer understands that its participation in E-Verify is not confidential information and may be disclosed as authorized or required by law and DHS or SSA policy, including but not limited to, Congressional oversight, E-Verify publicity and media inquiries, determinations of compliance with Federal contractual requirements, and responses to inquiries under the Freedom of Information Act (FOIA).

F. The individuals whose signatures appear below represent that they are authorized to enter into this MOU on behalf of the Employer and DHS respectively. The Employer understands that any inaccurate statement, representation, data or other information provided to DHS may subject the Employer, its subcontractors, its employees, or its representatives to: (1) prosecution for false statements pursuant to 18 U.S.C. 1001 and/or; (2) immediate termination of its MOU and/or; (3) possible debarment or suspension.

G. The foregoing constitutes the full agreement on this subject between DHS and the Employer.

To be accepted as an E-Verify participant, you should only sign the Employer's Section of the signature page. If you have any questions, contact E-Verify at 1-888-464-4218.

E-Verify

E-VERIFY IS A SERVICE OF DHS AND SSA

Company ID Number: 1594929

Approved by:

Employer Dynamic Group, LLC	
Name (Please Type or Print) Chad Mitchell	**Title**
Signature Electronically Signed	**Date** 10/05/2020
Department of Homeland Security – Verification Division	
Name (Please Type or Print) USCIS Verification Division	**Title**
Signature Electronically Signed	**Date** 10/05/2020

E-VERIFY IS A SERVICE OF DHS AND SSA

Company ID Number: 1594929

Information Required for the E-Verify Program **Information relating to your Company:**	
Company Name	Dynamic Group, LLC
Company Facility Address	9800 Airline Hwy, Ste 250 Baton Rouge, LA 70816
Company Alternate Address	
County or Parish	EAST BATON ROUGE
Employer Identification Number	814888852
North American Industry Classification Systems Code	236
Parent Company	
Number of Employees	20 to 99
Number of Sites Verified for	1 site(s)

Company ID Number: 1594929

Are you verifying for more than 1 site? If yes, please provide the number of sites verified for in each State:

LA 1

E-Verify

E-VERIFY IS A SERVICE OF DHS AND SSA

Company ID Number: 1594929

Information relating to the Program Administrator(s) for your Company on policy questions or operational problems:

Name	Leigh Ott
Phone Number	2255706377
Fax	
Email	lott@dynamicgrp.com

Name	Chad Mitchell
Phone Number	2255706377
Fax	
Email	cmitchell@dynamicgrp.com

E-Verify

E-VERIFY IS A SERVICE OF DHS AND SSA

Company ID Number: 1594929

This list represents the first 20 Program Administrators listed for this company.

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 5/2/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Insurance Unlimited 3111 Ryan Street Lake Charles LA 70601	**CONTACT NAME:** Clinton Prince **PHONE (A/C, No, Ext):** 337-477-6922 **FAX (A/C, No):** 337-477-5123 **E-MAIL ADDRESS:** dprince@insunlimited.com
INSURED DYNACON-01 Dynamic Group LLC dba Dynamic Construction Group LLC 3045 Westfork Drive Baton Rouge LA 70816	**INSURER(S) AFFORDING COVERAGE** — **NAIC #** **INSURER A :** Amerisafe — 31895 **INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 1740132432 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A	Y	AVWCLA3299782024	8/17/2024	8/17/2025	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Residential and Commercial General Contractor.
Blanket Waiver of Subrogation. USL&H Endorsement.
Owner, Joshua McCoy, is Excluded on Workers Compensation.

Additional Named Insureds:
dba Florida DCG, LLC
McCoy Group Services LLC
McCoy Equity Holdings LLC
Reliant LLC

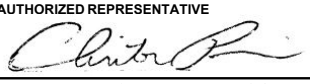
CERTIFICATE HOLDER

City of Destin
4200 Indian Bayou Trail
Destin FL 32541

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 5/2/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Insurance Unlimited 3111 Ryan Street Lake Charles LA 70601	**CONTACT NAME:** Clinton Prince **PHONE (A/C, No, Ext):** 337-477-6922 **FAX (A/C, No):** 337-477-5123 **E-MAIL ADDRESS:** dprince@insunlimited.com
	INSURER(S) AFFORDING COVERAGE / **NAIC #**
	INSURER A : Houston Specialty Ins Co / 12936
INSURED MCCRENT-01 MCC Rentals LLC Dynamic Group LLC dba Dynamic Construction Group LLC 3045 Westfork Drive Baton Rouge LA 70816	**INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 2029278312 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG [blank]	$ $ $ $ $ $ $
A	**AUTOMOBILE LIABILITY** X ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY ☐	Y	Y	HSLR180736905	12/13/2024	12/13/2025	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) [blank]	$ 1,000,000 $ $ $ $
	UMBRELLA LIAB ☐ OCCUR **EXCESS LIAB** ☐ CLAIMS-MADE ☐ DED ☐ RETENTION $						EACH OCCURRENCE AGGREGATE [blank]	$ $ $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					☐ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Residential and Commercial General Contractor.

Blanket Additional Insured & Waiver of Subrogation on Auto policy.

CERTIFICATE HOLDER

City of Destin
4200 Indian Bayou Trail
Destin FL 32541

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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PRODUCER Insurance Unlimited 3111 Ryan Street Lake Charles LA 70601	**CONTACT NAME:** Clinton Prince **PHONE (A/C, No, Ext):** 337-477-6922 **FAX (A/C, No):** 337-477-5123 **E-MAIL ADDRESS:** dprince@insunlimited.com
INSURED MCCRENT-01 MCC Rentals LLC Dynamic Group LLC dba Dynamic Construction Group LLC 3045 Westfork Drive Baton Rouge LA 70816	**INSURER(S) AFFORDING COVERAGE** / **NAIC #** **INSURER A :** Houston Specialty Ins Co — 12936 **INSURER B :** **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 2029278312 **REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	CLAIMS-MADE OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
A	**AUTOMOBILE LIABILITY**	Y	Y	HSLR180736905	12/13/2024	12/13/2025	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$
	DED RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? **(Mandatory in NH)**	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Residential and Commercial General Contractor.

Blanket Additional Insured & Waiver of Subrogation on Auto policy.

CERTIFICATE HOLDER

City of Destin
4200 Indian Bayou Trail
Destin FL 32541

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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TAB 10
REQUIRED PROPOSAL FORMS

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: Dynamic Group, LLC

Signature: _____

Name (type/print): Joshua P. McCoy

Title: Owner / CEO

Address: 3045 Westfork Drive

City: Baton Rouge State: LA Zip: 70816

Telephone: 225-485-7205 Fax No.: 225-351-9089 Date: 5/2/2025

Email Address: jmccoy@dynamicgrp.com

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, Dynamic Group, LLC, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

5/2/2025
Date

Joshua P. McCoy Owner / CEO

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).
This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Dynamic Group, LLC Date: 5/2/2025

Authorized Signature:  Printed Name: Joshua P. McCoy

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Dynamic Group, LLC
Company Name

Authorized Signature

Joshua P. McCoy
Printed Name

5/2/2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.



Signature

Joshua P. McCoy

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Dynamic Group, LLC

Business Address: 3045 Westfork Drive (Street) Baton Rouge (City) LA (State) 70816 (Zip)

County Business is located in: East Baton Rouge

Name of Contact Person: Joshua P. McCoy

Phone: (225) 485-7205 Fax: (225) 351-9089

Email Address: jmccoy@dynamicgrp.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (NO)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ] $2,000,000 to $5,000,000 [✓] Over $5,000,000

Age of Business: 8 Years 4 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Three- Year

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Dynamic Group will provide disaster debris management services, including clearance, collection, hauling, staging, reduction, disposal, and documentation of all eligible drebris in compliance with FEMA and City of Destin requirements.

Will you subcontract any of your work? (Yes*) No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 5/2/2025

Printed Name: Joshua P. McCoy Title: Owner / CEO

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Vegetation Management Servies, LLC

Business Address: 301 E Collin Raye DR DeQueen, AR 71832

Street City State Zip

County Business is located in: Sevier County AR

Name of Contact Person: Michael Lansdell

Phone: ( ) (903) 276-2936 Fax: ( )

Email Address: mlansdell@vms-ar.com or michael.w.lansdell@outlook.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[X] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 28 Years _____ Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Three-Year Pre-Positioned Contract for Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Load and haul

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 5-2-2025

Printed Name: Michael Lansdell Title: CEO

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Zeigler Tree & Timber, Inc.

Business Address: 253 Highway 1085 (Street) Madisonville (City) LA (State) 70447 (Zip)

County Business is located in: St. Tammany Parish

Name of Contact Person: Sean Zeigler

Phone: (985) 630-6109 Fax: (985) 893-0555

Email Address: zeiglertreeco@gmail.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (No)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [x]Over $5,000,000

Age of Business: 28 Years _____ Months

Part B: Project and Work Description

RFP #25-05-PW Project Name: Three-Year Pre-Positioned Contract for Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Load and haul

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 05/05/2025

Printed Name: Sean Zeigler Title: President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Joshua P. McCoy, being first duly sworn, deposes and says that:

1. (S)He is Owner / CEO of Dynamic Group, LLC, the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

(Signature) Owner / CEO (Title)

Subscribed and Sworn to before me of this 2 day of May, 2025.

(Notary's Signature) Kyleigh Fay Spring (Notary's Stamped or Printed Name)

Notary Public, in and for East Baton Rouge County,
My commission expires: At Death

KYLEIGH FAY SPRING NOTARY PUBLIC NOTARY NO. 203467 LIVINGSTON PARISH, LA

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. 25-05-PW

   for Three Year Pre-Positioned Contract For Disaster Debris Removal Management Services

2. This sworn statement is submitted by Dynamic Group, LLC
   [name of entity submitting sworn statement]

   whose business address is 3045 Westfork Drive, Baton Rouge LA 70816
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 81-4888852

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Joshua P. McCoy Owner / CEO and my relationship to
   [please print name of individual signing]

   the entity named above is Dynamic Group, LLC.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

✓ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

___ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

_The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) Owner / CEO (Title)

Subscribed and Sworn to before me of this 2 day of May, 2025.

(Notary's Signature) Kyleigh Fay Spring (Notary's Stamped or Printed Name)

Notary Public, in and for East Baton Rouge County,
My commission expires: At Death

KYLEIGH FAY SPRING NOTARY PUBLIC NOTARY NO. 203467 LIVINGSTON PARISH, LA

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature) Joshua P. McCoy — Owner / CEO (Title)

Subscribed and Sworn to before me of this 2 day of May, 2025.

(Notary's Signature) — Kyleigh Fay Spring (Notary's Stamped or Printed Name)

Notary Public, in and for East Baton Rouge County,

My commission expires: At Death

KYLEIGH FAY SPRING NOTARY PUBLIC NOTARY NO. 203467 LIVINGSTON PARISH, LA

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Joshua P. McCoy (insert name) as Owner / CEO (insert title) on behalf of Dynamic Group, LLC (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. Dynamic Group, LLC (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, Dynamic Group, LLC (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: Joshua P. McCoy
Title: Owner / CEO
Nongovernmental entity:
Date: 5/2/2025

STATE OF Louisiana
COUNTY OF East Baton Rouge

SWORN TO AND SUBSCRIBED before me X in person or _____ remote notarization by Joshua P. McCoy as Owner / CEO on behalf of Dynamic Group, LLC, who is personally known to me or who produced _____ as identification this 2 day of May, 2025.

Notary Public

(Notary Seal)

KYLEIGH FAY SPRING
NOTARY PUBLIC
NOTARY NO. 203467
LIVINGSTON PARISH, LA



DYNAMIC GROUP, LLC
3045 WESTFORK DRIVE | BATON ROUGE | LOUISIANA 70816
JOSHUA MCCOY | 225-485-7205 | JMCCOY@DYNAMICGRP.COM
DYNAMICGRP.COM

Disaster Response Services



City of Destin
Attn: City Clerk, cityclerk@cityofdestin.com
Destin City Hall
4200 Indian Bayou Trail,
Destin FL 32541

RFP No. 25-05-PW
RFP Title: Three-Year Prepositioned Contract For Disaster Debris Management Services
Due Date: May 8th, 2025
Due Time: 2:00pm

GRUBBS
EMERGENCY SERVICES, LLC
13365 W. Hillsborough Ave. Tampa, FL 33635
www.grubbses.com 1-877-GRUBBS-1 data@grubbses.com

TAB 1

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4. 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment - PG 121
5. Drugfree Workplace Certificate - PG 122
6. Bidders List Form - PG 123 - 125
7. Anti-Collusion Affidavit - PG 126
8. Public Entity Crimes Statement - PG 127 - 129
9. Anti-Kickback Affidavit - PG 130
10. Anti-Human Trafficking Affidavit - PG 131 - 132
11. Acknowledgement of Addenda - PG 133

TAB 2

LETTER OF INTEREST

4/22/2025

City of Destin – City Hall
Attn: City Clerk cityclerk@cityofdestin.com
4200 Indian Bayou Trail,
Destin, FL 32541

RE: RFP Number: 25-05-PW
RFP Name: Disaster Debris Management Services

Dear City Clerk,

Grubbs Emergency Services, LLC is pleased to submit its bid in response to the City of Destin for RFP#25-05-PW –Disaster Debris Management Services. As required by the Bid specifications section, we submit to the City of Destin that the bid's terms and conditions are understood and acknowledged by the undersigned, Mr. John G. Grubbs. Included in our submittal is **One (1) original with signature, and One (1) complete and identical electronic copy (SINGLE PDF DOCUMENT) on flash drive**. Grubbs also acknowledges that the submittal contents are true and accurate and that the requirements of this RFP can be met, including but not limited to, insurance, bonding, and licensing requirements.

Our understanding of the services required for this bid includes, but are not limited to post-storm cleanup, demolition, removal of leaners and hangers, reduction, and disposal of debris all resulting from a disaster. In addition, technical program management, coordination with local, state, and federal agencies includes interaction and problem resolution with FEMA officials and any associated training/tabletop exercises, as directed by the City of Destin.

At Grubbs, we understand the need to get the local economy in recovery mode as soon as possible. Our key personnel have a combined experience of over 100 years addressing emergency response and recovery efforts. We have mobilized in response to over 200 "Notice to Proceed" activations. The Grubbs team has the expertise to work with the FEMA Public Assistance program. We can facilitate Eligible Damages Identification, Scope of Work documentation, and Status Report preparation as needed to ensure maximum reimbursement. We will seamlessly begin mobilization within 6 hours of the storm passing. Within 24 hours, we will present an event-specific detailed operations plan. The same resources will remain on the job until the mission is complete, including the restoration of all processing sites. Our goal is to help the citizens of the City of Destin return to their normal lives, as quickly as possible.

At Grubbs, we maintain the necessary working capital on hand and additional credit lines to support any financial needs to assist our customer's recovery process. Our bonding capabilities substantiate all our obligations to our clients.

Our team at Grubbs looks forward to partnering with the City of Destin. If there are any questions regarding this proposal, please do not hesitate to contact me. I thank you in advance for your consideration of our submittal.

Sincerely,

John G. Grubbs
Managing Member Grubbs Emergency Services, LLC
(352) 279-9222 (Office)
ggrubbs@grubbses.com

TAB 3

EXPERIENCE

&

ABILITY

3.1 Statement of Qualifications

Experience

Grubbs Emergency Services, LLC (GES), has extensive experience spanning over many years providing post-storm support to communities affected by hurricanes, tornadoes, floods, wildfires, ice storms, train derailments, and downed aircraft.

Our staff has responded to over 150 disaster-related events. Core competencies include emergency debris clearance and removal, temporary debris staging and reduction site management, and tree, limb, and stump removal. Other services encompass the removal of construction and demolition debris, boats, houses, and derelict vessels, as well as the removal of hazardous materials from inland waterways. GES also assists in cleanups associated with tornadoes, ice storms, and red tide. In recent years, the team has completed extensive coastal recovery work, specifically sand screening and beach restoration along the Florida and North Carolina coastlines. As industry leaders in disaster recovery, we are experts at solving complex debris removal and disposal problems.

During the 2004 and 2005 storm seasons, the Grubbs team managed numerous, often simultaneous, requests for assistance. In 2004 alone, 43 clients activated pre-event contracts within weeks of each other. In the 2005 hurricane season, 21 clients activated "Notice to Proceed" agreements on 34 separate occasions. Our involvement in and reimbursement success with public disaster relief programs include the FEMA Public Assistance initiative.

As demonstrated below, our client base includes communities, counties, and DOT districts in Arkansas, Florida, Georgia, Louisiana, Missouri, North Carolina, Oklahoma, South Carolina, Texas, and Virginia.

The following projects are a representative sample of our work and project scopes. Detailed information on all supported projects is available upon request. These projects effectively illustrate the breadth of disaster recovery and debris management projects supported by GES.

Technical Capabilities

1. GES pre-event planning efforts include annual face-to-face meetings with our clients to review the community's emergency management plans, conduct tabletop exercises, and provide/renew staff training as needed. Our training includes the National Incident Management System (NIMS) and Continuity of Operations Planning (COOP).

2. Each year our client emergency contact information is updated, debris staging zones are identified and mapped, etc.

3. Our project managers review the community's Debris Management plan or assist with developing one as needed to ensure the Client is positioned to receive the full benefit of FEMA's Public Assistance reimbursement program.

4. GES has implemented a Disaster Response Action Plan (DRAP) to ensure a coordinated and effective response to disasters by its personnel and various resources. The DRAP developed to support mobilization procedures is utilized by all staff and subcontractors and consists of three activation levels.

5. Grubbs' team has also developed and field-tested a Debris Management Work Plan to remove disaster-generated debris, including emergency debris clearance, removal, temporary debris staging, reduction site management, and tree stump and limb removal.

6. Grubbs Emergency Services, LLC differentiates itself from its competition through its:

- ✔ Ability to address the Client's administrative requirements adequately and consistently (e.g.) insurance requirements, expertise working with FEMA, and other federal and state disaster agencies.
- ✔ Capacity, Grubbs has processed more vegetative debris in one operation – over five million cubic yards in less than 120 days – than any other firm in the past decade.
- ✔ Simultaneous coordination of debris management efforts in multiple political districts.
- ✔ Project managers are outfitted with hi-tech equipment, including wireless internet connections to laptops, printers, GPS units, digital cameras, and redundant communication equipment.
- ✔ Project managers develop and refine detailed work schedules to respond to each event's needs and monitor the entire operation to ensure clients' expectations are met.
- ✔ Prequalification of all subcontractors to ensure that insurance requirements and equipment requirements are met.
- ✔ The comprehensive nationwide complement of subcontractors who ensure resources will be available to the County promptly.

Equipment

While Grubbs Emergency Services, LLC owns a significant amount of equipment, rental agreements are in place with Sunbelt and other equipment rental companies across the United States to supplement existing reserves as needed. Enclosed is a copy of the equipment typically used for debris cleanup efforts, as well as an example of our rental agreement.

References

GES currently has approximately 15 active contracts with 2–5-year agreements for debris management and disaster recovery services

3.2 SCOPE OF WORK

Grubbs Emergency Services, LLC (GES) provides comprehensive disaster recovery and restoration services, offering clients a "one-stop shop" for all their post-disaster needs. Our expertise encompasses a wide range of services, including:

1. Pre-Disaster Planning and Consultation:

- **Technical Guidance:** GES provides expert consultation before, during, and after disaster events. This includes annual reviews of permit requirements, evaluation of private property agreements, staging areas, site security, traffic control protocols, client procurement policies, and Environmental, Health, and Safety (EHS) plans.
- **Training and Exercises:** We facilitate annual emergency response training and tabletop exercises, such as the National Incident Management System (NIMS) training, for designated client personnel.
- **Debris Management Plan:** GES collaborates with clients to develop pre-event, site-specific debris management plans, which can potentially increase FEMA reimbursement rates by 5%.

2. On-Site Management and Administrative Support:

- **Personnel and Resources:** GES provides on-site management staff, field supervisors, equipment operators, drivers, laborers, and all necessary vehicles, equipment, and resources to ensure a successful recovery operation.
- **Documentation and Reporting:** We maintain detailed records of vehicle load capacity, equipment certifications, and utilize standardized placards and load tickets for accurate tracking and reporting.
- **Project Management:** GES oversees all aspects of project management, including coordination of recovery activities, data management, daily progress reports, and community relations, ensuring compliance with FEMA requirements for full reimbursement.

3. Debris Removal and Site Cleanup:

- **Emergency Road Clearance:** GES performs emergency debris road clearance, including tree, limb, and stump removal from public streets, roads, and rights-of-way.
- **Debris Removal:** We remove various types of debris, including white goods, construction and demolition debris, unsafe structures, dead animal carcasses, and mixed debris.
- **Specialized Removal:** GES provides services for motor vehicle, boat, house, and derelict vessel recovery, as well as hazardous materials removal from inland waterways.
- **TDSRS Management:** We manage Temporary Debris Storage and Reduction Sites (TDSRS) in compliance with all environmental, health, and safety standards.

4. Environmental Restoration:

- **Coastal Environment Cleanup:** GES specializes in coastal environment cleanups, including sand screening, beach restoration, canal and riverbank cleanup, berm restoration, re-grading, and re-seeding.

5. Miscellaneous Services:

- **Client-Specific Support:** GES provides miscellaneous services as defined by the client, such as bottled water delivery and temporary shelter/command center setup.

3.3 FHWA Emergency Relief Program

Key Lessons and Expertise

Recent cleanup efforts in Florida, Texas, and Kentucky have provided Grubbs Emergency Services, LLC, with invaluable insights into the intricacies of FEMA's Public Assistance program documentation requirements. These experiences have allowed us to refine our results-oriented process, significantly enhancing our ability to assist clients in identifying, submitting, and securing grant funds for disaster recovery reimbursement from agencies such as the EPA, USDA, NRCS, Department of Natural Resources, and FEMA. We have cultivated strong working relationships with FEMA staff, gaining expertise in debris eligibility determination, data requirements, project worksheet development, and load ticket audits.

A notable example of our expertise in navigating complex funding requirements is our work with the City of Margate on a canal debris cleanup and restoration project following Hurricanes Katrina and Wilma. The project encompassed the cleanup of approximately 30 miles of canals, waterways, and banks heavily impacted by trees and vegetative debris. Grubbs Emergency Services, LLC, rapidly mobilized resources within hours of the storms, mitigating the risk to public property.

To execute the large-scale restoration, we deployed lightweight barges equipped with knuckle-booms and other specialized waterborne equipment. This project presented unique challenges due to the stringent cost tracking requirements mandated by the Natural Resource Conservation Service (NRCS) and FEMA. Our first step was to educate the client on available FEMA funding options and address conflicting administrative issues arising from multiple governmental jurisdictions. Furthermore, we successfully navigated the complex process of obtaining Right of Entry clearance from nearly 80 private property owners before commencing canal bank cleanup and restoration.

As detailed in this proposal, the Grubbs Emergency Services, LLC, team is fully prepared to assist the County with any or all of the following recovery activities, as requested:

- ✔ **Strategic Recovery Planning:** Develop a comprehensive recovery strategy tailored to the County's specific needs.
- ✔ **Agency Liaison:** Facilitate applicant briefings with state and federal officials, ensuring clear communication and understanding.
- ✔ **FEMA Coordination:** Coordinate kickoff and subsequent status meetings with FEMA officials, maintaining consistent communication and progress tracking.
- ✔ **Financial Management Guidance:** Provide expert technical assistance and financial management advice to optimize resource utilization.
- ✔ **Public Assistance Process Management:** Support the ongoing management of the FEMA Public Assistance process, including the preparation of correspondence, reports, documentation of eligible damages, conducting inspections, and preparing detailed project worksheets.
- ✔ **Status Reporting Support:** Provide the client with the technical assistance and information necessary to prepare accurate and timely status reports.
- ✔ **Financial Record Management:** Categorize, record, track, and file costs on approved forms to ensure seamless financial reimbursement processes.
- ✔ **Project Worksheet Preparation:** Prepare meticulous project worksheets for both small and large projects, ensuring accurate scopes of work, precise estimates, and eligibility of expenses.
- ✔ **Claim Assistance:** Aid departments experiencing difficulties with their claims, ensuring adherence to all FEMA and state deadlines.
- ✔ **Interagency Funding Resolution:** Address and resolve issues related to interagency funding conflicts.
- ✔ **Project Closeout Management:** Prepare all necessary documentation and represent the client in all project closeout activities.
- ✔ **Audit and Inspection Preparation:** Finalize preparations for state and FEMA final inspections and audits, ensuring a smooth and compliant process.

FHWA Emergency Relief Program

Description: Title 23, United States Code, Section 125, authorizes a special program from the Highway Trust Fund to repair or reconstruct Federal-aid highways and roads on Federal lands that have sustained severe damage due to: (1) natural disasters, or (2) catastrophic failures caused by external factors. This program, commonly known as the Emergency Relief (ER) program, supplements the resources of states, their political subdivisions, and other federal agencies to help offset substantial expenses resulting from extraordinary events.

The ER program's eligibility for natural disasters is determined by the disaster's scale and severity. Damage to highways must be extensive, widespread, and result in exceptionally high costs for the highway agency. Eligibility for catastrophic failures due to external causes is based on the criteria that the failure was sudden, not caused by an inherent flaw in the facility, and resulted in a significant disruption to transportation services and unusually high expenses for the highway agency.

Funding Availability: Under 23 U.S.C. 125, the Emergency Relief (ER) program is authorized $100 million annually. Congress has, on occasion, supplemented this funding through additional appropriations. Notably, MAP-21 eliminated the $100 million per-state event cap. However, total ER obligations for U.S. Territories (American Samoa, Commonwealth of Northern Mariana Islands, Guam, and the Virgin Islands) are limited to $20 million per fiscal year.

Federal Share: Approved Emergency Relief (ER) funds are distributed at the standard federal share applicable to the Federal-aid facility. For Interstate highways, the federal share is 90 percent. For all other eligible highways, the federal share is 80 percent.

The federal share for permanent ER repairs may increase to 90 percent if the state's combined eligible ER expenses within a federal fiscal year exceed its annual apportionment under 23 U.S.C. section 104 for the fiscal year in which the disasters or failures occurred.

Emergency repair work, conducted within 180 days of the disaster, to restore essential travel, minimize further damage, or protect remaining facilities may be reimbursed at a 100 percent federal share. This 180-day period for 100 percent eligibility of emergency repairs may be extended if a state cannot access a site to evaluate damages and repair costs.

Application Process: Individual states are responsible for requesting Emergency Relief (ER) funds to assist with the necessary repair of Federal-aid highways damaged by natural disasters or catastrophic failures. The ER application process begins with the state's Department of Transportation filing a notice of intent with the FHWA Division Office. States must submit their ER funding application to the FHWA within two calendar years of the disaster date. The application must include a comprehensive list of all eligible project sites and associated repair costs.

Emergency Relief Program (E.R.)

Year	2019	2020
Authorization	$ 100 M	$ 100 M

Program purpose

The purpose of the Emergency Relief (ER) program is to provide funding for both emergency and permanent repairs on Federal-aid highways and roads on Federal lands that have sustained severe damage due to natural disasters or catastrophic failures caused by external factors, as determined by the Secretary.

Statutory citation(s): MAP-21 §§1107 and 1508; 23 USC 120(e) and 125; SAFETEA-LU §1112

Funding features

The Emergency Relief (ER) program is funded through a permanent authorization of $100 million annually in contract authority from the Transportation Trust Fund's Highway Account. These funds remain available until expended and are exempt from federal-aid highway obligation limitations. [23 USC 125]

In addition to the permanent authorization, SAFETEA-LU authorized the General Fund of the Treasury to supplement the permanent authorization when ER allocations exceed $100 million. Appropriation legislation is required to make these supplemental funds available. [SAFETEA-LU §1112]

Funds are allocated to states based on an assessment of repair costs following a disaster. Up to 5% of ER funds may be used by the Secretary for projects that protect public safety or maintain or protect roadways included within an emergency declaration.

Federal share: The federal share is determined in accordance with 23 USC 120, including a sliding scale adjustment for states with high percentages of federally owned public lands.

- Emergency repair work, conducted within 180 days of the disaster, to restore essential travel, minimize further damage, or protect remaining facilities, may be reimbursed at a 100% federal share. This period may be extended if access to damaged areas is delayed.
- For eligible permanent repairs to restore damaged facilities, the federal share may be up to 90% if the state's total eligible expenses from natural disasters or catastrophic failures in a federal fiscal year exceed its apportionments under 23 USC 104 for the fiscal year in which the event occurred.
- The federal share for repair work on federal land, federal land access, and tribal transportation facilities is 100%.

Eligible activities

E.R. program eligibility continues with the following key changes and clarifications:

- Maintenance and Transit Costs: Essential and necessary maintenance and transit service operation costs are now eligible activities to provide temporary alternatives for disrupted highway traffic service.
- Debris Removal: Debris removal is eligible under the ER program only if the event is not declared a major disaster by the President, or if it is declared a major disaster but the debris removal is ineligible for assistance under the Stafford Act.
- Comparable Facility Repairs: ER funds can be used to participate in the costs of repairing or reconstructing a comparable facility, defined as a facility that meets the current geometric and construction standards required for the types and volume of traffic it will carry over its design life.
- Construction Phase Defined: ER funds cannot be used for the repair or reconstruction of a bridge if the construction phase of a replacement structure is included in a state's approved transportation improvement program at the time of the event.

Program features

The E.R. program has undergone the following key changes:

- Application Requirements: States must submit ER funding applications within two years of the event, including a comprehensive list of all eligible project sites and associated repair costs.
- Obligation Limits: The $100 million per-state event obligation cap has been removed.
- Federal and Tribal Facilities: The program covers tribal transportation facilities, federal lands transportation facilities, and other federally owned roads.

Statement of Adherence to Program Standards

Through years of experience, Grubbs Emergency Services, LLC, has refined its debris management process to provide comprehensive support to clients throughout the recovery process. Our approach extends beyond the physical removal of debris; we recognize the significant impact a major disaster has on municipal staff.

Grubbs Emergency Services, LLC, provides clients with the necessary structure and confidence to achieve successful disaster recovery through our robust documentation process, proven management approach and techniques, experienced staff, and extensive history in federally declared disaster recovery projects.

Our approach is built on a foundation of strict adherence to all applicable regulations and guidelines. Upon receiving a notice to proceed, Grubbs Emergency Services, LLC, will provide clients with comprehensive documentation support to facilitate reimbursement under the FEMA Public Assistance Program. Our proven documentation process has successfully supported claims for numerous clients nationwide across all Public Assistance categories (A-G).

Our experienced personnel are trained in the proper implementation of our standardized forms, ensuring seamless integration of field and office operations. The Grubbs documentation and debris management process incorporates essential controls and requirements outlined in key FEMA publications, including but not limited to:

- FEMA 325 - Public Assistance Debris Management Guidebook
- Title 44 of the Code of Federal Regulations

By aligning our project management approach with the requirements of potential funding sources and addressing the specific needs and concerns of municipalities, we ensure a consistent, efficient, and successful recovery process.

Our meticulous documentation process ensures accurate tracking and accountability for all personnel, equipment, and materials. We precisely quantify storm debris, construction & demolition debris, and mulch entering or leaving processing/disposal sites and landfills.

Based on the project requirements, we utilize two primary tracking methods:

- Cubic Yard Tracking: Billing is based on the volume of cubic yards hauled to the processing site and the volume of mulch transported from the processing site to the disposal site. This method is typically used for debris removal and processing operations.
- Hourly Tracking: For other services, such as specialized equipment operation or personnel support, billing is based on an hourly rate for employees and equipment.

These comprehensive tracking methods provide the County with the highest level of documentation, management, accountability, and support for reimbursement claims, ensuring transparency and accuracy throughout the project.

3.4 NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (NIMS), and the Incident Command System, (ICS), developed by the Secretary of Homeland Security, establish a uniform set of processes and procedures that all levels of emergency personnel must use to conduct emergency response operations.

All federal, state, local, tribal, private sector, and non-governmental personnel with a direct role in emergency management and response must be NIMS and ICS trained.

In order to receive preparedness funding, applicants will need to certify as part of their grant applications that they, and their vendors, have met NIMS requirements. This ongoing certification process will help to finely tune the emergency operations of this country.

Over the years, Grubbs Emergency Services, LLC has strived to remain at the forefront in the ever-evolving disaster recovery industry. Due in part to the recent legislation, Grubbs has forged an exclusive partnership with the leaders in disaster training, Disasters, Strategies and Ideas Group, LLC.

Disasters, Strategies and Ideas Group, LLC (DSIG), working in concert with Grubbs Emergency Services trained personnel, provide cutting edge training and planning tools to meet your needs. The following information details some of the training services available. We have provided resumes of DSIG, LLC trainers to highlight their qualifications. Now we want to pass the training courses along to our clients as a "Value Added Service". The following information explains the training that will be offered by Grubbs and explains the team qualifications in detail.

Disasters, Strategies and Ideas Group serves, or has served as emergency management consultants for several counties, municipalities and state agencies in Florida, including the Florida Governor's Office, the Florida Department of Health, the Florida Department of Agriculture, and Consumer Services and the Florida Court System.

Disasters, Strategies and Ideas Group believe that the training and exercise process is the foundation of the 21st-Century Emergency Management. Our team uses their past experiences and current opportunities to incorporate all aspects of emergency response into our training, exercises and plans.

TRAINING/PLANNING

PHASE ONE
Formal recognition of NIMS; adoption of NIMS principles, policies by local government resolution

PHASE TWO
NIMS implementation consists of staff training.

REQUIRED TRAINING

- IS-700 NIMS - An Introduction: All personnel with a direct role in emergency preparedness, incident management or response must complete this training.
- IS-800 NRP - An Introduction: All local emergency managers or personnel whose primary responsibility is emergency management must complete this training.
- ICS 100 Introduction to ICS - All governmental, private sector and non-governmental personnel at the entry level, first line supervisor level, middle management level, and command and general staff level of emergency management operations must complete ICS 200 level training.

- ICS 200 Basic ICS - All governmental, private sector and non-governmental personnel at the entry level, first line supervisor level, middle management level, and command and general staff level of emergency management operations must complete ICS-200 level training.

- ICS 300 Intermediate ICS - All middle management including strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors and multi-agency coordination system/emergency operations center staff.

- ICS 400 Advanced ICS - Command and General staff, select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers and multi-agency coordination system/emergency operations center managers.

PUBLIC ASSISTANCE TRAINING

To provide supplemental financial assistance to state, local and tribal governments, and certain private non-profit organizations for response and recovery activities required as the result of a declared disaster. Funding is cost shared at a federal share of no less than 75% of eligible costs.

TABLETOP EXERCISE

Develop and conduct a functional tabletop exercise to test the County Emergency Response Team and integration of the EOC/ICS Interface and Field Operations that meet the current Homeland Security and the State of Florida requirements.

COOP - WEB-BASED PLAN

EMPlans.com was built to assist and guide Federal, State and Local agencies through the process of developing Continuity of Operations Plans (COOP). **EMPlans.com** walks users through each step of the COOP process and develops a plan that outlines a clear, concise understanding of roles and responsibilities needed to ensure an agency's transition during times of change in normal operation.

EMPLANS.COM CAPABILITIES

- EMPlans.com focuses on ease of use and maximum plan detail.

- EMPlans.com creates a standardized on-line planning environment that not only produces a hard-copy COOP document but also a "living plan". It guides users through each step of the planning process to ensure completion of a well-organized Continuity of Operations Plan.

- Ability to upload additional documents, pictures, floor plans and electronic files to support plan development and implementation.

- COOP information can be easily downloaded into a Microsoft Word document as a completed standardized plan, or can be separated and viewed by section.

- Comprehensive Emergency Management Plans (CEMP) to meet the NRP requirements

- SARA Title III Management System

- Debris Management Plans

DEBRIS MANAGEMENT PLAN DEVELOPMENT ASSISTANCE

Develop a Debris Management Plan to integrate the current NIMS Compliance Standards into existing plans or to develop a new Debris Management Operational Plan meeting all Homeland Security NIMS Compliance and the State of Florida requirements.

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)

A comprehensive re-write of the CEMP to integrate NIMS compliance and lessons learned from the State of Florida.

3.5 Building Strong Partnerships for Excellence in Disaster Recovery

At Grubbs Emergency Services, LLC, we understand that successful disaster recovery hinges on strong, reliable partnerships. We are proud to highlight the exemplary relationships we have cultivated with our two primary subcontractors, Gaston Tree Debris Services, LLC and Sunderland Trucking, LLC. These partnerships are essential to the success of our operations and represent a commitment to collaboration, professionalism, and mutual respect.

Our Subcontractor Selection and Qualification Process:

Before detailing our valued partnerships, it's important to note the rigorous selection process we employ. We choose subcontractors based on proven expertise, extensive experience, equipment capabilities, safety records, and financial stability. This ensures our partners align with our commitment to delivering exceptional service in emergency situations.

Gaston Tree Debris Services, LLC: Expertise in Tree and Debris Management

Gaston Tree Debris Services, LLC has been an invaluable partner, bringing unmatched expertise and dedication to damaged tree removal, debris removal, and major grinding operations for over a decade. With a fleet of over 20 grinders, Gaston has the capacity to handle large-scale projects efficiently and effectively. Their reliability during emergency situations consistently exceeds expectations, ensuring communities can recover swiftly and safely. Their team's ability to adapt to challenging environments and deliver results has been a cornerstone of our operations, and we value their consistent quality of service. Gaston has successfully completed numerous projects with GES, including the large-scale debris removal efforts following Hurricanes Idalia, Debby, and Helene.

Sunderland Trucking, LLC: Reliable Logistics and Transportation

Sunderland Trucking, LLC has been a critical component of our logistics and transportation operations for over a decade. They boast a fleet of hundreds of hauling units, with access to even more resources when needed, allowing them to tackle even the most demanding transportation challenges. Their dedication to timeliness and safety ensures that materials, equipment, and resources are transported without delay, even in the most complex circumstances. Their professionalism and commitment to excellence contribute significantly to the smooth execution of our projects, and we deeply appreciate the strong working relationship we share. Sunderland has proven invaluable in the efficient transport of debris and equipment during Hurricanes Idalia, Debby, and Helene.

Partnership Built on Shared Values and Proven Experience

The relationships between Grubbs Emergency Services, LLC and our subcontractors are built on shared values of integrity, teamwork, and a steadfast dedication to serving our communities. These relationships span back over a dozen years, a testament to the trust, collaboration, and shared commitment to excellence that define our partnerships. By working closely together, we leverage each other's strengths to achieve operational efficiency and deliver exceptional outcomes for our clients. The success of our collaborations during numerous Hurricanes such as Michael, Idalia, Debby, and Helene demonstrates the efficacy of these long-standing partnerships.

Our Commitment to Seamless Integration and Communication:

During disaster response, effective communication and seamless integration of our teams are paramount. We establish clear communication protocols and conduct regular coordination meetings with our subcontractors to ensure alignment and efficiency. This approach allows us to respond rapidly and effectively to the evolving needs of the communities we serve.

We look forward to continuing these outstanding partnerships as we collectively strive to provide unparalleled emergency services and solutions. Our established relationships with Gaston Tree Debris Services, LLC and Sunderland Trucking, LLC, along with our rigorous subcontractor selection process, ensures that Grubbs Emergency Services is prepared to deliver exceptional results for our clients, even in the face of the most challenging disasters.

3.6 GRUBBS EMERGENCY SERVICES, LLC - 2025 CONTACT INFORMATION

Contracts Office:
16533 US Hwy 19 Hudson,
Florida 34667

Corporate Office:
13365 West Hillsborough Ave.
Tampa, Florida 33635

Toll Free#:

1-877-478-2271 **(GRUBBS1)**

Important Personnel:

John G. Grubbs, Managing Member **(352) 279-9222** ggrubbs@grubbses.com

Blaise E. Grubbs, Contracts/Office Manager **(813) 842-6741** blaise@grubbses.com

John C. Grubbs (Clint), Project Manager **(352) 266-0254** clint@grubbses.com

Missy J. Chase, Data Center Manager **(727) 359-3570** data@grubbses.com

Jessica Anderson, Data Center Assistant **(352) 397-9898** jessie@grubbses.com

Derek Anderson, Project Manager/Operator **(727) 236-0240** data@grubbses.com

J.R. GRAY
16533 Us Hwy 19
Hudson, FL 34667
(352) 796-7127

PROFILE

As Field Supervisor, Mr. Gray's duties include overseeing and supporting all active projects' day to day operations. He is responsible for ensuring that crews and monitors are knowledgeable concerning their job responsibilities and abiding by FEMA guidelines. He conducts tailgate sessions and safety meetings with subcontractors, identifies temporary debris staging and reduction sites, and monitors operations to ensure all work efforts are completed in an orderly and timely manner.

EDUCATION/CERTIFICATIONS

National Incident Management System and Incident Command System training — August 2006

RECOVERY OPERATIONS EXPERIENCE

Mr. Gray has thirty-one years of experience working in the construction and heavy equipment operations industries. His disaster recovery project experience includes 23 separate Florida applicants ranging from Coconut Creek south to Key West during the 2005 Hurricane Season (Dennis, Katrina, Rita, and Wilma) and 43 separate Florida applicants ranging from Jacksonville south to Key West and west to Punta Gorda during the 2004 Hurricane Season (Charley, Frances, Ivan, and Jeanne).

WORK HISTORY

Grubbs Emergency Services, LLC, Field Supervisor — 2004-Present
- Manages various aspects of the daily operations of debris management projects and associated activities

Smith & Company, Vice President of Operations / Earthworks Division Manager / General Superintendent — 1987-2002
- Duties included coordination and execution of administrative and operations-related tasks for all construction projects

Bryant Contracting Corp., Foreman — 1984-1987
- Duties included supervising and operating equipment for earthwork and roads

Ryan Inc. Eastern, BSI Inc., Wimpey of Canada, and Devon International Corp., Heavy Equipment Operator — 1975-1984
- Duties included operating various heavy equipment, dozers, and backhoes for such companies

KELLY UNDERWOOD
16533 US Hwy 19
Hudson, FL 34667
(352) 796-7127
kunderwood@grubbses.com

PROFILE

Mr. Underwood is a senior manager with an extensive background in construction sales and project management. He has conducted numerous disaster relief operations with responsibility for field operations and resolving issues associated with cleanup protocols, EHS regulatory compliance, subcontractor oversight, and project scheduling. Experienced in managing projects from conception to completion, Mr. Underwood has years of project management experience working with the Florida Department of Transportation (FDOT) Districts Five and Seven.

EDUCATION/CERTIFICATIONS

National Incident Management System (NIMS) certified	
National Incident Management System (NIMS) certified	2006
IS-100 Introduction to Incident Command System	2006
IS-200 Incident Command System for Single Resources Management	2006
IS-700 National Incident Command System	2006
IS-800 National Resource Plan	2006
Hernando High School	

RECOVERY OPERATIONS EXPERIENCE

Hurricane Irma- Hernando County and City of Leesburg

Hurricanes/Tropical Storms: Charley, Frances, Ivan, Jeanne, Denis, Katrina, Rita, Wilma, Floyd

Tornadoes: in Del City, OK; DeKalb, Gwinnett, Lincolnton Counties, GA; Vienna, GA; USDA NRCS, OK; Lady Lake, FL

Ice Storms: Arkansas State Highway and Transportation Department, Independence, MS

Floods: Sweetwater, FL

Red Tide Cleanup: Town of Long Boat Key, Miscellaneous West Florida cities

Beach Restoration: Top Sail, NC

Fires: Port Orange, FL

Train Derailment/Fighter Plane: Brandon CSX Train derailment; Patrick AFB/Lake Okeechobee F-16 recovery

Public Utilities: Sewer breach, Venice, FL

WORK HISTORY

Grubbs Emergency Services, LLC Operations Vice President
2002-Present
Mr. Underwood's project management and response experience include a wide variety of disasters, including events such as tornadoes, ice storms, floods, tropical storms, and hurricanes. Most recently, he served as project manager for the Town of Lady Lake tornado recovery effort. He managed operations for 23 separate Florida applicants ranging from Coconut Creek south to Key West during the 2005 Hurricane season and 43 separate Florida applicants ranging from Jacksonville south to Key West and west to Punta Gorda during the 2004 Hurricane season.

Grubbs Construction Company, Director of Sales & Marketing, Asphalt Division
1997-2002

Blaise E. Grubbs 16533
US Hwy 19 Hudson, FL
34667 (352) 796-7127
blaise@grubbses.com

PROFILE

Ms. Grubbs is a senior manager with extensive disaster debris removal services and highway construction, maintenance, and project management. She has conducted numerous disaster relief operations with responsibility for field operations and resolving issues associated with cleanup protocols, EHS regulatory compliance, subcontractor oversight, and project scheduling. Experienced in managing projects from conception to completion, Ms. Grubbs has years of project management experience working with the Florida Department of Transportation (FDOT) Districts One through Seven in total asset management contracts.

EDUCATION/CERTIFICATIONS

National Incident Management System (NIMS) certified	2006
IS-100 Introduction to Incident Command System	2006
IS-200 Incident Command System for Single Resources Management	2006
IS-700 National Incident Command System	2006
IS-800 National Resource Plan	2006
Approved OSHA OTI 500 Construction Industry 10 and 30 hours train the trainer	2003-2015
Approved OSHA OTI 501General Industry. 10 and 30 hours train the trainer	2003-2015
International Academy of Design & Technology, BA in Arts	2004-2008
Intermediate Level II Maintenance of Traffic and Refresher Course in	2002-2006
Approved Trainer for FDOT Maintenance of Traffic Basic and Intermediate Level II	2002-2006
High School Diploma - GPA 3.5 from Hernando High School Brooksville Florida	2000

RECOVERY OPERATIONS EXPERIENCE

- 2018 Hurricane Michael City of Blountstown, FL
- 2017 Hurricane Irma: Hernando County, City of Cedar Key, City of Dunnellon, City of Leesburg, Osceola County, Village of Biscayne Park, City of Lauderhill, City of Margate, City of Marathon, City of Miramar, City of Neptune Beach, Village of Virginia Gardens
- 2016 Hurricane Hermine & Matthew cleanup for Yankeetown, Hernando County, Seminole County, and Neptune Beach
- 2012 Tropical Storm Debby cleanup New Port Richey FL and Pasco County FL,
- 2012 Superstorm Sandy final disposal New York and New Jersey
- 2009 Ice storm cleanup in Ballard and Hart Counties for the State of Kentucky Transportation Cabinet
- 2008 Hurricane Ike cleanup in the communities of Baytown, El Lago, Galveston, Nassau Bay, Piney Point Village, and Taylor Lake Village, Texas

- 2006 Red tide cleanup in the Town of Long Boat Key and other miscellaneous west coast Florida communities
- 2005 Debris cleanup and management following Hurricanes Dennis, Katrina, Rita, and Wilma for applicants located in 23 Florida communities
- 2004 Hurricane Cleanup Ivan, Jeanne, Frances Pasco County, FL, and New Port Richey, FL

WORK HISTORY

Grubbs Emergency Services, LLC Contracts and Safety Manager 2004-Present

Ms. Grubbs is the operations management for Grubbs Emergency Services, LLC. She has emergency response experience that includes various disasters, including tornadoes, ice storms, floods, tropical storms, and hurricanes. Ms. Hamilton ensures that all subcontractors are pre-qualified, including background checks, ensuring appropriate insurance coverage is in place. She executes subcontract agreements and proper pay rate documentation following field negations, communicating pertinent information to the data center resulting from field operations, and other subcontractor management functions. When Grubbs is in a non-response mode, Ms. Grubbs assists with proposal development and asset management of Grubbs in-house day to day operations. Also, she does safety training as an approved trainer for OSHA Construction and General Industry and MSHA and the training for all project managers. Ms. Grubbs reviews all pre-event contracts and performs the annual training for the municipalities to keep everyone up to date on the FEMA eligibility requirements' daily changes.

JOHN "GARY" GRUBBS
16533 Us Hwy 19
Hudson, FL 34667
(352) 279-9222
ggrubbs@grubbses.com

PROFILE

Mr. John G. Grubbs is a chief manager/owner and construction company owner who lead numerous disaster relief operations and heavy civil construction projects in the southeast U.S. He successfully operated and built his business to achieve annual revenues of $70-80 million dollars over the past 30 years. During this timeframe, Mr. Grubbs acquired, built, operated and/or managed asphalt plants (2), a concrete block manufacturing plant, a concrete plant and limestone rock mines (2). As the business grew, he supplied large quantities of base-rock and asphalt to companies in Hernando, Citrus and Pasco Counties. Of note, is the contract he secured to supply rock and asphalt for the Suncoast Parkway project which resulted in millions of dollars worth of revenues for his company.

In 1993, following the "No Name Storm" event which significantly impacted Hernando County, Mr. Grubbs identified a business opportunity that facilitated disaster recovery initiatives for municipal governments dealing with the aftermath of natural and man-made disasters. He created an "Emergency Services Division" and marketed the concept of pre-event emergency response contracts which are currently employed throughout the country by many communities. Additionally, Grubbs pioneered the establishment of a proprietary debris documentation system as well as debris management approaches that have become industry standards.

Under his guidance and oversight, Grubbs Emergency Services, LLC staff managed over 150 major disaster initiatives since its inception. Following the 2005 hurricane season, 21 GES clients activated their pre-event contracts on 34 separate occasions. Similar recovery efforts were supported during the 2004 hurricane season when GES worked with 43 of its clients simultaneously after Hurricanes Charley, Frances, Ivan and Jeanne, which generated over $300 million in revenues.

EDUCATION, CERTIFICATIONS

- National Incident Management System (NIMS) certified
  - 2006 IS-100 Introduction to Incident Command System
  - 2006 IS-200 Incident Command System for Single Resources Management
  - 2006 IS-700 National Incident Command System
  - 2006 IS-800 National Resource Plan
- On the job training working for John D. Grubbs Construction, a builder of commercial properties e.g. hospitals, banks, schools
- Hernando High School

RECOVERY OPERATIONS

- 2023 Hurricane Idalia: FDOT (Lafayette County, FL, Suwannee County, FL and Hamilton County, FL), Cedar Key, FL, and Yankeetown, FL.
- 2023 Hurricane Ian: Fort Myers Beach, FL,
- 2022 Hurricane Ian: Osceola County, FI, Waste Management of Florida Okeechobee and Fort Myers, FL,
- 2018 Hurricane Michael: City of Blountstown, FL
- 2017 Hurricane Irma: Hernando County, City of Cedar Key, City of Dunnellon, City of Leesburg, Osceola County, Village of Biscayne Park, City of Lauderhill, City of Margate, City of Marathon, City of

Miramar, City of Neptune Beach, Village of Virginia Gardens

- 2016 Hurricane Hermine & Matthew cleanup for Yankeetown, Hernando County, Seminole County and Neptune Beach
- 2012 Tropical Storm Debby cleanup New Port Richey FL and Pasco County FL,
- 2012 Superstorm Sandy final disposal New York and New Jersey
- 2009 Ice storm cleanup in Ballard and Hart Counties for the State of Kentucky Transportation Cabinet
- 2008 Hurricane Ike cleanup in the communities of Baytown, El Lago, Galveston, Nassau Bay, Piney Point Village and Taylor Lake Village, Texas
- 2007 Tornado recovery in the Town of Lady Lake, Florida
- 2006 Red tide cleanup in the Town of Long Boat Key and other miscellaneous west coast Florida communities
- 2005 Debris cleanup and management following Hurricanes Dennis, Katrina, Rita and Wilma for applicants located in 23 Florida communities
- Hurricanes/Tropical Storms: Ike, Charley, Frances, Ivan, Jeanne, Dennis, Katrina, Rita, Wilma, Floyd, Bertha
- In 1996, Mr. Grubbs was operating in Jacksonville, NC on a project billed at the time as "the 2nd largest pipe fitting job in the world." The project included pipe fitting operations for over 1.4 million feet of pipe ranging in size from 48" to 1 ½ "and covering over 6000 acres. The project was successfully completed for the Dana Corporation.
- Nearing the pipe job completion, Hurricanes Fran and Bertha ravaged the N.C. coastline. Mr. Grubbs successfully procured the multi-million-dollar debris management project as a result of these storms as well implemented a system that is now a nationally recognized process for disaster debris documentation, critical to obtaining FEMA reimbursements.
- Tornadoes Cleanup Response: Del City, OK; DeKalb, Gwinnett, Lincolnton Counties, GA; Vienna, GA; USDA NRCS, OK; Lady Lake, FL;
- Ice Storms: Arkansas State Highway and Transportation Department, Independence, MS
- Floods: Sweetwater, FL
- Red Tide Cleanup: Town of Long Boat Key, Miscellaneous West Florida cities
- Beach Restoration: Top Sail, NC
- Fires: Port Orange, FL
- Train Derailment: Brandon CSX Train déraillement
- Patrick AFB F-16 recovery in Lake Okeechobee
- Public Utilities Sewer Breach: Venice, FL

WORK HISTORY

Recovery Solutions, LLC, Owner	(2004-Present)
SunWest Acquisition Corporation, President	(2004-Present)
Grubbs Emergency Services, LLC,	(2003-Present)
Grubbs Emergency Services, INC., Owner	(1993-Present)
Grubbs Construction Company, INC., Owner	(1994-Present)
John D. Grubbs, INC., Vice President	(1981-1994)

Derek Anderson
16533 US Hwy 19 Hudson, FL 34667
(727) 236-0240 derek.anderson@email.com

PROFESSIONAL PROFILE

Accomplished Project Manager and Heavy Equipment Operator with over 15 years of experience in disaster recovery, large-scale debris removal, and construction projects. Derek is highly skilled at overseeing complex operations, ensuring compliance with FEMA standards and safety protocols, and driving efficiency across all project phases. Known for his leadership, problem-solving abilities, and commitment to excellence, he has consistently delivered successful outcomes in high-pressure situations. His expertise in disaster recovery makes him a vital asset to any team.

RECOVERY OPERATIONS EXPERIENCE

Derek has played an instrumental role in coordinating and executing disaster recovery projects, demonstrating his ability to manage resources and lead teams effectively:

- **2024 Hurricane Helene:** Led operations in Hamilton, Suwannee, and Lafayette counties, overseeing debris removal, site restoration, and ensuring compliance with FEMA eligibility standards.
- **2024 Hurricane Debby:** Supervised recovery efforts, optimizing workflows and ensuring timely completion in Hamilton, Suwannee, and Lafayette counties.
- **2023 Hurricane Idalia:** Coordinated large-scale recovery efforts across Hamilton, Suwannee, and Lafayette counties, mitigating environmental hazards and restoring infrastructure.
- **2018 Hurricane Michael:** Managed city-wide debris removal and recovery operations in Blountstown, FL, achieving successful project outcomes under stringent timelines.
- **2017 Hurricane Irma:** Directed operations in multiple Florida locations, including Hernando County, Cedar Key, Dunnellon, Leesburg, and eight other municipalities, ensuring efficient cleanup and compliance with safety standards.
- **2016 Hurricanes Hermine & Matthew:** Led teams in debris cleanup and site restoration efforts in Yankeetown, Hernando County, Seminole County, and Neptune Beach, maintaining operational excellence.

Through these projects, Derek has honed his ability to manage logistics, ensure safety, and deliver results even in the most challenging circumstances.

PROFESSIONAL EXPERIENCE

Grubbs Emergency Services, LLC

Project Manager / Heavy Equipment Operator | 2016 – Present

- Oversee and manage disaster recovery projects from initial planning to final execution, including debris removal, site restoration, and project closeout.
- Lead teams of operators and subcontractors, ensuring adherence to safety protocols, regulatory guidelines, and project deadlines.
- Develop operational strategies to maximize efficiency, improve safety measures, and maintain compliance with FEMA eligibility requirements.
- Coordinate resources and logistics, ensuring smooth communication between field teams and administrative personnel.

Anderson Heavy Equipment & Truck Repair, LLC

Lead Mechanic | 2005 – 2016

- Directed the maintenance and repair of heavy equipment and vehicles, ensuring operational readiness for disaster recovery and construction projects.
- Diagnosed complex mechanical issues and implemented effective solutions to extend equipment lifespans and improve performance.
- Managed a team of skilled mechanics, providing training and support to ensure high-quality repairs and service delivery.

KEY SKILLS & EXPERTISE

- Disaster Recovery Operations and Management
- Debris Removal and Environmental Restoration
- Heavy Equipment Operation and Maintenance
- FEMA Compliance and Safety Standards
- Team Leadership and Project Coordination
- Logistics Management and Resource Allocation

Jessica Anderson
16533 US Hwy 19 Hudson, FL 34667
(352) 397-9898 jessie@grubbses.com

PROFESSIONAL PROFILE

A highly motivated and versatile professional with a strong foundation in data management, IT infrastructure, and disaster recovery operations. Jessica has extensive experience in maintaining critical systems and providing essential support during high-stakes situations. Her ability to troubleshoot complex issues, ensure uptime, and deliver exceptional service has earned her recognition as a reliable and effective team member. Adept at thriving in challenging environments, she brings a proactive approach to problem-solving and a steadfast commitment to excellence.

EDUCATION & CERTIFICATIONS

- **OSHA OTI 500 – Construction Industry (2019):** Certified Trainer for 10- and 30-hour courses, specializing in workplace safety and compliance.
- **OSHA OTI 501 – General Industry (2019):** Certified Trainer for 10- and 30-hour courses, focused on safety protocols in diverse professional settings.

DISASTER RECOVERY OPERATIONS EXPERIENCE

Jessica has made significant contributions to disaster recovery efforts, ensuring data integrity and maintaining system availability during critical projects:

- **Hurricane Helene:** Collaborated with teams to restore IT infrastructure and ensure smooth operations during recovery efforts in Hamilton County, Florida.
- **Tropical Storm Debby:** Provided essential data center support during restoration efforts in Suwannee County, Florida, successfully minimizing disruptions.
- **Hurricane Idalia:** Played a key role in the recovery process by ensuring seamless data management and IT infrastructure repairs in Lafayette County, Florida.

Her ability to maintain composure, troubleshoot effectively, and adapt to dynamic situations has been instrumental in supporting recovery teams and restoring normalcy.

PROFESSIONAL EXPERIENCE

Grubbs Emergency Services, LLC

Data Center Assistant | 2019 – Present

- Maintain and oversee the functionality of critical data systems, ensuring operational continuity during disaster recovery operations.
- Troubleshoot technical issues under pressure, providing rapid and effective solutions to support recovery teams.

- Collaborate with field operators to ensure data integrity and seamless communication between teams during emergency situations.
- Develop and implement best practices for data management, driving efficiency and reliability within the organization.

Sequoia Brands

Brand Manager | 2016 – 2019

- Led creative marketing campaigns, resulting in increased brand engagement and customer loyalty.
- Managed cross-functional teams to execute strategic initiatives, achieving measurable growth in brand visibility.
- Oversaw budget allocation and project timelines, ensuring the successful completion of campaigns while maximizing ROI.

WGHR FM Greatest Hits Radio

Account Executive | 2012 – 2016

- Developed innovative advertising solutions tailored to client needs, resulting in long-term partnerships and increased revenue.
- Exceeded sales targets consistently through strategic planning, persuasive communication, and a client-focused approach.
- Collaborated with creative teams to design impactful advertisements, enhancing client satisfaction and brand recognition.

KEY SKILLS & EXPERTISE

- Disaster Recovery and Crisis Management
- Critical IT Infrastructure Maintenance
- Data Integrity and Security Management
- Technical Troubleshooting and Problem-Solving
- Marketing Strategy Development
- Client Relationship Management

3.9 KEY PERSONNEL WITH BIOS

SENIOR MANAGEMENT TEAM

John Gary Grubbs, Managing Member. Mr. Grubbs has over forty years of project management and construction experience. As a general contractor, he directed all aspects of heavy civil construction, demolition, and emergency services business. Other expertise includes property development, rock mine operations, and road building. Mr. Grubbs directs large-scale debris management and recovery operations with revenues ranging from $100,000 to $200,000,000. He negotiates with federal and state funding arms on behalf of local and state governments affected by natural and man-made disasters. To ensure compliance with FEMA eligibility requirements, Mr. Grubbs serves as a liaison between the government (client) unit and Federal and State agencies. He has directed over 50 projects during the nineteen separate Presidential Disaster Declaration. In the last several years, Mr. Grubbs has managed operations in Hurricane Hermine, Matthew, and Irma. He managed operations in over 20 separate notices to proceed from Marathon to Neptune Beach. He managed operations for 23 separate Florida applicants ranging from Coconut Creek south to Key West during the 2005 Hurricane season and 43 separate Florida applicants ranging from Jacksonville south to Key West and west to Punta Gorda during the 2004 Hurricane season.

Terry Hunt, Managing Member Terry has been developing commercial properties in the tri-county area for over 30 years. TL and his staff have primarily been in the mini storage business since 1980. The mini business's trade name is United Self Mini Storage, and all these facilities are in the Tampa Bay area. Terry has also developed and built Office/Warehouse complexes. Currently, United Business Park is being developed, including the TL Hunt Inc. corporate office and a host of first-class tenants. The TL Hunt companies have survived the recent economic downturn and are poised to reach out for more successful businesses in the years to come.

Michael Cannon, Member Mr. Cannon has more than 35 years of construction experience; is responsible for a $100 million + company's financial and operational success. Mr. Cannon has extensive experience in all aspects of the construction process and experience in multiple project types, including commercial office, gaming, resorts/hotels, public facilities, retail centers, and entertainment venues. Mr. Cannon is educated in construction engineering.

PROJECT MANAGERS

Blaise Grubbs, Contracts/Office Manager Ms. Grubbs served as a project manager for the City of Blountstown, Town of Yankeetown, Hernando County Hurricanes Hermine and Irma, Pasco County, 2007 Tropical Storm Debbie Flooding, Town of Lady Lake tornado recovery effort, and for multiple jurisdictions, in 2004 managed Pasco County Hurricane Jeanne & Rita with revenue of over $3,000,000.00. Ms. Grubbs ensures that all subcontractors are pre-qualified, including background checks, ensuring appropriate insurance coverage is in place, and executing subcontract agreements. She issues proper pay rate documentation following field negations and communicating pertinent information to the data center from field operations and other subcontractor management functions. When GES is in a non-response mode, Ms. Grubbs assists with proposal development and asset management of GES in-house day-to-day operations. Ms. Grubbs reviews all pre-event contracts and performs the annual training for the municipalities to keep everyone up to date on the FEMA eligibility requirements' daily changes.

Kelly Underwood, Operations Manager Mr. Underwood brings project management expertise that includes a wide variety of disaster response initiatives, including recovery from tornadoes, ice storms, floods, tropical storms, and hurricanes. He recently served as project manager for Hurricane Irma for Hernando County, FL, Hurricane/ Superstorm Sandy 2012 in New York, where he worked with ECC, and included the City of Houston, following Hurricane Ike in 2008. He managed operations for 23 separate Florida applicants ranging from Coconut Creek south to Key West during the 2005 Hurricane season and 43 separate Florida applicants ranging from Jacksonville south to Key West and west to Punta Gorda during the 2004 Hurricane season.

J.R. Gray, Field Supervisor Mr. Gray's duties include overseeing and supporting the day-to-day operations of all active projects. He is responsible for ensuring that crews and monitors are knowledgeable with respect to their job responsibilities and that they are abiding by FEMA guidelines. He conducts tailgate sessions and safety meetings with subcontractors, identifies temporary debris staging and reduction sites, and monitors operations to ensure all work efforts are completed in an orderly and timely manner.

Ronnie Richards, Senior Project Manager Mr. Richards has worked on all recovery projects over the last ten years for GES. Mr. Richards is a constant presence in field operations and is very experienced in conflict resolution regarding operational and regulatory matters. Mr. Richards's "hands-on" approach to operations has earned him the highest level of respect from his peers in the industry. Mr. Richards recently had specific oversight for the certification of over 1000 haul units for GES operations in the City of Houston following Hurricane Ike. Mr. Richards was required to liaison between our subcontractors and the monitoring firm to expedite the massive amounts of documentation associated with this effort. Under Mr. Richards's leadership, we not only met our goals in this effort but finished the project well ahead of schedule.

Grubbs employs On-Call Project Managers During emergency recovery efforts on an as-needed basis. Most of our seasonal staff are former United States Army or state/federal emergency management employees. They receive annual training regarding new FEMA directives and field protocols implemented to enhance customer service.

BUSINESS SUPPORT SERVICES

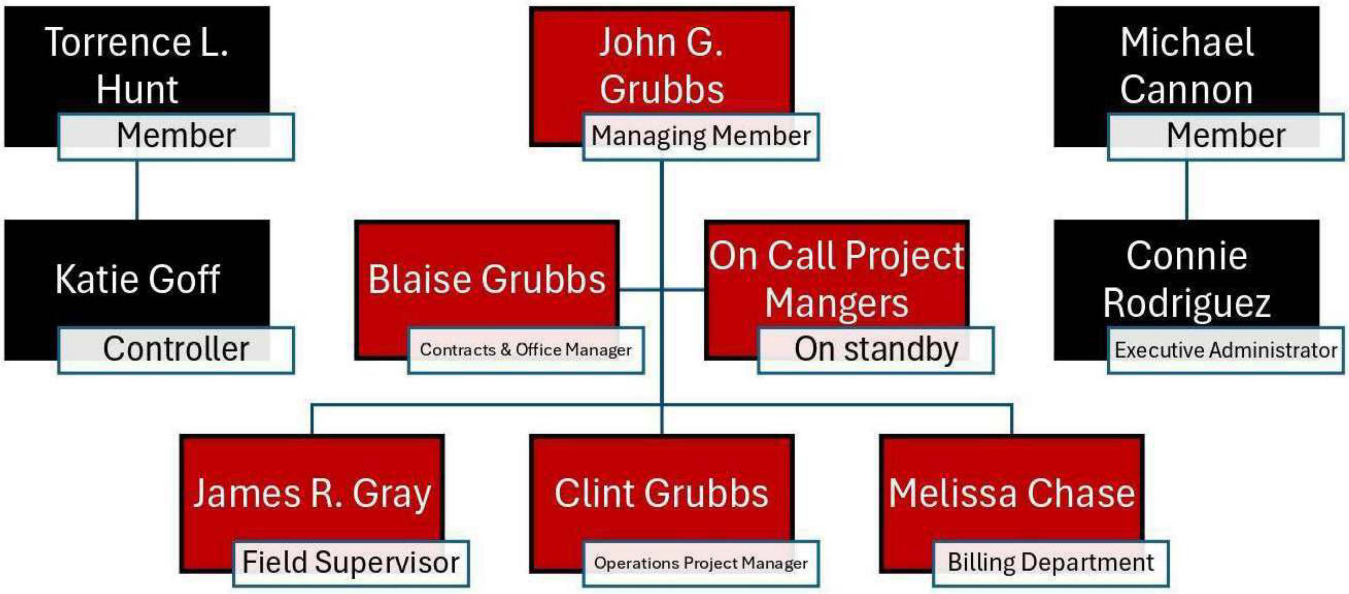
Connie J. Rodriguez, Client Relations Director Ms. Rodriguez has more than 25 years of administrative experience, with more than 18 years of experience in the emergency services & construction industry. Ms. Rodriguez is responsible for all project bonding requirements, including bid bonds, payment and performance bonds, and Consents of Surety and Final Consents as contracts ended. Ms. Rodriguez handles all management for state and local business licensing for Grubbs, & contractor licenses, and business licenses. Manage project storm management, executive travel, and corporate events. Ms. Rodriguez oversees the administrative office staff.

Katie Goff, Controller Ms.Goff oversees day-to-day financial operations for GES. She is responsible for accounts payable and receivable, bank reconciliations, job costing, credit card account management, sales/excise tax, internal audits support, client account reconciliation, and IT support.

Melissa Chase, Contracts & Data Center Manager Ms.Chase is responsible for the day-to-day management of the proprietary debris management documentation system. Ms. Chase, and her staff process all paperwork associated with the recovery effort, such as daily haul summaries, invoices, truck certifications, and associated documentation and spreadsheet reporting formats. When GES, LLC is in no-response mode, Ms. Chase assists Ms. Grubbs in day-to-day and contract management.

*All Grubbs Emergency Services, LLC personnel are residents (State of Florida) and on stand-by if a man-made or natural disaster may occur.

3.10 Grubbs Emergency Services, LLC - Organizational Chart



3.11 SUBCONTRACTOR PLAN AND LISTING

Our team is committed to providing opportunities for Small Business Concerns (SBCs), Minority-owned (WMBE), and local subcontractors for all proposals and all subsequent awards, missions, and tasks.

Many of the services required under this solicitation will be performed using our team's existing nationwide personnel, facilities, and equipment. However, based on our previous large-scale, catastrophic events, we expect that qualified, skilled subcontractors will provide more than 50% of the required services needed for each specific task order assigned under a contract. Grubbs takes great pride in our long history of rapidly mobilizing and effectively managing large teams of SBC contractors. Subcontracting percentages for each assignment will depend mainly on the magnitude of the disaster, the size of the area affected, and local firms' capabilities. We are committed to meeting our clients' SBC goals and are confident that we can accomplish this for any event in any area of the country.

Development of SBC Goals

Each Grubbs team member has a strong and documented history of meeting SBC goals on past projects. To illustrate our commitment to support these goals and other state and federally mandated goals, we have ardently pursued and solicited region/sub-region-specific subcontractor commitments. A sample of potential resources is identified in our Subcontractor Source List. Before accepting target participation goals for SBCs in any solicitation, the Grubbs team evaluates each specific small business category's resource availability within a proposed region. The team's evaluation is based on information obtained from multiple sources. The actual numbers of current and potential SBC contractors identified in each category and location within a region or sub-region are considered when establishing goals. Grubbs fully complies with the federal requirements of the CFR 200.312 when recruiting MBE/DBE/WBE businesses.

Method Used to Identify Potential SBC Solicitations

Having utilized subcontractor support on past projects, Grubbs Emergency Management Services, LLC, has developed and maintained an extensive subcontractor database. To expand this database and include more SBCs in the region, additional published electronic data resource information has been used. A prospective subcontractor packet is transmitted to each of the SBCs requesting relevant information regarding classification, geographic service area, equipment, personnel resources, description of services provided, and critical point-of-contact information.

Subcontracting Administration

Subcontracting administration is the responsibility of Grubbs Emergency Services, LLC's company-designated, on-site management personnel. Subcontract administration functions include, but are not limited to, the following:

- Conducting pre-performance and post-award conference and issuing notices-to-proceed.
- Receiving and processing submittals, including requests for payment.
- Monitoring progress to ensure compliance with subcontract requirements, including quality control and
- safety standards.
- Assisting in the preparation of findings of fact concerning disputes or claims.
- Identifying, negotiating, and documenting subcontracts.
- Maintaining detailed documentation of subcontract files.
- Cooperating in any studies or surveys, as may be required.
- Submitting periodic reports, as agreed, to demonstrate compliance with the subcontracting plan.
- Preparing and submitting standardized forms.

SUBCONTRACTOR PLAN AND LISTING

Subcrontactors	Contact	City/County	State
Wood Resource Recovery, LLC	Bill Gaston	Alachua	Florida
Clinton Contractors	Blaise/Clint Grubbs	Aripeka	Florida
Underwood, LLC	Trisha Underwood	Hernando Beach	Florida
Discount Rock and Sand	Eddie Lopez	Marathon	Florida
Marathon Waste Transfer	Eddie Lopez	Marathon	Florida
Airborne Tree	Mike Davis	Marion	Florida
Simmons Site Development, LLC	Hubert Simmons	Pasco	Florida
Sunderland Trucking LLC	Joe Sunderland	Fayette	Missouri
Gaston Tree Debris Recycling, LLC	Bill Gaston	Brooksville	Florida

3.12 CURRENT CONTRACTS 2025

CONTRACT NAME	ADDRESS	CLIENT CONTACT	POSITION	PHONE NUMBER	EMAIL ADDRESS	EXPIRATION DATE
Avila Property Owner's Association	16727 Valseca De Vila Tampa, FL 33613	Elizabeth A. Sandifer	Executive Director	P 813-949-9768 C 813-924-9057	liz@avilaproperty.org	09/21/2028
City of Blountstown	20591 Central Ave West Blountstown, FL 32424	Traci Hall	City Manager	P 850-674-5488 C 950-643-1613	thall@blountstown.org	01/14/2026
Broward County TDRS Site Management*	1st North University Dr. Suite 400 Plantation, FL 33324	Josh Miller	Contract Grant Administrator	P 954-474-1833	jomiller@broward.org	06/28/2026
City of Cedar Key	490 2nd Street Cedar Key FL 32625	Jamie McCain	Public Works Supervisor	C 352-949-8049	jmccain@cedarkeyfl.us	06/17/2029
City of Dunnellon	20750 River Drive Dunnellon, FL 34431	Troy Slettery	Public Works Manager	P 352-465-8590 EXT 1102	tslattery@dunnellon.org	08/13/2025
Flagler County BOCC	**1769 E Moody Blvd. Bldg. # 3 Bunnell, FL 32110**	**Johnathan Lord Mandy Odom**	**Emergency Management Director City Clerk**	**P 386-313-4240**	**jlord@flaglercounty.gov EOC@flaglercounty.gov modom@dunnellon.org**	**08/11/2025**
Town of Indian River Shores	6001 State Road AIA Indian River Shores, FL 32963	Jim Harpring	Town Manager	P 772-231-1771	jharpring@irshores.com	06/30/2025
Town of Jupiter Island	2 Bridge Road Jupiter Island, FL 33455	Stuart Trent Laura Cahill	PW Director Town Clerk	P 772-545-0171 P 561-748-2730	strent@tji.martin.fl.us laurac@jupiter.fl.us	07/01/2025
City of Lauderhill	**5581 West Oakland Park Blvd. Lauderhill, FL 33313**	**J. Martin Cala**	**Public Works Director**	**P 954-730-4224**	**jmcala@lauderhill-fl.gov**	**03/09/2026**
City of Longwood	175 Warren Ave. Longwood, FL 32750	Charmaine Anderson	Purchasing Manager	P 407-260-3480 C 407-603-1534	canderson@longwoodfl.org	07/23/2027
City of Marathon	9805 Overseas Highway Marathon, FL 33050	Carlos Solis	Public Works Director	P 305-289-5008 C 305-481-0451	Solisc@ci.marathon.fl.us	05/11/2027
City of Margate	**5790 Margate Blvd. Margate, FL 33063**	**Gio Batista**	**Public Works Director**	**P 954-972-8126**	**gbatista@margatefl.com**	**07/10/2028**
City of Neptune Beach	116 First Street Neptune Beach, FL 32266	Jim French	Deputy Public Works Director	P 904-270-2423 C 904-314-2019	dpw@nbfl.us	04/29/2029
City of North Lauderdale	**701 SW 71st Avenue North Lauderdale, FL 33068**	**Sam May**	**Public Works Director**	**P 954-597-4756 C 954-605-0951**	**smay@nlauderdale.org**	**07/25/2025**

3.12 a Management of Multiple Contracts and Emergency Response

Grubbs Emergency Services, LLC (GES), is structured to effectively manage multiple disaster recovery contracts concurrently. Our experience, demonstrated by managing over 46 contracts during the 2004-2005 hurricane seasons, proves our capacity to handle significant regional or statewide emergencies. Our Contractor Mobilization Plan ensures a phased and rapid deployment of personnel and equipment to affected areas. To support this, GES maintains a vast network of subcontractors, allowing us to quickly scale our workforce and resources as needed.

3.12 b MULTIPLE ACTIVATIONS

Management procedures encompass methods for accomplishing the work, communications, quality assurance/control verifications, and corrective measures. This section also highlights our approach to task management and execution, as well as GES's capabilities to perform and manage each task. These include:

- Multiple site activity management
- Implementation of a Disaster Response Action Plan (DRAP)
- Preparation of work plans and other pre-work submittals, as required by Client
- Timely acquisition of permits, licenses, and certificates
- Field Operations

The Grubbs Field Management team will evaluate the components of each activity and disseminate information to the Operations Manager. The Operations Manager will assess the activity requirements and formulate an initial plan for approach and resource allocation. A key feature of our management philosophy is that the Operations Manager remains with the project throughout all phases—from start to finish—to ensure management and QA/QC continuity. This concept also extends to other key team personnel, assuring continuity in our operational approach.

CONTRACTOR MOBILIZATION PLAN

Grubbs' response preparations begin once a "Notice to Proceed" is given by the Applicant or Applicants and will progress as follows:

Portable power supplies for the contractor's field office, Temporary Debris Staging and Reduction Site (TDSRS) inspection towers, and communications trailers will be safety inspected and load tested before departure. The resources necessary to adequately support the Applicant's project will be deployed as follows:

- 24 hours: 25% of staff deployed
- 48 hours: 50% of staff/subcontractors deployed
- 72 hours: 75% of subcontractors deployed
- 96 hours: 100% of subcontractors deployed

Disaster Response Activation

- Stage equipment and personnel outside the strike zone
- Mobilize contractor crews into the affected areas with street clearing commencing within 6 hours of the storm's passing.
- Prepare an event-specific operations plan for the Applicant within 24 hours
- Stage communication equipment, e.g., satellite and cellular phones, laptop computers with wireless internet connections.
- Stage self-contained and self-powered Mobile Command units. These units allow access to fully operational temporary offices at multiple locations around the state. The units are equipped with scanners, computers, fax machines, copiers, and all supplies required to run a fully functioning remote office.

- Deploy disaster equipment to influence a prompt response to the affected disaster zone.

Recall of Personnel

Before a storm, all contractor operations management and project managers will be contacted to report their assignment. Next steps include

- Support personnel will be placed on notice by the Contractor's Management
- Concurrently, primary subcontractors will be notified and apprised of the mobilization plan for deployment to the impact zone.
- Transport operators will be provided with instructions regarding equipment needs, equipment pickup location, and the final delivery point for staging.
- Equipment operators and other key personnel will be instructed to report to their pre-assigned deployment location for briefings, assignments, and travel to the impacted work area.
- As part of the Health and Safety plan, all personnel will be required to attend a site/task-specific hazard communications and safety training briefing before commencement of any tasks to ensure compliance with the Accident Prevention plan.

Contractor Advance Management Team

The Contractor's Advance Management team members will report to a designated location for tasking and instructions as dictated by the "Notice to Proceed." Project managers, with the Applicant's involvement, will determine the location(s) for the team's temporary field office, communications unit, and support systems in the disaster area.

Example

Grubbs Emergency Services, LLC, maintains a vast network of highly knowledgeable and trained personnel, including retired Army Corps of Engineers staff, to support multiple concurrent contracts. In 2004 and 2005, Grubbs was activated on over 46 contracts simultaneously, demonstrating our capacity to respond professionally and effectively restore communities. We processed over 250,000 cubic yards of debris per day during these operations.

All work associated with this bid will be under the direct supervision of Mr. John G. Grubbs, Managing Member, who has spent the last 25 years addressing emergency response and recovery efforts. Mr. Grubbs is supported by a team of experienced associates with a proven track record in storm response and recovery. Key personnel assigned to this contract have been Grubbs employees for over ten years.

3.12 c DISASTER DEBRIS MANAGEMENT CONTRACTS

City of Margate, Florida

Grubbs Emergency Services, LLC (Prime Contractor)

Debris Management & Disaster Relief Services

Population: 58,209

City of Lauderhill, Florida:

Grubbs Emergency Services, LLC (Prime Contractor)

Debris Management & Disaster Relief Services

Population: 73,974

Flagler County, Florida:

Grubbs Emergency Services, LLC (Prime Contractor)

Debris Management & Disaster Relief Services

Population: 126,705

TAB 4

OPERATIONAL PLAN

DISASTER DEBRIS MANAGEMENT PLAN

The Grubbs team has extensive experience organizing and managing efficient, well-documented debris removal programs for events ranging from relatively small, localized events such as the cleanup from Tropical Storm Gabrielle (under 50,000 cubic yards) to large, widespread disasters such as debris removal for the 2004 Hurricane Season (over 8 million cubic yards).

4.1 Debris Removal Program Overview

Our management approach combines our experience managing recovery work for disaster events and working with a wide variety of local, state, and federal Clients on engineering and construction programs across the United States.

The Debris Management Work Plan is a dynamic guide for management, supervisory, and field personnel. As needed, the plan is tailored to accommodate unique local circumstances or conditions or contract to amendments after an event occurs. Our ability to quickly adjust to the ever-changing requirements and storm differences separates us from our competition.

Our project team is set up with one goal in mind to provide the personnel and technical capabilities necessary to effectively and efficiently respond to any level storm for which our clients require assistance. The Grubbs team focuses on:

- ✔ **Organization and Reliability**: Our dedicated personnel provide debris management expertise that is unparalleled in the industry. The team is committed to anticipating and managing our client's needs and expectations as outlined in our Disaster Response Action and Mobilization Plans.

- ✔ **Turnkey Approach:** Grubbs Emergency Services, LLC is geared to address complex problems and challenges inherent with any major disaster. Our team is supported by a network of subcontractors and sub-consultants who are available on a 24/7 basis.

- ✔ **Technology:** Using state-of-the-art IT applications, such as our web-based Debris Management System, we ensure the efficiency of operation and a streamlined approach to managing all aspects of disaster recovery services…from the first push through contract close-out.

- ✔ **Value-Added Services:** Combining our experienced managers, extensive resources, and data management tools, we provide comprehensive value-added services associated with all debris removal operations. This includes expertise that reduces the time and cost of recovery, a practical approach to project management aligned with client expectations to return to normal as quickly as possible, and proficiency in Federal Highway Administration (FHWA) operations, including adherence to FHWA-1273 contract provisions. Our experience also extends to FEMA Public Assistance program navigation. Grubbs is registered with Homeland Security on their E-Verify employment verification; our Company ID Number is 590294.All Grubbs employees and subcontractors are registered and required to register before starting to work any Federally Funded Contracts.

Mobilization Timeframes

The Contractor's response preparations begin once a" Notice to Proceed" is given by the applicant and will progress as follows:

Portable power supplies for the Contractor's field office, the temporary debris staging and reduction site (TDSRS) inspection towers, and communications trailers will be **safety inspected** and **load tested** before departure. The resources necessary to adequately support the applicant's project will proceed as follows:

- ✔ 24 hours: 25% of staff deployed.
- ✔ 48 hours: 50% of staff/subcontractors deployed.
- ✔ 72 hours: 75% of subcontractors deployed.
- ✔ 96 hours: 100% of subcontractors deployed.

Disaster Response Activation

- ✔ Stage equipment and personnel outside the strike zone
- ✔ Mobilize contractor crews into the affected areas with street clearing commencing within 6 hours of the storm's passing.
- ✔ Prepare an event-specific operation plan for the applicant within 24 hours.
- ✔ Stage communication equipment, e.g., satellite and cellular phones, laptop computers with wireless internet connections.
- ✔ Stage self-contained and self-powered Mobile Command units. These units allow access to fully operational temporary offices at multiple locations around the state. The units are equipped with scanners, computers, fax machines, copiers, and all supplies required to run a fully functioning remote office.
- ✔ Deploy disaster equipment to influence a prompt response to the affected disaster zone.

Recall of Personnel

Before a storm, all contractor operations management and project managers will be contacted to report their assignment. The next steps include:

- ✔ Support personnel will be placed on notice by the Contractor's Management.
- ✔ Concurrently, primary subcontractors will be notified and apprised of the mobilization plan for deployment to the impact zone.
- ✔ Transport operators will be provided with instructions regarding equipment needs, equipment pickup location, and the final delivery point for staging.
- ✔ Equipment operators and other key personnel will be instructed to report to their pre-assigned deployment location for briefings, assignments, and travel to the impacted work area.
- ✔ As part of the Health and Safety plan, all personnel will be required to attend a site/task-specific hazard communications and safety training briefing before commencement of any tasks to ensure compliance with the Accident Prevention plan.



GES Staff Training

Grubbs Emergency Services, LLC recognizes the dedication of our experienced staff. We foster a culture of continuous learning, encouraging our team to actively pursue all available training opportunities in debris management.



National Incident Management System

The National Incident Management System (NIMS) and the Incident Command System (ICS), developed by the Secretary of Homeland Security at the request of the President of the United States, establish a uniform set of processes and procedures for all levels of emergency response personnel to conduct emergency operations effectively.

NIMS and ICS training is mandatory for all federal, state, local, tribal, private sector, and non-governmental personnel with direct roles in emergency management and response.

To be eligible for preparedness funding, grant applicants must certify, as part of their applications, that they and their vendors have met NIMS requirements. This ongoing certification process is designed to refine and enhance emergency operations nationwide.

Grubbs Emergency Services, LLC is proud to confirm that our entire staff is fully compliant with all NIMS requirements.

OSHA-GENERAL INDUSTRY (10-Hour) TRAINING COURSES



To enhance hazard awareness within our industry, all staff members are required to complete the OSHA General Industry 10-Hour introductory course. We have an approved OSHA instructor on staff who will conduct these mandatory training sessions. Furthermore, our comprehensive safety program mandates that each employee receives specialized training tailored to the specific hazards associated with their operational responsibilities.

HAZWOPER

A significant portion of our workforce has completed hazardous materials handling training at the operations level. This expertise has been successfully applied in recent projects, such as those in the City of Key West and the City of Marathon following Hurricane Wilma, where our teams performed the essential tasks of collecting, identifying, packaging, and disposing of household hazardous waste.

Quality Control Plan



Grubbs Emergency Services, LLC approaches all work efforts utilizing the Contractor Quality Control Plan (CQCP) as a framework for the contractor's process for delivering quality disaster recovery and debris management services. The Client's plans and specifications define the expected results or outcomes. The CQCP outlines how those results will be achieved and helps validate that the contractor, as an organization, has addressed the essential elements of its quality process. These guidelines address what should be in the CQCP to be acceptable to the Client and what elements the Client's QA process needs to ensure quality without usurping the
contractor's responsibilities. The work effort incorporates production measurements related to potential client concerns, such as the environment, safety procedures, project schedule, documentation, and inspections.

The following overview highlights our plan's vital elements due to the Grubbs Quality Control Plan's physical size.

Preparing Pre-Work Submittals and Work Plans (QA/QC Punch Lists)

The Grubbs team will collaborate with the Client to develop standardized formats for work plans, reports, and other deliverables. This approach provides efficiencies when preparing submittals and facilitates Client review of documentation to confirm that all critical elements have been addressed promptly.

Work plans and pre-work submittals will provide written specifications for the entire work effort. Their submittal and approval will constitute an agreement between the Client and the Grubbs team regarding the work scope and execution. Grubbs team members will prepare and submit work plans following the submittal schedule established during activity negotiations. We anticipate submitting the following plans, as a minimum, for each activity:

- ✔ Comprehensive Hazard Communications Plan
- ✔ Site Management Plan (SMP)
- ✔ Site Safety and Health Plan (SSHP)
- ✔ Contractor Quality Control Plan (CQCP)
- ✔ Accident Prevention Plan
- ✔ Activity Management Methods and Controls

Preliminary Phase Punch List

- ✔ Review all contract requirements with Client
- ✔ Ensure compliance of personnel, equipment, materials to the contract requirements
- ✔ Coordinate all submittals including certifications, permits
- ✔ Ensure the capability of equipment and personnel to comply with the contract requirements.
- ✔ Ensure preliminary testing is accomplished, e.g., soil samples near burn pits, TDSRS
- ✔ Coordinate, surveying, and staking of the work.

Activity	Responsibility	Timeframe	Methodology
Review operations	Project Manager	Before starting debris cleanup activities	On-site visit and inspection
Review permit requirements	GES EHS Officer	Before starting debris cleanup activities	Review of documents
Conduct Safety Plan review	GES EHS Officer	Before starting debris cleanup activities	Review of document
Environmental Plan review	GES EHS Officer	Before starting debris cleanup activities	Review of document
Hazards Analysis Plan review	GES EHS Officer	Before starting debris cleanup activities	Review of document
Accident Prevention Plan review	GES EHS Officer	Before starting debris cleanup activities	Review of document
Training records updated	GES EHS Officer	Before starting debris cleanup activities	Review of document
Reduction of site inspection	GES EHS Officer	Before starting debris cleanup activities	Physical inspection of the site(s)
Survey and mark boundaries of site; conduct environmental testing of TDSRS, as required	GES EHS Officer	Before starting debris cleanup activities	Physical inspection of the site(s)

Startup Phase Punch List

- ✔ Review the contract requirements with personnel who will perform the work
- ✔ Inspect startup of work
- ✔ Establish standards of workmanship
- ✔ Provide training as necessary
- ✔ Establish a detailed testing schedule based on the production schedule

Activity	Responsibility	Timeframe	Methodology
Safety Plan enforcement	Project Manager	Daily	On-site inspection
Environmental Plan enforcement relating to noise, smoke, dust, traffic, drainage, or general containment acts	Project Manager	Daily	On-site inspection
Monitor incoming trucks; check compliance with QC plan	Project Manager	Daily	On-site inspection
Debris removal progression	Project Manager	Daily	On-site inspection
Personal property damage assessment	Project Manager	Immediately	On-site inspection

Reduction of site inspection	Project Manager		
Reduction of site adjustments	Project Manager		
Monitor site for adequate personnel and equipment	Project Manager	Daily	Daily Report

Production Phase Punch List

- ✔ Conduct intermittent or continuous inspection during cleanup to identify and correct
- ✔ deficiencies
- ✔ Inspect completed phases before scheduled client acceptance
- ✔ Provide feedback and system changes to prevent repeated deficiencies

Activity	Responsibility	Timeframe	Methodology
Safety reports secured from PM	GES EHS Officer	Weekly	Written report provided to the Client
Performance and progress inspections	Project Manager	Daily	Written report
Discussion of performance issues	Project Manager	Daily	Tailgate or safety meetings
Subcontractors performance evaluation	Project Manager	Weekly	Verbal and written notification
Corrective action for deficiencies	Project Manager	Daily	Verbal and written notification
	Project Manager	Before settlement	Written report

FEMA PUBLIC ASSISTANCE PROGRAM COORDINATION AND FHWA

Background

The U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA), through its Public Assistance (PA) Grant Program, provides reimbursement to state and local governments, as well as eligible private non-profit organizations, for disaster-related work. This program covers the actual costs incurred, and also funds specific hazard mitigation projects.

To streamline PA grant processing, FEMA differentiates between emergency work and permanent work, which includes the repair or replacement of infrastructure such as roads, buildings, and schools. FEMA further categorizes disaster-related work into seven distinct categories.

Since 1993, Grubbs Emergency Services, LLC, has consistently demonstrated expertise in navigating FEMA's Public Assistance program to secure reimbursement for our clients. The 1999 tornado cleanup and restoration projects in Del City and Grady County, Oklahoma, exemplify this capability.

In the wake of an F5 tornado, one of the most devastating events ever recorded in Tornado Alley, Grubbs Emergency Services, LLC, responded swiftly. With estimated wind speeds reaching 260-318 mph, the damage to Del City was catastrophic. Immediately following the event, our team conducted a comprehensive damage assessment and provided the client with detailed estimates for construction and demolition (C&D) debris removal. The destruction was immense: homes were ripped from their foundations and disintegrated, vehicles became airborne projectiles, and trees were stripped bare.

During our response, Grubbs Emergency Services, LLC, identified that Del City was unaware of the eligibility of certain affected areas for FEMA Public Assistance funding, particularly regarding hazardous waste abatement, a critical component of the city's recovery. We provided crucial guidance on the specialized handling protocols required for this task.

Mobilization was completed in under 36 hours, leveraging both local resources and company-owned equipment. Furthermore, Grubbs assisted Del City officials with the complex documentation and reporting procedures necessary to support their FEMA Public Assistance reimbursement claims, encompassing debris removal (Category A) and all other eligible categories (B-G).

Grubbs Emergency Services, LLC, understands the immense pressure that significant disasters place on state and local governments. The need to rapidly identify, document, and execute eligible work, while adhering to strict regulatory deadlines, can be overwhelming. Often, applicants and sub-grantees lack the necessary resources or experience to maximize reimbursement under the FEMA Public Assistance (PA) Program.

Leveraging our extensive experience in administering the PA Program, Grubbs Emergency Services, LLC, excels at maximizing grant funding for impacted applicants. We have successfully recovered millions of dollars in funding from FEMA, the Federal Highway Administration (FHWA), the Natural Resource Conservation Service (NRCS), and insurance sources on behalf of our clients.

Grubbs Emergency Services, LLC, provides comprehensive support to navigate the complex recovery and reconstruction process, offering unparalleled attention to detail and proactive involvement. Our services encompass assistance with all FEMA Public Assistance categories, including:



- ✔ Category A: Debris Clearance
- ✔ Category B: Emergency Protective Measures
- ✔ Category C: Road Systems
- ✔ Category D: Water Control Facilities
- ✔ Category E: Buildings and Equipment
- ✔ Category F: Public Utility Systems
- ✔ Category G: Other"

4.2 Organizational Structure and Subcontractor Management

Contractor Advance Management Team

The Contractor's Advance Management team members will report to a designated location for tasking and instructions as dictated by the "Notice to Proceed." Project managers, with the Applicant's involvement, will determine the location(s) for the team's temporary field office, communications unit, and support systems in the disaster area.

Operation Managers serve as the primary liaison between the Client and all Grubbs staff engaged in the debris removal operation. Their core responsibilities include monitoring operational efficiency and ensuring strict compliance with all applicable eligibility and regulatory requirements, while also providing regular feedback to the Client. These managers direct daily recovery work, maintaining efficient progress in restoration efforts. They adapt work schedules to align with project needs and activities, and develop comprehensive plans to address all facets of the operation. This includes coordinating plans with the Client, diligently monitoring the entire effort to ensure timely delivery, and collaborating with field staff to implement necessary schedule or operational adjustments for enhanced efficiency.

All Project Managers and Field Supervisors report to the Operations Managers and are responsible for ensuring that work is conducted only in those areas designated by the Client. The management team will not allow work to commence in additional areas until directed by the Client. The field managers will be responsible for the safety of all personnel and equipment and are responsible for the collection of daily personnel and equipment time logs and the distribution of such documents to the Operations Manager with a copy given to the Client.

A Data Center Manager monitors operation through our tracking system, advises the Operations Manager on methods to improve efficiency and will produce daily reports to evaluate crews' productivity.

Contingent upon receipt and acceptance of a "*notice-to-proceed,*" the following plan will be utilized.

Subcontractor Management

In addition to our Subcontracting Plan, the Grubbs team will establish effective controls to monitor subcontractor progress consistent with the subcontractor's contractual obligations. Accomplished primarily through periodic subcontractor progress reports, subcontractor performance evaluation meetings, direct supervision, issuance of cure notices, and frequent communication with subcontractors. Subcontractors will be monitored and managed from a variety of other perspectives, including:

- ✔ Verification that subcontractor personnel are trained and implement safe work practices.
- ✔ The Operations staff will exercise engineering, quality assurance, safety, and administrative surveillance over each subcontractor to ensure satisfactory performance and compliance with all applicable laws and regulations.

On-going review and analysis of subcontractor progress and performance, coupled with the prompt implementation of corrective action, have proven useful tools for completing subcontracts. Each subcontractor is required to participate with the Grubbs team in developing a progress schedule to ensure the performance of the subcontracted work within the established performance period. The Operations staff will meet with subcontractors to clearly understand the scope, timing, and coordination of activities. Daily reports are prepared by both Grubbs Emergency Services personnel and subcontractor representatives to address significant events or problems in any of these areas. In addition, subcontractors are required to meet periodically with the team to discuss subcontractor performance. Problem areas are identified, addressed, and corrected at these meetings.

The Grubbs team uses pre-qualified subcontractors to perform essential portions of this contract and stand behind all GES subcontractors' work. Clients may prohibit the use of any GES subcontractor for reasonable cause.

4.3 Methods Used to Complete Assigned Tasks

Activity Management

The management procedures include methods for accomplishing the work, communications, and quality assurance/control verifications and, as necessary, corrective measures.

This section also highlights our approach to task management and execution, as well as GES capabilities to perform and manage each task. These include:

- ✔ Multiple site activity management
- ✔ Implementation of a Disaster Response Action Plan (DRAP)
- ✔ Preparation of work plans and other pre-work submittals, as required by Client
- ✔ Timely acquisition of permits, licenses, and certificates
- ✔ Field Operations

The Field Management team will evaluate the components of each activity and disseminate information to the Operations Manager. The Operations Manager will assess the activity requirements and form an initial plan for approach and resources. An essential feature of our management philosophy dictates that the Operations Manager remains with the project throughout all phases of work – from start to finish – to ensure management and QA/QC continuity. This concept also extends to other key team personnel, assuring continuity in our operational approach.

Preparing Work Plans and Other Pre-Work Submittals

The Grubbs team will collaborate with the Client to develop standardized formats for work plans, reports, and other deliverables. This approach will streamline the preparation of submittals and facilitate efficient Client review, ensuring that all critical elements are addressed promptly.

Work plans and pre-work submittals will provide detailed specifications for the entire project. Their submission and approval will establish a clear agreement between the Client and the Grubbs team regarding the work scope and execution methodology. Grubbs team members will prepare and submit work plans according to the schedule established during activity negotiations.

At a minimum, we anticipate submitting the following plans for each activity

- ✔ Comprehensive Hazard Communications Plan
- ✔ Site Management Plan (SMP)
- ✔ Site Safety and Health Plan (SSHP)
- ✔ Contractor Quality Control Plan (CQCP)
- ✔ Accident Prevention Plan

Permits, Licenses, and Certificates Acquisition

Depending on the extent and degree of damage, various permits, licenses, and certificates may be required for debris management work. Permitting processes vary by location and site regulatory status. The Grubbs team will collaborate closely with the Client, local agencies, and regulators to clarify and resolve compliance issues, determine requirements, and obtain necessary permits, licenses, and certificates.

Final delineation of specific permit requirements is expected during the finalization of the activity work scope. Even when formal permits are not required for some sites, the Grubbs team will identify all applicable requirements and demonstrate compliance.

Anticipated permits may include, but are not limited to:

- ✔ DOT Permits – oversized loads and commercial drivers' licenses
- ✔ Excavation Permits – land disturbance permit; construction permits; demolition permits
- ✔ Clean Water Act (NPDES) Permits – emergency discharge permit; indirect discharge permit; wetlands disturbance permit; stormwater management permit
- ✔ Clean Air Act (Emissions) Permits – burn permit (air curtain incinerators); stack monitoring permit; fugitive emissions (dust) control permit

Activity Management Methods and Controls

Grubbs activity teams will implement well-established management controls to ensure the successful completion of each activity. These activity-level controls stem from the mandated corporate- and program-level procedures described previously. This section highlights the activity-level management control methods that will be implemented throughout debris management activities.

Activity Reports and Record Documentation

The Grubbs team will prepare and submit operational reports throughout task performance. Ongoing activity reports will contain the following information:

- ✔ Contractor name
- ✔ Contract number
- ✔ FHWA Roads
- ✔ Daily and cumulative hours for each piece of equipment
- ✔ Reports and graphs to delineate production rates of crews, progress by area, and estimations of total quantities remaining and time to completion
- ✔ Daily and cumulative hours for personnel or equipment, by position or daily and cumulative cubic yards of debris, removed
- ✔ GES Management review and approval

Final Report

The Grubbs team will prepare a Final Report for each activity, submitted within 30 days of completion. This report will include:

- ✔ Discussion of activity requirements and results
- ✔ Copies of manifests, certificates, and related documents
- ✔ Logbooks and all other data that were taken during the implementation of the TO

Activity Meetings and Communications

Open communication and thorough documentation are crucial for the successful completion of each activity. Throughout each activity's execution, the Grubbs team will meet with Client representatives to conduct briefings, both proactively and as needed throughout the project.

The Grubbs team will provide a weekly record (confirmation notice) of all discussions, verbal directions, telephone conversations, and other communications concerning each activity involving a Grubbs or subcontractor representative. Confirmation notices will be sequentially numbered and will identify all participating personnel, topics discussed, and conclusions reached. The Grubbs team will forward a copy of each confirmation notice to the Client. If a confirmation notice concerns a change in scope, a cost proposal, or the schedule, it will be immediately forwarded to the Client's Contract Division for communication and distribution.

4.4 Concept of Operations:

The applicant is responsible for restoring public infrastructure following a disaster. They direct debris removal contractors, monitoring firms, and other emergency responders in the emergency debris clearance of essential transportation routes and critical public facilities, based on the assessment and guidance provided in this plan. These pre-event planning activities include, but are not limited to, an annual review of the following:

- ✔ **Staff Assignments**
- ✔ **Organization Overview**
- ✔ **Emergency Contact Lists**
- ✔ **Contracted Services**
- ✔ **Emergency Communications**
- ✔ **E-Verify Homeland Security**
- ✔ **Regulatory Agency Requirements**
- ✔ **Environmental, Health and Safety Plans**
- ✔ **Training**
- ✔ **FHWA and Priority Road Identification**
- ✔ **Assumptions and Situation**
- ✔ **Emergency Responder Roles and Responsibilities**
- ✔ **Debris Cleanup Priorities**
- ✔ **Debris Collection Methods**
- ✔ **Monitoring Program**
- ✔ **Truck Certification**
- ✔ **Load, Time/Material Tickets**
- ✔ **Site Setup**
- ✔ **TDSRS Management**
- ✔ **Volume Reduction Procedures**
- ✔ **Special Considerations (Private Property, Gated and Mobile Home Communities, Canal Debris Removal, Hazardous Stump and Tree Removal (HSTRS)**
- ✔ **DebrisManagementSiteCloseoutRequirements**

4.5 Work Stages

The following sections detail the work stages involved in our debris removal operations:

Emergency Debris Clearance

Historically, the term "emergency debris clearance" has referred to the initial "push" or clearance of debris from roadways and streets. For this plan, emergency debris clearance shall mean Client-directed work on any/all public and private properties.

Operations Managers are responsible for ensuring work is conducted only in impacted areas identified by FEMA or other federal/state agencies. Work will not commence in areas outside the designated boundaries unless explicitly tasked by the Client. Operations Managers are responsible for the safety of all personnel and equipment and for collecting daily personnel and equipment time logs, including distributing copies to the Client.

Maintenance and fuel vehicles will be assigned to ensure an adequate supply of fuel and maintain equipment operations.

Operations activities include:

1. Debris clearance from roads as tasked by Client
2. Debris clearance from parking lots, areas of ingress and egress, and any other areas, including hospitals, shelters, emergency operation centers, etc., as tasked by the Client. The priority of the operation is to clear the debris. Operators and hand crews will be instructed to perform in a workmanlike manner to prevent damage to salvageable or undamaged property and to prevent personal injury, thus ensuring compliance with the Accident Prevention Plan.
3. Attempt to make roadways and intersections as safe as possible from sight and traffic obstructions, thereby ensuring compliance with the Corporate Accident Prevention Plan.
4. All supervisors will maintain daily records of personnel and equipment hours.

Debris Pick-Up

Debris pickup is the transport of debris cleared from roadways and streets. Transport will commence upon receipt of an activity checklist and notice-to-proceed from the Client. Debris pickup operations will proceed in an orderly and manageable fashion on streets and roads with sufficient clearance for access, as designated by the Client. Residents will be informed of this activity through a Public Service Announcement.

Operations activities include:

1. Debris segregation and sorting will be conducted at the street/road level to the maximum extent practical, as instructed by the Client.
2. As part of the Health and Safety Plan, all debris will be safely and efficiently picked up and loaded into haul trucks to ensure compliance with the Accident Prevention Plan. Safety will not be compromised.
3. All crew foremen and field supervisors will be responsible for ensuring operations are as rapid and cost-effective as possible.
4. All construction and demolition materials will be sized using heavy equipment to ensure maximum loading and safe transport of materials, in compliance with EPA and DOT standards.
5. Apparent hazardous materials will be handled according to the Client's instructions or, at a minimum, the solicitation specifications.
6. To maintain traffic control and prevent personal injury, traffic control personnel with appropriate safety equipment will be stationed at each approach point of the work area, in compliance with the Accident Prevention Plan. Additional traffic control personnel will be stationed throughout the area as needed to ensure safe operations.
7. After debris is loaded into an appropriate haul vehicle, the required documentation will be completed before the vehicle departs the pickup site. This documentation will consist of the Client's four-part ticket.

Debris Hauling

Debris hauling consists of transporting debris to designated locations. Field supervisors will ensure that all hauling operations comply with local, state, and federal DOT standards, adhering to the Accident Prevention Plan component of the Health and Safety Plan.

Operations activities include:

1. All debris-hauling operators will receive area maps with client-designated assignment/authorized areas of operation and transport routes.
2. All debris haul operators will display signs provided by Grubbs Emergency Services, LLC, and, if applicable, the Client. These magnetic signs will be placed on the driver and passenger doors of the vehicle cab. Any signs provided by the Client will be displayed on both sides of the forward-most section of the vehicle bed unless otherwise directed.
3. Each haul truck will be numbered on the trailer to reflect pertinent identification and capacity. The number will be permanently marked and specific to that haul truck for the project's duration.
4. Hauling capacity for each truck will be based on the interior dimensions of the truck's metal dump bed and quantified in cubic yards.
5. A Client representative may be present for all measurements at the Client's discretion.
6. Once debris is loaded into an appropriate haul vehicle, the required documentation, including the Client debris load ticket, will be completed before the vehicle departs the pickup site.

Haul Truck Bed Configurations

Haul truck beds will be equipped with tailgates constructed of appropriate materials (e.g., chain link fence, safety fence) to safely contain debris, maximize certified load capacity, and allow for rapid dumping of debris.

Any haul truck bed that has, or will have, vertical extensions installed, will comply with the following restrictions:

- ✔ Haul truck bed extensions will comply with all applicable local, state, and federal laws.
- ✔ When installed, bed extensions will be located and secured to the front-end, left side, and right side of the bed.
- ✔ Bed extensions will not extend beyond 24 inches above the manufacturer's bed height.
- ✔ Bed extensions will be constructed of not less than 2" × 6" lumber placed flush against the manufacturer's bed and each subsequent lumber piece to withstand loader impact. Lumber will be secured to the manufacturer's bed with angle or channel iron and bolts. Each side extension will be secured with metal brackets and bolts to the front-end extension.
- ✔ Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel to maintain equipment operations.

Debris Staging (TDSRS)

Debris staging is the placement of disaster-related debris at a predetermined site and facility created to support post-disaster debris management functions.

Debris staging sites will be located, acquired, and designated by the Client. Construction of debris staging sites will commence immediately upon receipt of the notice-to-proceed from the Client. The Grubbs team will ensure that debris staging site construction is completed as rapidly as possible, as staging sites are critical to the debris removal process.

Site Access

Different points of ingress and egress will be established if possible. Quick acceleration and deceleration lanes, if approved by the Client, will be established adjacent to the primary road leading to and from site access points. The

appropriate authority has jurisdiction over the primary road right-of-way. All temporary roads leading to and through the debris staging site will be constructed and maintained for all-weather use (e.g., rock-laid roads).

Inspection Towers

Inspection towers will be constructed to facilitate observation and quantification of debris hauled for storage at the debris staging sites. Upon arrival at the staging site, the haul vehicle driver will give the remaining copies of the haul ticket to the Client representative.

Traffic Controls

Traffic control personnel with appropriate safety equipment will be stationed at the ingress observation tower to maintain vehicular and pedestrian traffic control. Additional traffic control personnel will be stationed throughout the site as needed to enforce proper dumping and prevent personal injury, ensuring compliance with the Accident Prevention Plan.

Environmental Protection

Grubbs' Environmental Protection Plan addresses erosion control, hazardous and toxic wastes, and dust and smoke control (following requirements of the Clean Water Act (CWA), the Storm Water Act, the Resource Conservation and Recovery Act, Superfund Amendments, the Reauthorization Act, and others). Our team uses an internal document to address environmentally sensitive issues, available in its entirety upon request. Environmentally sensitive areas (e.g., wetlands, habitats, historical sites) within or near a debris staging site will be avoided, designated as sensitive, protected, and restricted from access to minimize adverse impacts. Activity within environmentally sensitive areas will be prohibited, and all applicable environmental standards will be followed.

4.6 Risk Management, Safety, and Compliance

Hazardous and Toxic Waste Debris Operations Plan

Each component of the debris mission or activity (collection, staging, reduction, and disposal) may involve handling hazardous or toxic waste. The following overview addresses situations involving such waste.

The Environmental Protection Contingency Plan for Debris Removal Operations provides a plan of action for emergencies (e.g., fires, explosions, or releases of hazardous waste or materials) that could threaten life, property, or the environment. Each site presents unique hazards (e.g., terrain, waste containment) and notification procedures. Personnel directly involved with emergency operation procedures will be briefed on the tasks necessary for successful mitigation.

Action levels will be established and may change as each situation dictates. Anticipated action levels are as follows:

Action Level I: This level includes normal operating conditions with no suspected releases or hazardous environments. Operations may continue in Level D clothing with scheduled environmental monitoring.

Action Level II: This level is implemented when a release is suspected but unconfirmed. Personal protective clothing will be upgraded from Level D to Level C, including air-purifying respirators. Unscheduled environmental monitoring will detect the presence or concentration of the released product(s). Proper safe handling techniques will be used to reduce potential contamination.

Action Level III: This level is implemented when a release of hazardous waste or material has been confirmed, requiring immediate implementation of the environmental plan.

Emergency Procedures

Notification, isolation, protection, identification, spill/leak control, fire control, and termination procedures will be outlined in the Site-Specific Safety Plan based on the Client's current needs.

Environmental, Health and Safety Compliance

Work performed at debris staging sites will be conducted in compliance with all federal, state, and local environmental, health, and safety requirements. GES staff and subcontractors will maintain compliance with the Corporate Accident Prevention Plan, a component of the Corporate Safety Plan.

Cost and Schedule Control

The foundation for successful activity cost and schedule control is the accurate management of all activities. Project costs are tied directly to the scheduled sequence and duration of the work. We reflect this integration in our baseline activity planning and subsequent tracking through our resource-loaded project schedules. This form of schedule planning permits us to communicate the effort estimated for each element of the project and the effect of duration and production rates on the schedule and cost. Deviations from the baseline activity plan can then be easily modeled in real-time to illustrate their impact on cost and schedule.

Problem Resolution

Through the years, GES has learned that the best means of dealing with issues is early identification, prompt communication, and immediate action towards prevention or resolution. Through our project monitoring and reporting system, GES staff monitors each activity to address concerns before they impact project performance.

Quality Control

Quality control objectives are achieved for each activity through documented methods for planning, reviewing, implementing, and controlling activities affecting quality. The purpose of the Quality Control Program (QCP) plan is to provide a system that monitors employees and subcontractors' specific activities, each responsible for meeting the required quality objectives. These QC measures are used in all debris operations.

Specific QC requirements will be included in the Contractor Quality Control (CQC) Plan developed for each activity. Monitor QC activities; daily QC reports will be prepared following the contract specifications and submitted to the Operations Manager for all work activities.

Regulatory Compliance Assurance

Regulatory compliance and support are routinely provided as part of the QC Program. As required, Grubbs Regulatory Specialists will support the team on each activity in a well-defined framework to evaluate regulatory requirements and assurance of compliance. If necessary, our regulatory staff will work closely with the activity team and our Client during the activity planning phase (the initial 48 to 96 hours) to:

- ✔ Develop the applicable or relevant and appropriate requirements (ARARs)
- ✔ Determine requirements for and obtain necessary permits, licenses, and approvals.
- ✔ Determine any special field procedures for compliance.
- ✔ Address regulatory aspects of pre-work submittals and planning.

A Grubbs Regulatory Specialist will be available as needed to support the field staff throughout the restoration operation. For example, the Regulatory Specialist may be assigned to oversee waste and debris transportation and disposal, making sure that all regulations are followed relating to the labeling, storage, and disposal of waste materials. If hazardous waste

is involved, the regulatory specialist will review the completed Manifest Package and certify that the information is correct and compliant with federal, state, and local laws and regulations.

The Grubbs team will be responsible for the total management of transportation, storage, treatment, or disposal procedures throughout the debris management activities, including scheduling, control, documentation, and certifications. The Regulatory Specialist will review all information provided and develop the transportation and disposal criteria, procedures, and practices sufficient to protect personnel and the environment and preclude the potential hazards to off-site receptors from chemical, physical, and biological contamination.

Risk Management

The Grubbs team will be responsible for managing financial and legal risks associated with the performance of debris management activities in this contract. Each activity's requirements will be examined to characterize exposures to risk for the Client, the public, and Grubbs Emergency Services staff and subcontractors' personnel. Risk management procedures and methods include the following:

- ✔ The economic and physical risk management surveys for individual activities during an event.
- ✔ Sufficient insurance coverage to effectively manage exposure to risks in an event.
- ✔ Active subcontractor management to mitigate risk exposure.
- ✔ Accurate planning, budgeting, scheduling, and tracking to minimize overruns.
- ✔ Management of long-term exposures regarding waste transportation, storage, treatment, or disposal.
- ✔ Review of procedures for risk management, mitigation efforts, the success of managing risks and exposures, and the cost of risk management activities and overall effort.

Role of the Client

Successful execution of a Debris Management Work Plan requires a partnership and an understanding of roles and responsibilities. Our plan is based on the following assumptions of what our Client will ensure is accomplished:

1) Grubbs' coordination with agencies or units of government, such as local public works departments, state departments of transportation, and federal agencies to delineate roles and responsibilities.

2) Issuance of "Notice to Proceed," which sets forth the scope of work and terms.

3) Preparation and acquisition of necessary forms to perform debris removal, such as Rights of Entry, Hold Harmless agreements, insurance declarations, leases, etc.

4) Grubbs helps with the identification of an adequate number and size of sites for debris staging, as well as the location of pre-approved disposal sites. *Note: Our team has the capacity and experience to perform or assist in these or other tasks should the need arise.*

Preparing Work Plans and Other Pre-Work Submittals

The Grubbs team will collaborate with the Client to develop standardized formats for work plans, reports, and other deliverables. This approach will streamline the preparation of submittals and facilitate efficient Client review, ensuring that all critical elements are addressed promptly.

Work plans and pre-work submittals will provide detailed specifications for the entire project. Their submission and approval will establish a clear agreement between the Client and the Grubbs team regarding the work scope and execution methodology. Grubbs team members will prepare and submit work plans according to the schedule established during activity negotiations.

At a minimum, we anticipate submitting the following plans for each activity:

- ✔ Comprehensive Hazard Communications Plan
- ✔ Site Management Plan (SMP)
- ✔ Site Safety and Health Plan (SSHP)
- ✔ Contractor Quality Control Plan (CQCP)
- ✔ Accident Prevention Plan

Permits, Licenses, and Certificates Acquisition

Depending on the extent and degree of damage, various permits, licenses, and certificates may be required for debris management work. Permitting processes vary by location and site regulatory status. The Grubbs team will collaborate closely with the Client, local agencies, and regulators to clarify and resolve compliance issues, determine requirements, and obtain necessary permits, licenses, and certificates.

Final delineation of specific permit requirements is expected during the finalization of the activity work scope. Even when formal permits are not required for some sites, the Grubbs team will identify all applicable requirements and demonstrate compliance.

Anticipated permits may include, but are not limited to:

- ✔ DOT Permits – oversized loads and commercial drivers' licenses
- ✔ Excavation Permits – land disturbance permit; construction permits; demolition permits
- ✔ Clean Water Act (NPDES) Permits – emergency discharge permit; indirect discharge permit; wetlands disturbance permit; stormwater management permit
- ✔ Clean Air Act (Emissions) Permits – burn permit (air curtain incinerators); stack monitoring permit; fugitive emissions (dust) control permit

Training

Due to the potential for encountering hazardous environments and materials during debris removal operations, training will be contingent upon each site's specific conditions. However, site-specific training does not exempt personnel from the necessary training set forth by the Grubbs team for activities in or around debris removal operations or emergency operations.

Site-specific training requirements may include, but are not limited to, types of hazards, quantities and locations of hazards, confined spaces, safety and health considerations, equipment considerations, capabilities of site personnel and equipment, and hazard communications.

Safety Precautions

Water Trucks

The required number of water trucks will be stationed at all debris staging sites to reduce the threat of fire and, if necessary, for fire suppression. Water trucks will also dampen areas, including temporary roadways, to suppress dust from trucks entering and leaving the site.

Fire Extinguishers

Fire extinguishers will be located throughout the debris staging site, as required by the site management plan, site safety plan, OSHA requirements, and Client. All debris staging site personnel will be trained in incipient fire suppression

operations and safety procedures, including the use of fire extinguishers and water trucks, to ensure compliance with the Accident Prevention Plan.

Field Supervisors/Crew Foreman

Debris staging site supervisors will be responsible for managing all site operations, including safety, haul load inspection, segregation, traffic control, dumping, reduction, security, and remediation.

Hazardous Material Containment Area

Our team will construct each hazardous materials containment area using the following methods:

1. To determine the existing area's subgrade, test holes will be excavated to various depths using a backhoe. If the material is suitable for berm construction, Grubbs personnel will excavate a 30' × 30' area to a depth satisfactory to the contracting officer. The excavated material will be used to construct a five-foot berm around the perimeter. If the material is unsuitable, suitable material will be hauled in from an approved off-site source. The berm's crest will have a minimum two-foot-wide flat surface, sufficient for placing stacked hay bales.

2. The cell will be lined with a heavy-gauge plastic liner overlapping the hay bales. The liner's perimeter will be secured using an anchor trench and covered with six feet of soil to prevent punctures. Ten feet off-center in the containment area's interior, metal posts with welded 2' × 2' bases will be installed. Each post will have a tee fitting at the top and a minimum 24-inch pipe to protect the plastic cover during rain or when the hazardous material containment area is not in use.

3. An access ramp, constructed of excavated materials, will be provided to allow safe and productive placement of hazardous materials. If incompatible materials are to be stored, the containment area will be modified by constructing separator berms with an additional heavy-gauge plastic liner to provide complete separation. These separator berms will be built high enough to replace the interior supports. Additional access ramps will be constructed to provide entrance to each required cell.

Debris Staging Site Remediation

Remediation of debris staging sites is the process of returning them to pre-use and, in some cases, pre-event condition. This remediation is performed in four phases:

- ✔ Phase 1: Pre-use Inspection, Sampling, and Documentation.
- ✔ Phase 2:Environmental, Health, and Safety Compliance.
- ✔ Phase 3: Closure procedures.
- ✔ Phase 4: Final inspection, release, and acceptance.

Pre-use Inspection

Before use, each debris staging site requires an inspection for the following: existing topography; existing vegetation (grass, shrubs); on-site or near-site water sources; existing structures and their current condition; and any other distinguishing characteristics, such as hazardous and non-hazardous materials stored on-site. An introductory Environmental Impact Statement, following the Grubbs Environmental Protection Plan, will be completed.

Environmental Sampling

Random surface and subsurface soil samples will be taken and sealed in containers for comparison with post-use samples taken at site closure. Before sealing, a small portion of each sample will be field-tested to determine the presence of contaminants. Samples will be taken from any potentially impacted on-site and off-site water sources and

stored and tested using the same criteria. After operations end, post-use water and soil samples will be taken following the same standards. Both pre- and post-use samples will be tested in a certified laboratory to determine the presence of contaminants.

- Contaminants identified in the pre-use field test (determining whether a particular site or area of a site will be used for staging) will be agreed upon by a Grubbs Operations Manager and the Client.

- Contaminants identified in the post-use field test (results that were not present in pre-use test results, remediation of the site, or an area of the site) will be remediated following federal, state, and local regulations, as well as current industry standards

Documentation

A detailed description of each site will be prepared, including sketches or drawings to illustrate its current condition and content location. Additionally, still photographs and videos will be taken of each site, both at ground level and aerially, to further illustrate the pre-use condition and contents.

Debris Segregation

Debris segregation is the proper physical sorting of mixed debris into (5) five good categories:

1) Vegetative
2) Construction and Demolition (C&D)
3) Hazardous and Toxic Waste (HTW)
4) Salvageable/Recyclable
5) White Goods

Street/Road Level Segregation

Once the job foreman directs debris removal personnel to segregate debris into the five categories listed above, white goods and HTW will be left at the curbside unless otherwise specified by the Client. Debris segregation at the street/road level will not take precedence over safe and rapid completion of street/road debris removal operations.

All personnel conducting debris segregation at the street/road level will receive a safety briefing on potential hazards and injury prevention to ensure compliance with the Accident Prevention Plan.

Debris Segregation at Staging Sites

Staging site supervisors will ensure that all debris haul operators deposit debris in areas designated for the specific type of debris hauled. Vegetative debris will be placed into two separate piles. The first pile will be a dumping point until a sufficient quantity has been accumulated to begin a continuous reduction operation. At that point, dumping will commence on the second pile until the first pile's reduction is complete. This rotation will continue until the task is completed.

All personnel involved in vegetative debris segregation operations will receive a safety briefing to ensure compliance with the Accident Prevention Plan.

Debris Reduction

The following guidelines detail debris reduction operations not previously addressed. If required by the Client, night operations may be conducted using the method (burning or grinding) specified. Night operations will only be conducted after the Client determines, and both parties agree, that such operations can be conducted safely. A dumpsite foreman will be assigned to each operation, and when required by the Client, a night foreman will be assigned.

Grinding Operations

Grinding or chipping will be performed on all vegetative debris not reduced by burning. This method is preferred for reducing vegetative debris to conserve environmental resources through recycling and salvaging wood chips. Although environmentally preferred, it is more time-consuming and costly due to materials handling, hauling, and disposal costs.

Based on local circumstances, grinding or chipping C&D materials may be discouraged within numerous jurisdictions. Such operations will be performed on the type of debris (vegetative or C&D) as directed by the Client. For vegetative debris, these operations will be performed as described below:

- ✔ Vegetative debris will be placed into two separate piles and handled, as previously discussed.
- ✔ All personnel involved in vegetative debris grinding or chipping operations will receive a safety briefing for all affected job functions. A track-type tractor with the blade or a rubber tire loader will pick up and stockpile chips for temporary storage. Chips will be loaded out and hauled to a final disposal site as quickly as possible to reduce the threat of a fiery conflagration. All appropriate fire protection measures will be established and maintained following the Site Management Plan, the Site Safety Plan, and the Client requirements.

Burning Operations

Air curtain burning is the Grubbs team's preferred method for debris reduction. It will be performed on vegetative debris and clean woody debris unless otherwise directed by the Client. Under no circumstances will air curtain burning be conducted on C&D debris known, considered, or suspected to contain environmental or health hazards. All personnel involved in air curtain burning operations will receive safety training about these hazards to ensure compliance with the Accident Prevention Plan.

Air curtain burning will be conducted below ground level, in compliance with the Client's specifications. The pit will be at least eight feet deep, but no more than 20 feet, and will be no wider than 1.1 times the air curtain nozzle's width and no longer than 10–12 feet (15 feet maximum). No air curtain burning will be conducted within 1,000 feet of a structure or 100 feet of the debris pile. An area of not less than 100 feet surrounding each burn site will be cleared of all combustible materials and marked to delineate the area as restricted. All burning will be performed in accordance with the required permits.

Ash Disposal Area

At the end of each burning cycle, ash residue will be removed from the burning area and placed in a pre-identified ash disposal area for temporary storage before final disposal. The ash residue will be tested following the soil testing procedures in the team's EPP to determine the need for a groundwater protection barrier. If required, a clay or limestone liner will be used to protect the aquifer from potential contamination. This liner will be replaced if disturbed or removed by equipment operations.

Dust control measures for ash handling and storage will follow the requirements of applicable regulatory agencies once the ash residue reaches a quantity requiring disposal. Ash samples will be examined following the Client's plan and applicable regulatory agency requirements to establish disposal requirements (Class I Subtitle D Landfill vs. Class III Landfill vs. agricultural recycling techniques).

Debris Disposal

Debris disposal is the pre-planned, pre-approved operation of placing debris in its final resting place. Debris disposal operations can be segmented into three distinct operations: haul to the debris disposal site, physical operation of the debris disposal site, and operation of the debris disposal site.

Disposal Sites

A disposal site may be a dump and a landfill owned and operated by a private or public sector. Non-burnable debris will be disposed of only at a dump or landfill designated to receive materials other than toxic, hazardous waste.

Operations

All field supervisors will ensure that debris disposal hauling operators are licensed or certified to operate the required equipment. All debris disposal operators will receive area maps with client-approved, designated assignment/authorized areas of operation and transport routes.

All debris disposal haul operators will display colored signs provided by the Grubbs team and, if applicable, the Client. Grubbs' magnetic signs will be placed on the driver and passenger doors of the vehicle cab. Any Client-provided signs will be displayed on both sides of the forward-most section of the vehicle bed unless otherwise directed. All signs will be removed from the vehicle's exterior at the close of each business day and secured by the driver to prevent theft or loss. Signs will be replaced on the vehicle at the beginning of the next workday.

Colored paper signs/passes will be displayed in the driver's side windshield of each vehicle. The sign/pass color is subject to change without notice to ensure quality control regarding authorization to exit worksites and enter disposal sites.

Closure Procedures

Pre-use inspection and documentation information will be used as a guide, restoring each site to pre-use condition.

Removal of Debris

Any remaining debris residue not transported to the appropriate disposal site during site closure procedures will be collected, recorded, and hauled to the appropriate disposal site.

Removal of Temporary Structures

All temporary structures, such as fencing, inspection towers, temporary offices, sanitary facilities, etc., will be removed from each site.

Landscape Operations

Each site will be graded to return the topography to pre-use elevations unless otherwise directed by the Client. Each site will be restored to its pre-use vegetative condition by seeding, fertilizing, laying straw, and replacing agreed-upon shrubs and trees.

Final Debris Documentation and Contract Close-Out

The Contractor will coordinate the following closeout requirements with the applicant's staff: coordinating with local and state officials responsible for construction, real estate, contracting, project management, and legal counsel to determine requirements and support for implementing a site remediation plan; and establishing an independent testing and monitoring program. The Contractor is responsible for the environmental restoration of both public and leased sites and for removing all debris for final disposal at landfills before closure.

Closeout requirements also include:

- Reference appropriate and applicable environmental regulations.
- Prioritize site closures.
- Schedule closeout activities.
- Determine separate protocols for ash, soil, and water testing.

- Develop decision criteria for certifying satisfactory closure based on limited baseline information.
- Develop administrative procedures and contractual arrangements for the closure phase.
- Inform local and state environmental agencies regarding the acceptability of the program and established requirements.
- Designate approving authority to review and evaluate Contractor closure activities and progress.
- Retain staff during the closure phase to develop site-specific remediation for sites, as needed, based on information obtained from the closure.

TAB 5

PREVIOUS EXPERIENCE

5.1 PROJECT PROFILES

"Grubbs Emergency Services, LLC has excelled managing debris removal and recovery efforts following all types of disasters."

Throughout the southeastern U.S., our team of experts has employed state-of-the-art management techniques to remove and dispose of debris efficiently. Whether leading or working as part of a team, our focus has always been the rapid restoration of a site after a natural disaster.



Many of the projects that are included in this section presented significant challenges for the affected areas. Our experienced project managers and vast resources enabled our response to effectively support and, in many cases, expedite the debris and recovery process.

The work efforts depict a detailed history of our team's project experience. Our client list and response dates highlight our years of experience overseeing the challenges of major national disasters, often managing multiple projects simultaneously within the past five years.

Project: Hurricane Helene (September 2024)

Cedar Key, FL, FDOT Lafayette County, FDOT Suwannee County, FDOT Hamilton County, all county roads.

Hurricane Helene, characterized by rapid intensification, made landfall in Florida's Big Bend region on September 26, 2024. This major storm reached Category 4 status shortly before coming ashore southeast of Tallahassee, generating sustained winds of approximately 140 mph. Coastal areas experienced significant storm surge, with reports of a 15-foot surge severely impacting communities like Keaton Beach and Steinhatchee. The force of Hurricane Helene created additional obstacles to recovery efforts in a region still grappling with the aftermath of Hurricane Debby.



Grubbs Emergency Services, LLC, a Tier 1 contractor, continued its work in these locations, providing Disaster Debris Removal & Management Services. GES, as a Tier 1 contractor, removed a combined total of 1,981,805 cubic yards of debris from the affected areas. The storm's impact was widespread, resulting in extensive damage to infrastructure and property. Right-of-ways were particularly affected, with a significant accumulation of downed trees and vegetative debris, creating hazardous conditions and impeding access for emergency services and residents. Grubbs Emergency Services prioritized the removal of this debris to restore safe passage and facilitate the recovery process. GES focused on supporting the recovery of these communities, with a combined population of approximately 161,000, by managing substantial debris removal operations amidst the ongoing challenges.

By effectively managing the immense task of debris removal, Grubbs Emergency Services enabled these communities to overcome the combined challenges of Hurricanes Debby and Helene and resume their path to recovery.

Project: Hurricane Debby (August 2024)

Cedar Key, FL, FDOT Lafayette County, FDOT Suwannee County, FDOT Hamilton County, and FDOT Madison County, all county roads.

Hurricane Debby made landfall near Steinhatchee, Florida, as a Category 1 hurricane on August 5, 2024, bringing widespread power outages and significant freshwater flooding across the Suwannee River Basin. An estimated 3 to 5 feet of storm surge impacted the southeast Big Bend and Florida Nature Coast, affecting communities from Steinhatchee to Cedar Key.



Grubbs Emergency Services, LLC, a Tier 1 contractor, was activated across multiple areas, including the city of Cedar Key, and Lafayette, Suwannee, Hamilton, and Madison Counties, in response to the hurricane's impacts. GES provided Disaster Debris Removal & Management Services under contract with FDOT, removing a combined total of 200,358 cubic yards of debris from the affected areas. Roadways were significantly obstructed by downed trees and vegetative debris, creating challenges for emergency services and hindering access for residents. Grubbs Emergency Services focused on clearing this debris to restore safe passage and support the recovery efforts of local residents and businesses. GES focused on supporting the recovery of these communities, with a combined population of approximately 86,000, by managing substantial debris removal operations in the face of widespread flooding and storm surge.

Grubbs Emergency Services' diligent efforts in clearing debris and restoring access were instrumental in helping these communities regain a sense of order and begin the process of recovery.

Project: Hurricane Idalia (August 2023)

Cedar Key, FL, Yankeetown, FL, Lafayette County, FL BOCC, FDOT Lafayette County, FDOT I-10 Suwannee County, FL, FDOT I-75 and All State Roads in Hamilton and Suwannee Counties.

Hurricane Idalia made landfall in Keaton Beach, Florida, as a Category 3 hurricane on August 30, 2023. Cedar Key, Florida, experienced record-high water levels of 6.8 feet, accompanied by a storm surge of 8.9 feet. Tornadoes and high winds impacted the Big Bend area. Hurricane Idalia was the most powerful hurricane to strike the Big Bend region since Hurricane Easy in 1950, resulting in an estimated $3.5 billion in damages.

Grubbs Emergency Services, LLC, was immediately activated by Cedar Key, Yankeetown, and the Lafayette County Board of County Commissioners (BOCC) following the storm's passage. Governor Ron DeSantis initiated a state management and reimbursement program to assist communities lacking the financial resources for recovery. Under this program, the Florida Department of Transportation (FDOT) assumed responsibility for managing and executing cleanup operations.

As the prime contractor for the Lafayette County BOCC, GES was able to continue its operations when the FDOT took over responsibility for cleanup efforts in Lafayette County. Having been engaged in recovery efforts within hours of the storm's impact, Grubbs Emergency Services, LLC, removed over 890,000 cubic yards of vegetative debris for Lafayette

County and the FDOT.

Furthermore, Grubbs Emergency Services, LLC, served as the Tier 1 subcontractor for cleanup operations in Hamilton and Suwannee Counties, Florida. In these counties, GES removed a combined total of over 591,000 cubic yards of vegetative debris. Grubbs Emergency Services, LLC, is pleased to report that, leveraging its extensive resources, it was among the first contractors to respond and the first to successfully complete cleanup and restoration efforts to the full satisfaction of all parties involved.

Project: Hurricane Ian (September 2022)

Osceola County BOCC, Waste Management Okeechobee Landfill, Waste Management of Fort Myers Driver's Center, Town of Fort Myers Beach, FL

Hurricane Ian made landfall in Lee County, FL, as a Category 5 hurricane with sustained wind speeds of 160 mph. The storm caused catastrophic damage not only in Florida but also in North Carolina and Virginia, resulting in $113 billion in damages. A 10- to 15-foot storm surge along the coast of Lee County, FL, including Fort Myers, Fort Myers Beach, Cape Coral, Naples, and Sanibel Island, caused the majority of the devastation.

As Ian traversed Florida, Okeechobee and Osceola Counties were also affected. Grubbs Emergency Services, LLC, was prepared and immediately activated by Osceola County following the storm. With a pre-established plan and expert personnel, they executed debris removal safely and efficiently. They removed 58,000 cubic yards of debris from Osceola County, and 185,287.61 cubic yards of vegetation were reduced through burning in Okeechobee.

In Lee County, the area most severely impacted by Ian, an order was issued to reopen a closed and sealed landfill in Fort Myers. To facilitate this, Grubbs removed and cleaned 305,120 cubic yards of dirt as a top layer to expose the underlying refuse. GES LLC provided essential resources, including workforce, equipment, knowledge, and experience, enabling Waste Management Inc. of Florida to successfully complete the project.

Due to the significant impact of the storm surge on the Fort Myers Beach shoreline, Grubbs undertook the delivery and construction of an emergency berm. GES, LLC, deployed on-site personnel with all necessary capabilities. They also engaged a local subcontractor to ensure adherence to specifications, resulting in a project that met the satisfaction of the town and its residents. Grubbs transported approximately 150,000 tons of sand from inland to the beach and constructed an emergency berm spanning over five miles.

The projects listed below were completed to exacting standards and in accordance with FEMA guidelines to ensure both FEMA reimbursement and client satisfaction.

Osceola County BOCC	Danny Schaeffer	1 Courthouse SQ., Kissimmee, FL 34741	(407) 742-7752
Waste Management Inc, FL Okeechobee Landfill	Joe Gagne	10800 NE 128th Ave. Okeechobee, FL 49472	(954) 658-6156
Waste Management of Florida – Fort Myers Driver's Center	David Phillips	11990 FL-82 Fort Myers, FL 33913	(239) 287-0305
Town of Fort Myers Beach	Chadd Chutz	2525 Estero Blvd. Fort Myers Beach, FL. 33931	(237) 287-0536

Project: Hurricane Michael (October 2018)

City of Blountstown, FL
20591 Central Ave W Blountstown, FL 32424
Traci Hall City Manager (850) 674-5489 thall@blountstown.org

On October 10, 2018, Hurricane Michael made landfall in the Florida Panhandle as a Category 5 hurricane, with sustained winds of 160 mph, causing widespread devastation. Blountstown, a self-sufficient town of 3.2 square miles with a population of nearly 3,000, was severely impacted. The storm left the town in a state of ruin, with downed power lines and utility poles, widespread roof damage and structural collapse, and roadways obstructed by trees and debris. Notably, ancient pine trees, some over 200 years old, were mangled and destroyed.

Grubbs Emergency Services mobilized crews and deployed them immediately following the storm's departure to expedite community restoration. Due to the extensive destruction, Grubbs volunteered three days of service to clear roadways and power lines. At this time, no monitoring company was involved.

Grubbs Emergency Services cleared roadways and power lines, removed debris from canals and lakes, extracted stumps, demolished residential and commercial structures, and addressed hazardous hanging and leaning trees. This project, which exceeded $5 million in billed services, was completed within 180 days.

Project: Hurricane Irma (September 2017)



On September 10th, 2017, Hurricane Irma made landfall in Monroe County, Florida, as a Category 4 hurricane, causing significant damage throughout the state. Grubbs Emergency Services, LLC, responded to the needs of numerous municipalities, primarily in South Florida, with the Florida Keys experiencing the most severe impact. Grubbs was activated and immediately commenced cleanup and restoration operations to expedite the return to normalcy for affected areas and residents.

Each municipality was assigned a dedicated project manager who maintained consistent communication with the client. Crews were deployed promptly upon issuance of the notice to proceed. The scope of work encompassed clearing roadways to ensure safe passage for emergency vehicles; loading and hauling all eligible vegetative and construction and demolition debris to appropriate disposal sites; removing white goods and hazardous waste; restoring beaches; addressing hazardous trees and limbs; and managing and restoring disposal sites. All operations adhered to FEMA guidelines to ensure reimbursement of costs for the municipalities.

City of Cedar Key	Robert Robinson	P.O. Box 339 Cedar Key, Florida 32625	352-949-0030
City of Dunnellon	Mandy Roberts	20750 River Dr. Dunnellon, FL 34431	352-465-8500
City of Lauderhill	Charles Cuyler	2101 NW 49 Ave, Lauderhill, FL 33313	954-294-3134

City of Leesburg	Neil Gains	550 South 14th St. Leesburg, Florida 34748	352-435-9442
City of Marathon	Carlos Solis	9805 Overseas Hwy, Marathon, FL 33050	305-481-0451
City of Margate	Mark Collins	102 Rock Island Road, Margate, FL 33063	954-972-7586
City of Miramar	Vernon Hargray	13900 Pembroke Road, Bldg L, 2nd Floor Miramar, FL 333217	954-602-3333
Hernando County	Scott Harper	14450 Landfill Rd Brooksville, FL 34614	352-754-4112
Osceola County	Danny Sheaffer	1 Courthouse Square, Kissimmee, FL 34744	407-402-6168
Village of Biscayne Park	Krishan Manners	640 NE 114 Street Biscayne Park, FL 33161	954-401-2182
Neptune Beach	Leon Smith	2010 Forest Ave Neptune Beach FL 32266	904-270-2418
Village of Virginia Gardens	Spencer Deno	6498 NW 38th Terrace, Virginia Gardens, FL 33166	305-905-3236

Project: Hurricane Matthew (October 2016)

Seminole County & The City of Neptune Beach



On October 7th, 2016, Hurricane Matthew barreled along Florida's eastern coast, generating significant damage and widespread flooding due to storm surge, despite not making landfall.

Grubbs Emergency Services, LLC, commenced debris cleanup operations in the City of Neptune Beach on October 8th, 2016. Working in close collaboration with city staff, Grubbs ensured that all requirements were met for full FEMA reimbursement. This project was completed on October 25th, 2016.

Seminole County, after encountering challenges with independent cleanup efforts, engaged Grubbs Emergency Services to complete the task. Grubbs mobilized to the site on October 17th, 2016, and concluded operations on November 13th, 2016.

Neptune Beach	Leon Smith	2010 Forest Ave Neptune Beach FL 32266	904-270-2418

Seminole County	Jeff Waters	1950 FL 419 Longwood FL 32750	407-665-2261

Project: Hurricane Hermine (September 2016)

Hurricane Hermine, the first hurricane to make landfall in Florida since Hurricane Wilma in 2005, developed in the Florida Straits on August 28th, 2016, from a long-tracked tropical wave. On September 2nd, 2016, Hermine made landfall just east of St. Marks, Florida, at peak intensity. The storm toppled trees and utility lines, causing widespread power outages affecting tens of thousands of residents, and tragically resulted in at least one fatality. Hermine's dangerous storm surge and rising tides led to coastal flooding, rendering some roads impassable in multiple counties.



Grubbs Emergency Services was activated in Cedar Key, the Town of Yankeetown, and Hernando County, commencing operations on September 6th, 2016. All three projects were completed within one month. Each project involved debris hauling and the removal of hazardous trees and limbs.

In Hernando County, debris was directly hauled to the final disposal site. The Town of Yankeetown and Cedar Key projects included site management, debris reduction and burning, and restoration of the temporary disposal sites. C&D debris in Cedar Key and Yankeetown was directly hauled to the final disposal site in Levy County.

Hernando County	Scott Harper	14450 Landfill Rd Brooksville, FL 34614	352-754-4112
Cedar Key	Robert Robinson	P.O. Box 339 Cedar Key, Florida 32625	352-949-0030
Yankeetown	Chris	6241 Harmony Lane Yankeetown, Florida 34498	352-682-0062

ICE STORM CLEANUP

Ballard and Hart Counties, Kentucky (Kentucky Transportation Cabinet)
Projects: Cutting, Loading and Hauling of Ice Storm Debris from the KYTC Rights of Way (Feb 2009)
Contact Information: Hart County-Todd Lawler KYTC Superintendent II (270) 524-4421
Ballard County-Kyle Poat KYTC Superintendent II (270) 444-0087

Services Provided:

Grubbs Emergency Services was contracted as a subcontractor to oversee debris operations in Hart County and support those in Ballard County. In Hart County, responsibilities included field operations management and oversight, subcontractor mobilization and payment, scheduling, and liaison services between KYTC and the prime contractor.

Ballard County operations similarly focused on field operations and services, such as the removal of leaning trees, dangerous hanging limbs, and stumps.

Following removal, debris was placed curbside for collection and transport to the TDSRS. Operations were challenged by treacherous conditions in the aftermath of the intense ice storm. Staff contended with inclement weather, rough terrain, and mountainous roadways while hauling debris to the disposal sites.

An unexpected issue was the limited capacity of KYTC-operated temporary dumpsites, which proved insufficient for managing the volume of storm-generated debris. Consequently, Grubbs Emergency Services was tasked with identifying and assisting in the procurement of additional disposal sites. Furthermore, KYTC's monitoring of debris operations with

force account labor hindered efficient scaling of operations and the ability to sustain necessary production rates for timely project completion.

GES promptly addressed each operational challenge with KYTC representatives, developing effective plans and strategies to meet project timelines. In Hart County, over 200,000 cubic yards of debris were removed in less than 30 days. In Ballard County, GES played a key role in the removal of over 300,000 cubic yards. Both projects were completed to the satisfaction of the prime contractor and the applicant.

CATASTROPHIC EVENT DEBRIS REMOVAL



City of Houston, City of Galveston, City of Baytown, Taylor Lake Village, Piney Point Village, Town of El Lago and Village of Nassau Bay, Texas

Projects: Hurricane Ike (2008)
Contact Information: Brian Thomason, Senior V.P. Operations, Grubbs Emergency Services, LLC.

Services Provided



In September 2008, GES was activated to assist with recovery efforts following Hurricane Ike, the most intense hurricane to impact the U.S. coastline since Katrina. Initial operations commenced in the City of Houston, where GES staff were contracted to clear debris from one-quarter of the city limits. Working in the southeastern section, crews processed over 1,000,000 cubic yards of vegetative and C&D debris.

In less than 7 days, GES mobilized over 300 pickup crews and certified over 1,000 haul units. This rapid mobilization capability led to additional contracts for assistance in the City of Baytown and the City of Galveston, the most devastated area. Despite receiving deployment notification late in the workday, GES dispatched fifteen 3- to 5-person crews to Baytown and twenty 3- to 5-person crews to Galveston by 5:00 AM the following morning. Working through the night, the management team recruited available pre-qualified GES subcontractors, exceeding the client's request by deploying over 50 crew members to these areas.

With operations running smoothly, additional requests for assistance were received. Similar to the Galveston and Baytown deployments, GES received an early morning notification for crews in the Village of Piney Point. Within 3 hours, crews were mobilized and operations began.

Mobilization would have been faster, however, Houston traffic and the distance to Piney Point from existing worksites presented challenges. GES was subsequently awarded contracts for Taylor Lake Village, the Village of El Lago, and the Village of Nassau Bay.

Responsibilities in these project areas focused on debris pickup and hauling from the curbside to TDSRS (staging sites were managed by other resources). Most debris consisted of vegetative matter, except in Taylor Lake, Nassau Bay, El Lago, and Galveston, where C&D debris was predominant. C&D debris required direct hauling to appropriate landfills, a task complicated by haul distances and persistent traffic within Houston. Nevertheless, operations were completed on time and to the satisfaction of all clients.

GES was also tasked with removing leaning/dangerous trees and hanging/dangerous limbs in its assigned section of Houston and El Lago. Within 48 hours of receiving the verbal Notice to Proceed, GES mobilized over 120 bucket truck crews. Over 20,000 trees were cleared by trimming limbs and/or removing entire trees, with debris placed curbside for subsequent collection. This work was also completed on schedule and to the client's satisfaction.

All operations were completed within a 90-day timeframe or less. GES collaborated with all clients to conduct additional debris removal passes as needed to meet the needs of their citizens.

TORNADO CLEANUP AND RESTORATION

Town of Lady Lake, Florida
Projects Tornado Cleanup and Debris Management (Feb 2007)
Contact Information: Bill Vance, Town Manager (352) 751-1500



Services Provided

Leveraging a pre-event contract, Grubbs Emergency Services, LLC, responded within hours of the February 1st, 2007, tornado touchdown to assist emergency management and public works staff with damage assessment and initiate cleanup and restoration activities. The disaster tragically resulted in 20 fatalities and caused widespread destruction and damage to hundreds of homes across a four-county area, prompting a federal disaster declaration by FEMA.

GES received the activation call at 4:00 AM and was fully mobilized, staffed, and operational by 8:30 AM. GES was also selected to conduct debris reduction operations through burning. The entire operation was completed within the 30-day schedule.

PUSH AND HAUL OPERATIONS, TDSRS MANAGEMENT

Village of Islamorada
Projects: Hurricanes Dennis, Katrina, Rita, and Wilma (2005)
Contact Information: Zully Hemeyer, Assistant Public Works Director (305) 852-6933

Services Provided

The 2005 Atlantic hurricane season was the most active Atlantic hurricane season in recorded history, repeatedly shattering previous records.



The GES team initiated "Push" operations within 24 hours of the storms moving over the
Keys. In addition to the initial clearing effort, GES operated TDSRS at Islamorada Preserve and Windley Key. Due to sheer physical limitations, neither site was adequate to manage the amount of material generated during the storm.

To ease the burden associated with the management of massive quantities of debris (confined to a small geographic area), GES conducted round-the-clock operations, resolved resident complaints, and supported FDOT operations, all of which facilitated recovery. Once again, mulch operations were a significant component of the restoration process and required frequent truck hauls to transport debris off the island.

Furthermore, GES removed massive quantities of seaweed and transported the debris off-site, including 1,725 tons (Wilma), 1,983 tons (Rita), 1,396 tons (Katrina), and 1,913 tons (Dennis).

DEBRIS REMOVAL, SAND SCREENING, FEMA PUBLIC ASSISTANCE PROGRAM SUPPORT

City of Key West, Florida
Projects: Hurricanes Ernesto (2006); Dennis, Katrina, and Wilma (2005); Charley, Frances, Jeanne, Ivan (2004); Irene (1999); Georges (1998)
Contact Information: Julio Avael, City Manager (305) 292-8100; Fax: (305) 292-8234

Services Provided

Grubbs Emergency Services, LLC responded to Hurricane Georges, a Category 2 storm that created widespread damage throughout The City of Key West. Within 24 hours, GES mobilized privately owned aircraft (at no cost to the city) to conduct a damage assessment and estimate debris quantities. Most of the debris generated following the event was vegetative, with some C&D debris present, due to localized flooding. Quantification of debris was necessary to provide Monroe County and the Florida Division of Emergency Management with initial damage estimates as well as to lend guidance to the city regarding debris management techniques and opportunities.

Estimates were derived using the following methodology:

1) Aerial surveys
2) Windshield surveys
3) Miles of city streets
4) Density of cover prior to the event
5) Population (number of homes)
6) Number of homes that qualify for right-of-entry debris removal operations.
7) Number of debris normally overseen by the City of Key West on an annual basis.
8) Potential for sand screening

In addition to push and haul activities, GES and The City of Key West collaborated closely with the Florida Department of Environmental Protection and FEMA to develop a proposal for beach debris removal. This plan encompassed the removal of debris-laden sand, transport of the sand to a screening area at a city-approved TDSRS, debris removal screening, transport of clean sand back to the beach, and disposal of the screened debris (9,353 tons). This operation was deemed eligible under FEMA's Public Assistance program, with The City of Key West achieving a 97% reimbursement rate within 90 days of the event. Seaweed removal was also significant, with 2,243 tons removed due to Hurricane Rita and 4,332 tons from Hurricane Dennis.



CANAL CLEANUP AND RESTORATION

City of Margate, Florida
Projects: Hurricane Katrina and Wilma Aftermath Canal Cleanup Project (2005-2006)
Contact Information: Roy Brenner; Director, Public Works (954) 972-6454

Services Provided

The City of Margate commissioned GES to conduct a canal debris cleanup and restoration project following damage caused by Hurricanes Katrina and Wilma. The project encompassed the cleanup of approximately 30 miles of canals, waterways, and banks littered with trees and vegetative debris. GES mobilized resources within hours of the storms' passing, swiftly addressing hazards associated with downed debris and minimizing threats to public property. Lightweight barges with knuckle-booms and other waterborne equipment were utilized for the large-scale restoration efforts.

This project presented several challenges, particularly with cost tracking requirements for Natural Resource Conservation Service (NRCS) and FEMA funding prerequisites. GES's first task was to alert the client to FEMA funding options and address conflicting administrative issues across multiple governmental districts. Additional challenges included obtaining right-of-entry clearance from 80 private property owners before initiating canal bank cleanup and restoration.

RED TIDE CLEANUP



Town of Longboat Key, Florida
Project: Red Tide Cleanup (2004, 2005, 2006-2008)
Contact Information: Juan Florensa Director PWD (941) 316-1988

Services Provided

Grubbs Emergency Services, LLC, working with the Town of Longboat Key, aggressively acted to clear canals and island waterways of fish stricken by multiple events of red tide between the years 2004-2006. The response effort required an immediate staff and equipment mobilization to help minimize respiratory irritation among beachgoers, homeowners, and boaters. Within hours GES mobilized a cleanup crew to harvest the dead fish and other marine life. Two harvesters were deployed on the bayside areas of Harbourside Moorings, Country Club Shores, and down into New Pass. Working with the Public Works department, GES transported 165 tons of fish and marine vegetation to the county landfill.

ICE STORM RESPONSE

Arkansas Department of Highway & Transportation, (2001)
Contact Information: Rex Spurlock, Staff Maintenance
Engineer (501) 569-2000

Services Provided

GES responded to the AHTD call for disaster assistance following the 2001 Arkansas ice storm. The event, which blanketed the state with ice, left downed trees and limbs across the state and threatened public safety.



The storm required an immediate response. GES staff and heavy equipment were mobilized within hours along with a local complement of subcontractors/laborers. GES was awarded the bid for two out of the three potential districts, covering approximately 12,000 miles of AHTD rights-of-way. FHWA was the sole funding source for the operation, and all FHWA-ER requirements were successfully implemented. The AHTD, unfamiliar with storms of this magnitude, commended GES's experience addressing the post-storm cleanup. Debris operations included tree trimming, debris consolidation at the right-of-way, pickup and haul, transportation to the temporary debris storage and reduction sites (TDSRS), reduction through open burning, and land application of residual ash.

GES was tasked as a requirement of the contract to select the TDSRS. Many of the 200 plus sites utilized were through lease agreements with private property owners. As with all post-storm events, strict regulatory requirements were implemented. GES staff worked extensively with the Arkansas Department of Environmental Quality (ADEQ) on notification, setbacks, and storage requirements. Notifications were made daily throughout the site selection and final closeout process. Land application of the ash met the department's criteria because the debris consisted of green vegetative material.

At its peak, the removal project consisted of over 300 crews moving approximately 200,000 cubic yards of debris per day during peak operations. The project yielded over five million cubic yards with the operation completed in less than 120 days.

Notably, AHTD did not possess the rigorous documentation requirements to support their claims for reimbursement. Grubbs Emergency Services, LLC, through its data management system, provided the necessary tickets, truck certifications, invoices, daily reports, and project closeout documents to facilitate AHTD obtaining full reimbursement for this operation.

HURRICANE DEBRIS REMOVAL

City of Greenville, Martin County, Town of Williamston, Town of Aulander, Town of Robersonville and the City of Murfreesboro, N.C. (1999) Hurricane Floyd
Contact Information: Don Christopher, Administrator (Williamston) (252) 792-5142
William Pless, Town Administrator, Murfreesboro (252) 398-5904

Services Provided



Hurricane Floyd triggered the third-largest evacuation in U.S. history (behind Hurricane Gustav and Hurricane Rita, respectively), with 2.6 million coastal residents from five states evacuating their homes. Floyd struck the Bahamas at peak strength, causing heavy damage. It then paralleled the East Coast of the United States, causing massive evacuations and costly preparations from Florida through the Mid-Atlantic region. The storm weakened significantly before making landfall in North Carolina as a Category 2 hurricane.

Responding to this event in North Carolina, GES staff faced unique challenges due to the incredible rainfall and flooding. Access to impacted areas was severely hampered, with most areas inaccessible except by boat or helicopter. GES deployed its corporate helicopter to assist the Advanced Management team in accessing these areas. Senior Vice President of Operations, Brian Thomason, a former Deputy Director of Emergency Management in Cumberland County,

N.C., leveraged his relationships with Emergency Management Directors to collaborate on initial damage assessments. Notably, many impacted communities were not under contract; however, this service was provided as a courtesy due to GES's established relationships within the Emergency Management community.

GES eventually contracted with the Cities of Greenville and Murfreesboro, Martin County, and the Towns of Williamston, Aulander, and Robersonville for debris pickup, hauling, and reduction through grinding, as well as mulch disposal. One specialized service provided was the disposal of animal carcasses. The immense flooding significantly impacted the North Carolina poultry, pork, and beef industries due to livestock losses. GES was responsible for the pickup, hauling, and burning of carcasses throughout the contracted areas. These projects, with the unique challenges presented by Hurricane Floyd, were completed on schedule and to the clients' satisfaction.

TORNADO CLEANUP AND RESTORATION

Del City, Oklahoma; Grady County, Oklahoma, (1999)
Contact Information: Board of County Commissioners (405) 224-5211

Services Provided



Grubbs Emergency Services, LLC, responded to the aftermath of an F5 tornado, one of the most destructive events recorded along Tornado Alley. Based on the damage in Del City, Oklahoma, estimated winds were between 260 and 318 mph. Frame and block houses were ripped from foundations, carried considerable distances, and disintegrated; auto-sized missiles were airborne for several hundred feet or more; and trees were debarked.

Immediately following the event, GES conducted a damage assessment and provided the client with estimates for construction and demolition (C&D) debris removal. During the response, GES recognized that Del City was unaware of the funding eligibility for certain affected areas under the FEMA Public Assistance program. For example, hazardous waste abatement, a significant aspect of the City's recovery, required specific handling protocols.

Upon receiving the notice to proceed, mobilization was completed in less than 36 hours. By utilizing local resources and company-owned equipment, a swift mobilization was achieved. GES assisted Del City officials with documentation and reporting procedures necessary to support claims for reimbursement under the FEMA Public Assistance program. Funding requests included debris removal (Category A) and all other eligible categories (B-G).

ICE STORM CLEANUP AND RESTORATION

NC Department of Transportation, 2003, Ice Storm
Services performed included tree trimming and tree removal in Durham, Granville, and Person Counties.
Contact Information: M.A. Harris, Assistant District Engineer (919) 560-5854

Services Provided

Following a crippling ice storm that impacted the State Capitol Region of North Carolina, GES successfully assisted the North Carolina Department of Transportation (NCDOT) with rapid recovery efforts. Through a comprehensive bid process, GES secured contracts covering a three-county region (Durham, Granville, and Person Counties). NCDOT led statewide operations, with many municipalities requiring assistance on their DOT/FED aid roads.

Incorporated in the agreements for Public Assistance operations, NCDOT allowed GES to manage debris with the caveat that DOT/FED Aid roads were pre-identified, and debris operations were tracked, documented, and invoiced separately. GES's proprietary software enabled flawless execution of this task. In cases where roads were incorrectly identified by the municipality or later found to meet FHWA criteria, GES's documentation methodology supported the client's reimbursement claims.

Field operations primarily consisted of cutting, loading, and hauling tree debris that posed a threat to public health and safety. More specifically, these operations involved leaning tree removal, trimming hanging limbs, and stump removal. Notably, in cut, load, and haul operations, debris is not stacked curbside by citizens. This work is more tedious, as the contractor handles denser material, and each tree presents unique circumstances. The overall magnitude and operational complexities of this event created major hurdles for GES regarding project scheduling, production, and management. Nevertheless, GES completed all projects on time and satisfied all contractual obligations with NCDOT.

HURRICANE DEBRIS REMOVAL, BERM RECONSTRUCTION

North Topsail Beach and Surf City, NC, 1998 Hurricane Bonnie, 1996 Hurricanes Fran and Bertha



Services Provided

The Towns of North Topsail and Surf City were hit by three major hurricanes within a two-year period. During recovery efforts, these communities typically performed debris pickup from the curbside, reduction by grinding, and disposal of mulch material. Notably, the community had limited vegetative canopy. The debris encountered consisted primarily of construction and demolition (C&D) debris and sand from the 11-mile berm system along the coastline.

Hurricanes Fran and Bertha severely impacted over two-thirds of the structures in these communities, with many damaged beyond repair. GES collaborated closely with municipal governments, the North Carolina Emergency

Management Agency, and FEMA to facilitate the demolition of condemned structures. GES managed the physical demolition process and ensured compliance with the rigorous documentation requirements, including securing Right of Entry forms, Hold Harmless agreements, and non-duplication of Benefits forms.



The intense storm surge from Hurricanes Bertha, Fran, and Bonnie washed ashore sand from existing beaches and eliminated the protective berm system along the coastline. Emergency berm restoration was highly prioritized to re-establish the barrier protecting beachfront residences and infrastructure. The storm-tossed sand, laden with debris, required transport to a screener for removal of foreign objects. Once the sand was screened, it was transported back to the beach and placed according to specifications. Screened debris was transported to the appropriate disposal facility for final disposition.

After operations for Hurricane Bertha were completed, Hurricane Fran struck six weeks later, impacting the newly constructed berm system. GES's previous berm restoration efforts for Bertha mitigated property damage from Fran. However, the process had to be repeated after Fran's landfall and again two years later following Hurricane Bonnie. GES meticulously documented each process to support the applicant's claims for additional reimbursement.



5.2 PAST PROJECTS 2004-CURRENT

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
Suwannee County FDOT	1109 South Marion Avenue Lake City, FL 32025	Hurricane Helene	Disaster Debris Removal & Management Services	John Couey 386-961-7059	2024	Prime	John Gary Grubbs	47,536	$21,752,040.50
Hamilton County FDOT	1109 South Marion Avenue Lake City, FL 32025	Hurricane Helene	Disaster Debris Removal & Management Services	John Couey 386-961-7059	2024	Prime	John Gary Grubbs	14,334	$18,459,594.50
Lafayette County FDOT	35301 NE 39 Avenue, MS 2402 Gainesville, FL 32609	Hurricane Helene	Disaster Debris Removal & Management Services	Timothy Whitley 352-443-9291	2024	Prime	John Gary Grubbs	8,078	$549,130.00
Cedar key, FL	490 2nd St Po Box 339 Cedar Key, FL 32625	Hurricane Helene	Disaster Debris Removal & Management Services	Jamie McCain 352-949-8049	2024	Prime	John Gary Grubbs	684	$733,315.53
Suwannee County FDOT	1109 South Marion Avenue Lake City, FL 32025	Hurricane Debby	Disaster Debris Removal & Management Services	John Couey 386-961-7079	2024	Prime	John Gary Grubbs	47,536	$2,429,144.50
Madison County FDOT	1109 South Marion Avenue Lake City, FL 32025	Hurricane Debby	Disaster Debris Removal & Management Services	John Couey 386-961-7059	2024	Prime	John Gary Grubbs	18,364	$1,514,540.00
Hamilton County FDOT	1109 South Marion Avenue Lake City, FL 32025	Hurricane Debby	Disaster Debris Removal & Management Services	John Couey 386-961-7059	2024	Prime	John Gary Grubbs	13,471	$239,128.00
Lafayette County FDOT	35301 NE 39 Avenue, MS 2402 Gainesville, FL 32609	Hurricane Debby	Disaster Debris Removal & Management Services	Timothy Whitley 352-443-9291	2024	Prime	John Gary Grubbs	8,640	$2,053,653.50
I-10 Suwannee County FDOT	1109 South Marion Ave., Lake City, FL 32025	Hurricane Idalia	Landfill	John Couey 386-961-7059	2023	Joint Venture	John Gary Grubbs	46,130	$ 3,644,470.45
I-75 Suwannee/Hamilton County JV	1109 South Marion Ave., Lake City, FL 32025	Hurricane Idalia	Disaster Debris Removal & Management Services	John Couey 386-961-7060	2023	Joint Venture	John Gary Grubbs	46,130 & 13,471	$ 9,114,322.00
Lafayette County FDOT, FL	35301 NE 39th Ave. MS 2402, Gainesville, FL 32609	Hurricane Idalia	Disaster Debris Removal & Management Services	Timothy Whitley 352-443-9291	2023	Prime	John Gary Grubbs	8,078	$ 18,777,094.52
Yankeetown, FL	6241 Harmony Lane, Yankeetown, FL 34498	Hurricane Idalia	Disaster Debris Removal & Management Services	William Ary 352-462-5421	2023	Prime	John Gary Grubbs	666	$ 56,681.60
Cedar Key, FL	490 2nd St, PO Box 339, Cedar Key, FL 32625	Hurricane Idalia	Disaster Debris Removal & Management Services	Jamie McCain 352-949-8049	2023	Prime	John Gary Grubbs	761	$ 306,408.03

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
Town of Fort Myers Beach, FL (Estero Island Emergency Berm)	2525 Estero Blvd., Fort Myers Beach, FL 33931	Hurricane Ian	Disaster Debris Removal & Management Services	Chadd Chustz 239-287-0536	2023	Prime	John Gary Grubbs	5,251	$ 8,979,946.50
Waste Management of Florida Fort Myers Driver Training Center	11990 FL-82, Fort Myers, FL 33913	Hurricane Ian	Emergency Re-opening of closed and capped landfill	Matt Orr & David Phillips 863-623-7829 & 239287-0305	2022	Prime	John Gary Grubbs	97,372	$ 3,581,723.30
Waste Management of Florida Okeechobee Landfill	10800 NE 128th Ave., Okeechobee, FL 34972	Hurricane Ian	Vegetative Debris Reduction by Incineration	Joe Gagne 954-658-6156	2022	Prime	John Gary Grubbs	5,602	$ 752,652.00
Osceola County BOCC, FL	1 Courthouse Sq., Kissimmee, FL 34741	Hurricane Ian	Disaster Debris Removal & Management Services	Danny Schaeffer 407-742-7752	2022	Prime	John Gary Grubbs	437,784	$ 131,199.56
City of Blountstown, FL	20591 West Central Ave. Blountstown, FL 32424	Hurricane Irma	Disaster Debris Removal & Management Services	Traci Hall 850-674-5488	2018	Prime	John Gary Grubbs	2,326	$ 7,800,000.00
City of Marathon, FL	9805 Overseas Hwy., Marathon, FL 33050	Hurricane Irma	Disaster Debris Removal & Management Services	George Garrett 305-395-1850	2017	Prime	John Gary Grubbs	9,789	$ 11,014,190.56
Hernando County, FL	20 N. Main St. Brooksville, FL 34601	Hurricane Irma	Disaster Debris Removal & Management Services	Mark Collins 352-754-4083	2017	Prime	John Gary Grubbs	172,978	$ 799,918.12
Seminole County, FL	1950 SR 417 Longwood, FL 32266	Hurricane Matthew	Disaster Debris Removal & Management Services	Jeff Waters 407-665-2261	2016	Prime	John Gary Grubbs	448,700	$ 20,000,000.00
City of Neptune Beach FL	112 First St., Neptune Beach, FL 32266	Hurricane Matthew	Disaster Debris Removal & Management Services	Leon Smith 904-270-2423	2016	Prime	John Gary Grubbs	7,267	$ 23,557.24
Yankeetown FL	6241 Harmony Ln., Yankeetown, FL 34498	Hurricane Hermine	Disaster Debris Removal & Management Services	Chris 352-682-0062	2016	Prime	John Gary Grubbs	504	$ 87,159.00
Cedar key, FL	490 2nd St., PO Box 339, Cedar Key, FL 32625	Hurricane Hermine	Disaster Debris Removal & Management Services	Roert Robinson 352-447-2279	2016	Prime	John Gary Grubbs	710	$ 168,560.00
Hernando County, FL	20 North Main St., Brooksville, FL 34601	Hurricane Hermine	Disaster Debris Removal & Management Services	Scott 352-754-4112	2016	Prime	John Gary Grubbs	179,503	$ 57,000.00

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
New Port Richey, FL	7536 State St., New Port Richey, FL 34654	Mulch Haul	Disaster Debris Removal & Management Services	City of New Port Richey 727-853-1016	2012	Prime	John Gary Grubbs	14,849	$ 3,570.00
New York State & New Jersey	110 Fieldcrest Ave. STE 31 2nd Fl. Edison NJ 08837	Superstorm Sandy	Disaster Debris Removal & Management Services	Barbara Growney 908-595-1777	2012	Subcontractor	John Gary Grubbs	19,574,362 & 8,791,894	$ 85,540.00
Pasco County, FL	7536 State St., New Port Richey, FL 34654	Tropical Storm Debbie	Disaster Debris Removal & Management Services	John Powers 727-847-2411	2011	Prime	John Gary Grubbs	469,751	$ 23,197.50
Ballard County-KYTC, KY	547 W. Kentucky Dr., LaCenter, JY 42056	Ice Storm	Disaster Debris Removal & Management Services	Kyle Poat 270-444-0087	2009	Subcontractor	Brian Thomason	5,907	$ 156,000.00
Hart County - KYTC, KY	PO Box 490, Munfordville, KY 77553	Ice Storm	Disaster Debris Removal & Management Services	Todd Lander 270-537-3393	2009	Prime	JR Gray	11,601	$ 959,000.00
Baytown, TX	Municipal Service Center, 2123 Market St., Baytown, TX 77520	Hurricane Ike	Disaster Debris Removal & Management Services	Kaythie Darnell 281-420-6588	2008	Subcontractor	John Gary Grubbs	68,700	$ 159,000.00
El Lago, TX	98 Lakeshore Dr., El Lago, TX 77586-6136	Hurricane Ike	Disaster Debris Removal & Management Services	Brad Emel 281-326-4162	2008	Subcontractor	John Richardson	2,706	$ 135,000.00
Galveston, TX	823 Rosenberg, Galveston, TX 77553	Hurricane Ike	Disaster Debris Removal & Management Services	Kevin Scott 409-797-3574	2008	Subcontractor	John Gary Grubbs	288,643	$ 56,000.00
Houston, TX		Hurricane Ike	Disaster Debris Removal & Management Services	Michael S Marcotte 713-837-0050	2008	Prime	John Gary Grubbs	2,229,199	$ 6,850,000.00
Nassau Bay, TX	18100 Upper Bay Rd., Suite200, Nassau Bay, TX 77058	Hurricane Ike	Disaster Debris Removal & Management Services	Pat Jones 281-333-4211	2008	Subcontractor	John Richardson	10,661	$ 260,000.00
Piney Point Village, TX	7676 Woodway Suite #300 Houston, TX 77063	Hurricane Ike	Disaster Debris Removal & Management Services	Terri Johnson 713-782-0271	2008	Subcontractor	Tommy Dunford	3,125	$ 398,000.00
Taylor Lake Villages, TX	500 Kirby Blvd., Taylor Lake Villages, TX 77586	Hurricane Ike	Disaster Debris Removal & Management Services	City Hall 281-326-2843	2008	Prime	John Richardson	1,792	$ 253,000.00
Lady Lake, FL	405 Fennell Boulevard, Lady Lake, FL 32159	Tornado Cleanup	Disaster Debris Removal & Management Services	CT Eagle 352-751-1526	2007	Prime	Paula Hamilton	13,930	$ 752,000.00

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
Coconut Creek, FL	4800 W. Copans Ave., Coconut Creek, FL 33063	Hurricane Ernesto Mobilization	Disaster Debris Removal & Management Services	Rich Cascio 954-973-6781	2006	Prime	Kelly Underwood	42,440	No Charge Mobilization
Coral Gables, FL	2800 SW 72nd Avenue, Coral Gables, FL 33155	Hurricane Ernesto Mobilization	Disaster Debris Removal & Management Services	Daniel Keys 305-460-5130	2006	Prime	Brian Thomason	44,345	No Charge Mobilization
Coral Gables, FL	2800 SW 72nd Avenue, Coral Gables, FL 33155	Hurricane Wilma	Disaster Debris Removal & Management Services	Daniel Keys 305-460-5130	2006	Prime	Brian Thomason	44,345	$ 6,011,000.00
Key West, FL	525 Angela St, Key West, FL 33041-1409	Hurricane Wilma	Disaster Debris Removal & Management Services	Julio Avael 305-809-3888	2006	Prime	John Richardson	24,679	$ 3,323,000.00
Longboat Key, FL	501 Bay Isles Road, Longboat Key, FL 34228-3196	Red Tide	Disaster Debris Removal & Management Services	Juan Florensa 941-316-1999	2006	Prime	John Richardson	7,555	$ 375,000.00
Miami, FL	1290 NW 20th Street, Miami, FL 33142	Hurricane Wilma	Disaster Debris Removal & Management Services	Mario Soldevilla 305-575-5106	2006	Prime	John Gary Grubbs	446,663	$ 9,446,000.00
Miami, FL	1290 NW 20th Street, Miami, FL 33142	Hurricane Ernesto Mobilization	Disaster Debris Removal & Management Services	Mario Soldevilla 305-575-5106	2006	Prime	Kelly Underwood	446,663	No Charge Mobilization
Tamarac, FL	7525 NW 88th Avenue, Tamarac, FL 33321	Hurricane Ernesto Mobilization	Disaster Debris Removal & Management Services	John Dougherty 954-724-1357	2006	Prime	Brian Thomason	59,162	No Charge Mobilization
Tamarac, FL	7525 NW 88th Avenue, Tamarac, FL 33321	Hurricane Wilma	Disaster Debris Removal & Management Services	John Dougherty 954-724-1357	2006	Prime	Kelly Underwood	59,162	$ 7,170,000.00
Bal Harbour, FL	655 96th Street, Bal Harbour, FL 33154	Hurricane Wilma	Disaster Debris Removal & Management Services	Robert Weldon 305-866-4633	2005	Prime	John Gary Grubbs	3,240	$ 110,000.00
Belle Glade, FL	110 Dr. MLK JR Blvd W, Belle Glade, FL 33430	Hurricane Wilma	Disaster Debris Removal & Management Services	Johnny Gooden 561-996-5865	2005	Prime	Russ Towndrow	17,703	$ 3,000,000.00
Biscayne Park, FL	604 NE Fisher Street, Biscayne Park, FL 33161	Hurricane Wilma	Disaster Debris Removal & Management Services	Caesar Hernandez 305-893-4345	2005	Prime	Kelly Underwood	3,117	$ 1,000,000.00
Coral Gables, FL	2800 SW 72nd Avenue,Coral Gables, FL 33155	Hurricane Katrina	Disaster Debris Removal & Management Services	Daniel Keys 305-460-5130	2005	Prime	Brian Thomason	42,644	$ 4,700,000.00

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
Hallandale Beach, FL	630 NW 2nd Street, Hallandale Beach, FL 33009	Hurricane Wilma	Disaster Debris Removal & Management Services	Earl S. King 954-457-1669	2005	Prime	Kelly Underwood	35,716	$ 3,000,000.00
Islamorada, FL	81990 Overseas Hwy, Islamorada, FL 33036	Hurricane Dennis	Disaster Debris Removal & Management Services	Zully Hemeyer 305-852-6933	2005	Prime	JR Gray	6,566	$ 370,000.00
Islamorada, FL	81990 Overseas Hwy, Islamorada, FL 33036	Hurricane Rita	Disaster Debris Removal & Management Services	Zully Hemeyer 305-852-6933	2005	Prime	JR Gray	6,566	$ 571,000.00
Key West, FL	525 Angela St, Key West, FL 33041-1409	Hurricane Dennis	Disaster Debris Removal & Management Services	Julio Avael 305-809-3888	2005	Prime	Brian Thomason	28,333	$ 1,200,000.00
Key West, FL	525 Angela St, Key West, FL 33041-1409	Hurricane Rita	Disaster Debris Removal & Management Services	Julio Avael 305-809-3888	2005	Prime	John Richardson	28,333	$ 600,000.00
Manalapan, FL	600 S. Ocean Blvd, Manalapan, FL 33462	Hurricane Wilma	Disaster Debris Removal & Management Services	Greg Dunham 561-383-2540	2005	Prime	Brian Thomason	329	$ 70,000.00
Marathon, FL	10045 Overseas Hwy, Marathon, FL 33050	Hurricane Dennis	Disaster Debris Removal & Management Services	Mike Puto 305-289-4130	2005	Prime	Ronnie Richards	9,811	$ 433,000.00
Marathon, FL	10045 Overseas Hwy, Marathon, FL 33050	Hurricane Katrina	Disaster Debris Removal & Management Services	Mike Puto 305-289-4130	2005	Prime	Ronnie Richards	9,811	$ 278,000.00
Marathon, FL	10045 Overseas Hwy, Marathon, FL 33050	Hurricane Rita	Disaster Debris Removal & Management Services	Mike Puto 305-289-4130	2005	Prime	Ronnie Richards	9,811	$ 253,000.00
Marathon, FL	10045 Overseas Hwy, Marathon, FL 33050	Hurricane Wilma	Disaster Debris Removal & Management Services	Mike Puto 305-289-4130	2005	Prime	Ronnie Richards	9,811	$2,700,00
Margate, FL	5790 Margate Boulevard, Margate, FL 33063	Hurricane Katrina	Disaster Debris Removal & Management Services	Roy Brenner 954-972-8126	2005	Prime	Kelly Underwood	55,237	$ 9,000,000.00
Margate, FL	5790 Margate Blvd Margate, FL 33063	Hurricane Wilma	Disaster Debris Removal & Management Services	Sam May Asst., P W Director 954-972-6454	2005	Prime	John Gary Grubbs	55,237	$ 7,225,167.00

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
Margate, FL	5790 Margate Blvd Margate, FL 33063	Hurricane Rita	Disaster Debris Removal & Management Services	Sam May Asst., P W Director 954-972-6454	2005	Prime	John Gary Grubbs	55,237	$ 1,474,751.88
Miami Dade, FL	1290 NW 20th Street, Miami, FL 33142	Hurricane Katrina	Disaster Debris Removal & Management Services	Mario Soldevilla 305-575-5106	2005	Prime	Kelly Underwood	2,395,071	$ 7,800,000.00
Miami Dade, FL	1290 NW 20th Street, Miami, FL 33142	Hurricane Wilma	Disaster Debris Removal & Management Services	Mario Soldevilla 305-575-5106	2005	Prime	Kelly Underwood	2,395,071	$ 9,500,000.00
Miami Lakes, FL	1290 NW 20th Street, Miami, FL 33142	Hurricane Wilma	Disaster Debris Removal & Management Services	Alex Rey 305-364-6100	2005	Prime	Brian Thomason	22,124	$ 1,700,000.00
Miami Lakes Park, FL	15700 NW 67th Ave., Miami Lakes, FL 33014	Hurricane Wilma	Disaster Debris Removal & Management Services	Alex Rey 305-364-6100	2005	Prime	Brian Thomason	22,124	$ 340,000.00
Newton County, TX		Hurricane Rita	Disaster Debris Removal & Management Services		2005	Prime	Kelly Underwood	14,625	$ 39,000.00
Orange City, TX	1413 N. 20th St., Orange, TX 77631	Hurricane Rita	Disaster Debris Removal & Management Services	Jim Wolfe 409-883-1965	2005	Prime	Kelly Underwood	20,000	$ 376,000.00
Pembroke Pines, FL	10100 Pines Boulevard, Pembroke Pines, FL 33026	Hurricane Wilma	Disaster Debris Removal & Management Services	Paul Edelstein 954-437-1116	2005	Prime	Kelly Underwood	149,250	$ 785.00
Tamarac, FL	7525 NW 88th Avenue, Tamarac, FL 33321	Hurricane Wilma	Disaster Debris Removal & Management Services	John Dougherty 954-724-1357	2005	Prime	Kelly Underwood	59,162	$ 7,100,000.00
Tamarac Canals, FL	7525 NW 88th Avenue, Tamarac, FL 33321	Hurricane Wilma	Disaster Debris Removal & Management Services	John Dougherty 954-724-1357	2005	Prime	Kelly Underwood		$ 2,100,000.00
University of Miami, FL	1535 Levante Avenue, Coral Gables, FL 33146	Hurricane Katrina	Disaster Debris Removal & Management Services	Alan Webber 305-284-2551	2005	Prime	Brian Thomason		$ 416,000.00
University of Miami, FL	1535 Levante Avenue, Coral Gables, FL 33146	Hurricane Wilma	Disaster Debris Removal & Management Services	Alan Webber 305-284-2551	2005	Prime	Brian Thomason		$ 237,000.00

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
Altamonte Springs, FL	225 Newburyport Ave, Altamonte Springs, FL 32701	Hurricane Charley	Disaster Debris Removal & Management Services	Jim Wickert 407-571-8080	2004	Prime	Kelly Underwood	41,628	$ 2,400,000.00
Avon Park, FL	2301 US 27 South, Avon Park, FL 33825	Hurricane Jeanne	Disaster Debris Removal & Management Services	Ted Long 863-452-4427	2004	Prime	Ronnie Richards	8,712	$ 420,000.00
Belle Glade, FL	110 Dr. MLK JR Blvd W, Belle Glade, FL 33430	Hurricane Frances	Disaster Debris Removal & Management Services	Johnny Gooden 561-996-5865	2004	Prime	Russ Towndrow	17,756	$ 1,500,000.00
Belleview, FL	5343 SE Abshier Blvd, Belleview, FL 34420	Hurricane Frances	Disaster Debris Removal & Management Services	Dennis Monroe 352-245-7021	2004	Prime	Brian Thomason	4,127	$ 348,000.00
Clay County, FL	3545 Rosemary Hill Road, Green Cove Springs, FL 32043	Hurricane Frances	Disaster Debris Removal & Management Services	Alan Altman 904-284-6378	2004	Prime	John Gary Grubbs	163,238	$ 260,000.00
Coconut Creek, FL	4800 W. Copans Ave., Coconut Creek, FL 33063	Hurricane Frances	Disaster Debris Removal & Management Services	Rich Cascio 954-973-6781	2004	Prime	Kelly Underwood	48,759	$ 482,000.00
Coconut Creek, FL	4800 W. Copans Ave., Coconut Creek, FL 33063	Hurricane Jeanne	Disaster Debris Removal & Management Services	Rich Cascio 954-973-6781	2004	Prime	Kelly Underwood	48,759	$ 12,495.00
Coral Springs, FL	9551 West Sample Road, Coral Springs, FL 33065	Hurricane Frances	Disaster Debris Removal & Management Services	Angelo Salomone 954-344-1100	2004	Prime	Brian Thomason	127,533	$ 1,600,000.00
Dade City, FL	14150 5th Street, Dade City, FL 33526-1355	Hurricane Jeanne	Disaster Debris Removal & Management Services	Raymond E. Timer 352-521-1494	2004	Prime	Paula Hamilton	7,175	$ 200,000.00
DeSoto County, FL	201 E Oak Street, Arcadia, FL 34266	Hurricane Charley	Disaster Debris Removal & Management Services	Jan Brewer 863-993-4800	2004	Prime	JR Gray	33,895	$ 30,000,000.00
Dunnellon, FL	12014 S. Williams St, Dunnellon, FL 34432	Hurricane Frances	Disaster Debris Removal & Management Services	Bill Baily, Chief Joe Campfield 352-465-8595	2004	Prime	Brian Thomason	1,916	$ 205,000.00
Flagler County, FL	1200 E. Moody Blvd, Bunnell, FL 32110	Hurricane Jeanne	Disaster Debris Removal & Management Services	Doug Wright 904-437-7381	2004	Prime	Russ Towndrow	126,705	$ 419,000.00

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
GulfStream, FL	100 Sea Road, Gulf Stream, FL 33483	Hurricane Frances	Disaster Debris Removal & Management Services	William Koch 561-276-5116	2004	Prime	Brian Thomason	748	$ 60,000.00
Highland Beach, FL	3614 S. Ocean Blvd.Highland Beach, FL 33487	Hurricane Frances	Disaster Debris Removal & Management Services	Jenny Cheretis 561-278-4548	2004	Prime	John Gary Grubbs	4,191	$ 32,000.00
Lake County, FL	315 W. Main Street, Room 416, Tavares, FL 32778	Hurricane Frances	Disaster Debris Removal & Management Services	Donna Thielhart 352-760-7800	2004	Prime	Russ Towndrow	254,625	$ 17,000,000.00
Lauderdale by the Sea, FL	4501 Ocean Drive, Lauderdale by the Sea, FL 33308	Hurricane Frances	Disaster Debris Removal & Management Services	William Mason 954-776-0576	2004	Prime	Brian Thomason	5,975	$ 25,000.00
Leesburg, FL	501 West Meadow Street, Leesburg, Fl 34749	Hurricane Frances	Disaster Debris Removal & Management Services	William Pfeilsticker 352-728-9720	2004	Prime	Kelly Underwood	18,063	$ 804,000.00
Longboat Key, FL	501 Bay Isles Road, Longboat Key, FL 34228-3196	Hurricane Frances	Disaster Debris Removal & Management Services	Juan Florensa 941-316-1999	2004	Prime	Kelly Underwood	7,613	$ 22,000.00
Marathon & Marathon Manor, FL	10045-55 Overseas Hwy. Marathon, FL. 33050	Hurricane Frances	Disaster Debris Removal & Management Services	Zully Willaims-Heymer 305-743-0033	2004	Prime	Brian Thomason	9,974	$ 85,000.00
Marion County, FL	412 S.E. 25th Ave., Ocala, FL 34471	Hurricane Frances	Disaster Debris Removal & Management Services	Dr. Larry Thacker 352-671-8350	2004	Prime	Brian Thomason	291,164	$ 7,700,000.00
Marion County, FL	412 S.E. 25th Ave., Ocala, FL 34471	Hurricanes Jeanne	Disaster Debris Removal & Management Services	Mounir Bouyounce 352-671-8350	2004	Prime	Brian Thomason	291,164	$ 17,800,000.00
McIntosh, FL	P.O. Box 165, McIntosh, FL 32664	Hurricane Frances	Disaster Debris Removal & Management Services	Debbie Miller 352-591-1047	2004	Prime	Brian Thomason	487	$ 218,000.00
Neptune Beach, FL	116 First Street, Neptune Beach, FL 32266	Hurricane Frances	Disaster Debris Removal & Management Services	Leon Smith 904-270-2423	2004	Prime	John Richardson	7,158	$ 100,000.00
New Port Richey, FL	6420 Pine Hill Road, New Port Richey, FL 34668	Hurricane Jeanne	Disaster Debris Removal & Management Services	Thomas O'Neil 727-841-4536	2004	Prime	John Gary Grubbs	16,544	$ 158,000.00

Project Location	Address	Disaster Event	Work Completed	Client Contact	Notice to Proceed	Project Role	Project Manager	Population	Dollar Value of Contract
North Port, FL	5650 North Port Blfd., North Port, FL 34287	Hurricane Charley	Disaster Debris Removal & Management Services	Henry L. Jenkins 941-423-3100	2004	Prime	Ronnie Richards	35,142	$ 855,000.00
Osceola County, FL	Courthouse Square, Suite 2300 Kississimmee, FL 34741	Hurricane Charley	Disaster Debris Removal & Management Services	Danny Sheaffer 407-343-3125	2004	Prime	Kelly Underwood	216,541	$ 21,072,553.01
Palm Beach Gardens, FL	3704 Burns Road, Palm Beach Gardens, FL 33410	Hurricane Frances	Disaster Debris Removal & Management Services	David Reyes 561-775-8274	2004	Prime	JR Gray	44,014	$ 4,600,000.00
Pasco County, FL	8744 Government Drive, New Port Richey, FL 34654	Hurricane Jeanne	Disaster Debris Removal & Management Services	Emergency Management Office 727-847-8194	2004	Prime	Paula Hamilton	401,648	$ 2,600,000.00
Pasco County, FL	8744 Government Drive, New Port Richey, FL 34654	Hurricane Frances	Disaster Debris Removal & Management Services	Emergency Management Office 727-847-8194	2004	Prime	Paula Hamilton	401,648	$ 384,463.00
Punta Gorda, FL	326 W. Marion Avenue, Punta Gorda, FL 33950	Hurricane Charley	Disaster Debris Removal & Management Services	Davy Drury 941-575-5580	2004	Prime	Russ Towndrow	17,472	$ 4,300,000.00
Seminole Co./Lake Mary Site, FL	150 Bush Blvd, Sanford, FL 32773	Hurricane Jeanne	Disaster Debris Removal & Management Services	David Gregory 407-665-7681	2004	Prime	John Gary Grubbs	395,230	$ 25,000,000.00
St. Cloud, FL	1300 Ninth Street, St. Cloud, FL 34769	Hurricane Charley	Disaster Debris Removal & Management Services	Bridget Pell 407-957-7212	2004	Prime	John Gary Grubbs	24,246	$ 2,395,000.00
Stuart, FL	121 Flagler Avenue, Stuart, FL 34994	Hurricane Frances	Disaster Debris Removal & Management Services	Sam Peterson 772-288-5300	2004	Prime	Brian Thomason	15,731	$ 1,900,000.00
Tamarac, FL	7525 NW 88th Avenue, Tamarac, FL 33321	Hurricane Frances	Disaster Debris Removal & Management Services	John Dougherty 954-724-1357	2004	Prime	Kelly Underwood	58,455	$ 319,000.00
Winter Park, FL	401 Park Avenue South, Winter Park, FL 32789	Hurricane Charley	Disaster Debris Removal & Management Services	John Holland 407-599-3235	2004	Prime	John Gary Grubbs	28,069	$ 15,000,000.00
Winter Springs, FL	1126 E. SR 434, Winter Springs, FL 32708	Hurricane Charley	Disaster Debris Removal & Management Services	Michelle Greco 407-327-5960	2004	Prime	Kelly Underwood	32,065	$ 6,253,000.00

5.3 REFERENCES

1. Municipality: City of Marathon

a. Name and location of the project: Request for Proposal Disaster Debris Removal & Management Services, City of Marathon, FL
b. Detailed description of the comparable project: Disaster debris removal and management services following Hurricane Irma, including right-of-way clearance, debris staging at temporary debris storage and reduction sites (TDSRS), and final disposal of vegetative debris and construction and demolition (C&D) debris. This project involved a rapid response and large-scale cleanup effort across the City of Marathon.
c. Nature of the firm's responsibility on the project: GES was the prime contractor responsible for all phases of the debris removal operation, including subcontractor management, site safety, documentation, and reporting to the City of Marathon and for FEMA reimbursement.
d. Project Contact: George Garrett, City Manager, 9805 Overseas Hwy., Marathon, FL 33050, (305) 395-1850, garrettg@ci.marathon.fl.us
e. Contract Project Commenced: September 2017
f. Population: 9,789
g. Cost of project: $11,014,190.56
h. Work for which staff was responsible: John G. Grubbs, Managing Member, oversaw all project operations and client communication.
i. Contract Type: Prime
j. Results/deliverables of the project: Debris removal was completed on schedule and within budget, with all work meeting FEMA eligibility requirements. No challenges occurred.

2. Municipality: City of Blountstown, FL

a. Name and location of the project: Emergency Debris & Hazardous Tree, Limb, and Stump Removal Operations, City of Blountstown, FL
b. Detailed description of the comparable project: Following Hurricane Irma, this project focused on right-of-way clearance, debris staging, and disposal of vegetative debris and construction and demolition (C&D) debris to restore access and public safety.
c. Nature of the firm's responsibility on the project: GES was the prime contractor responsible for the execution of all debris removal activities, including subcontractor management, site safety, and reporting to the City of Blountstown.
d. Project Contact: Traci Hall, City Manager, 20591 W. Central Ave., Blountstown, Florida 32424, (850) 674-5488, thall@blountstown.org
e. Contract Project Commenced: October 2018
f. Population: 2,255
g. Cost of project: $7,800,000.00
h. Work for which staff was responsible: John G. Grubbs, Managing Member, oversaw all project operations and client communication.
i. Contract Type: Prime
j. Results/deliverables of the project: Debris removal was completed on schedule and within budget, with all work meeting FEMA eligibility requirements. No challenges occurred.

3. Municipality: Town of Fort Myers Beach, FL

a. Name and location of the project: Estero Island Emergency Berm – Hurricane Ian, Town of Fort Myers Beach, FL
b. Detailed description of the comparable project: Following Hurricane Ian, this project focused on shoreline preservation through the creation of a large beach berm on Estero Island.
c. Nature of the firm's responsibility on the project: GES was the prime contractor responsible for the construction of the emergency berm, including all earthwork, logistics, and coordination with the Town of Fort Myers Beach.
d. Project Contact: Chadd Chustz, Environmental Protection & Manager, 2525 Estero Blvd. Fort Myers Beach, Florida 33931, (239) 462-8127, Chadd@fmbgov.com
e. Contract Project Commenced: February 2023
f. Population: 5,664
g. Cost of project: $8,980,045.00
h. Work for which staff was responsible: John G. Grubbs, Managing Member, oversaw all project operations and client communication.
i. Contract Type: Prime
j. Results/deliverables of the project: The emergency berm was constructed according to specifications and provided the intended shoreline protection. No challenges occurred.

4. Municipality: City of Cedar Key, FL

a. Name and location of the project: Disaster Debris Removal and Disposal Services – Hurricane Idalia, City of Cedar Key, FL
b. Detailed description of the comparable project: Following Hurricane Idalia, this project involved right-of-way clearance, debris staging, and disposal of vegetative debris and construction and demolition (C&D) debris to restore access and public safety in the City of Cedar Key.
c. Nature of the firm's responsibility on the project: GES was the prime contractor responsible for all aspects of the debris removal and disposal operation, including subcontractor management, site safety, and reporting to the City of Cedar Key.
d. Project Contact: Jamie McCain, Public Works Supervisor, 490 Second Street Cedar Key, Florida 32625, (352) 949-8049, jmccain@cedarkey.fl.us
e. Contract Project Commenced: September 2023
f. Population: 720
g. Cost of project: $306,408.03
h. Work for which staff was responsible: John G. Grubbs, Managing Member, oversaw all project operations and client communication.
i. Contract Type: Prime
j. Results/deliverables of the project: Debris removal and disposal were completed on schedule and within budget, with all work meeting FEMA eligibility requirements. No challenges occurred.

5. Municipality: Lafayette County, Florida BOCC

a. Name and location of the project: Contract to Provide Disaster Debris Management Services, Lafayette County, Florida BOCC
b. Detailed description of the comparable project: Following Hurricane Idalia, this project included right-of-way clearance, debris staging, and disposal of vegetative debris and construction and demolition (C&D) debris across Lafayette County.
c. Nature of the firm's responsibility on the project: Grubbs Emergency Services, LLC was the prime contractor responsible for the provision of comprehensive disaster debris management services, including subcontractor management, site safety, and reporting to Lafayette County.
d. Project Contact: Steve Land, Lafayette County Clerk of Court, 120 W. Main St. Mayo, FL 32066, (386) 294-1600, sland@lafayetteclerk.com
e. **Contract Project Commenced**: September 2023
f. Population: 7,786
g. Cost of project: $1,284,590.37
h. Work for which staff was responsible: John G. Grubbs, Managing Member, oversaw all project operations and client communication.
i. Contract Type: Prime
j. Results/deliverables of the project: Debris management services were provided successfully, meeting all contract requirements and deadlines. No challenges occurred.

TAB 6

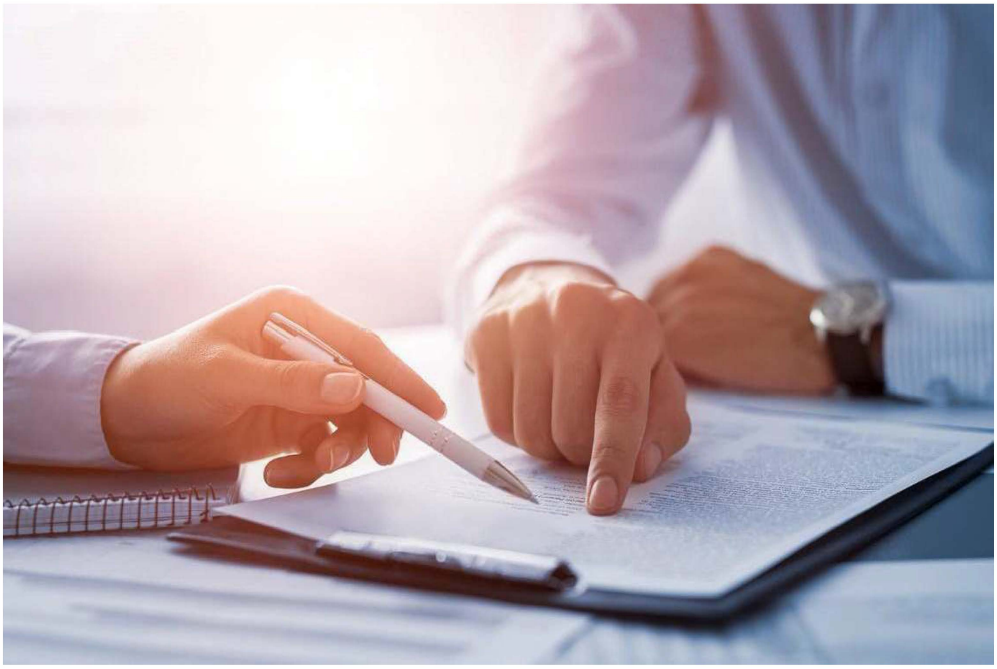
FINANCIAL CAPABILITY

6.1 FINANCIAL CAPABILITIES STATEMENT

Grubbs Emergency Services, LLC, acknowledges the financial information requirements outlined in this RFP and confirms the immediate availability of our most recent audited and reviewed financial statements for your review upon request. We are committed to providing transparent financial documentation to support our proposal.

We recognize the critical importance of financial stability when executing a project of this magnitude. Our most recent financial statements accurately reflect our sound fiscal management and demonstrate our capacity to efficiently manage the financial aspects of disaster debris removal and disposal services. To further demonstrate our financial strength, we have included a letter from our financial institution and a letter affirming our bonding capabilities. These financial documents, supported by the included letters, demonstrate our readiness to meet all financial obligations associated with this undertaking.

Grubbs Emergency Services, LLC, is confident that our comprehensive financial documentation will fully satisfy the due diligence requirements. We are dedicated to upholding responsible financial practices and ensuring the successful completion of this project, consistently delivering exceptional services with unwavering financial integrity.



STERLING SEACREST PRITCHARD

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

813.498.1183 office
813.464.7807 fax

www.sspins.com

March 13, 2025

RE: Grubbs Emergency Services, LLC
Status of Bondability

To Whom It May Concern:

Sterling Seacrest Pritchard is proud to represent Grubbs Emergency Services, LLC. We consider them to be a premier contractor in their field and we do not hesitate to recommend them for your project needs.

Arch Insurance Company has a A.M. Best rating of "A+, XV" and provides a bonding program to Grubbs Emergency Services, LLC with single bond limits up to $20,000,000 and an aggregate program of $30,000,000. These limits are not to be construed as maximums but are established to handle the daily needs of our client.

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

Sincerely,

Sterling Seacrest Pritchard

James C. Congelio

SouthState

March 18, 2025

RE: Grubbs Emergency Services LLC

To Whom It May Concern:

The above-mentioned client has maintained a relationship with SouthState Bank since November of 2017. Since that time, they have maintained their accounts in a satisfactory manner and the average balance is typically in the low 7 figure range. The Bank also has a collateralized loan to the company, which has availability in the low 7 figure range with a current balance in the low 6 figure range.

If you need anything further, please advise.

Thank you.

Sincerely,

James A. Ray, SVP
Area Executive Pinellas County

(727) 210-4956

TAB 7

PROJECT COST

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$11.00	3,940,000	$43,340,000.00
16-30 miles	$11.00	500,000	$5,500,000.00
31-60 miles	$11.00	50,000	$550,000.00
61+ miles	$11.00	10,000	$110,000.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$11.00	50,000	$550,000.00
16-30 miles	$11.00	700,000	$7,700,000.00
31-60 miles	$11.00	700,000	$7,700,000.00
61+ miles	$11.00	50,000	$550,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$11.00	10,000	$110,000.00
16-30 miles	$11.00	90,000	$990,000.00

31-60 miles	$11.00	90,000	$990,000.00
61+ miles	$11.00	10,000	$110,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$13.00	10,000	$130,000.00
16-30 miles	$13.00	90,000	$1,170,000.00
31-60 miles	$13.00	90,000	$1,170,000.00
61+ miles	$13.00	10,000	$130,000.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$5.00	4,400,000	$22,000,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$2.00	50,000	$100,000.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$1.50	50,000	$75,000.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$4.50	100,000	$450,000.00
16-30 miles	$5.00	450,000	$2,250,000.00
31-60 miles	$5.50	450,000	$2,475,000.00
61+ miles	$6.00	120,500	$723,000.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6" to 12" diameter	$75.00	200	$15,000.00
13" to 24" diameter	$100.00	500	$50,000.00
25" to 36" diameter	$150.00	200	$30,000.00
37" to 48" diameter	$200.00	100	$2,000.00
49" and larger diameter	$300.00	50	$15,000.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$250.00	100	$25,000.00
37" to 48" diameter	$350.00	50	$17,500.00
49" and larger diameter	$400.00	50	$20,000.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$20.00	$1.00	TBD

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$25.00	500	$12,500.00
All other white goods	$25.00	500	$12,500.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$20.00	500	$10,000.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$1.00	950	$950.00
Large animals more than 101 pounds	$1.00	50	$50.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$65.00	10,000	$650,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$10.00	1000	$10,000.00

EXHIBIT "A" Price Proposal	**PROPOSER:** Grubbs Emergency Services, LLC
RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES FOR THE CITY OF DESTIN, FLORIDA	
SIGNATURE:	
Date: 04/21/2025	
Name: John G. Grubbs	Address: 13365 W. Hillsborough Ave
Title: Managing Member	City: Tampa State: FL 33635
Telephone: (352) 379-9222	Fax:
Email: ggrubbs@grubses.com	

TAB 8

BUSINESS STRUCTURE

&

PROFESSIONAL REGISTRATION CERTIFICATES

8.1 BUSINESS HISTORY

Grubbs Emergency Services, LLC **12/02 - Present**

Corporate Office: 13365 W. Hillsborough Ave Tampa FL 33635 Contract Office: 16533 Us Hwy 19 Hudson FL 34667

Phone: (352) 279-9222 ~ (877) 478-2271 (GRUBBS-1)

Organization Structure: Limited Liability Company / Partnership

Duns No. 078665090 **CCR/ CAGE No.** 92VJ5 **SAM ID:** TWCRNDDF35L6

Date Incorporated/Organized: 10/2/2002 Wyoming - 2012 in Florida.

State of Incorporation: Florida

FEIN: 32-0383464 ~ **E Verify No**: 590294 **~ www.grubbses.com**

Financial and Banking
Jim Ray
South State Bank, 2100 Main St., Dunedin, FL 34698
P: (727) 614-4321

States registered as a Foreign Corporation - Florida, ~ **Florida Document Number**: L12000097669

Registered Agent	Managing Member	Managing Member	Member
TLH Storm	TLH Storm, LLC 21.25%	JGG, LLC 57.50%	Blackhawk Services, LLC 21.25%
13365 W. Hillsborough Ave Tampa FL 33635	13365 W. Hillsborough Ave Tampa FL 33635	16533 Us Hwy 19 Hudson, FL 34667	13365 W. Hillsborough Ave Tampa FL 33635

Grubbs Emergency Services, LLC, a Florida-based debris management company, has been a trusted partner in disaster recovery for 30 years. Established in 1993 as a division of Grubbs Construction Company, the importance of our disaster recovery services led to the formation of Grubbs Emergency Services, Inc. as a separate entity in October 2000.

Through the years, Grubbs Emergency Services has evolved to best serve the needs of our clients. In 2003, we became Grubbs Emergency Services, LLC of Nevada/Wyoming, and in July 2012, we restructured as a Florida Limited Liability Company operating as a partnership. Today, Grubbs Emergency Services, LLC focuses exclusively on securing disaster debris removal and management contracts within the State of Florida.

With a bonding capacity of up to $30,000,000.00, Grubbs Emergency Services possesses the financial strength to handle large-scale projects. Our dedicated team comprises over 30 full-time staff, approximately 50 seasonal project managers (deployed as needed), and a vast network of subcontractors and day laborers across the United States. We maintain substantial working capital and lines of credit to ensure we can meet the financial demands of any recovery effort. Our strong bonding capabilities further demonstrate our commitment to fulfilling all client obligations.

Sunbiz.org DIVISION of CORPORATIONS an official State of Florida website

Detail by Entity Name

Florida Limited Liability Company
GRUBBS EMERGENCY SERVICES, LLC

Filing Information

Document Number	L12000097669
FEI/EIN Number	32-0383464
Date Filed	07/27/2012
State	FL
Status	ACTIVE

Principal Address

13365 W. HILLSBOROUGH AVENUE
TAMPA, FL 33635

Mailing Address

13365 W. HILLSBOROUGH AVENUE
TAMPA, FL 33635

Registered Agent Name & Address

TLH STORM, LLC
13365 W. HILLSBOROUGH AVENUE
TAMPA, FL 33635

Authorized Person(s) Detail

Name & Address

Title MGRM

TLH STORM, LLC
13365 W. HILLSBOROUGH AVENUE
TAMPA, FL 33635

Title Managing Member

Blackhawk Services, LLC
5422 Bay Center Dr.
Suite 200
Tampa, FL 33609

Title Authorized Representative

Goff, Katie E
13365 W. HILLSBOROUGH AVENUE
TAMPA, FL 33635

Title Managing Member

Grubbs , John G
16533 US Hwy 19
Hudson, FL 34667

Annual Reports

Report Year	Filed Date
2023	01/18/2023
2024	02/06/2024
2025	01/22/2025

Document Images

01/22/2025 -- ANNUAL REPORT	View image in PDF format
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01/18/2023 -- ANNUAL REPORT	View image in PDF format
01/22/2022 -- ANNUAL REPORT	View image in PDF format
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01/08/2015 -- ANNUAL REPORT	View image in PDF format
01/29/2014 -- ANNUAL REPORT	View image in PDF format
01/28/2013 -- AMENDED ANNUAL REPORT	View image in PDF format
01/24/2013 -- ANNUAL REPORT	View image in PDF format
07/27/2012 -- Florida Limited Liability	View image in PDF format

TAB 9

ADDITIONAL INFORMATION

9.1 EQUIPMENT INVENTORY



Grubbs Emergency Services, LLC has an extensive equipment list, including trucks, loaders, dozers, backhoes, track hoes, graders, and specialized equipment such as mobile office trailers, forklifts, air burners, etc. Please reference the equipment list below for available machinery. Grubbs Emergency Services, LLC, also maintains multiple "just in time" rental agreements with **numerous** equipment rental firms (e.g., Sunbelt, Nations Rent, and RSC). Which ensures adequate resources are available when a storm or other disaster-related events occur. Additionally, we have contracts in place with our subcontractors to supplement the inventory listed below.

EQUIPMENT	GES Equipment (6 Hour)	Immediate Contract Support (24 Hour)	Subcontracted / Leased (24-96 Hour)	TOTAL
GROUP I – TRUCKS				
Skid Steer	2	12	20	34
Fuel/Service Trucks	3	8	12	23
Water Trucks	3	2	6	11
Low Boys	3	8	10	21
Flat Bed	2	3	5	10
Bucket Trucks	2	4	100	106
Self-Loading Knuckle boom	10	20	100	130
GROUP II – LOADERS				
Track	2	15	20	37
Tire	5	15	20	40
Knuckle boom	1	2	30	33
GROUP III – TRACKHOES				
Track hoes	2	6	20	28
GROUP IV – GRADERS / SCRAPERS				
Graders	2	2	5	9
GROUP V – SPECIALIZED				
Power Screen	2	2	8	12
Tub Grinder	1	10	16	27
Air Burner	2	2	25	29
Mobile Office Trailers	2	2	6	10
Tractor / Farm Type	2	5	20	27
Sweepers	1	6	6	13
Chippers	2	12	15	29
Forklifts	1	As Required	As Required	
GROUP VI – BOATS				
Weed Harvester	1	1	3	5
Transporter	1	1	3	5
Flats Boat	2	1	3	6

CERTIFICATE OF COMPLETION

THIS IS TO CERTIFY THAT

Melissa Jay Chase

HAS COMPLETED ALL THE REQUIREMENTS OF THE FOLLOWING COURSE

Drug and Alcohol Workplace Safety Training for Drivers

A course addressing the federal driver qualification requirements in Part (39) of the safety regulations, including minimum qualification standards, physical qualification, medical cards, road tests, investigations and inquiries, and DQ files

Issued: 24-03-2025 Certificate ID: 8869521182611742840170 Valid Till: 24-03-2029

CERTIFICATE OF COMPLETION

THIS IS TO CERTIFY THAT

Jessica Anderson

HAS COMPLETED ALL THE REQUIREMENTS OF THE FOLLOWING COURSE

Drug and Alcohol Workplace Safety Training for Drivers

A course addressing the federal driver qualification requirements in Part (39) of the safety regulations, including minimum qualification standards, physical qualification, medical cards, road tests, investigations and inquiries, and DQ files

Issued: 24-03-2025 Certificate ID: 8869631182871742846838 Valid Till: 24-03-2029

CERTIFICATE OF COMPLETION

THIS IS TO CERTIFY THAT

Jessica Anderson

HAS COMPLETED ALL THE REQUIREMENTS OF THE FOLLOWING COURSE

Supervisor 60/60 Drug and Alcohol Training

A course addressing the federal driver qualification requirements in Part (39) of the safety regulations, including minimum qualification standards, physical qualification, medical cards, road tests, investigations and inquiries, and DQ files

Issued: 24-03-2025 Certificate ID: 12569621182871742848334 Valid Till: 24-03-2029

CERTIFICATE OF COMPLETION

THIS IS TO CERTIFY THAT

Melissa Jay Chase

HAS COMPLETED ALL THE REQUIREMENTS OF THE FOLLOWING COURSE

Supervisor 60/60 Drug and Alcohol Training

A course addressing the federal driver qualification requirements in Part (39) of the safety regulations, including minimum qualification standards, physical qualification, medical cards, road tests, investigations and inquiries, and DQ files

Issued: 24-03-2025 Certificate ID: 12569511182611742842069 Valid Till: 24-03-2029

FEMA

NATIONAL DISASTER & EMERGENCY MANAGEMENT UNIVERSITY

This Certificate of Achievement is to acknowledge that

JESSICA D ANDERSON

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

IS-100.c: Introduction to Incident Command System, ICS-100

Jeffrey D. Stern, Ph.D.
Superintendent
National Disaster & Emergency Management University

AUTHORIZED IACET PROVIDER

0.20 IACET CEU

Issued this 8th Day of April, 2025

FEMA

NATIONAL DISASTER & EMERGENCY MANAGEMENT UNIVERSITY

This Certificate of Achievement is to acknowledge that

JESSICA D ANDERSON

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

IS-200.c: Basic Incident Command System

for Initial Response, ICS-200

Jeffrey D. Stern, Ph.D.
Superintendent
National Disaster & Emergency Management University

AUTHORIZED IACET PROVIDER

0.40 IACET CEU

Issued this 9th Day of April, 2025

FEMA

NATIONAL DISASTER & EMERGENCY MANAGEMENT UNIVERSITY

This Certificate of Achievement is to acknowledge that

JESSICA D ANDERSON

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

IS-700.b: An Introduction to the

National Incident Management System

Jeffrey D. Stern, Ph.D.
Superintendent
National Disaster & Emergency Management University

AUTHORIZED IACET PROVIDER

0.40 IACET CEU

Issued this 9th Day of April, 2025

FEMA

NATIONAL DISASTER & EMERGENCY MANAGEMENT UNIVERSITY

This Certificate of Achievement is to acknowledge that

JESSICA D ANDERSON

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

IS-800.d: National Response Framework, An Introduction

AUTHORIZED IACET PROVIDER

0.30 IACET CEU

Issued this 9th Day of April, 2025

Jeffrey D. Stern, Ph.D.
Superintendent
National Disaster & Emergency Management University

The International Society of Arboriculture

Hereby Announces That

Jeffrey M. Washeck

Has Earned the Credential

ISA Tree Risk Assessment Qualification®

By successfully meeting ISA Tree Risk Assessment Qualification certification requirements through demonstrated attainment of relevant competencies as supported by the ISA Credentialing Council

Caitlyn Pollihan
CEO & Executive Director

19 November 2021	19 November 2026
Issue Date	Expiration Date

The International Society of Arboriculture

Hereby Announces That

Jeffrey M. Washeck

Has Earned the Credential

ISA Certified Arborist ®

By successfully meeting ISA Certified Arborist certification requirements through demonstrated attainment of relevant competencies as supported by the ISA Credentialing Council

Caitlyn Pollihan
CEO & Executive Director

11 December 2018	31 December 2025	FL-9429A
Issue Date	Expiration Date	Certification Number

ANAB
ANSI National Accreditation Board
ACCREDITED
ISO/IEC 17024
PERSONNEL CERTIFICATION BODY
#0847
ISA Certified Arborist

Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

March 25,2025

GRUBBS EMERGENCY SERVICES, LLC
13365 W HILLSBOROUGH AVE
TAMPA, FLORIDA 33635

RE: CERTIFICATE OF QUALIFICATION

The Department of Transportation has qualified your company for the type of work indicated below.

FDOT APPROVED WORK CLASSES:
DEBRIS REMOVAL (EMERGENCY)

Unless notified otherwise, this Certificate of Qualification will expire **6/30/2026.**

In accordance with Section 337.14(1), Florida Statutes, an application for qualification must be filed within (4) months of the ending date of the applicant's audited annual financial statements.

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

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

The company may apply for a Revised Certificate of Qualification at any time prior to the expiration date of this certificate according to Section 14-22.0041(3), Florida Administrative Code (F.A.C.), by accessing the most recently approved application as shown above and choosing "Update" instead of "View." If certification in additional classes of work is desired, documentation is needed to show that the company has performed such work.

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

Sincerely,

James E. Taylor II

James E. Taylor II, Prequalification Supervisor
Contracts Administration Office

JTII

TAB 10

REQUIRED PROPOSAL FORMS

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: Grubbs Emergency Services, LLC

Signature: 

Name (type/print): John G. Grubbs

Title: Managing Member

Address: 13365 W. Hillsborough Ave.

City: Tampa State: Florida Zip: 33635

Telephone: 352-279-9222 Fax No.: Date: 04/21/2025

Email Address: ggrubbs@grubbses.com

PRICE PROPOSAL FORM

The Price Proposal Form for RFP # 25-05-PW is attached as EXHIBIT "A".

All Proposers **must fill out the Price Proposal Form** (EXHIBIT "A") and submit the completed and signed form with the Proposal.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

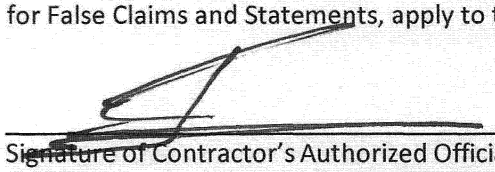
APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, Grubbs Emergency Services, LLC, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official — Date: 04/21/2025

John G. Grubbs, Managing Member

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Grubbs Emergency Services, LLC Date: 04/21/2025

Authorized Signature: _____ Printed Name: John G. Grubbs, Managing Member

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

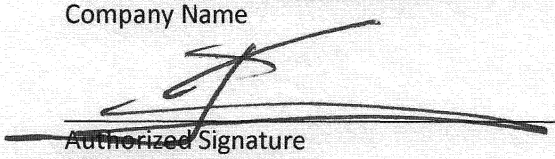
   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Grubbs Emergency Services, LLC
Company Name



~~Authorized~~ Signature

John G. Grubbs, Managing Member
Printed Name

04/21/2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

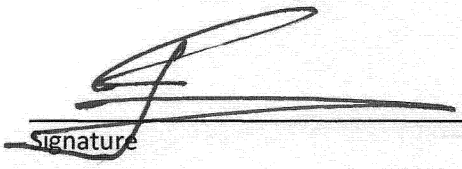
60

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.



Signature

John G. Grubbs, Managing Member

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Grubbs Emergency Services, LLC

Business Address: 13365 W. Hillsborough Ave. Tampa, FL 33635

Street City State Zip

County Business is located in: Hillsborough

Name of Contact Person: John G. Grubbs

Phone: (352) 279-9222 Fax: ( )

Email Address: ggrubbs@grubbses.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (No)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 12 Years 9 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Grubbs Emergency Services, LLC specializes in rapid-response disaster recovery, providing debris management, emergency road clearance, and environmental remediation. Our expert team ensures swift mobilization and efficient service execution, adhering to all regulatory requirements. With a proven track record of reliability, we deliver comprehensive solutions tailored to emergency needs, safeguarding communities and infrastructure.

Will you subcontract any of your work? (Yes*) No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 04/21/2025

Printed Name: John G. Grubbs Title: Managing Member

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Gaston's Tree Debris Recycling, LLC

Business Address: 4190 NW 93rd Ave Gainesville, FL 32653

Street City State Zip

County Business is located in: Alachua

Name of Contact Person: Camilo Fita

Phone: (352) 219-2338 Fax: ( )

Email Address: camilo@gastontdr.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No X

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [X] Over $5,000,000

Age of Business: 52 Years 0 Months

Part B: Project and Work Description

RFP # _____ Project Name: _____

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 04/22/2025

Printed Name: CAMILO FITA Title: VP OF OPERATIONS

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Sunderland Trucking LLC

Business Address: 450 County Rd. 303 Fayette MO 65248

Street City State Zip

County Business is located in: Howard

Name of Contact Person: Joe Sunderland

Phone: (660) 537-0481 Fax: (660) 248 5261

Email Address: joes@sunderlandllc.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (No)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [X]Over $5,000,000

Age of Business: 18 Years _____ Months

Part B: Project and Work Description

RFP # _____ Project Name: _____

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

_____

_____

_____

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Sylvia L Chew Date: 04-24-2025

Printed Name: Sylvia L Chew Title: Agent

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

John G. Grubbs, being first duly sworn, deposes and says that:

1. (S)He is a Managing Member of Grubbs Emergency Services, LLC, the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

(Signature) Managing Member (Title)

Subscribed and Sworn to before me of this 21st day of April, 2025.

(Notary's Signature) Melissa Jay Chase (Notary's Stamped or Printed Name)

MELISSA JAY CHASE
Notary Public - State of Florida
Commission # HH 147871
My Comm. Expires Jul 1, 2025
Bonded through National Notary Assn.

Notary Public, in and for Pasco County,
My commission expires: July 01, 2025

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. RFP-25-05-PW

   for Disaster Debris Management Services.

2. This sworn statement is submitted by Grubbs Emergency Services, LLC
   [name of entity submitting sworn statement]

   whose business address is 13365 W. Hillsborough Ave Tampa, FL 33635
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 32-0383464

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is John G. Grubbs and my relationship to
   [please print name of individual signing]

   the entity named above is Managing Member.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

✓ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) Managing Member (Title)

Subscribed and Sworn to before me of this 21st day of April, 20 25.

(Notary's Signature) Melissa Jay Chase (Notary's Stamped or Printed Name)

MELISSA JAY CHASE
Notary Public - State of Florida
Commission # HH 147871
My Comm. Expires Jul 1, 2025
Bonded through National Notary Assn.

Notary Public, in and for Pasco County,
My commission expires: July 01, 2025

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

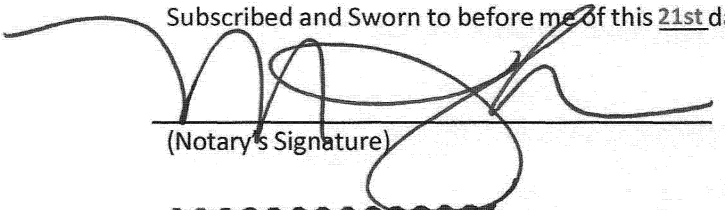
Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.



(Signature)

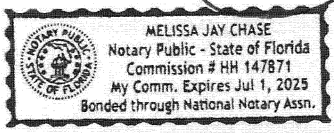
John G. Grubbs, Managing Member
(Title)

Subscribed and Sworn to before me of this 21st day of April, 2025.



(Notary's Signature)

Melissa Jay Chase
(Notary's Stamped or Printed Name)



Notary Public, in and for Pasco County,
My commission expires: July 01, 2025

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I John G. Grubbs (insert name) as Managing Member (insert title) on behalf of Grubbs Emergency Services, LLC (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. Grubbs Emergency Services, LLC (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, Grubbs Emergency Services, LLC (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: John G. Grubbs
Title: Managing Member
Nongovernmental entity: Grubbs Emergency Services, LLC
Date: 04/21/2025

STATE OF Florida
COUNTY OF Pasco

SWORN TO AND SUBSCRIBED before me ✓ in person or _____ remote notarization by John G. Grubbs as Managing Member on behalf of Grubbs Emergency Services, LLC, who is personally known to me or who produced _____ as identification this 21st day of April, 2025.

Notary Public

MELISSA JAY CHASE
Notary Public - State of Florida
Commission # HH 147871
My Comm. Expires Jul 1, 2025
Bonded through National Notary Assn.

(Notary Seal)

ADDENDUM ACKNOWLEDGEMENT

Grubbs Emergency Services, LLC has carefully examined this Request for Proposal (RFP) which includes scope, requirements for submission, general information, and the evaluation and award process.

GES acknowledges that no addenda were received in connection with this RFP.



Looks Great Services®

Disaster Debris Management Services

- RFP No.: **25-05-PW**
- City/County: **City of Destin**
- State: **Florida**
- Bid Date: **5/8/2025**
- Issued By: **City of Destin**



Certified WBENC Women's Business Enterprise

TCIA MEMBER

CERTIFIED ARBORIST ISA

UTILITY SPECIALIST ISA

Looks Great Services of MS, Inc.
1501 Highway 13 North
Columbia, MS 39429
Phone: 601-736-0037
bids@looksgreatservices.com

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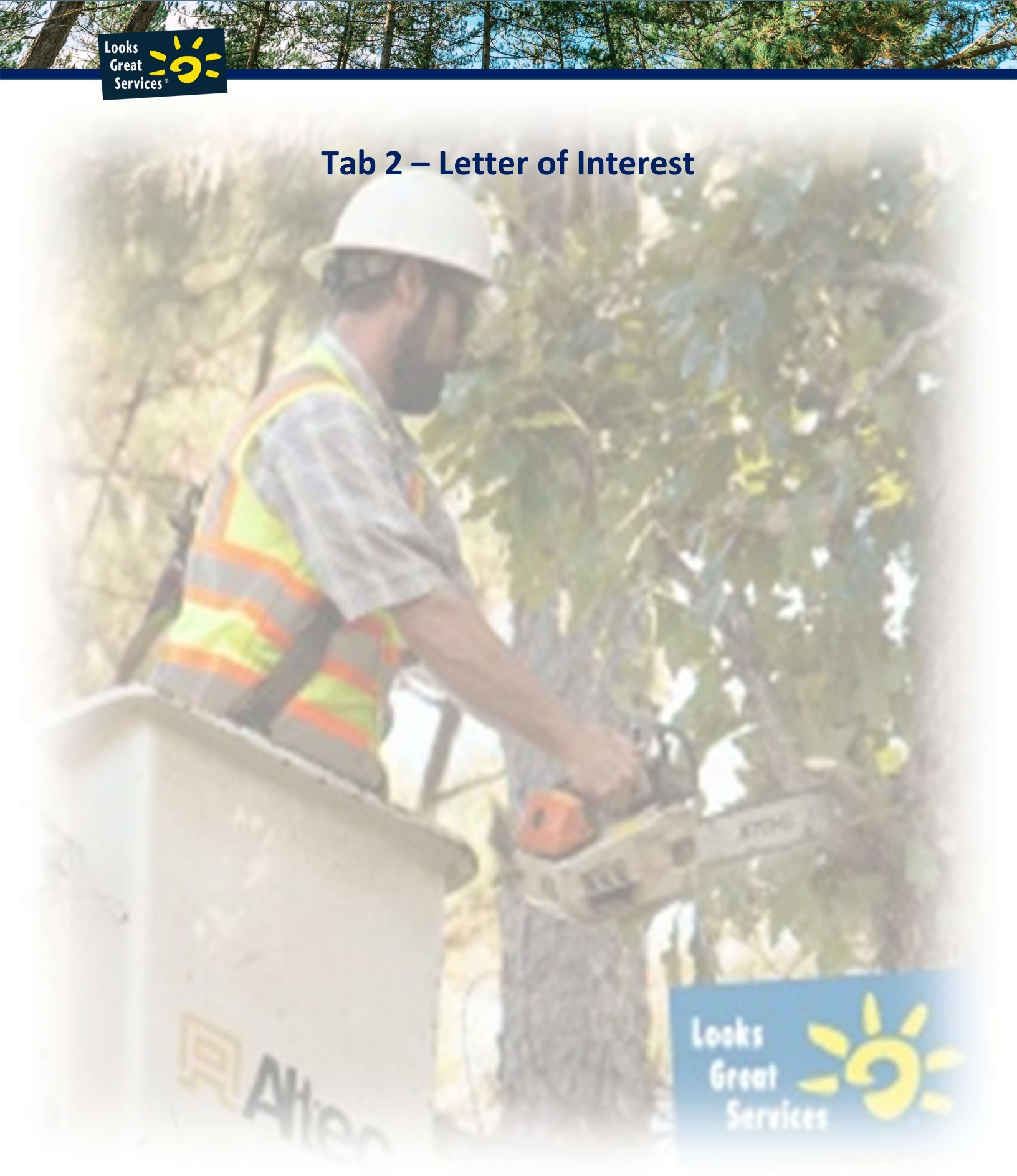


Firm Overview



TDSRS

Synopsis

Year Established:	1999
Legal Status:	Corporation
Date of Incorporation:	November 9, 2011
Current Number of Employees:	228
Bonding Capacity:	$200 Million
Completed Disaster Projects:	120+
Office Responsible for Contract:	Columbia, MS
Office Professional Staff:	22
Primary Contact:	Kristian Agoglia Vice President Ph: 601-736-0037 Fax: 601-736-1924 Email: kristian@looksgreatservices.com



Final Haul-Out

Experienced Management

LGS has more than 200 full-time employees that are managed by several dozen professionals. These professions include degrees in Business and Finance, Occupational Safety, Biology, Emergency and Disaster Management, Construction Management, Civil Engineering, Construction Engineering, Marketing, and Accounting. Members of management are also FEMA trained, NIMS trained, and OSHA Safety training. LGS has a wide array of experience in different geographical areas ranging from Maryland to Kansas and Texas to Florida, and even Puerto Rico.

One of the core strengths of LGS' management is its ability to adapt. One occasion in particular was when a client in Mississippi did not have the local resources to operate its own landfill. LGS managed to hire a local subcontractor to provide oversight services and LGS self-performed the landfill operations. This accomplished multiple things that the client was ecstatic over: landfill operations were unimpeded, local minority subcontractor participation was utilized, and LGS brought a more positive economic impact to the client than was anticipated.

LGS also has a strong commitment to safety. LGS has one of the lowest EMR ratings in its industry and prides itself on maintaining an exceptional safety record. LGS management instills a "Brother's Keeper" mentality in its approach to safety.



Rapid Mobilization

With experience comes knowledge, and this has allowed LGS to evolve its deployment process. By streamlining and pre-planning, LGS can mobilize teams and equipment to predetermined staging areas until the storm passes. Post-storm, these teams can quickly begin assessing the damage and working closely with the client to put together a work plan. LGS can provide significant resources, equipment, and staff within 24 hours of a storm passing. For purposes of this RFP, LGS would deploy equipment and resources from its main office in Columbia.

Commitment

Looks Great Services of MS, Inc. is fully committed to serving the City of Destin with the highest level of professionalism, responsiveness, and dedication throughout the Disaster Debris Management Services Project. We understand the critical importance of rapid, safe, and efficient debris removal in the aftermath of a disaster to protect public safety, restore access, and support community recovery efforts. Our team pledges to work closely with city officials, emergency management personnel, and all stakeholders to ensure seamless coordination, clear communication, and full compliance with FEMA and regulatory requirements. We are committed to maintaining the highest standards of safety, quality, and environmental responsibility in every aspect of our work. Above all, Looks Great Services is dedicated to being a reliable, proactive partner the City of Destin can depend on to deliver results that exceed expectations and contribute to the city's swift and successful recovery.

Summary of Capabilities

Looks Great Services of MS, Inc. offers a comprehensive suite of disaster recovery and debris management services tailored to meet the full spectrum of the City of Destin's emergency response and recovery needs. Our capabilities include pre-disaster management and planning to ensure operational readiness and compliance; FEMA Public Assistance Program guidance to support maximum reimbursement and regulatory compliance; and rapid mobilization for 72-hour emergency road clearance to restore critical access routes. We are equipped to perform vegetative debris removal and construction & demolition (C&D) debris removal from both the right-of-way (ROW) and private property under right-of-entry (ROE) programs, along with complete Temporary Debris Management Site (TDMS) setup, management, and operations. Our services also encompass final debris disposal, hazardous tree removal (leaners), hazardous tree trimming (hangers), stump removals, structural demolition, sand screening and beach restoration, canal and waterway debris removal, vehicle and watercraft removal, white goods disposal, and household hazardous waste (HHW) collection and management. Additionally, we utilize aerial drone technology to provide high-resolution video and imagery damage assessments, enabling more efficient documentation and response coordination. This broad range of in-house capabilities positions Looks Great Services as a turnkey provider ready to handle every aspect of disaster debris management with speed, safety, and accountability.

Why LGS Is The Best Fit

Looks Great Services of MS, Inc. is uniquely qualified to perform the City of Destin's Disaster Debris Management Services Project due to our extensive experience, proven track record, and comprehensive resources dedicated to emergency response operations. With over two decades of successful disaster recovery work across the Gulf Coast and Southeastern United States, we have consistently delivered timely, safe, and compliant debris removal and management services in response to hurricanes, tornadoes, and other catastrophic events. Our company owns and operates a vast fleet of specialized debris removal equipment, maintains a large, pre-qualified workforce, and has an established network of subcontractors to scale operations rapidly when needed. We are fully equipped to meet FEMA, FHWA, and state regulatory requirements, ensuring all documentation, monitoring, and compliance needs are seamlessly handled. Our commitment to safety, accountability, and community-focused service makes Looks Great Services the ideal partner to help the City of Destin recover quickly, efficiently, and responsibly following a disaster.

Tab 3 – Experience and Ability



Organizational Background

The occurrence of storm disasters in the United States has increased sharply in recent years. With the prediction of larger and more destructive storms in the future, Looks Great Services of MS, Inc. has developed quick response teams and a fleet of more than 350 pieces of specialized debris management equipment. Because of our experience in providing equipment and leadership in such emergencies, we are now a part of aiding agencies in the pre-disaster planning process.

In 1999 Looks Great Services, Inc. was founded in New York. The company has recruited, developed, and trained a team of individuals able to respond to client needs in a professional and courteous manner. In spring 2005, Looks Great Services of Charlotte was launched in North Carolina. In addition to the same services offered in New York, Charlotte added the manufacturing of vegetation products, such as mulch and topsoil, and moved into the land clearing/development industry. In spring 2010, Looks Great Services of MS was established opening operations in Columbia, MS and has the designation as a woman-owned small business. The increased demand for companies that provide utility line clearing as well as right-of-way clearing and maintenance in the mid-south region has allowed the company to continue its steady expansion to over 200 full-time employees. With locations in the Northeast, Mid-Atlantic and the Mid-South regions and 25 years of vegetative management experience, we are strategically positioned to provide vegetation services across the East Coast and beyond.

In addition to the LGS equipment, we have pre-approved contractors which will provide immediate additional labor and equipment. We can quickly expand our services to over 1,000 pieces of equipment to meet the requirements necessary to handle any disaster.

From destructive insects to winter ice damage, LGS is prepared to respond to situations anywhere in the United States. Our storm damage relief team is available to townships, cities, counties, and states. In cooperation with other professional organizations, today, LGS is continually asked to provide leadership, equipment, and personnel to aid in vegetation management.

Staff Resumes

Kristian Agoglia

Professional Experience

November 2010 - Present	Looks Great Services of MS, Inc. Vice President

Helped form Looks Great Services of MS, Inc. and participate daily in operations, lead management and procurement duties, and ensure the standards of performance established are continually met by personnel. Has been involved in more than 110 disaster projects since 2002, including simultaneously managing 10+ projects at one time during Sandy in 2012-2013, 5 contracts in 2017 during Hurricane Irma, 6 contracts in 2017 after a string of Mississippi tornadoes, and 11 contracts in 2020 after a tornado/straight-line wind outbreak.

1999 - Present	Looks Great Services, Inc. CEO

Since inception, as owner and CEO of LGS, participated daily in operations, lead management and administrative duties, and ensured the standards of performance established are continually met by personnel.

1990 - 1999	T&K Landscaping Company Partner

Started a small landscaping and lawn maintenance business during high school years. Expanded into tree pruning, maintenance, and removal. Grew business steadily during successful pursuit of bachelor's and master's degrees.

Certifications

ISA Certified Arborist
ISA Certified Utility Arborist
Specialist TCIA Certified Safety
Professional EHAP Training
Certified
OSHA 10 Certification

Education

REGENT UNIVERSITY – Virginia Beach, VA – Master of Divinity – 1999

LIBERTY UNIVERSITY – Lynchburg, VA – Bachelor of Science – 1996

Sean Hunt

Professional Experience

April 2022 - Present — Looks Great Services of MS, Inc.
Executive Vice President/Project Manager

Oversees all facets of Looks Great Services' Emergency Response Division. Coordinates, delegates, and manages the entire life cycle – from procurement to active project closeout to ensure they are on time, within budget, and performed according to specifications. Currently managing a multi-county project for Virginia Department of Transportation from a snowstorm earlier in 2022.

2004 - 2022 — Michael's Tree and Loader Service, LLC
CFO/Vice President

Participated daily in operations, lead management and administrative duties, and ensured the standards of performance established are continually met by personnel. Managed 48 FEMA events including managing crews on multiple, simultaneous events, including 3 parishes during Hurricane Katrina, 3 cities in Connecticut in 2011 and crews on 5 contracts during Hurricane Sandy in 2012-2013. Exceedingly well versed in FEMA rules and guidelines.

Certifications

ISA Certified Arborist
FEMA Debris Management

Education

CHRISTIAN BROTHERS UNIVERSITY – Memphis, TN – B.S. in Science in Biology – 2004

AMERICAN MILITARY UNIVERSTIY – Memphis, TN – M.S. in Emergency and Disaster Management – 2010

Don Lucas

Professional Experience

November 2012 - Present — Looks Great Services of MS, Inc.
Debris Site Manager

Oversee the daily operations for Looks Great Services. Coordinates, delegates, and manages existing projects to ensure they are on time, within budget, and performed according to specifications. Specialized in logistics of material hauled onto and away from dump sites on a production-oriented schedule, and material reduction in Hurricane Sandy. Ensured proper size control and safety of handled material with management of full-scale equipment operations during Hurricane Sandy. Oversaw multiple dump sites after Hurricane Sandy that totaled over 1.1 million cubic yards of debris. Oversaw storm debris cleanup after the Louisville, MS tornado, Itawamba, MS tornado, and the Tupelo, MS tornado for the Mississippi Department of Transportation. Oversaw multiple dumpsites throughout 5 counties in Mississippi during a 2017 tornado outbreak and again in 2020 during a tornado/straight-line wind outbreak. In 2021, managed debris sites in 3 counties in Alabama after Hurricane Zeta.

2006 – November 2012 — Joe McGee Construction
Company Consultant

Collaborated with Vice President, Senior Engineer, and Senior Estimator on project bids, locating fill material sites and researching soils and landscapes. Coordinated project schedules to ensure timely completion and implemented corrective measures for any issues. Monitored job costs with the Senior Estimator to stay within budget and worked with the Senior Engineer to ensure adherence to project plans. Experienced in Federal design/build projects, fostering positive relations with government officials for successful outcomes.

1974 – 2006 — T.L. Wallace Construction Co., Inc.
President

Began early on as a Project Superintendent to eventually become President of the company. Beginning in 1986, responsibilities included overall company management, overseeing of projects, budgets, potential projects, bidding, personnel staffing and equipment management. Contracted over $140 million worth of heavy highway construction projects under contract at one time with MDOT, ALDOT and LDOT. Managed approximately $800 million worth of construction projects with a majority of the work being with MDOT. Oversaw individual projects ranging from $1 million to $25 million. Managed a fleet of 150 pieces of heavy equipment. Initiated and coordinated remarkable hauling of dirt for Nissan site to include 78 trucks in two-mile haul and supporting equipment to place and compact dirt. Managed and coordinated Interstate 10 Emergency Bridge Replacement across Pascagoula River after Hurricane Katrina. Project was complete in 21 days, 10 days ahead of schedule.

Certifications

MDOT Storm Water Management Training Course
Hazardous Materials
Certification
Trenching and Excavating
Training
CPR/First Aid/BBP/AED Certified
OSHA 10/OSHA 30 Certification

Education

PEARL RIVER COMMUNITY COLLEGE – Poplarville, MS – A.A. in Mechanics – 1971

Paul Pickett

Professional Experience

August 2023 – Present — Looks Great Services of MS, Inc.
Project Executive

Oversee the estimates and contract preparation for proposed work. Work in conjunction with the Vice President, Operations Manager, and Field Operations Manager to find, estimate, and procure work. Coordinate scheduling, subcontracting, and co-manage existing projects with the Operations Manager. Assist in local business development and relations. Handles job costs, payment applications, oversees data reconciliation and project management documentation for existing jobs. Manages contracts, subcontracts, and data reconciliation.

June 2012 – August 2023 — MS Department of Public Safety
Director of Construction & Maintenance

Director for all Construction and Maintenance Projects across the State of Mississippi for the Department. Managed all construction work for the department, including writing contracts, estimating, project schedules, reviewing submittals, and closeout of projects. Developed all maintenance schedules and ensured the scheduled activities were done per the schedule for 109 building throughout the State of Mississippi for the department. Managed 18 employees in all districts across the state.

May 2010 – May 2012 — E. Cornell Malone Corp.
Director of Operations

Managed all projects and personnel consisting of over 75 employees. Coordinated work with the project teams, and contractors. Responsible for maintaining work to finish on schedule, coordinated all material and equipment deliveries, produce and maintain schedules, cost reporting, and invoicing.

May 2007 – May 2010 — W.G. Yates and Sons Construction, Inc. Senior Project Manager

Worked in the commercial construction division managing projects anywhere from $500,000 thousand to $55 million. Responsible for managing multiple projects simultaneously, including project buyout, writing subcontracts, developing and maintaining project schedules, cost management, change orders, subcontractor coordination, submittals, and project closeout.

January 2001 – May 2007 — Skanska USA Building Inc. Project Manager

Worked in the commercial construction division managing projects anywhere from $50 million to $120 million. Responsible for project buyout, writing subcontracts, developing and maintaining project schedules, cost management, change orders, subcontractor coordination, submittals, and project closeout. Was the Project Manager for the Center of Disease Control Emergency Operations Center which was a $120 million dollar project that won the 2006 Project of the year award.

Certifications

First Aid/CPR Certified
OSHA 10 Certification

Education

PEARL RIVER COMMUNITY COLLEGE – Poplarville, MS – Construction Management
UUNIVERSTIY OF SOUTHERN MISSISSIPPI – Hattiesburg, MS – Construction Management

Max Elkins

Professional Experience

May 2023 - Present — Looks Great Services of MS, Inc.
Executive Director of Contracting

Serves and oversees the bidding & estimating division to ensure the accuracy and efficiency of all processes, driving the company's success in securing contracts and maximizing profitability. Additionally, involved in the management of the utility division, handling contract negotiations, data collection, job cost accounting, and fostering strong customer relations. Current role extends to overseeing the financial data of 10 utility contracts spanning across the Southeast United States, ensuring meticulous financial management and strategic decision-making to achieve organizational objectives.

January 2022 – May 2023 — HORNE, LLP
Auditor

Responsibilities included performing detailed examinations of financial statements, transaction records, and internal control systems to ensure compliance with regulatory standards and company policies. Actively participated in planning audit procedures, including risk assessment and materiality determination, to tailor a unique approach to each client. Conducted fieldwork, gathering evidence through interviews, observation, and analysis, and documented my findings for review by managers and partners. Additionally, worked closely with clients to address any discrepancies or concerns, providing guidance on improving internal processes and controls.

Education

UNIVERSITY OF SOUTHERN MISSISSIPPI – Hattiesburg, MS – B.S. in Accountancy – 2022

Adam Ham

Professional Experience

September 2023 – Present

Looks Great Services of MS, Inc.
Project Manager

Serves as a Project Manager/Estimator/Sales Director at Looks Great Services of MS. Here, he played a pivotal role in managing a $30 million contract for the cleanup of Hurricane Idalia in Lake City, Florida. He led project management efforts, including estimation, scheduling, resource allocation, data entry, and quality control. Additionally, he developed and maintained strong client relationships, resulting in increased sales and repeat business. Adam's skill set includes expertise in operations management, project management, quality control, estimation, and cost analysis. He is also proficient in sales, business development, client relationship management, leadership, team building, communication, and negotiation.

May 2016 - September 2023

DHAM Construction
Director of Operations and Quality Control Manager

He served as the Director of Operations and Quality Control Manager for DHAM Construction. In this role, he oversaw daily operations and managed multiple projects simultaneously, ensuring timely completion and adherence to quality standards. He implemented and enforced quality control measures, enhancing project efficiency and customer satisfaction. Furthermore, he successfully managed multimillion-dollar projects, contributing to the company's annual revenue growth.

Certifications:
OSHA Code 29 CFR1910.120 Hazwoper
Disaster Recovery Awareness
Disaster Management for Electric Power Systems
Debris Management Planning

Melvin Sorto

Professional Experience

November 2001 - Present — Looks Great Services, Inc.
Field Field Operation
Manager

Began as an equipment operator from 2001-2004. Operated stump grinder, wheel loader, chip truck, whole tree chipper, and grapple truck. In 2004 became foreman and aerial lift operator. Beginning in 2006, became a contract administrator and field operation manager. Responsibilities include overseeing multiple crews across multiple existing jobs, coordinating and hiring crews for existing jobs, managing equipment fleet, pricing proposed contracts, business development, contract negotiations, and scheduling work. Has been involved in managing field crews on more than 50 FEMA contracts since 2002. Successfully lead field operations in 2018 in Puerto Rico after Hurricane Maria.

1998-2001 — Tiff Co, Inc.

Certifications

EHAP Certification
ATSA Certified Instructor
Railroad Worker Certification
First Aid/CPR Certified
OHSA 10 Hour Certification
CDL Class A

Hugo Espinoza

Professional Experience

December 2013 - Present — Looks Great Services of MS, Inc.
Field Supervisor

Began as an equipment operator. Operated stump grinder, wheel loader, chip truck, whole tree chipper, and grapple truck. Became foreman and aerial lift operator. In 2013, became a field manager. Responsibilities include overseeing multiple crews and ensuring jobs are completed on time and to specifications.

Dec. 2008 – Dec. 2013 — Looks Great Services, Inc.
Foreman

Began as an equipment operator. Operated stump grinder, wheel loader, chip truck, whole tree chipper, and grapple truck. Became foreman and aerial lift operator. Transferred to Mississippi in 2013. Responsibilities included overseeing the crew and ensuring jobs are completed on time and to specifications.

Certifications

OSHA 10 Certification
EHAP Certification
First Aid/CPR Certification

Juan Fernandez

Professional Experience

September 2013 - Present — Looks Great Services of MS, Inc.
Field Supervisor

Began as foreman and aerial lift operator. In 2014, became a field supervisor. Responsibilities include overseeing multiple crews and ensuring jobs are completed on time and to specifications.

Certifications

OSHA 10 Certification
EHAP Certification
First Aid/CPR Certified

Sebastian Chavez Martinez

Professional Experience

April 2014 - Present — Looks Great Services of MS, Inc.
Supervisor

Began as bucket truck operator and became operator and supervisor of line clearance. Currently has responsibilities as supervisor of disaster recovery and FEMA work. Responsibilities include overseeing multiple crews and ensuring jobs are completed on time and to specifications.

April 2010 – March 2014 National Grid and Long Island Power Authority
Operator and Supervisor
Began as a utility line operator and became supervisor for substations.

2004 – March 2010 Various Construction Industries
Crew Worker in Landscaping Maintenance and Construction

Spencer Stovall

Professional Experience

July 2023 – Present

Looks Great Services of MS, Inc.
Project Manager

Acts as the Project Manager/Estimator/Sales Director at Looks Great Services of MS. In this capacity, he was instrumental in overseeing a $30 million contract for Hurricane Idalia cleanup in Lake City, Florida. He directed project management activities such as estimation, scheduling, resource allocation, data entry, and quality control. Moreover, he fostered and maintained strong client relationships, which resulted in increased sales and repeat business. Spencer's expertise spans operations management, project management, quality control, estimation, and cost analysis. Additionally, he excels in sales, business development, client relationship management, leadership, team building, communication, and negotiation.

May 2020 – July 2023

Debris Tech
Project Manager

Manage Disaster Debris Related Projects consisting of $15 million or less. Oversaw all aspects of the job. Coordinated debris cleanup, hauling routes, debris separation, TDMS site management, costs controls, schedules, and communication with the clients. Tracked number of debris hauled and separated accordingly. Served as a liaison between City/County, State, FEMA officials, and the field operations to ensure safe and efficient operations as well as updates on progress of the cleanup efforts.

December 2019 – March 2020

Dungan Engineering
Surveyor

Successfully conducted several land and boundary surveys for various projects, utilizing advanced surveying instruments to collect precise data on land features. Ensured accuracy and regulatory compliance by analyzing survey data, producing detailed CAD reports, and resolving boundary discrepancies through thorough research. Collaborated closely with engineers, architects, and construction managers, providing essential survey insights and maintaining clear communication with clients and government agencies. Involved in the planning and managing of survey projects, supervising field teams, and implementing quality control measures. Addressed challenges with critical thinking, resulting in successful project completion, enhanced client relationships, and consistently high-quality survey results.

Education

JONE COLLEGE – Ellisville, MS – Associate of Arts – 2019
UNIVERSITY OF SOUTHERN MISSISSIPPI – Construction Management – 2019 – Present

Certifications

Haz whopper 40 Hour
Disaster Recovery Awareness
Disaster Management for Electric Power Systems
Debris Management Planning

Subcontractor Plan

Corporate Policy

As a Woman-Owned Business and DBE, Looks Great Services of MS, Inc. (LGS), in efforts to ensure compliance with FAR Part 19, although as a small business we are not required to do so, and in anticipation of similar requirements as are contained in this solicitation, has previously developed this Local and Small Business Participation Plan (LSBPP) for implementation during operations. This LSBPP shall be made part and included in any subsequent subcontracts let by LGS where FAR Part 19 applies. In conjunction with this LSBPP, for each contract subject to the FAR, LGS shall develop a contract specific Small Business Subcontracting Plan (SBSP) to ensure compliance and make each subsequent SBSP be attached hereto as a supplement to this LSBPP.

LGS' corporate policy is that all business, whether large or small, be afforded an opportunity for full participation in the free enterprise system, and to implement this policy, LGS is committed to promoting full and equitable participation by qualified small business in the provision of goods and services to the City of Destin through subcontract to LGS.

In compliance with FAR Part 19, the LSBPP includes, at a minimum:

1) Each subcontracting plan required under 19.702(a)(1) and (2) must include –

    i) Separate percentage goals for using small business concerns and small disadvantaged business concerns as subcontractors;
    ii) The name of an individual employed by the offeror who will administer the offeror's subcontracting program, and a description of the duties of the individual;
    iii) A description of the efforts the offeror will make to ensure that small business concerns and small disadvantaged business concerns will have an equitable opportunity to compete for subcontracts;
    iv) Assurances that the offeror will include the clause at 52.219-8, Utilization of Small Business Concerns and Small Disadvantaged Business Concerns (see 19.708(b)), in all subcontracts that offer further subcontracting opportunities, and that the offeror will require all subcontractors (except small business concerns) that receive subcontracts in excess of $500,000 ($1,000,000 for construction) to adopt a plan similar to the plan required by the clause at 52.219-9, Small Business and Small Disadvantaged Business Subcontracting Plan (see 19.708 (c));
    v) Assurances that the offeror will (i) cooperate in any studies or surveys as may be required, (ii) submit periodic reports in order to allow the Government to determine the extent of compliance by the offeror with the subcontracting plan, and (iii) submit Standard Form (SF) 294, Subcontracting Report for Individual Contracts, and SF 295, Summary Subcontract Report, in accordance with the instructions on the forms.
    vi) A recitation of the types of records the offeror will maintain to demonstrate procedures adopted to comply with the requirements and goals in the plan, including establishing source lists; and a description of the efforts to locate small and small disadvantaged business concerns and to award subcontracts to them.

2) Contractors may establish, on a plant or division-wide basis, a master subcontracting plan which contains all the elements required by the clause at 52.219-9, Small Business and Small Disadvantaged Business Subcontracting Plan, except goals. Master plans shall be effective for a 1-year period after approval by the contracting officer;

however, a master plan when incorporated in an individual plan shall apply to that contract throughout the life of the contract.

3) For contracts containing options, the cumulative value of the basic contract and all options is considered in determining whether a subcontracting plan is necessary (see 19.705-2(a)). If a plan is necessary and the offeror is submitting an individual contract plan, the plan shall contain all the elements required by 19.704(a) and shall contain separate parts, one for the basic contract and one for each option.

Goals Established for LSBPP

The following are the planned percentages of the total contract to be subcontracted and LGS' goals as defined by current Federal Goals. These goals are expressed in percentages of the total planned sub-contracting dollars with a base contract value.

Percentage goals of total dollars to be sub-contracted:	
Goal for Local Small Businesses (SB)	40.0%
Goal for Local Small Disadvantaged Businesses (SDB)	18.0%
Goal for Local Women-Owned Small Business (WOSB)	8.0%
Goal for Local HUBZone Businesses (HUB)	8.0%
Goal for Local Veteran Owned Small Businesses	3.0%
Goal for Local Service-Disabled Veteran-Owned Small Business	3.0%

Any sub-contractor could be asked to perform any debris management or support function as long as they meet the qualifications established by LGS.

Plan Administrator & Duties

LGS' Plan Administrator is Mr. Kristian Agoglia, Vice President, who is directly responsible for implementation of this plan. He will ensure the required documentary proof of the implementation, progress, and final outcome of this plan and provide the same information through periodic reports to the City of Destin with regards to subsequent contracts resulting from this solicitation. The individual named above has general overall responsibility for the company's subcontracting program, i.e., developing, preparing, and executing subcontracting plans and monitoring performance relative to the requirements of those subcontracting plans and perform the following duties:

1) Develops and promotes company-wide policy initiatives that demonstrate the company's support for awarding contracts and subcontracts to SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns; and assures that these concerns are included on the source lists for solicitations for products and services they are capable of providing;
2) Develops and maintains bidder source lists of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns from all possible sources;
3) Ensures periodic rotation of potential subcontractors on bidder's lists;
4) Ensures that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB businesses are included on the bidders' list for every subcontract solicitation for products and services that they are capable of providing;
5) Ensures that Requests for Proposals (RFPs) are designed to permit the maximum Small Business Outline and Guidance Subcontracting Plan practicable participation of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns;
6) Reviews subcontract solicitations to remove statements, clauses, etc., which might tend to restrict or prohibit SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB participation;
7) Accesses various sources for the identification of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns to include the SBA's PRO-Net and SUB-Net Systems, (http://www.sba.gov), the National Minority Purchasing Council Vendor Information Service, the Office of Minority Business Data Center in the Department of Commerce, local small business and minority associations, contact with local chambers of commerce and Federal agencies' Small Business Offices;

8) Establishes and maintains contract and subcontract award records;
9) Participates in Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, Procurement Conferences, etc;
10) Ensures that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns are made aware of subcontracting opportunities and assisting concerns in preparing responsive bids to the Company;
11) Conducts or arranges for the conduct of training for purchasing personnel regarding the intent and impact of Section 8(d) of the Small Business Act, as amended;
12) Monitors the company's subcontracting program performance and makes any adjustments necessary to achieve the subcontract plan goals;
13) Prepares and submits timely, required subcontract reports;
14) Coordinates the company's activities during the conduct of compliance reviews by Federal agencies.

Methods to Achieve Subcontracting Goals

LGS will continually review goals, active databases for qualified SB sub-contractors, and will monitor the implementation of this plan to achieve Federal and Local goals. These goals will be instituted for procurement of goods, services or construction as needed to achieve successful goal implementation utilizing the following outreach efforts to obtain sources:

1) Contacting minority and small business trade associations;
2) Contacting business development organizations and local chambers of commerce;
3) Attending SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB procurement conferences and trade fairs;
4) Requesting sources from the Small Business Administrations (SBA) PRO-Net and SUB- Net Systems, (http://www.sba.gov), (www.ladotd.gov), and other SBA and Federal agency resources.
5) Conduct market surveys to identify new sources;
6) Identify local trade papers and local trade organization focusing on SB, SDB, WOSB, HUBZone, VOSB and SDVOSB;
7) Coordinate with local government to acquire existing lists of pre-identified SB, SDB, WOSB, HUBZone, VOSB and SDVOSB in the Presidentially/FEMA Designated Disaster Area;
8) Internal efforts to guide and encourage purchasing personnel in:
    a. Conducting workshops, seminars, and training programs;
    b. Establishing, maintaining, and utilizing SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB source lists, guides, and other data for soliciting subcontractors; and
    c. Monitoring activities to evaluate compliance with the subcontracting plan

Evaluation of goal attainment will be documented as required by the 25-05-PW for subsequent contracts resulting from this solicitation.

Methods to Determine Qualified Subcontractors

LGS will use a prequalification process to determine the subcontractors to meet Federal and Local goals as per the specifications in the RFP. The prequalification process will provide a way to select subcontractors that meet the requirements set forth by the governing bodies. The prequalification process will look for the following:

1) Familiarity with Certified Payroll;
2) Certified Small Business classification (as applicable)
3) Worker's Comp and Liability Insurance are in place as required;
4) Adequate equipment to perform work according to the specifications;
5) Ability to maintain equipment;
6) Ability to put a safety plan in place as required

LGS will also work with the 25-05-PW and other governing bodies in prequalification process in order to assemble the best possible team to perform the work.

Inclusion of FAR 52.219-8

LGS will include contract clause FAR 52.219-8 in all subcontracts that offer further subcontracting opportunities and will require all subcontractors (except small business concerns) that receive contracts in excess of $500,000.00 ($1,000,000.00 for construction) to adopt a plan similar to the LGS Small Business Subcontracting Plan (SBSP) and as required by FAR 52.219- 9, Small Business and Small Disadvantaged Business Subcontracting Plan.

Surveys and Reporting Requirements

LGS offers assurances to Federal Government as well as the 25-05-PW that our company will fully and openly cooperate in any studies or surveys as may be required and shall submit periodic reports to allow the government to determine the extent of compliance with our Small Business Subcontracting Plan (SBSP). Submittals may include at a minimum; Standard Form (SF) 294, Subcontracting Report for Individual Contracts, and SF 295, Summary Subcontract Report, in accordance with the instructions on the forms. Additional reports will be submitted as required by specific task orders. LGS will submit to the 25-05-PW on ISR (SF 294) and SSR (SF 295) as required.

Good Faith Efforts

Having utilized small business subcontractor support on past projects, LGS has developed and maintained an extensive subcontractor database. To expand this database and include more SB and DBE concerns in the impacted areas, additional published electronic data resource information has been and will continue to be used in our operations nationally. Documentation of our outreach programs supporting SB subcontracting efforts, Letters of Commitment and other periodic internal reports will be maintained by LGS and shall be available for review at any time by the government.

Many of the services required under this solicitation will be performed using our own internal resources and our team's existing nationwide personnel, facilities, and equipment. However, LGS has already reached out to local SBs and DBEs in response to this RFP. A list of local business concerns, including SBs and DBEs are included at the end of this section. LGS takes great pride in our long history of rapidly mobilizing and effectively managing large teams of subcontractors.

The remainder of FAR Part 19 is incorporated by reference in the LSBPP and shall be implemented as required by the 25-05-PW and specific task orders.

Services and Supplies to Subcontract

LGS plans to subcontract a portion of the following item(s) in relation to the goals contained herein for any subsequent contract because of this solicitation:

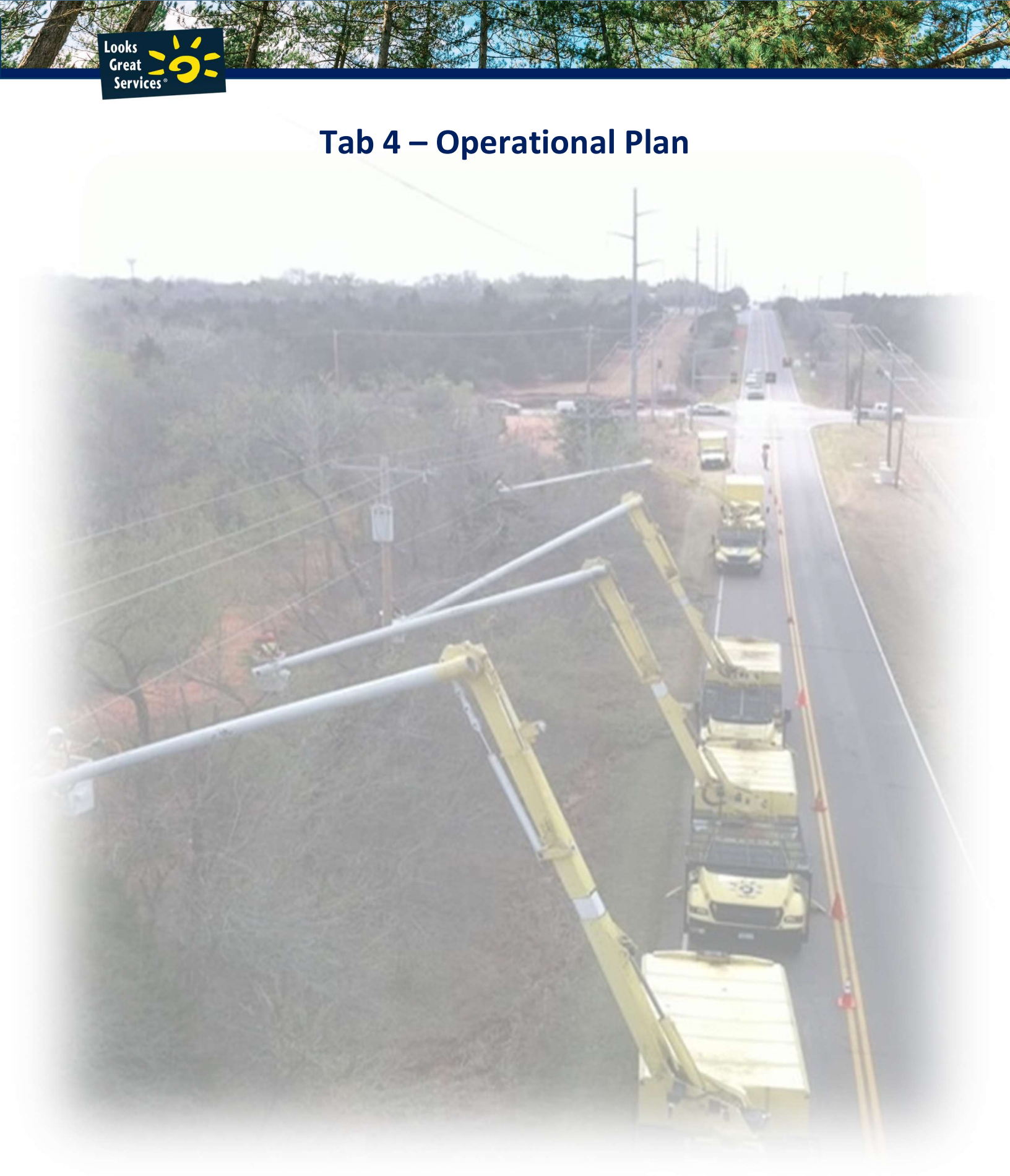
- Curbside/Right-of-way debris collection and transportation
- Equipment transportation for mobilization and operational support
- Demolition of structures (should we be tasked with this operation)
- Debris reduction operations (should we be tasked with this operation)
- Debris disposal operations
- Debris recycling for beneficial reuse
- Rental and operation of equipment
- General labor
- Safety and Loss Control Services
- Quality Assurance/Quality Control
- Environmental Services
- Contract Administration Support
- Administrative Support

- Accounting
- Workforce housing
- Fuel Services
- Custodial Services
- Equipment Maintenance
- Food Services
- Real Estate Support
- Legal Support
- Other services as identified at time of need

Current Debris Contracts

1. Cape Coral, FL
2. Central Florida Electric Cooperative
3. City of Deltona, FL
4. Escambia County, FL
5. FDOT – Miami-Dade County
6. FDOT – Monroe County
7. Florida City, FL
8. Florida State University
9. Hernando County, FL
10. City of Homestead, FL
11. Lake City, FL
12. Miami Gardens, FL
13. Milton, FL
14. City of Oviedo, FL
15. Santa Rosa County, FL
16. Seminole Tribe of Florida
17. The Villages Community Development District
18. Tyndall Air Force Base
19. West Park, FL

Tab 4 – Operational Plan



Approach to Debris Management

Debris Pick-up (Loading at Curbside)

Commencement of Pick-Up

LGS will mobilize within 24 hours of receipt of a Task Order or Notice to Proceed. Debris pick-up will commence within 24 to 48 hours of receipt of a Task Order and Notice to Proceed from the 25-05-PW. Debris operations will commence in an orderly and manageable fashion on streets and roads cleared sufficiently for access as designated by the City of Destin Task Order(s).

Field Supervisors/Crew Foremen

Project Managers will report to the Senior Project Manager. All LGS Managers will be responsible to ensure work is conducted only in those areas designated by the 25-05-PW. Supervisors will not allow work to commence in additional areas until directed by a City of Destin Task Order. Supervisors will be responsible for the safety of all personnel and equipment. Supervisors will be responsible for collection of daily personnel and equipment time logs, and their distribution to LGS designated representative with a copy given to City of Destin's Authorized Representative (AR).

Crew foremen will report to their designated supervisor. Foremen will be responsible to ensure work assignments received from their supervisor are completed to the requirements of the City of Destin Task Order. Foremen will be responsible for maintaining the daily personnel and equipment time logs.

Equipment

Debris pick-up equipment will include but is not limited to the following:

- Self-Loaders/Knuckle-boom trucks
- Rubber tire front end loaders with grapple buckets
- Rubber tire front end loaders with 4-in-1 buckets
- Rubber tire backhoes with thumb
- Haul trucks with attached grapple arms
- Other specialized equipment (e.g. Bobcat)

The cadre of equipment:
- Is owned or leased
- Is available for movement
- Will be leased in other areas if necessary
- Transportation Plan has been developed

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel and to provide all required field maintenance to ensure equipment operations.

Hand Crews

1–2 laborers with sufficient hand tools will accompany each piece of heavy equipment.

Operations

Debris segregation and sorting will be conducted at street/road level to the maximum amount practical and as instructed by the City of Destin TOs. All debris will be picked up and loaded into haul trucks in a safe and workman-like manner to ensure compliance with the Corporate Safety Plan. Safety will not be compromised and is outlined with specifics in the LGS Safety Plan. All crew foreman and field supervisors will be responsible to ensure a rapid and

cost effective as possible operation. Operators, to ensure maximum loading and safe transport of material, will size all vegetative debris with a CR present.

All construction and demolition materials will be sized for heavy equipment to ensure maximum loading and safe transport of materials within EPA and DOT standards. Obvious hazardous materials will be dealt with in accordance with the City of Destin Task Order and the Corporate Environmental Protection Plan and in compliance with the Corporate Safety Plan.

Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at each approach point of the work area to maintain traffic control and prevent personal injury to ensure compliance with the Corporate Safety Plan. Additional traffic control personnel will be stationed throughout the area, as needed, to ensure safe operations.

Debris Hauling

Debris hauling may consist of 2 distinct operations as follows:

1. Hauling of unreduced debris from origination point to staging area (Temporary Debris Management Site(s) - TDMS.)
2. Hauling of reduced debris from staging area to final disposal site.

Construction and Demolition Debris:

LGS advises City of Destin that construction and demolition debris be hauled directly to final disposal site from point of origination. This direct haul method will ensure that all demolition debris is handled in accordance with local, state and federal requirements. The direct haul method is not considered the expeditious operation, it is the industry's best practice to construction and demolition debris as little as possible due to the potentially hazardous nature of the material.

Vegetative Debris:

LGS advises City of Destin that vegetative debris be hauled to a TDSRS in order to expedite debris removal. It is the operational goal of LGS to complete debris removal services as quickly as possible for the City of Destin, in order that they may be able to take advantage of the 60-day window of maximum reimbursement. The TDSRS site will ensure that LGS operations are completed in the shortest amount of time; therefore, reducing direct costs to the City of Destin such as monitoring, management, and the need for additional reimbursable assets. This method of operations allows for the most efficient completion of debris removal, which is in the best interest of the health and safety of the public.

Hazardous Leaner and Hanger Removal

Looks Great Services is operationally capable of providing specialized crews that are trained and equipped to remove hazardous leaners from Right-of-Way and any trees containing eligible hangers. These available in-house resources set LGS apart by allowing us to provide ISA Certified Utility Arborist supervised tree crews. Our daily experience in providing vegetation management for utilities allows us to offer these services, thus ensuring a thorough inspection of all affected trees and properly addressing the City of Destin's needs and meeting their requirements.

Field Supervisors/Crew Foremen

Field supervisors will report to the senior field supervisor. All field supervisors will ensure that all hauling operations comply with local, state, and federal DOT standards in effect at that time and ensure compliance with the Corporate Safety Plan. All supervisors will be responsible to ensure work is conducted only in those areas designated by City of

Destin. Supervisors will not allow work to commence in additional areas until directed by the 25-05-PW's Authorized Representative.

Supervisors will be responsible for the safety of all personnel and equipment. Supervisors will be responsible for collection of daily personnel and equipment time logs, and their distribution to LGS designated representative(s) with a copy given to City of Destin. Supervisors will be responsible for ensuring accuracy, completing CQC and collecting load/haul tickets and daily load/haul logs from haul truck operators. The supervisor will complete forms. Crew foremen and project managers will report to their designated supervisor. Foremen will be responsible to ensure work assignments received from their supervisor are completed to the requirements of the City of Destin Task Order. Foremen will be responsible for maintaining the daily personnel and equipment time logs.

Equipment

Hauling equipment will include, but is not limited to:

- 16-20 cubic yard dump trucks
- 21-30 cubic yard dump trucks
- 30-50 cubic yard tractor trailers
- 50-75 cubic yard tractor trailers
- 75-100+ cubic yard tractor trailers
- Roll-off dumpsters or any other hauling equipment

The cadre of equipment:
- Is owned or leased
- Is available for movement
- Will be leased in other areas if necessary
- Transportation Plan has been developed

Experience has shown that, for longer haul distances, larger capacity trucks (100 + C/Ys) are more cost effective.

All equipment will be mechanically loaded only, and haul truck beds will be equipped with tailgates constructed of materials (i.e. chain-link fence, safety fence, etc.) that will safely contain debris, allow each haul truck to be loaded to its capacity and also allow rapid dumping of debris from the bed. Any haul truck bed that has or will have vertical extensions installed, will comply with the following restrictions:

Haul truck bed extensions will comply with all applicable local, state and federal laws. Bed extensions, when installed, will be located, and secured to the front-end, left side and right side of the bed. Bed extensions will not extend beyond 24 inches above the manufacturer’s bed height. Bed extensions will be constructed of not less than 2" x 6" lumber placed flush against the manufacturer's bed and each subsequent piece of lumber to withstand loader impact. Lumber will be secured to the manufacturer's bed with angle or channel iron and bolts. Each side extension will be secured with metal brackets and bolts to the front-end extension. All supervisors will utilize the check sheet provided by LGS Safety Officer to ensure all safety equipment is maintained and operable on all debris hauling equipment to ensure compliance with the Corporate Safety Plan.

Past experience has shown that, for longer haul distances, larger capacity trucks (100 + C/Ys) are more cost effective.

All equipment will be mechanically loaded only, and haul truck beds will be equipped with tailgates constructed of materials (i.e. chain-link fence, safety fence, etc.) that will safely contain debris, allow each haul truck to be loaded to its capacity and allow rapid dumping of debris from the bed. Any haul truck bed that has or will have vertical extensions installed, will comply with the following restrictions:

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provided by LGS Safety Officer to ensure all safety equipment is maintained and operable on all debris hauling equipment to ensure compliance with the Corporate Safety Plan.

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel and to provide all required field maintenance to ensure equipment operations.

Operations

All field supervisors will ensure that all debris-hauling operators are licensed and/or certified to operate the required equipment. All debris-hauling operators will be given area maps designating assignment/authorized areas of operations as well as transport routes designated and/or approved by City of Destin. All debris haul operators will visibly display colored signs provided by LGS and, if applicable, City of Destin. LGS signs are secured, weather-proof signs will be placed on the driver and passenger doors of the vehicle cab. Any signs provided by the City of Destin will be displayed on both sides of the forward most section of the vehicle bed, unless otherwise directed by City of Destin. All signs will be removed from the exterior of the vehicle, at close of business each day and secured by the driver to prevent theft or loss.

Colored paper signs/passes will be displayed on the driver's side windshield of each vehicle. The color of the sign/pass is subject to change, without notice, to ensure quality control measures regarding authority to enter work sites. Each sign/pass will contain the following information: company logo, contract location, the City of Destin name, contract number, truck number, date of issue, supervisor name/signature.

All debris pick-up and haul operators will maintain the numbered debris hauling/transportation documentation/verification form "LGS Debris Transportation". Each form contains directions, which should be followed. All supervisors will be responsible to ensure that all employees utilizing and/or inputting information on the form are procedurally trained. It will be each supervisor's responsibility to maintain a supply of the required number of forms. Forms will be distributed by supervisors/foremen to debris haul operators during debris pick-up operations. All debris haul operators will maintain daily ticket/haul records to be turned into field supervisors, with copies of load tickets at close of business each day.

Reduction and Site Management

Debris Staging

Debris staging sites, TDSRS, will be located, acquired, and designated by City of Destin unless specified otherwise. Construction of TDSRS elements will commence immediately upon receipt of a Task Order and Notice to Proceed from City of Destin. LGS will ensure that TDSRS construction will be accomplished as rapidly as possible, because of the criticality of staging sites to the debris removal process as a whole.

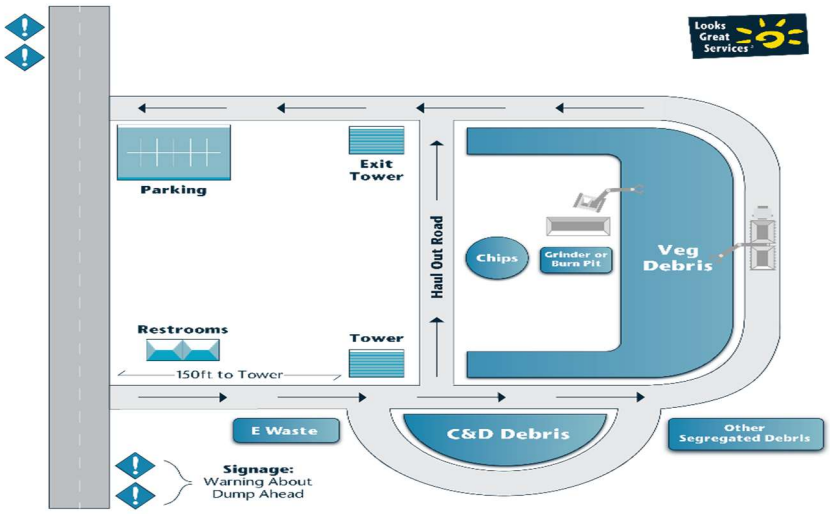

Figure 1: TDSRS Sample Layout

Field Supervisors/Crew Foremen

Field supervisors will report to the senior field supervisor. Debris staging site supervisors (TDSRS Managers) will be responsible for management of all operations of the TDSRS to include site safety, haul load inspection, segregation, traffic control, dumping, reduction, security, and remediation. Supervisors will be responsible for the safety of all personnel and equipment to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.

LGS Supervisors will be responsible for collection of daily personnel and equipment time logs, and their distribution to LGS designated representative with a copy given to City of Destin. LGS Supervisors will be responsible for collecting load/haul tickets and daily load/haul logs from haul truck operators. Inspection tower personnel will complete the forms.

Crew foremen will report to their designated supervisor. Foremen will be responsible to ensure work assignments received from their supervisor are completed to the requirements of the City of Destin Task Order. Foremen will be responsible for maintaining the daily personnel and equipment time logs.

Equipment

Debris staging site equipment may include but is not limited to the following:

- Excavators with thumb
- Track type tractors with root rakes
- Track type tractors with push blade
- Farm type tractor with box blade
- Motor grader
- Rubber tire loader
- Tub grinder
- Brush chipper
- Air curtain burner

All equipment will meet current safety standards.

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel to maintain equipment operations. Maintenance/fuel vehicles will be assigned and manned as needed to provide all required field maintenance to ensure equipment operations.

Laborers:

1–2 laborers with specialized hand tools for segregation and separation will accompany each piece of heavy equipment.

Debris Staging Site Key Steps

The following information will be utilized to create a location specific site management plan and site safety plan to accompany this plan.

Site Access

Separate points of ingress and egress should be established if possible. Temporary acceleration and deceleration lanes should be established adjacent to the primary road leading to and from site access points, if approved by City of Destin and appropriate authority having jurisdiction over primary road right-of- way. All temporary roads leading to and through the debris staging site should be constructed and maintained for all weather use (i.e. – rock laid roads).

Inspection Towers

Inspection towers will be constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. No less than two inspection towers will be utilized at each debris staging site. One tower at point of ingress for use by LGS CQC and the City of Destin QA, one tower at point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site. The egress tower should be manned by at least one representative from City of Destin.



Traffic Controls

Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular and pedestrian traffic control. Additional traffic control personnel will be stationed throughout the site, as needed, to enforce proper dumping and prevent personal injury to ensure compliance with the Corporate Safety Plan.

Clearing and Grading

Clearing and grading of debris staging sites will be accomplished, to the level required, in accordance with the site management plan and Task Order from City of Destin.

Environmental Protection

LGS' Environmental Protection Plan incorporates such issues as erosion control, hazardous and toxic wastes, dust and smoke control. The Clean Water Act, Storm Water Act, Resource Conservation and Recovery Act, Superfund Amendments and Reauthorization Act and others are incorporated in full by LGS' Environmental Protection Plan. Environmentally sensitive areas (i.e. wetlands, habitat, historical sites) within or in proximity to a debris staging site

will be avoided, designated as sensitive, protected, and access restricted to the extent possible from adverse impact. All requirements of pertinent environmental standards will be complied with.

Debris Storage Areas

Debris will be segregated into 5 main areas of concern as follows unless otherwise instructed by City of Destin:

- Vegetative debris
  - Vegetative debris will be cleaned of C&D debris to the extent possible to facilitate compliance with requirements for reduction of vegetative debris.
- Construction and Demolition (C&D) Debris
  - C&D debris will be dampened prior to dumping and periodically as needed, to comply with local, state and federal EPA standards.
- Recyclable/salvage
  - Recyclable/salvageable materials, including eWastes, will be stockpiled in accordance with the City of Destin Task Order.
- White goods
  - White goods will be stockpiled in accordance with the City of Destin Task Order.
- Hazardous and/or toxic wastes (HHW and HTRW)
  - HHW/HTRW will be segregated and stored in an approved containment area acceptable to City of Destin. All site personnel will receive a safety briefing regarding operations involving HHW/HTRW to prevent personal injury and ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan. HHW/HTRW containment site perimeter will be posted and secured for personnel safety.

Safety Precautions

Water Trucks

The required number of water trucks will be stationed at each debris-staging site. Water trucks will be utilized to reduce the threat of friable materials from C&D debris being released into the atmosphere. Water trucks will be utilized to reduce the threat of fire from all types of debris. If necessary, water trucks will be utilized in fire suppression operations. Water trucks will be utilized to dampen areas, including temporary roadways, to suppress dust from trucks entering and leaving the TDSRS.

Fire Suppression Equipment

Fire extinguishers will be located throughout each debris staging site as required by the site management plan, site safety plan, OSHA requirements and the City of Destin Task Order. All debris staging site personnel will be trained in incipient fire suppression operations and safety procedures, to include operation of fire extinguishers and water trucks and to ensure compliance with the Corporate Safety Plan.

Debris Segregation

This section discusses the guidelines for debris segregation not already discussed previously in this plan.
Street/road Level Segregation

All foremen will direct debris removal personnel to segregate debris into six areas:

- Vegetative debris
- C&D debris
- Recyclable/salvageable materials
- White goods
- HHW
- eWaste

Segregation of debris at the street/road level will not take precedence over completing street/road debris removal operations in a safe and rapid manner. All personnel conducting debris segregation at the street/road level will receive a safety briefing on potential hazards and injury prevention to ensure compliance with the Corporate Safety Plan.

Debris Segregation at Staging Sites

Staging site supervisors will ensure that all debris haul operators deposit debris in areas designated for the type debris hauled. Debris hauled to staging sites in mixed loads will be segregated by heavy equipment when possible and by hand crew when necessary.

Vegetative debris will be placed into two separate piles:

- The first pile (pile one) will be the dumping point until enough has been accumulated to commence a continuous reduction operation.
- Pile two will be started and accumulated until the reduction of the pile one has been completed.
- At which time, dumping of vegetative debris on pile two will cease and pile one will be replenished. This rotation will continue until the task is completed.
- All personnel involved in vegetative debris segregation operations will receive a safety briefing for all effected job to ensure compliance with the Corporate Safety Plan.
- C&D debris will be placed into one or more piles, as required, to reduce the threat of a fire conflagration until it is reduced or disposed.

LGS will consult with the 25-05-PW, local fire officials and pertinent environmental officials regarding the requirements for stock piling of C&D debris.

White goods will be segregated, as required by the City of Destin Task Order. White goods will be placed and stored until instructed by the 25-05-PW as to its final disposition.

Salvageable/recyclable materials will be segregated, as required by City of Destin Task Order. Salvageable/recyclable materials will be segregated and stored until instructed by the 25-05-PW as to its final disposition.

HHW/HTRW will be segregated and stored in a 25-05-PW approved containment area. All site personnel will receive a safety briefing regarding operations involving HHW/HTRW. The HHW/HTRW containment site perimeter will be posted and secured for personnel safety and to ensure compliance with the Corporate Safety Plan as well as the LGS Corporate Environmental Protection Plan. HTW will be segregated and stored until instructed by the 25-05-PW as to its final disposition.

Please see the diagram below for Debris Accountability.

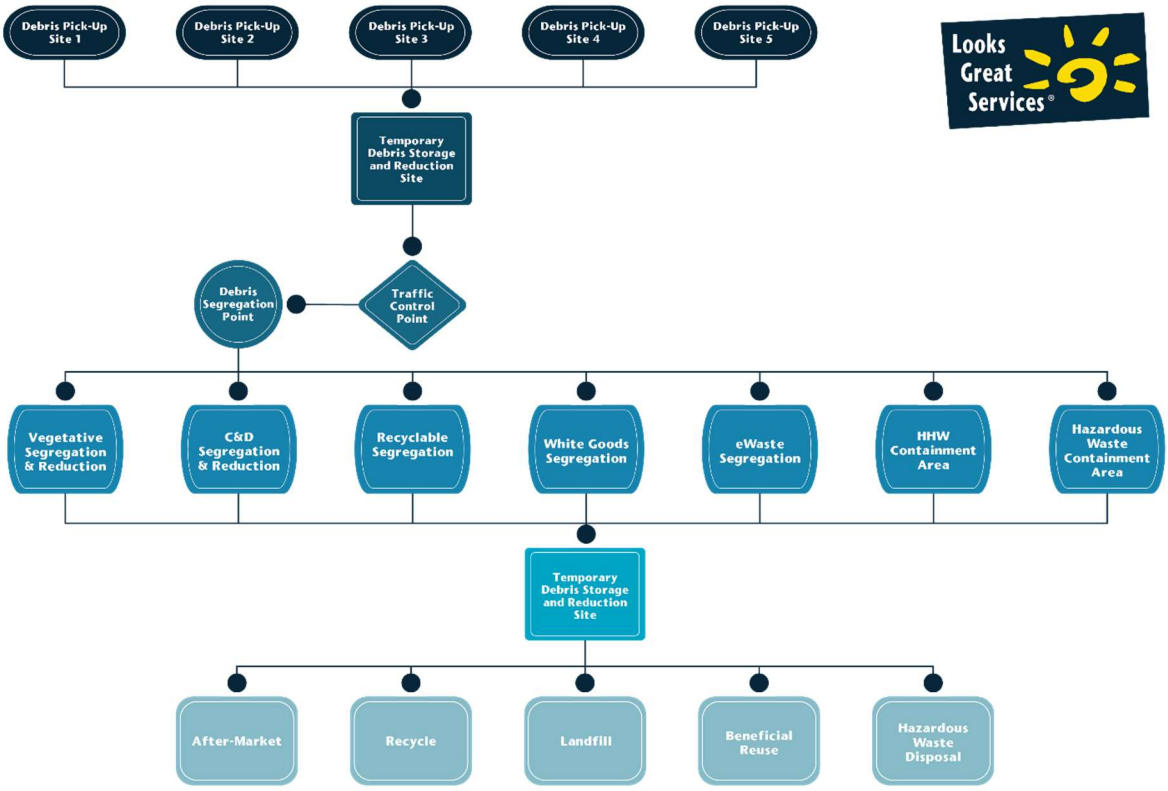

Figure 2: Debris Accountability Flow Chart

Debris Reduction

This section discusses guidelines to be followed during debris reduction operations not already addressed in this plan. If required by a City of Destin Task Order or Notice-to-Proceed, night operations may be conducted. Night operations will be limited to reduction of debris by burning. Night operations will only be conducted upon a determination by the LGS Safety Officer and concurrence by City of Destin, that such operations may be conducted in a safe manner.

Grinding, Chipping and/or Shredding Operations

Grinding, chipping, and/or shredding operations will be accomplished on all vegetative debris not reduced by burning operations. Grinding, chipping, and/or shredding operations are the preferred method of reduction for vegetative debris to accomplish environmental resource conservation through recycle/salvage of wood chips. Although this operation is preferred for environmental purposes, it is also the most time consuming and costly reduction operation due to material handling and haul disposal costs after reduction operations have been accomplished. Grinding, chipping, and/or shredding of C&D materials is prohibited by and within numerous jurisdictions. Grinding, chipping, and/or shredding operations will be accomplished on the type of debris (vegetative and/or C&D) as directed by the City of Destin Task Order.

Grinding, chipping, and/or shredding of vegetative debris will be accomplished on the piles of vegetative debris as set out below:

- Vegetative debris will be placed into two separate piles.

- The first pile (pile one) will be the dumping point until a sufficient quantity has been accumulated to commence a continuous reduction operation.

- Pile two will be started and accumulated until the reduction of the pile one has been completed.
  - At which time, dumping of vegetative debris on pile two will cease and pile one will be replenished. This rotation will continue until the task is completed.

All LGS personnel involved in vegetative debris grinding, chipping, and/or shredding operations will receive a safety briefing for all affected job functions.

A track-type tractor with blade or a rubber tire loader will pick-up, and stock pile chips for temporary storage. Chips will be loaded out and hauled to a final disposal site as quickly as possible to reduce the threat of a fire. All appropriate fire protection measures will be established and maintained in accordance with the site management plan, site safety plan and City of Destin Task Order. Water trucks will be utilized to reduce the threat of fire from all types of debris. If necessary, water trucks will be utilized in fire suppression operations.

Debris Disposal

Debris disposal is the pre-planned, pre-approved operation of placing debris in approved disposition sites.

Debris disposal operations can be segmented into three distinct operations:

- Haul to and tip at debris disposal site.
- Physical operation of debris disposal site.
- Augmentation of debris disposal site permanent staff and equipment.

Disposal Site(s)

A disposal site may be a dump and/or a landfill owned and operated by private or public sectors.

Non-burnable debris will be disposed only at a dump and/or landfill designated to receive materials other than toxic hazardous waste.

Equipment

Debris disposal hauling equipment will include, but is not limited to:

- 16-30 cubic yard dump truck
- 30-100 cubic yard tractor-trailer or other such haulers as City of Destin may direct.

Past experience has shown that the farther the haul distance, larger capacity trucks are more effective. All haul truck beds will be equipped with tailgates constructed of materials (i.e. chain-link fence, safety fence, etc.) that will safely contain debris, allow each haul truck to be loaded to its capacity and also allow rapid dumping of debris from the bed.

Any haul truck bed that has or will have vertical extensions installed, will comply with the following restrictions:

- Disposal haul truck bed extensions will comply with all applicable local, state and federal laws.
- Bed extensions, when installed, will be located, and secured to the front-end, left side and right side of the bed.
- Bed extensions will not extend beyond 24 inches above the manufacturer's bed height. Bed extensions will be constructed of not less than 2"x6" lumber.

- All disposal trucks will be mechanically loaded and pre-measured and accepted by the City of Destin before being utilized in debris removal operations.

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel to maintain equipment operations. Maintenance/fuel vehicles will be assigned and manned as needed to provide all required field maintenance to ensure equipment operations.

Safety

All supervisors and/or foremen will utilize the check sheet provided by the assigned LGS Safety Officer to ensure all safety equipment is maintained and operable on all debris disposal hauling equipment and to ensure compliance with the Corporate Safety Plan.

Operations

All field supervisors will ensure that all debris disposal-hauling operators are licensed and/or certified to operate the required equipment. All debris disposal operators will be given area maps designating assignment/authorized areas of operations as well as transport routes designated and/or approved by City of Destin. All debris disposal haul operators will visibly display colored signs provided by LGS and, if applicable, City of Destin. LGS signs are weatherproof signs to be placed on the driver and passenger doors of the vehicle cab. Any signs provided by City of Destin will be displayed on both sides of the forward most section of the vehicle bed, unless otherwise directed by City of Destin Task Order/NTP.

All signs will be removed from the exterior of the vehicle at close of business each day and secured by the driver to prevent theft or loss. Signs will be replaced on the vehicle at the beginning of the workday. Colored paper signs/passes will be displayed on the driver's side windshield of each vehicle. The color of the sign/pass is subject to change, without notice, to ensure quality control measures regarding authority to exit work sites and enter disposal site(s).

All debris disposal haul operators will maintain the numbered debris hauling/transportation documentation/verification form(s). Each form contains directions, which should be followed. All supervisors will be responsible to ensure that all employees utilizing and/or inputting information on the form are procedurally trained. It will be each supervisor's responsibility to maintain a supply of the required number of forms. Forms will be distributed by supervisors/foremen to debris disposal haul operators during loading operations and after completing the applicable sections on the aforementioned documentation forms.

All debris disposal operators will maintain daily ticket/haul records to be turned into field supervisors, with copies of load tickets at close of business each day.

Management of HHW, HTRW, White Goods, E-wastes, Automobiles, Putrefied Foods, Tires, Gasoline, and Powered Tools

LGS Environmental Experience

LGS has experience with Hazardous Waste Storage and collection. LGS was contracted to develop a plan to handle household hazardous waste (HHHW) collection for City of Destin during a major storm event. Upon plan approval, LGS mobilized to collect the HHW from all areas of the city. LGS mobilized 85 technicians and all equipment necessary to carry out the plan, which involved approximately 46,000 residential structures. LGS established a collection point and command center to manage the event. Plans were implemented to complete a sweep of all affected areas of the city for the collection of HHW. Crews were equipped within 48 hours and mobilized to the collection area. LGS personnel created grids and mapped the areas for each crew to work daily. Crews were directed into various areas

of the city based on damage and debris recovery activities. Collection crews separated HHW from other debris and staged the segregated items for pick up. The entire affected area of the city was covered in one sweep and HHW was successfully kept out of the landfills used to handle organic debris. Contaminants included cyanides, acids, pesticides, hydrocarbons, hydrocarbon derivatives, bases, etc.

- White Goods: LGS has successfully completed numerous similar projects and is confident in our ability to perform the scope of work associated with this project. As with projects of this nature, it is essential to understand the health effects of the exposure to bacterial pathogens. Though similar to blood borne pathogens, many bacteria are difficult to visualize and are more easily transmitted through general contact. Often, individuals will fail to recognize the symptoms associated with bacterium exposures and consequently mistreat or mistake the symptoms as that of the common cold. However, individuals who fail to recognize the exposure may experience an extended recovery period and the conditions may grow more severe. All personnel that LGS will use in the completion of this project understand the effects of this type of exposure. LGS will evaluate and provide, as required, booster shots to prevent associated disease. (E.g. hepatitis)

- Health and Safety: LGS takes the health and safety of their employees seriously with a site health and safety plan being developed and approved for each project prior to mobilization. All of LGS' personnel working with hazardous materials have completed at least 40 hours of OSHA- required hazardous waste operations training per 29 CRFR 1910.120. LGS has also has a substance abuse policy and program in place, which meets or exceeds Government Requirements.

Household Hazardous Waste (HHW)

Household Hazardous Waste (HHW) is excluded from the definition of Hazardous Waste and therefore does not require the same collection or handling procedures as Hazardous Waste.

Acceptable Materials include, but are not limited to:

- Batteries
- Waste Oil
- Waste Fuels
- Paint
- Chemicals
- Antifreeze
- Pesticides
- Spray Cans
- Unidentified Liquids
- Household Cleaners

Mobilization and Site Set-Up

Within 8 hours of notification, LGS will mobilize a small strike team to include at least one Supervisor and two Technicians. This team will begin to set up the Staging and Segregation/Collection points. If needed, LGS can provide Media Brochures for educational purposes for residents listing acceptable waste, processes to be used by residents.

Mobilization of Additional Crews

Within 24 hours of notification, LGS will mobilize the segregation and collection crews, based on the size of the project/area crews will be working. This will include setting up grids and mapping for the collection crews. LGS can also provide Media Brochures for residents and or the Media.

Collection Points (To be identified by the KO)

Once the collection points are identified, LGS will set up/staging for the containment areas. The waste will be identified, labeled and segregated for disposal.

A Certified Hazardous Materials Manager (CHMM) will be on site receiving and segregating wastes, sorting to waste containers in accordance with the waste disposal contract. The CHMM will also make sure all waste containers are properly labeled, the area has warning signs and hours posted, track receipts, maintain a facility log, conduct storage facility inspections, limit access, maintain the site in a clean and orderly condition and always have hazardous waste clean-up ready and available at a moment's notice. The on staff CHMM will also make sure that the storage HHW is open seven days a week for a minimum of 8 hours per day. LGS will ensure that all regulations are followed.

Personnel will also establish, properly operate, and manage the HHW collections points as needed. Each site will be equipped with the proper safety equipment including a fire extinguisher, eyewash station, and spill response equipment.

Collection of HHW

Crews (1-truck, 2-technicians) will make passes through the affected areas. The crews will be assigned a mapped area in which they will make their sweeps. Once the team has a full load, they will return to the collection sites to off-load materials.

Collection of Other Materials

- Asbestos Containing Materials: LGS has the ability and licensed personnel to remove, package and dispose of known or suspect asbestos containing materials. If any suspect material is found, LGS has inspectors and certified personnel that can sample, remove, package and dispose of regulated-and non-regulated asbestos containing materials.
- Hazardous waste, biohazardous waste or other contaminated waste
- White goods containing Freon or chlorofluorocarbons (CFCs) (refrigerators, freezers, air conditioners, etc.)
- Cleaning/Staging White Goods containing Freon or CFCs
- Removal of Putrefied Foods from Warehouse or Commercial Stores
- Street Collection of Non-Freon White Goods
- Residential E-Waste, Small Tools, and Equipment

NEPA Compliance

The National Environmental Policy Act (NEPA) establishes national environmental policy and goals for the protection, maintenance, and enhancement of the environment. It also provides a process for the state to implement these goals. LGS will execute operations of its assigned tasks in a manner that will minimize any significant effect to the environment. LGS will provide information to assist in the environmental assessments, analysis, and impact statements required to support City of Destin disaster recovery operations.

LGS' plan for NEPA compliance includes, but is not limited to the following environmental issues:

Natural Environment

- Terrestrial Ecology
- Wetlands and Aquatic Ecosystems
- Coastal Zone Management

- Marine Mammals
- Plants (Natural and Invasive Species)
- Threatened and Endangered Species

Physical Environment

- Groundwater
- Surface water (lakes, streams, rivers)
- Soils
- Topography

Human Environment

- Air quality
- National Pollutant Discharge Elimination System (NPDES) – Storm water runoff
- Land use – Zoning
- Demographics
- Cultural and historical resources
- Environmental Liability

Disaster Debris Reduction Methods

LGS, as described above, will follow our BMP in reducing all disaster generated debris to capitalize on the potential for recycling and beneficial reuse. Our team has specialized equipment and demonstrated capability to manage difficult debris reduction operations.

Recycling of Disaster Generated Debris

LGS will implement our BMP for the diversion of recyclable material generated from events from within the waste stream to the extent possible that does not negatively impact the recovery effort.

The degree of separation and recycling depends on the urgency to clean areas to facilitate recovery and protect the health and safety of the community. We will consider the following issues in making recommendations to City of Destin on recycling operations:

- Quality and quantity of debris.
- The existence and proximity of local recycling programs available.
- The availability of wider markets (large quantities may overwhelm local markets) and practical end-uses and the logistics of moving large quantities that may be generated.
- Politically or practically necessary exigency of the recovery effort on the Government's priority of recycling.
- Cost associated with the separation and segregation of recyclable materials.

LGS has vast experience in recycling debris and is operationally prepared to do so. Following an event, a key individual is identified on the LGS team (the Recycling and Beneficial Reuse (RBR) Manager) who has the responsibility and authority to:

- Act as a liaison with the City of Destin QA/QAS and environmental specialists for compliance with the City of Destin Environmental Operating Principles to determine a strategy to meet goals and principles of the Resource Recovery Act of 1970 (Public Law 91-512), the Resource Conservation and Recovery Act (RCRA) (42 U.S.C. 6901, et seq) specifically Subtitle D, Section 4001-4010 (Solid Waste Disposal Act) and ISO 14001.
- Educate employees and subcontractors on the BPM.

- Determine processes at initial point of contact (curbside segregation) and assist with Public Information Plan.
- Identify locations and processes at Temporary Debris Storage and Reduction Sites (TDSRS).
- Identify recycling and beneficial reuse markets both local and outside the AO.

The type and degree of event will dictate the quality and type of recyclable material. The material that may be recycled and its beneficial reuses are:

- Asphalt: Can be recycled to new asphalt pavement or reused as clean fill on or off site if regulations allow.
- C & D: Divert as much as possible from this category with metals being smelted and other materials segregated for recycling or disposal.
- Concrete/Aggregate: Crushed concrete, rubble, masonry can be used as an aggregate for base or fill material. Larger sections of concrete can be used as materials for reefs, to armor shorelines and for bank stabilization for erosion control (Riprap).
- Soils and dirt fines: Screening debris at the TDSRS reduces the number of fines that would be deposited in landfills and reduce transport and disposal costs. This application may not be practical and may only be done in extreme cases after close coordination with City of Destin.
- E-Waste: Will be collected separately at the curbside and brought to the TDSRS for packing znd labeling in one cubic yard boxes or shrink-wrapped on pallets for transportation to a recycling facility.
- Metal: Recycle by selling scrap to dealer who will smelt the metal for reuse.
- Roofing Materials: Can be used as an aggregate in asphalt pavements. Must be free of asbestos.
- White goods: Separated at the curbside and transported to the TDSRS or direct to metal recyclers. Freon is to be extracted and recycled while putrid waste will be removed and disposed of in landfills or compost facilities if available and there are no health risks. White goods to be transported to recycling facility.
- Vegetative Material: Material can be reduced by grinding and chipping. The mulch can be used as a fuel in biomass boilers/cogeneration plants, as a soil enhancement in agricultural applications and commercial resale (composting). Mulch used in agricultural applications must be free of paper, plastics and dirt (ten percent or less contamination). There is a benefit to solely reducing the material as it has a decreased impact on the landfill. The material can also be burned, and the ash utilized for soil enhancement in agronomic applications. Further, mulch can be used in land applications as a stabilizer or for erosion control. Additionally, there are emerging technologies that may allow for ethanol production from this material as well.
- Tires: Segregate tires at curbside for transport to TDSRS for storing. Transport bulk to recycling facility for use as material in asphalt, floor tiles, hoses, landscaping material, playground material and countless other applications. Tires can also be used as fuel supplement in waste-to-energy facilities.

The differing waste streams will be segregated at the curbside, residential drop off sites and at a TDSRS. Source segregation is instrumental to avoiding contamination via comingling waste streams and increasing product marketability.

- Curbside Segregation: The LGS "Picking Up the Pieces" guideline is ideal for educating residents in the different types of debris and how to segregate those at the curbside. LGS has the capability to segregate debris at the curbside. Hand salvaging will yield more recyclable materials, although time required to do so may be more than mechanical sorting. By using specialized trailers with individual bins, HHW can be collected curbside and kept out of the waste stream. Some HHW may be recyclable (e.g. paint, batteries, compressed gas) while other materials have to be disposed of pursuant to local, state and federal law. LGS' teaming partner has years of experience where these were core business processes of the company.
- Debris Segregation Crews: LGS will deploy Debris Segregation Crews (DSC) to maximize curbside segregation. The crew composition is outlined above. Each DSC will have the tools and PPE/safety to perform these tasks quickly, efficiently, and safely.

- Residential Drop-off Sites: By providing residents with a drop off site, debris can be more easily segregated with bins and containers for specific materials. This supplements other programs and also reduces

transportation expenses while providing proactive residents the ability to clean up on their schedule. This also tends to enhance public relations by providing residents with alternatives.

- Sufficient CQC monitors would be stationed at the sites to ensure that only eligible debris would be accepted. LGS will work with City of Destin and local officials to encourage drop off and first stage segregation of material.

- TDSRS: Segregating debris at the curbside will significantly improve the overall reduction capability at the TDSRS. By further segregating debris at the TDSRS, resources can be concentrated in the segregation process. The segregation will be performed in a location that is away from the general public and can be customized for expediting this process. Although segregation is more difficult to achieve as the debris has been co-mingled by the time it arrives at the TDSRS certain materials can be recycled prior to ultimate disposal (e.g. ferrous and non-ferrous metals, etc.) Spotters will be used at the TDSRS but only as a last line of defense.

Once the salvageable material has been removed, the remaining debris will be reduced and brought to a landfill for disposal.

To improve the efficiency of source separation and overall recycling success of the mission, LGS will assist City of Destin with a Public Information campaign utilizing Public Service Announcements (PSA) that encourages residents to properly place and separate debris at the curb for contractor pickup. Following are the anticipated debris categories:

Household Garbage; C&D; Vegetation; HHW; White Goods; Electronics; Unexploded Ordinance; Metals and Other. The PSAs will have subcategories with examples of items to assist the public in understanding how different items are categorized and segregated.

If any collection crews identify unexploded ordinance, ammunition, weapons, or explosives (UXO), they will immediately stop work and notify their CQC Site Manager. The CQC Site Manager will immediately identify the UXO, quarantine the area, remain on site and notify the following authorities:

Bureau of Alcohol, Tobacco, and Firearms (ATF):

- (800) ATF-GUNS
- (800) 283-4867

Once the CQC Zone or Sector Manager arrives on site they will release the crew to continue work and stand-by until the authority having jurisdiction (AHJ) arrives.

Asbestos Containing Material (ACM)

Known or suspected asbestos containing material will be segregated from other debris and disposed of by a licensed asbestos contractor. Asbestos containing materials will be disposed of in a landfill licensed to accept and dispose of asbestos containing materials. Materials that should be segregated include but are not necessarily limited to floor tiles, roofing shingles, linoleum, ceiling tiles, transite (exterior) shingles, concrete or flooring covered with mastic or flooring adhesive, pipe and/or boiler insulation, ceiling and/or wall texture, and stippled or blown on surfacing materials.

Looks Great Services, drawing from our corporate diversity, will apply four decades of aggregate materials handling, solid waste handling and recycling and disaster debris management experience in multiple major disaster declarations to execute the required tasks. We have managed simultaneous operations over large geographical divides in multiple states. Our culture of safety has supported us maintaining an Experience Mod Rating of .76. We

will respond, we will execute, and we will meet the requirements as defined in this solicitation. We have the letters of recommendation and reputation to prove it.

Pre-Planning

Prior to commencing debris removal operations and within 48 hours, or as required in the Task Order, Looks Great Services of MS, Inc. (LGS) will submit to the City of Destin the Contractor Quality Control and Operations Plans which describe the organizational structure and additional key personnel involved in the cleanup, the technical approach and methodology to be used, site specific operational components, the specific geographical area management, the LGS Site Specific Health and Safety Plan (SSHSP), Accident Prevention Plan (APP), Activity Hazard Analysis (AHAs), a copy of the LGS Quality Control Plan (CQC), and approaches to waste reduction and recycling through Beneficial Re-Use, all specific to the Task Order and Area of Operations (AO). The Plan will indicate where operations will begin and which streets/roads will be cleared during the initial period though submission of a 2, 7- and 14-day plan. Operation locations will be decided upon and in conjunction with the City of Destin

The Contractor Quality Control and Operations Plans will be updated by the LGS Operations Manager and CQC System Manager as necessary and as required by the City of Destin. LGS' final Contractor Quality Control and Operations Plans will include organizational structure and key personnel involved in the cleanup, updated technical approach and methodology to be used, updated site-specific operational components, updated specific geographical area management, updated SSHSP, updated APP, updated AHAs, updated CQC, and updated approaches to waste reduction and recycling through Beneficial Re-Use. The plan will also include continually updated submissions of 2, 7- and 14-day plans, all specific to the Task Order and AO as well as work to be performed by subcontractors, a comprehensive list of subcontractors at each tier, and measures to be taken by LGS and its subcontractors to control hazards associated with services performed, and materials or equipment utilized.

During implementation of services, LGS will attend all meetings convened by the City of Destin with respect to the response effort, when directed by the City of Destin to do so or otherwise necessary to carry out the work. The KO may/will issue subsequent TOs to mobilize and begin Emergency Road Clearance, Debris Removal from Public Roads, Streets and ROWs and Hauling to Debris Management or Final Disposal Sites, Vegetative Debris Reduction at Debris Management Sites (TDSRS) including site management, Final Disposal of Reduced Chips, Testing of Ash and Disposal at Landfill, Removal of Freon Containing White Goods, Removal of Non-Freon Containing White Goods, construction of an Inspection Tower(s), construction of a Hazardous Waste Containment Area(s), deployment of Household Hazardous Waste Separation and Removal Crew(s), activation of Debris Separation Crew(s), and activation of Search and Rescue Support Crew(s) and /or HTRW Separation Crew(s).

Mobilization Plan

Looks Great Services of MS, Inc. has developed a comprehensive Mobilization Plan to ensure immediate, organized, and effective deployment of resources in the event of a disaster affecting the City of Destin. Our approach prioritizes speed, safety, compliance, and clear communication, enabling us to begin critical debris management operations within hours of a disaster declaration.

Upon issuance of a Notice to Proceed or activation of the contract, Looks Great Services will initiate mobilization according to the following phases:

Initial Activation and Deployment (Within 24 Hours)

- Notification of key personnel and pre-designated response teams.
- Mobilization of supervisory staff, field managers, safety officers, and project coordinators to the City of Destin.
- Establishment of a command post and coordination center in or near the city to facilitate operational oversight and direct communication with city officials.

- Deployment of initial equipment fleets, including chainsaws, loaders, grapple trucks, bucket trucks, and debris hauling vehicles, to designated staging areas.
- Coordination with the City's Emergency Operations Center (EOC) and public works leadership for situational updates and operational priorities.

Emergency Road Clearance Operations (Within 72 Hours)

- Immediate deployment of crews and equipment to clear critical roadways, emergency routes, and access points to hospitals, fire stations, police departments, and other vital infrastructure.
- Documentation of clearance activities for FEMA compliance through GPS-enabled devices, photographic records, and real-time reporting to the city's designated representative.
- Prioritization of clearance efforts based on the City's pre-identified priority routes and critical infrastructure map.

Full Debris Removal Mobilization (Within 3-5 Days)

- Deployment of full workforce and equipment complement, including additional hauling units, loaders, excavators, skid steers, and debris monitoring teams.
- Establishment and operationalization of approved Temporary Debris Management Sites (TDMS), including site setup, environmental controls, signage, staffing, and operational protocols.
- Activation of subcontracted or supplemental crews (if necessary and pre-approved) to scale operations based on event severity and debris volumes.

Support Functions

- Mobilization of drone teams for aerial video and imagery surveys to support damage assessments, debris volume estimates, and documentation.
- Deployment of safety officers to monitor field activities, enforce compliance with OSHA, FEMA, and City of Destin safety requirements, and ensure zero-incident operations.
- Establishment of administrative and documentation teams to handle FEMA Public Assistance documentation, work order tracking, billing, and recordkeeping.

Sustained Operations and Flexibility

- All mobilized assets and personnel will remain on standby or operationally active until the City of Destin's debris management goals have been achieved.
- Our plan allows for the scalable addition of resources to meet changing conditions, including expanded geographic areas or debris volumes resulting from additional storm events or assessments.

The Mobilization Plan ensures that the City of Destin will benefit from rapid deployment, seamless coordination, and efficient debris management operations that meet all federal, state, and local requirements. Our commitment is to restore access, safety, and community normalcy as quickly and effectively as possible.

Training Plan

Looks Great Services of MS, Inc. is committed to maintaining the highest standards of safety, compliance, and operational efficiency through a comprehensive training program designed specifically for the City of Destin's Disaster Debris Management Services Project. Our training plan ensures that all personnel are properly trained, qualified, and prepared to execute their roles in accordance with federal, state, and local requirements, including FEMA guidelines, OSHA standards, and City of Destin policies.

Training Objectives

The primary objectives of our training plan are to:

- Ensure the safety of all workers, city staff, and the public during debris management operations.

- Achieve full compliance with FEMA Public Assistance Program requirements for eligibility and documentation.
- Provide personnel with the skills and knowledge needed to perform their duties efficiently and professionally.
- Promote environmental stewardship, quality control, and accountability in all phases of debris management.

Training Scope and Content

All personnel assigned to the project will participate in the following training modules:

- **General Safety Orientation**
  - OSHA compliance (29 CFR 1910 and 1926)
  - Personal protective equipment (PPE) requirements
  - Hazard recognition and mitigation
  - Emergency action procedures and first aid response

- **Debris Management Operations Training**
  - FEMA 325 Debris Management Guide overview
  - Eligibility requirements for debris removal, reduction, and disposal
  - Documentation and recordkeeping procedures for FEMA reimbursement
  - Right-of-Way (ROW) and Right-of-Entry (ROE) debris removal protocols
  - Temporary Debris Management Site (TDMS) operations and safety

- **Equipment Operation Training:**
  - Safe operation of loaders, excavators, grapple trucks, chippers, and other heavy equipment
  - Equipment inspection and maintenance procedures
  - Operational safety near utility lines, rights-of-way, and public spaces

- **Hazardous Materials and Waste Handling:**
  - Identification and handling of hazardous trees (leaners, hangers), stumps, and structural debris
  - Household Hazardous Waste (HHW) identification and packaging procedures
  - White goods management, including refrigerant removal and certification compliance

- **Specialized Training Modules:**
  - Aerial drone operation and FAA compliance for personnel involved in aerial imagery and video documentation
  - Environmental protection measures, including erosion control, waterway debris handling, and sand screening best practices

Training Delivery

Training will be conducted using a combination of classroom instruction, field demonstrations, toolbox safety meetings, and on-the-job mentoring. Training sessions will be delivered by qualified trainers, including safety professionals, project supervisors, and third-party certified instructors as required. All training will be documented with attendance rosters, training materials, and certificates of completion maintained on file for verification by the City of Destin and FEMA auditors.

Key delivery methods include:

- Pre-mobilization group training prior to deployment
- Daily tailgate safety meetings addressing specific jobsite hazards and operational focus
- Ongoing refresher training and updates as project conditions or requirements evolve

Personnel Training Requirements

All field personnel, equipment operators, supervisors, and administrative staff will complete their assigned training prior to mobilization. Any newly hired or reassigned personnel will undergo the same training before being authorized to work on the project. Site-specific safety orientations will be provided upon arrival at any new worksite or TDMS location.

Quality Control and Continuous Improvement

Looks Great Services will continuously evaluate the effectiveness of its training program through direct observation, performance assessments, incident investigations, and feedback from field personnel. Corrective actions, supplemental training, or procedural changes will be implemented promptly if deficiencies or improvement opportunities are identified.

Documentation and Compliance

All training records, certifications, and qualifications will be maintained and made available to the City of Destin, FEMA, and other regulatory agencies upon request. Our documented training program ensures compliance with federal disaster recovery program requirements and supports audit-ready recordkeeping.

Quality Assurance/Quality Control

Overview

Responsibilities for quality are specified not only for compliance with policies and procedures but also so that decisions are based on principles that ensure quality. Documented responsibilities ensure that expected behaviors are communicated throughout the company rather than left to discretionary interpretation. Every necessary action is taken to ensure that the quality program is not a “process” but is, instead, focused on delivery of quality service for the client.

Looks Great Services Quality Policy

Quality is everyone's responsibility. LGS senior leadership holds everyone in the organization personally accountable for adhering to the LGS Quality System policies and procedures. The LGS Quality Policy describes the LGS commitment to quality and reinforces compliance with the Quality System. LGS senior leadership communicates the Quality Policy message throughout the company so that all employees understand their respective quality responsibilities. LGS senior leadership reviews the LGS Quality Policy with all employees at least annually. LGS ensures the LGS Quality Policy is distributed to all employees and is posted in all offices. Responsibility for the CQC program extends from the President down through every organizational element

Quality Duties, Responsibilities, and Line of Authority

President: Quality Duties, Responsibilities, and Authority

While everyone is responsible for quality, the President is the one person in the company ultimately responsible for quality. Regardless of other duties, quality responsibilities of the President include:

- Ensuring each employee understands his/her quality responsibilities as well as LGS quality policies
- Establishing company quality policies and objectives
- Conducting management reviews of the LGS Quality System

- Ensuring the availability of necessary resources and information for effective operation of the Quality System
- Demonstrating commitment to the LGS Quality System and its integrity
- Ensuring achievement of LGS quality objectives
- Continuously improving the Quality System

CQC System Manager: Quality Duties, Qualifications, Responsibilities, and Authority

The CQC System Manager is responsible for ensuring the overall effectiveness of the Quality System for a specific project. Regardless of other duties, the CQC System Manager is responsible for:

- Planning project quality controls required by the LGS Quality Systems and contract requirements
- Fully implementing all provisions of the LGS Quality System and related documents on the project.
- Overall management of the operation of the LGS CQC Plan on the project.
- Implementing and managing all phases of quality control
- Communicating project-specific quality requirements to all affected departments, subcontractors and suppliers, employees and customers
- Ensuring that the CQC Plan is established and implemented by persons doing work that impacts quality.
- Monitoring progress of activities
- Ensuring that the Quality System is maintained.
- Acting as the project quality liaison with parties outside the company on matters relating to quality
- Reporting to senior management on performance of the CQC Plan, including needed improvements
- Review and approval of all project CQC Plan records.
- Review and approval of project quality-related contract submittals.
- Managing all project inspection and quality control activities
- Controlling and managing corrective actions
- Resolving quality nonconformance issues
- Ensuring ongoing training activities are being addressed during weekly safety and CQC tailgate meetings with the workforce by Area, Sector, Zone and Site Managers
- Providing daily CQC Reports to the Contracting Officer (the City of Destin KO). Daily reports will be submitted electronically, or in hard copy, to the KO no later than 0700 on the following day, with each report addressing the full 24-hour period of removal, reduction, and disposal operations.

The CQC System Manager has the authority to:

- Act in all CQC Plan matters for LGS.
- Stop work when continuing work may adversely affect quality or cover up a defect.
- Prevent the use of materials that may adversely affect quality or cover up a defect.
- To direct the removal and replacement of any non-conforming work or material by LGS, any subcontractor, or any supplier.

- Suspend work and/or supply of materials by any staff member, subcontractor personnel, or supplier as deemed necessary to assure quality results.

Alternate CQC System Managers acting in the role of the project CQC System Manager have the same quality duties, responsibilities and authority as the project CQC System Manager. An alternate for all CQC System Managers will be named. Qualifications for appointment as LGS' CQC System Manager (or alternate) include a minimum of three years' experience in debris removal with a focus on quality control operations.

CQC Area (Division) Manager: Quality Duties, Qualifications, Responsibilities, and Authority

The CQC Area Manager is the one person responsible for management of a specific state, county or group of sectors depending on the size of an event as defined in the Geographical Area Management Plan. The CQC Area Manager will report to the CQC System Manager and will be responsible for all CQC activities within the assigned area. Regardless of other duties, the CQC Area Manager is responsible for:

- Demonstrating commitment to the LGS Quality System and its integrity
- Ensuring achievement of project quality objectives
- Providing adequate resources for effective operation of the CQC Plan on the project
- Ensuring that each design employee understands his or her quality responsibilities as well as LGS quality policies.
- Ensuring that each project employee understands his or her quality responsibilities as well as LGS quality policies.
- Conducting management reviews of the CQC Plan
- Ensuring the availability of necessary resources and information for effective operation of the CQC Plan
- Managing safety briefings and updates, as well as providing LGS quality control updates to the area workforce during weekly tailgate meetings.

The CQC Area Manager has authority to:

- Stop work when continuing work adversely affects quality or covers up a defect.
- Prevent the use of materials that would adversely affect quality or cover up a defect.
- Suspend work and/or supply of materials by any staff member, subcontractor personnel, or supplier as deemed necessary to assure quality results.

Alternate CQC Area Managers acting in the role of the project CQC Area Manager have the same quality duties, responsibilities, and authority as the project CQC Area Manager. An alternative for all CQC Area Managers must be named. Qualifications for appointment as LGS' CQC Area Manager (or alternate) include a minimum of two years' experience in debris removal with a focus on quality control operations.

CQC Sector and Zone Managers: Quality Duties, Responsibilities, and Authority

CQC Sector and Zone Managers verify that work performed by subcontractors and suppliers and LGS work crews conforms to LGS quality standards. The President appoints one or more CQC Sector or Zone Managers for each project. The CQC Sector and Zone Managers will have responsibility over all CQC activities within a defined Sector or Zone. Sector Managers report to the Area Manager. Zone Managers report to the Sector Manager.

CQC Sector and Zone Managers have specific responsibilities for:

- Ensuring that work meets government regulatory and code requirements, customer requirements, contract requirements, contract technical specifications, contract drawings, approved contract submittals, and company quality standards and specifications.
- Ensuring that subcontractors and suppliers begin work in accordance with LGS start-work policies
- Ensuring that subcontractors and suppliers receive a notice to work only when conditions will not adversely affect quality results.
- Conducting Sector or Zone quality inspections, tests, and recording findings on the RaFT System
- Accurately assessing subcontractor quality and on-time performance
- Ensuring that quality standards are achieved before approving subcontractor or work crew completion of work.
- Managing Sector or Zone safety updates and briefings, as well as LGS quality control progress reviews, with workforce at weekly tailgate meetings

The CQC Sector and Zone Managers have the authority to:

- Stop work when continuing work may adversely affect quality or cover up a defect
- Prevent the use of materials that may adversely affect quality.
- Direct the removal or replacement of any non-conforming work or material.
- Suspend work and/or supply of materials as deemed necessary to assure quality results.

Alternate CQC Sector and Zone Managers have the same quality duties, responsibilities, and authority as the CQC Sector or Zone Manager. Multiple CQC Sector and Zone Managers may be assigned to the project.

CQC Site Manager

A CQC Site Manager verifies work performed by subcontractors and suppliers and LGS work crews conforms to LGS quality standards. The President appoints one or more CQC Site Managers for each site. The CQC Site Manager may be located at a disposal site, reduction site, curbside separation site, debris loading site, a demolition site, or other sites that require CQC. The CQC Site Manager is someone at the site location that is normally required to be there but has added CQC responsibilities. The CQC Site Manager is responsible for all CQC activities at their site location including reporting via the RaFT System. CQC Site Managers must complete separate, specialized training for debris loading, separation, reduction, and disposal sites, and those dealing with Household Hazardous Waste (HHW), and Hazardous, Toxic, and Radiological Waste (HTRW) activities.

A CQC Site Manager has specific responsibilities for:

- Ensuring that work meets government regulatory and code requirements, customer requirements, contract requirements, contract technical specifications, contract drawings, approved contract submittals, and company quality standards and specifications.
- Ensuring that subcontractors and suppliers begin work in accordance with LGS start-work policies
- Ensuring that subcontractors and suppliers receive a notice to work only when conditions will not adversely affect quality results.
- Conducting quality inspections, tests, and recording findings
- Accurately assessing subcontractor quality and on-time performance
- Ensuring that quality standards are achieved before approving subcontractor or work crew completion of work.

- Manage site safety meetings and briefings, as well as LGS quality control progress, with site workforce during weekly tailgate meetings.

The CQC Site Manager has the authority to:

- Stop work when continuing work may adversely affect quality or cover up a defect.
- Prevent the use of materials that may adversely affect quality.
- Direct the removal or replacement of any non-conforming work or material.
- Suspend work and/or supply of materials as deemed necessary to assure quality results.

Alternate CQC Site Managers have the same quality duties, responsibilities, and authority as the CQC Site Managers. Multiple CQC Site Managers may be assigned to the project.

All Employees: Quality Duties, Responsibilities, and Authority

All employees have quality responsibilities, all employees will be educated on what CQC means in the context of the project and their individual responsibility ensuring delivery of quality service. It will be clear that these responsibilities include:

- Conformance to project quality requirements
- Compliance with the project quality plan
- Meeting or exceeding all applicable regulations, codes, industry standards, and manufacturer specifications as well as meeting or exceeding our customers' contract and individual requirements.
- Fully implementing and complying with all provisions of the LGS Quality Manual.

The LGS CQC employee education and orientation will ensure that all employees understand that they have the authority to:

- Stop work when continuing work may adversely affect quality or cover up a defect.
- Prevent the use of materials that may adversely affect quality.

Specialized CQC Personnel

In addition to CQC Personnel specified elsewhere in the contract, LGS will provide as part of the CQC organization specialized personnel to assist the CQC System Manager for the following areas: separation, removal, and disposal of household hazardous waste (HHW), and Hazardous, Toxic, and Radiological Waste (HTRW) activities and/or biological wastes when these materials are present. These individuals may be employees of the prime or subcontractor, will be responsible to the CQC System Manager, and will be physically present at the debris removal, reduction, and disposal operations site during work on their areas of responsibility. These individuals may perform other duties but must be allowed sufficient time to perform their assigned quality control duties as described in the Quality Control Plan.

LGS has established relationships with specialists in HHW and HTRW response. As part of our CQC plan, LGS encourages, and has in past operations, requested co-locating at TDSRS sites with the US EPA, state and local regulators and their contractors to foster solid working relationships and access to decision makers which enables best value for addressing issues of paramount importance. Specialized CQC Personnel must participate, and often assist in training, the workforce and CQC personnel assigned to dealing with Household Hazardous Waste (HHW), and Hazardous, Toxic, and Radiological Waste (HTRW) activities.

Quality System Performance Measures

Company-wide quality performance measures evaluate the effectiveness of the Quality System. The following indicators are the primary measures of quality performance:

- Number of customer correction items identified at the project closeout quality inspection.
- Customer satisfaction feedback.

At least annually, senior managers evaluate LGS quality performance and set improvement goals. CQC performance will be reviewed monthly in the review and analysis of project performance by the senior leadership of LGS.

Customer Satisfaction Performance Measures

LGS will seek out feedback after project completion on whether customer quality expectations are being met, and to what extent. The President analyzes customer satisfaction data to determine opportunities for improvement and address any items of customer dissatisfaction. CQC performance assessments will be a key element in the frequent liaison and assessment with the City of Destin operating personnel and other stakeholders.

Exceptions; Noncompliance Issues

Exceptions to the LGS CQC Plan and customer contract requirements are tightly controlled:

- Exceptions to compliance with contract specifications are approved only by the customer and the CQC System Manager.
- Exceptions to the LGS Quality System not specified by contract requirements are approved only by the LGS President or the senior CQC System Manager.

Exceptions are recorded in memoranda, change orders (Section 3.4.6 Change Order), or otherwise clearly documented.

CQC Plan Noncompliance issues are of paramount importance as payment for any period of noncompliance can be reduced under the contract. LGS recognizes and understands that if the the City of Destin Quality Assurance (QA) program determines LGS is in noncompliance with the accepted CQC Plan and contract requirements for CQC, the Government may/will reduce LGS' payment for the period of nonconformance in accordance with the contract's performance based contracting pay table. Furthermore, we recognize and understand that the Government may require removal of key CQC personnel, resubmittal of the LGS CQC Plan, and an additional mutual understanding meeting with LGS to establish and implement corrective measures deemed necessary to bring the LGS CQC program back into contract compliance. Excellence in execution is a pivot point in the relationship with the City of Destin. The CQC program must and will reflect the excellent performance that LGS will deliver because we have a comprehensive and outstanding process and a superb CQC training and management program.

Debris Eligibility Criteria

The LGS Quality Control Plan enforces the guidelines for debris eligibility established in FEMA 321, FEMA 322, FEMA 325, FEMA 327, FEMA 329, FEMA 9500 Series Policy Publications, DHS OIG-11-40, or as defined and directed in a specific Task Order and Notice to Proceed. Generally, this means full FEMA compliance. The CQC System Manager will work closely with the the City of Destin QA/QAS teams to ensure that all work is compliant, and all documentation is properly obtained and documented to the client, as required by the contract.

While Quality Control is the duty of each employee, one member of each crew is trained and specifically assigned the responsibility as CQC Site Manager for properly determining eligibility of debris and by what authority debris is eligible for removal. Every pile of debris collected is required to be evaluated as part of LGS' CQC Plan. By automating

LGS' CQC Plan with the RaFT System, LGS is able to provide unmatched service and documentation to the debris collection process. In addition, deploying the RaFT System for CQC Plan compliance provides real time automation to the quality control process. This enables LGS to immediately address questions remotely, based on photographic evidence uploaded in real time to our servers for web access by LGS CQC Managers and the the City of Destin QA/QAS. To accomplish this, the RaFT System is integrated into a web-based server platform and iPad field data input system.

Each crew will have iPads operated by the CQC Site Manager that transmits each entry in real time when cell phone service has been restored. When cell phone service is not restored, we are able to upload each CQC Site Manager's entries daily to provide an optimal performance from our CQC Plan when the iPads are within proximity of the LGS Management Level Mobile Command and Communications Center (MCC), or any Support Level MCC.

Benefits include quick review of "judgment calls" made in the field. LGS is capable of not only discussing by cell phone, but also reviewing photographs to assist our crews and CQC Site Mangers in making the right decision the first time, each time, in real time. In addition, LGS is able to provide immediate review potential for the the City of Destin QA/QAS personnel to also remotely respond to questions that arise. This gives our CQC Plan a real time application. It also provides LGS with an opportunity to relay details of decisions made by the the City of Destin QA/QAS personnel in real time across the entire Area of Operations (AO) for consistent application of decisions and directives. By implementing the RaFT System, LGS can ensure performance of debris removal, reduction, demolition, and disposal that complies with FEMA and contract requirements.

Documentation

LGS will maintain daily current records providing factual evidence that required quality control activities have been performed via the RaFT System as well as hard copies. These records will include the work of subcontractors and suppliers. Records will be on an acceptable form that includes, as a minimum, the following:

- LGS/Subcontractor and their area of responsibility
- Operating plant/equipment with hours worked, idle, or down for repair
- Work performed each day, giving location, description, and by whom
- Test and/or control activities performed with results of such identified
- Quantity of materials received at each site with statement as to the disposition of these materials (i.e. Hauled, reduced, recycled, landfilled, etc.)
- Job safety evaluations based on activity hazard analyses, stating what was checked, results, and instructions or corrective actions taken
- Instructions given/received and conflicts with approved plans and/or specifications

These records will include a list of subcontractors working on the project; the number of personnel working; weather conditions encountered; and any delays encountered. The original and one copy of these records in report form will be furnished to the Government daily, except that reports need not be submitted for days on which no work is performed

Reports will be signed and dated by the CQC System Manager. Daily reports will be submitted to the KO no later than 0700 on the following day. Each report will address the full 24-hour period of removal, reduction, and disposal operations.

CQC Plan Deliverables

LGS will deliver within three (3) days after receipt of the Notice to Proceed our CQC Plan in detail as outlined in the solicitation. Prior to acceptance, LGS President and appointed CQC Area Managers, CQC Sector Managers, CQC Zone

Managers, CQC Site Managers and all CQC Specialized Personnel will join in a Coordination Meeting with the the City of Destin QA staff and the KO to reach mutual understanding regarding any details. Any changes after LGS' CQC plan are delivered will require notifying the KO in writing and be subject to approval.

Details to be addressed in deliverables include Identifying CQC personnel, identifying CQC procedures, and identifying control methods. At a minimum, deliverables will include:

- A complete description of the quality control organization, including an organization chart showing lines of authority. This will include appropriate LGS points of contact for the CQC System Manager and the Area, Sector, Zone and Site managers. It will also include the name, qualifications, duties, responsibilities, and authorities of each person assigned a CQC function. This will include qualifications in resume format for the CQC System Manager, and all Area and Sector Managers. Proof of training for Zone and Site Managers will be submitted to the Contracting Officer.
- A copy of the letter to the CQC System Manager signed by the President of LGS which describes the responsibilities and delegates sufficient authorities to adequately perform the functions of the CQC System Manager, including authority to stop work which is not in compliance with the contract. The CQC System Manager will issue letters of direction to all other various quality control representatives outlining duties, authorities, and responsibilities. Copies of these letters will also be furnished to the City of Destin.
- Safety: The safety section of the CQC Plan will address worker protection, equipment safety, trimming of loads, flagmen, work zone safety and traffic control.
- Debris Eligibility: The debris eligibility section will address what debris is eligible for removal versus what should not be removed. A protocol will be provided for obtaining decisions on questionable debris.
- Separation/Handling of Curbside Debris: This section will provide guidance on curbside debris separation and removal concerning HHW, white goods, e-waste, and other materials as tasked.
- Proper Loading/Unloading of Trucks: This section will provide instructions on properly loading trucks to ensure full loads, ensure mixed debris loads are kept to a minimum, ensure tailgates are secure and placards are clearly displayed, Freon systems in the white goods remain intact, and extension boards on the dump bodies are maintained according to specifications. Trucks using TDSRS sites will be inspected to ensure loads are fully dumped.
- Tracking of Hourly Rate Task: This section will outline in detail the appropriate procedures and forms required to track and account for equipment hours, equipment down-time, and man hours. The procedures will be in accordance with the contract scope and must be approved by the government prior to use. The government and LGS will reconcile hours documented at the end of each day.
- Private Property Debris Removal: This section will explain the requirements that must be in place prior to removing debris from private property and define personal property and how it will be handled. This section will include guidance on stumps, hanging limbs, and leaning trees if tasked.
- Demolition: This section will explain the requirements that must be in place prior to performing structure demolition on private property or public property. This section will also define personal property and how it will be handled along with other special items of interest as defined by specific task orders.
- Daily reports: This section will address reporting procedures, including proposed reporting formats and a schedule for submission of the daily summary reports that capture the main activities of the day. The reports will include the CQC notes documenting the activities monitored each day. For example, activity description and locations, times of inspections, problems with safety, total number of trucks loaded, total number of loads and quantities hauled to reduction/disposal sites, quantity of debris reduction, number of subcontractors working, incidents of contract non-compliance, and corrective actions, if any, will be reported.
- Training Materials: The LGS developed training materials will be submitted with the CQC Plan for review and comment by the Government. LGS will schedule and provide within three (3) days of receipt of Notice

to Proceed a one-day training session for all CQC personnel, Government Area and Resident Engineers, and QA Supervisors. Additional training sessions will be scheduled and conducted when required by task order.

LGS will update the CQC Plan and submit it for Government approval with each addition of a major scope element to ensure compliance with task order provisions. The update will be submitted within 48 hours of issuance of the new task order, or a contract change that necessitates a change to the CQC plan.

Physical Identification of CQC Personnel in the Field

LGS' CQC personnel performing quality control functions in the field will be easily identified visually. At a minimum, the letters "Q" and "C" will be displayed on the back of the hard hat with two, two-inch-high, black capital letters. LGS may elect to utilize other means of visual identification in addition to the letters on approval by the Area Engineer and inclusion in the CQC Plan.

Tab 5 – Previous Experience



Large-Scale Past Performance

Since 2001 LGS has been involved in FEMA reimbursed projects. LGS works in compliance with the law, the regulations, and FEMA's codified policies regarding the FEMA Public Assistance (PA) Program. Below is a list of the individual FEMA contracts LGS has managed as the prime contractor that involved more than 250,000 CY of debris removed in the past 10 years.

PROJECT	DATE	TOTAL CY	TOTAL DOLLAR AMOUNT INVOICED	FEDERAL REIMBURSEMENT AMOUNT	CONTACT
Toombs County, GA DR-4830-GA	9/26/2024 – Present	2,500,000 (to date)	$71,155,556.00 (to date)	TBD	John Jones, County Administrator jjones.toombsco@bellsouth.net 912-526-3311
Johnson County, GA DR-4830-GA	9/26/2024 – Present	1,200,000 (to date)	$11,077,476.39	TBD	William Lindsey, County Manager wflindsey@johnsonco.org 478-864-5785
City of Rogers, AR DR-4788-AR	5/29/2024 – 9/5/2024	1,101,000	$15,507,400.00	TBD	Greg Hines, Mayor ghines@rogersar.gov 479-936-1444
Benton County, AR DR-4788-AR	6/27/2024 – 9/5/2024	784,000	$12,150,645.00	TBD	Barry Moehring, County Judge barry.moehring@bentoncountyar.gov 479-271-5767
City of Bentonville, AR DR-4788-AR	6/26/2024 – 9/1/2024	250,400	$4,223,348.00	TBD	Stephanie Orman, Mayor sorman@bentonvillear.com 479-659-9383
City of Amory, MS DR-4697-MS	3/29/2023 – 12/13/2023	520,202	$8,180,915.18	$8,180,915.18	Corey Glenn, Mayor mayorglenn@cityofamoryms.com 662-256-5721
City of Wynne, AR DR-4698-AR	3/2/2023 – 6/20/2023	260,186	$3,660,345.87	$3,660,345.87	Jennifer Hobbs, Mayor jhobbs@cityofwynne.com 870-238-0027
Virginia DOT DR-04630	5/9/2022- 8/7/2022	463,695	$4,100,376.30	$4,100,376.30	Adam Medek, Project Director adam@medekcorp.com 913-439-9366
Caldwell County, KY DR-4630	12/15/2021- 4/16/2022	309,795	$2,431,930.21	$2,431,930.21	Jeff Boone, Magistrate Jeffboone@caldwellcourthouse.com 270-365-6660
Marshall County, KY DR-4630	12/22/2021 – 4/21/2022	539,410	$6,159,788.61	$6,159,788.61	Kevin Neal, Judge Executive Kevin.neal@marshallcountyky.gov 270-527-4750
Association of County Commissions of AL – Dallas, Marengo, and Wilcox Counties DR-4573	12/14/2020 – 4/16/2021	406,446	$6,913,884.04	$6,913,884.04	Heath Sexton, County Engineer hsexton@dallascounty-al.org 334-874-2503 Ken Atkins, County Engineer marengoengineer@bellsouth.net 334-295-2236
Puerto Rico DTOP DR-4339	12/2017 – 12/2020	319,320	$39,000,000.00	$39,000,000.00	Elias Tirado Huertas, Director etirado@dtop.pr.gov
Nassau County, NY DR-4085	10/2012 – 5/2013	2,074,770	$60,398,300.00	$60,398,300.00	Richard Iadevaio, Superintendent riadevaio@nassaucountyny.gov 516-571-6824
Long Beach, NY DR-4085	10/2012 – 4/2013	455,000	$17,000,000.00	$17,000,000.00	Jim LaCarrubba, Commissioner jlacarrubba@longbeachny.org 516-431-1000
Nassau County, NY DR-4021	8/2011 – 1/2012	580,000	$6,697,200.00	$6,697,200.00	Richard Iadevaio, Superintendent riadevaio@nassaucountyny.gov 516-571-6824

Previous Disaster Work and Experience

Since 2001, LGS has been involved in FEMA reimbursed projects. LGS works in compliance with the law, the regulations, and FEMA's codified policies regarding the FEMA Public Assistance (PA) Program. Below is an additional comprehensive list of the FEMA contracts LGS has been a part of. These total over 1,000,000 leaners and hangers and more than 30 million cubic yards of debris removed.

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Sub	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE
City of Waynesboro, GA	Hurricane Helene	February 2025	PC	TBD	DR-4830
Union County, KY	Ice Storm	January 2025	PC	TBD	TBD
City of Pinellas Park, FL	Hurricane Milton	October 2024	S	$118,646.50	DR-4834
Hillsborough County, FL	Hurricane Milton	October 2024	S	$21,428.50	DR-4834
New College & USF	Hurricane Milton	October 2024	S	$907,777,.63	DR-4834
Bradenton-Sarasota International Airport	Hurricane Milton	October 2024	S	$351,543.29	DR-4834
City of Oviedo, FL	Hurricane Milton	October 2024	PC	$186,949.06	DR-4834
City of Lake City, FL	Hurricane Helene	September 2024	PC	$22,730.00	DR-4828
Emanuel County, GA	Hurricane Helene	September 2024	S	$820,428.00 (to date)	DR-4830
Toombs County, GA	Hurricane Helene	September 2024	PC	$71,155,556.00 (to date)	DR-4830
Johnson County, GA	Hurricane Helene	September 2024	PC	$5,533,566.00 (to date)	DR-4830
Brooks County, GA	Hurricane Helene	September 2024	PC	$2,500,000.00	DR-4830
Florida State University	Hurricane Helene	September 2024	PC	$647,580.99	DR-4828
Arkansas DOT	Tornado	August 2024	PC	$2,546,177.25	DR-4788
Arkansas DOT	Tornado	August 2024	PC	$93,292.95	DR-4788
CenterPoint Energy	Hurricane Beryl	August 2024	S	$2,685,364.00	112843468
City of Oyster Creek	Hurricane Beryl	August 2024	PC	$161,164.00	DR-4798
Desoto Parish, LA	Hurricane Beryl	July 2024	PC	$644,246.25	N/A
City of Crandall, TX	Storm Debris	June 2024	PC	$20,616.00	N/A
City of Castlehills, TX	Storm Debris	June 2024	PC	$408,360.00	N/A
Benton County, AR	Tornado	June 2024	PC	$12,150,644.98	082-2024
City of Bentonville, AR	Tornado	June 2024	PC	$4,223,347.15	24-44
City of Rogers, AR	Tornado	May 2024	PC	$13,762,133.82	DR-4788
City of Princeton, KY	Tornado	May 2024	PC	$46,184.00	N/A
Caldwell County, KY	Tornado	May 2024	PC	$779,197.00	N/A

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Sub	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE
City of Oviedo, FL	Debris Removal	April 2024	PC	$52,030.00	240205
Florida State University	Tornado	April 2024	PC	$1,468,245.00	6454-8
CLECO Power	Tornado	April 2024	S	$386,470.00	N/A
Desoto County, FL	Stream Debris	March 2024	S	$6,607,101.00	N/A
City of Round Rock, TX	Debris Removal	December 2023	PC	$52,953.00	2023-350
Coastal Water Authority, TX	Dam Debris Removal	August 2023	PC	$110,000.00	N/A
Town of Flower Mound, Texas	Debris Hauling	November 2023	PC	$163,313.00	2023-12-A
City of Dallas, TX	Debris Hauling	November 2023	PC	$3,138,779.00	BG23-00022387
Jasper County, MS	Tornado	September 2023	PC	$506,231.25	N/A
City of Hendersonville, TN	Tornado	September 2023	PC	$329,990.40	N/A
Panola County, MS	Tornado	April 2023	PC	$343,625.00	DR-4697
City of Winona, MS	Tornado	April 2023	PC	$456,918.51	DR-4697
Montgomery County, MS	Tornado	April 2023	PC	$361,464.00	DR-4697
Cross County, AR	Tornado	March 2023	PC	$562,552.05	N/A
Virginia DOT	Debris Removal	March 2023	PC	$5,849,483.00	N/A
City of Eutaw, AL	Tornado	February 2023	PC	$232,852.83	FEMA-4684-DR
Dallas County, AL	Tornado	January 2023	PC	$389,366.93	N/A
Elmore County, AL	Tornado	January 2023	PC	$446,107.93	FEMA-4684 DR
Virginia DOT	Snowstorm	May 2022	S	$10,000,000.00	49341-003
City of St. Louis, MO	Straight-Line Wind	April 2022	PS	$152,152.00	N/A
Tyndall AFB	Hurricane Michael	April 2022	PC	EST: $750,000.00	BPA #FA481922Q0005
Hendersonville, TN	Tornado	February 2022	PC	$146,303.55	DR-4630
Lincoln County, MS	Hurricane Ida	January 2022	PC	$198,230.26	DR-4626
Caldwell County, KY	Tornado	January 2022	PC	$852,301.97	DR-4630
Marshall County, KY	Tornado	January 2022	PC	$4,807,883.24	DR-4630
Caldwell County, KY	Tornado	December 2021	PC	$1,579,628.24	NTP 12.22.21
Marshall County, KY	Tornado	December 2021	PC	$1,351,905.37	NTP 12.17.21
Southern Louisiana Electric Cooperative	Hurricane Ida	September 2021	PC	$20,986,794.83	N/A
Brookhaven, MS	Hurricane Ida	September 2021	PC	$60,575.00	N/A
Harrison County, MS	Hurricane Ida	August 2021	PC	$690,025.36	210610

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Sub	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE
Jefferson County, MS	Ice-Storm	August 2021	PC	$1,936,061.40	FEMA-TBD
Mississippi DOT	Ice-Storm	June 2021	PC	$1,227,126.20	CMEP7000012771
Cleveland, MS	Straight-Line Wind	June 2021	PC	$300,408.00	NTP 6.14.21
Jackson, MS	Tornado	June 2021	PS	$78,460.00	NTP 6.3.21
Natchez, MS	Ice Storm	March 2021	PC	$627,179.31	FEMA-TBD
ACCA Marengo County, AL	Hurricane Zeta	February 2021	PC	$1,743,685.42	FEMA-DR-4573
ACCA Wilcox County, AL	Hurricane Zeta	January 2021	PC	$1,394,919.74	FEMA-DR-4573
ACCA Dallas County, AL	Hurricane Zeta	December 2020	PC	$3,775,278.88	FEMA-DR-4573
Jefferson Davis County, MS	Tornado	April 2020	PC	$1,563,514.48	FEMA-DR-4551-MS
ACCA Pike County, AL	Tornado	April 2020	PC	$400,064.00	Region 3 Contract
Jasper County, MS	Tornado	April 2020	PC	$1,899,079.90	FEMA-DR-4551-MS
Mississippi DOT	Tornado	April 2020	PC	$177,064.50	MP-7000-16(231)
Mississippi DOT	Tornado	April 2020	PC	$50,500.00	MP-7000-39(225)
Jones County, MS	Tornado	April 2020	PC	$660,797.34	FEMA-DR-4551-MS
Lawrence County, MS	Tornado	April 2020	PC	$1,320,274.77	FEMA-DR-4551-MS
Marion County, MS	Tornado	April 2020	PC	$812,029.88	FEMA-DR-45XX-MS
Mississippi DOT	Tornado	April 2020	PC	$1,411,516.90	MP-7000-16(223)
Lawrence County, MS	Tornado	April 2020	PC	$582,705.23	FEMA-DR-4536-MS
Jefferson Davis County, MS	Tornado	April 2020	PC	$3,471,894,.22	FEMA-DR-4536-MS
Mississippi DOT	Tornado	October 2019	PC	$256,000.00	STP-0028-00(007)
Yazoo County, MS	Tornado	October 2019	PC	$168,866.00	FEMA-DR-4450-MS
Columbus, MS	Tornado	April 2019	PC	$271,601.40	FEMA-DR-4429-MS
Puerto Rico DRD	Hurricane Maria	March, 2019	PC	$9,000,000.00	2018-000-177
Univ. of NC, Wilmington	Hurricane Florence	September, 2018	PS	$76,695.00	N/A
St. James Plantation, NC	Hurricane Florence	September 2018	PS	$2,934,958.75	N/A
USACE/Power Secure	Hurricane Maria	April, 2018	PS	$2,000,000.00	N/A
Puerto Rico DOH	Hurricane Maria	February, 2018	PS	$1,000,000.00	DOH-RFP-17-18-03
Puerto Rico DTOP	Hurricane Maria	December, 2017	PC	$39,800,000.00	2018-000-177
Florida City, FL	Hurricane Irma	September, 2017	PC	$3,866,287.87	FEMA-DR-4334/2017-004
Village of El Portal, FL	Hurricane Irma	September, 2017	PC	$1,680,800.67	FEMA-DR-4334
Miami Shores Village, FL	Hurricane Irma	September, 2017	PC	$983,796.51	FEMA-DR-4334
McIntosh County, GA	Hurricane	September,	S	$100,728.00	FEMA-DR-4334

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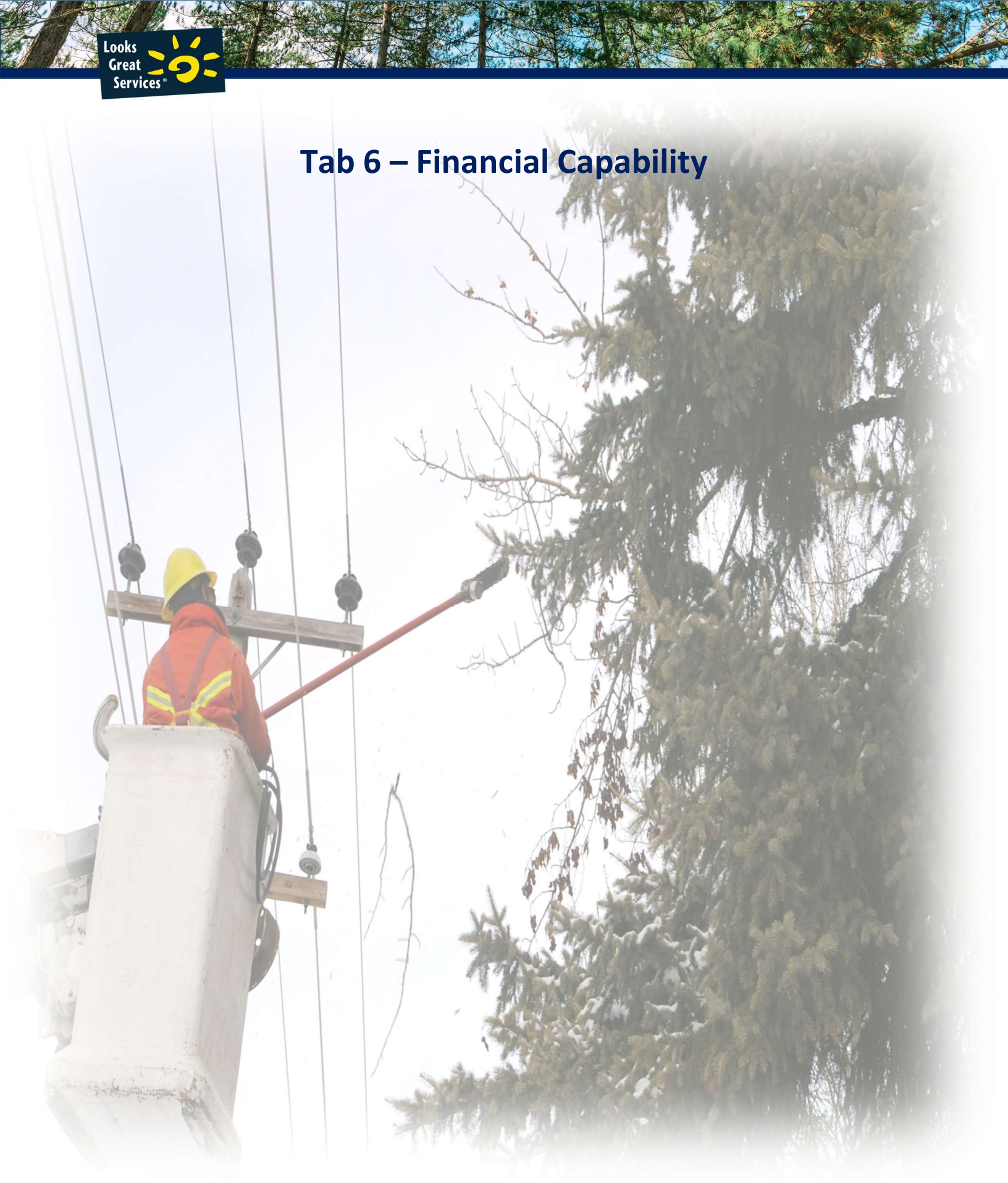
	Irma	2017			
Volusia County, FL	Hurricane Irma	September, 2017	S	$462,575.00	FEMA-DR-4334
Claiborne County	Tornado	September, 2017	PC	$1,346,973.73	DR-4314-MS
Central, LA	Flooding	August, 2017	PC	$4,006,000.00	2017-001
Holmes County, MS	Tornado	June, 2017	PC	$4,047,248.40	DR-4314-MS
Durant, MS	Tornado	June, 2017	PC	$1,775,021.45	DR-4314-MS
Mississippi DOT	Tornado	June, 2017	PC	$2,017,183.71	MP-3000-26(114)
Yazoo County, MS	Tornado	June, 2017	PC	$3,610,554.90	DR-4314-MS
Montgomery County, MS	Tornado	May, 2017	PC	$2,461,467.85	DR-4314-MS
Skidaway Island, GA	Hurricane Mathew	October, 2016	S	$1,042,106.25	N/A
Hilton Head, SC	Hurricane Matthew	October, 2016	S	$586,730.00	N/A
Benton County, MS	Tornado	February, 2016	PC	$530,428.40	DR-4248-MS
Marshall County, MS	Tornado	February, 2016	PC	$1,230,407.00	DR-4248-MS
Marion County, MS	Tornado	December, 2014	PC	$955,958.66	RFP-2015-01
City of Columbia, MS	Tornado	December, 2014	PC	$164,500.00	N/A
Lowndes County, MS	Tornado	May, 2014	PC	$430,402.19	DR-4175-MS
Mississippi DOT Itawamba Co	Tornado	May, 2014	PC	$342,652.22	14-2100-991-01
Mississippi DOT Winston Co	Tornado	May, 2014	PC	$88,971.97	14-2100-991-03
MS DOT Lowndes Co	Tornado	May, 2014	PC	$85,579.13	14-2100-991-02
Itawamba County, MS	Tornado	May, 2014	PC	$695,844.02	N/A
US Army Corps of Engineers	Hurricane Sandy	March, 2013	PC	$2,145,149.40	C# W912DS-13-C-0024
US Army Corps of Engineers	Hurricane Sandy	March, 2013	PC	$1,171,605.00	C# W912DS-13-C-0018
Central Park Conservancy	Hurricane Sandy	October, 2013	PC	$105,200.00	C# CPC13-01
Village of Freeport, NY	Hurricane Sandy	October, 2012	PC	$181,000.00	NTP 10.31.12
Freeport Electric, NY	Hurricane Sandy	October, 2012	PC	$186,200.00	NTP 10.31.12
Garden City, NY	Hurricane Sandy	October, 2012	PC	$4,152,100.00	NTP 10.31.12
Town of Hempstead, NY	Hurricane Sandy	October, 2012	PC	$4,858,000.00	NTP 11.8.12
Town of Huntington, NY	Hurricane Sandy	October, 2012	PC	$7,545,500.00	NTP 11.1.12
Long Island Railroad	Hurricane Sandy	October, 2012	PC	$985,700.00	NTP 10.21.12
City of Long Beach, NY	Hurricane Sandy	October, 2012	PC	$17,500,000.00	NTP 10.30.12

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Sub	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE
National Grid / LIPA	Hurricane Sandy	October, 2012	PC	$4,000,700.00	N/A
Nassau County, NY	Hurricane Sandy	October, 2012	PC	$60,398,300.00	NTP 10.26.12
NYS DOT, NY	Hurricane Sandy	October, 2012	PC	$78,800.00	C# PAA05522
Virginia DOT	Windstorm	July, 2012	PS	$1,758,000.00	N/A
SUNY, NY	Hurricane Irene	August, 2011	PC	$72,500.00	C# T001673
Suffolk County Water Authority	Hurricane Irene	August, 2011	PC	$27,800.00	C# 6556
Nassau County, NY	Hurricane Irene	August, 2011	PC	$6,697,200.00	PSA - 8.26.11
Huntington, NY	Hurricane Irene	August, 2011	PC	$1,287,300.00	PO# 3115025
Village of Freeport, New York	Hurricane Irene	August, 2011	PC	$550,000.00	NTP 8.28.11
Freeport Electric	Hurricane Irene	August, 2011	PC	$50,700.00	NTP 8.28.11
NYS DOT, NY	Hurricane Irene	August, 2011	PC	$103,200.00	C# PAA05522
National Grid	Hurricane Irene	August, 2011	PC	$113,000.00	N/A
Jackson County, AL	Tornado	April, 2011	S	$478,000.00	N/A
Nassau County, NY	Microburst	June, 2010	PC	$151,000.00	N/A
National Grid, NY	Microburst	June, 2010	PC	$342,000.00	N/A
Suffolk County Water	Tornado	April, 2010	PC	$42,000.00	Contract # 6556
NYS DOT, NY	Hazardous Tree Removal	June, 2009	PC	$879,000.00	C# D260430
NYS DOT, NY	Hazardous Tree Removal	March,2009	PC	$686,000.00	C#D260430
Long Island Railroad	Hazardous Tree Removal	January, 2009	PC	$450,000.00	N/A
Beaumont & Jefferson Co, TX	Hurricane Ike	September, 2008	S	$521,000.00	N/A
Stoney Brook State University, NY	Hazardous Tree Removal	February, 2008	S	$380,000.00	N/A
University of Oklahoma	Ice Storm	February, 2008	S	$76,000.00	N/A
Midwest City, OK	Ice Storm	January, 2008	PS	$175,000.00	N/A
Keyspan Energy, NY	Storm Hardening	July, 2007	PC	$3,400,000.00	N/A
Missouri DOT	Winter Storm	March, 2007	PS	$192,000.00	N/A
St. Louis, MO	Windstorm	July, 2006	PS	$295,000.00	N/A
Columbia, MS	Hurricane Katrina	August 2005	PS	$5,600,000.00	N/A

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Sub	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE
New Orleans, LA	*Hurricane Katrina*	*August 2005*	*S*	*$168,000.00*	*N/A*
Miami, FL	*Hurricane Katrina*	*August 2005*	*PS*	*$160,000.00*	*N/A*
Coral Gables, FL	*Hurricane Katrina*	*August 2005*	*PS*	*$79,000.00*	*N/A*

Tab 6 – Financial Capability



Financial Status

FIRST SOUTHERN BANK

"The People's Choice Community Bank"

1075 HWY 98 • P.O. BOX 268
COLUMBIA, MS 39429-0268
601-736-6378

Re: Looks Great Services of MS, Inc.

To Whom It May Concern:

Looks Great Services of MS, Inc. has been a customer of First Southern Bank for many years and they are in good standing with us. At this time, Looks Great Services of MS, Inc. has sufficient working capital to support and fund projects up to $10,000,000.00.

Sincerely,

Len Cooke

Len Cooke
EVP/CLO

LOAN NUMBER	LOAN NAME	ACCT. NUMBER	NOTE DATE	INITIALS
98521338	Looks Great Services Of MS, Inc.		09/13/23	LC
NOTE AMOUNT	**INDEX (w/Margin)**	**RATE**	**MATURITY DATE**	**LOAN PURPOSE**
$2,000,000.00	Not Applicable	8.000%	09/13/25	Commercial
		Creditor Use Only		

PROMISSORY NOTE AND SECURITY AGREEMENT

(Commercial - Revolving Draw)

DATE AND PARTIES. The date of this Promissory Note and Security Agreement (Loan Agreement) is September 13, 2023. The parties and their addresses are:

LENDER:
FIRST SOUTHERN BANK
1075 Highway 98
Columbia, MS 39429
Telephone: (601) 736-6378

BORROWER:
LOOKS GREAT SERVICES OF MS, INC.
a Mississippi Corporation
1501 Hwy 13 North
Columbia, MS 39429

1. DEFINITIONS. As used in this Loan Agreement, the terms have the following meanings:

A. Pronouns. The pronouns "I," "me," and "my" refer to each Borrower signing this Loan Agreement and each other person or legal entity (including guarantors, endorsers, and sureties) who agrees to pay this Loan Agreement. "You" and "Your" refer to the Lender, any participants or syndicators, successors and assigns, or any person or company that acquires an interest in the Loan.

B. Loan Agreement. Loan Agreement refers to this combined Note and Security Agreement, and any extensions, renewals, modifications and substitutions of this Loan Agreement.

C. Loan. Loan refers to this transaction generally, including obligations and duties arising from the terms of all documents prepared or submitted for this transaction such as applications, security agreements, disclosures or notes, and this Loan Agreement.

D. Loan Documents. Loan Documents refer to all the documents executed as a part of or in connection with the Loan.

E. Property. Property is any property, real, personal or intangible, that secures my performance of the obligations of this Loan.

F. Percent. Rates and rate change limitations are expressed as annualized percentages.

G. Dollar Amounts. All dollar amounts will be payable in lawful money of the United States of America.

2. PROMISE TO PAY. For value received, I promise to pay you or your order, at your address, or at such other location as you may designate, amounts advanced from time to time under the terms of this Loan Agreement up to the maximum outstanding principal balance of **$2,000,000.00 (Principal)**, plus interest from the date of disbursement, on the unpaid outstanding Principal balance until this Loan Agreement is paid in full and you have no further obligations to make advances to me under the Loan.

I may borrow up to the Principal amount more than one time.

3. ADVANCES. Advances under this Loan Agreement are made according to the following terms and conditions.

A. Requests for Advances. My requests are a warranty that I am in compliance with all the Loan Documents. When required by you for a particular method of advance, my requests for an advance must specify the requested amount and the date and be accompanied with any agreements, documents, and instruments that you require for the Loan. Any payment by you of any check, share draft or other charge may, at your option, constitute an advance on the Loan to me. All advances will be made in United States dollars. I will indemnify you and hold you harmless for your reliance on any request for advances that you reasonably believe to be genuine. To the extent permitted by law, I will indemnify you and hold you harmless when the person making any request represents that I authorized this person to request an advance even when this person is unauthorized or this person's signature is not genuine.

I or anyone I authorize to act on my behalf may request advances by the following methods.

(1) I make a request in person.

(2) I make a request by phone.

(3) Funds will be available up to $1,000,000 without pledging contracts. Remaining $1,000,000 available at 60% of contract assignments.

B. Advance Limitations. In addition to any other Loan conditions, requests for, and access to, advances are subject to the following limitations.

(1) Discretionary Advances. You will make all Loan advances at your sole discretion.

(2) Advance Amount. Subject to the terms and conditions contained in this Loan Agreement, advances will be made in exactly the amount I request.

(3) Cut-Off Time. Requests for an advance received before 12:00:00 AM will be made on any day that you are open for business, on the day for which the advance is requested.

(4) Disbursement of Advances. On my fulfillment of this Loan Agreement's terms and conditions, you will disburse the advance in any manner as you and I agree.

Wolters Kluwer Financial Services ©1996, 2023 Bankers Systems™

(5) Credit Limit. I understand that you will not ordinarily grant a request for an advance that would cause the unpaid principal of my Loan to be greater than the Principal limit. You may, at your option, grant such a request without obligating yourselves to do so in the future. I will pay any overadvances in addition to my regularly scheduled payments. I will repay any overadvance by repaying you in full within days after the overadvance occurs.

(6) Records. Your records will be conclusive evidence as to the amount of advances, the Loan's unpaid principal balances and the accrued interest.

C. Additional Conditions. Remaining balance of $1,000,000 to be advanced per Board Approval at 60% of contract assignments

4. INTEREST. Interest will accrue on the unpaid Principal balance of this Loan Agreement at the rate of **8.000 percent (Interest Rate).**

A. Post-Maturity Interest. After maturity or acceleration, interest will accrue on the unpaid Principal balance of this Loan Agreement at the Interest Rate in effect from time to time, until paid in full.

B. Maximum Interest Amount. Any amount assessed or collected as interest under the terms of this Loan Agreement will be limited to the maximum lawful amount of interest allowed by applicable law. Amounts collected in excess of the maximum lawful amount will be applied first to the unpaid Principal balance. Any remainder will be refunded to me.

C. Accrual. Interest accrues using an Actual/360 days counting method.

5. ADDITIONAL CHARGES. As additional consideration, I agree to pay, or have paid, the fees and charges listed on the APPENDIX: FEES AND CHARGES, which is attached to and made part of this Loan Agreement.

6. REMEDIAL CHARGES. In addition to interest or other finance charges, I agree that I will pay these additional fees based on my method and pattern of payment. Additional remedial charges may be described elsewhere in this Loan Agreement.

A. Late Charge. If a payment is more than **15** days late, I will be charged **4.000** percent of the Amount of Payment or **$5.00**, whichever is greater. However, this charge will not be greater than **$50.00**. I will pay this late charge promptly but only once for each late payment.

7. PAYMENT. I agree to pay this Loan Agreement on demand, but if no demand is made, I agree to pay all accrued interest on the balance outstanding from time to time in regular payments beginning March 13, 2024, then on the same day in each 6th month thereafter. A final payment of the entire unpaid outstanding balance of Principal and interest will be due September 13, 2025.

Payments will be rounded to the nearest $.01. With the final payment I also agree to pay any additional fees or charges owing and the amount of any advances you have made to others on my behalf. Payments scheduled to be paid on the 29th, 30th or 31st day of a month that contains no such day will, instead, be made on the last day of such month.

Interest payments will be applied first to any charges I owe other than late charges, then to accrued, but unpaid interest, then to late charges. Principal payments will be applied first to the outstanding Principal balance, then to any late charges. If you and I agree to a different application of payments, we will describe our agreement on this Loan Agreement. The actual amount of my final payment will depend on my payment record.

8. PREPAYMENT. I may prepay this Loan under the following terms and conditions. The loan may be prepaid in full or in part at any time. Any partial prepayment will not excuse any later scheduled payments until I pay in full.

9. LOAN PURPOSE. The purpose of this Loan is to re-issue a business line of credit for expenses/investments.

10. ADDITIONAL TERMS. Assignment of Contracts to be described with a Loan Modification Agreement once received from the customer. (60% advance on contract assignment)

11. SECURITY. The Loan is secured by Property described in the SECURITY AGREEMENT section, and by separate security instruments prepared together with this Loan Agreement as follows:

Copy

Document Name	Parties to Document	Date of Security Document
Assignment Of Life Insurance Policy - 22910860	Kristian T Agoglia	9/13/2023

12. GUARANTY. A Guaranty, dated September 13, 2023, from Kristian T Agoglia (Guarantor) to you, guaranties the payment and performance of my debts as described in the Guaranty.

A Guaranty, dated September 13, 2023, from Yolanda Agoglia (Guarantor) to you, guaranties the payment and performance of my debts as described in the Guaranty.

13. SECURITY AGREEMENT.

A. Secured Debts. This Security Agreement will secure the following debts (Secured Debts), together with all extensions, renewals, refinancings, modifications and replacements of these debts:

(1) Sums Advanced under the terms of this Loan Agreement. All sums advanced and expenses incurred by you under the terms of this Loan Agreement.

B. Limitations on Cross-collateralization. The Line of Credit is not secured by a previously executed security instrument if a non-possessory, non-purchase money security interest is created in "household goods" in connection with a "consumer loan," as those terms are defined by federal law governing unfair and deceptive credit practices. The Line of Credit is not secured by a previously executed security instrument if you fail to fulfill any necessary requirements or fail to conform to any limitations of the Real Estate Settlement Procedures Act, (Regulation X), that are required for loans secured by the Property or if, as a result, the other debt would become subject to Section 670 of the John Warner National Defense Authorization Act for Fiscal Year 2007.

The Line of Credit is not secured by a previously executed security instrument if you fail to fulfill any necessary requirements or fail to conform to any limitations of the Truth in Lending Act, (Regulation Z), that are required for loans secured by the Property.

C. Security Interest. To secure the payment and performance of the Secured Debts, I grant you a security interest in all of the Property described in this Security Agreement that I own or have sufficient rights in which to transfer an interest, now or in the future, wherever the Property is or will be located, and all proceeds and products from the Property (including, but not limited to, all parts, accessories, repairs, replacements, improvements, and accessions to the Property). Property is all the collateral given as security for the Secured Debts and described in this Security Agreement, and includes all obligations that support the payment or performance of the Property. "Proceeds" includes cash proceeds, non-cash proceeds and anything acquired upon the sale, lease, license, exchange, or other disposition of the Property; any rights and claims arising from the Property; and any collections and distributions on account of the Property.

This Security Agreement remains in effect until terminated in writing, even if the Secured Debts are paid and you are no longer obligated to advance funds to me under any loan or credit agreement.

D. Property Description. The Property subject to this Security Agreement is described as follows:

(1) Specific Property. Assignment of Contracts to be described with a Loan Modification Agreement once received from the customer. Also current UCC filed #20203225651A

E. Duties Toward Property.

(1) Protection of Secured Party's Interest. I will defend the Property against any other claim. I agree to do whatever you require to protect your security interest and to keep your claim in the Property ahead of the claims of other creditors. I will not do anything to harm your position.

I will keep books, records and accounts about the Property and my business in general. I will let you examine these and make copies at any reasonable time. I will prepare any report or accounting you request which deals with the Property.

(2) Use, Location, and Protection of the Property. I will keep the Property in my possession and in good repair. I will use it only for commercial purposes. I will not change this specified use without your prior written consent. You have the right of reasonable access to inspect the Property and I will immediately inform you of any loss or damage to the Property. I will not cause or permit waste to the Property.

I will keep the Property at my address listed in the DATE AND PARTIES section unless we agree I may keep it at another location. If the Property is to be used in other states, I will give you a list of those states. The location of the Property is given to aid in the identification of the Property. It does not in any way limit the scope of the security interest granted to you. I will notify you in writing and obtain your prior written consent to any change in location of any of the Property. I will not use the Property in violation of any law. I will notify you in writing prior to any change in my address, name or, if an organization, any change in my identity or structure.

Until the Secured Debts are fully paid and this Security Agreement is terminated, I will not grant a security interest in any of the Property without your prior written consent. I will pay all taxes and assessments levied or assessed against me or the Property and provide timely proof of payment of these taxes and assessments upon request.

(3) Selling, Leasing or Encumbering the Property. I will not sell, offer to sell, lease, or otherwise transfer or encumber the Property without your prior written permission. Any disposition of the Property contrary to this Security Agreement will violate your rights. Your permission to sell the Property may be reasonably withheld without regard to the creditworthiness of any buyer or transferee. I will not permit the Property to be the subject of any court order affecting my rights to the Property in any action by anyone other than you. If the Property includes chattel paper or instruments, either as original collateral or as proceeds of the Property, I will note your security interest on the face of the chattel paper or instruments.

F. Authority To Perform. I authorize you to do anything you deem reasonably necessary to protect the Property, and perfect and continue your security interest in the Property. If I fail to perform any of my duties under this Loan Agreement or any other security interest, you are authorized, without notice to me, to perform the duties or cause them to be performed.

These authorizations include, but are not limited to, permission to:

(1) pay and discharge taxes, liens, security interests or other encumbrances at any time levied or placed on the Property.

(2) pay any rents or other charges under any lease affecting the Property.

(3) order and pay for the repair, maintenance and preservation of the Property.

(4) file any financing statements on my behalf and pay for filing and recording fees pertaining to the Property.

(5) place a note on any chattel paper indicating your interest in the Property.

(6) take any action you feel necessary to realize on the Property, including performing any part of a contract or endorsing it in my name.

(7) handle any suits or other proceedings involving the Property in my name.

(8) prepare, file, and sign my name to any necessary reports or accountings.

(9) make an entry on my books and records showing the existence of this Agreement.

If you perform for me, you will use reasonable care. If you exercise the care and follow the procedures that you generally apply to the collection of obligations owed to you, you will be deemed to be using reasonable care. Reasonable care will not include: any steps necessary to preserve rights against prior parties; the duty to send notices, perform services or take any other action in connection with the management of the Property; or the duty to protect, preserve or maintain any security interest given to others by me or other parties. Your authorization to perform for me will not create an obligation to perform and your failure to perform will not preclude you from exercising any other rights under the law or this Loan Agreement. All cash and non-cash proceeds of the Property may be applied by you only upon your actual receipt of cash proceeds against such of the Secured Debts, matured or unmatured, as you determine in your sole discretion.

If you come into actual or constructive possession of the Property, you will preserve and protect the Property. For purposes of this paragraph, you will be in actual possession of the Property only when you have physical, immediate and exclusive control over the Property and you have affirmatively accepted that control. You will be in constructive possession of the Property only when you have both the power and the intent to exercise control over the Property.

G. Name and Location. My name indicated in the DATE AND PARTIES section is my exact legal name. I will provide verification of registration and location upon your request. I will provide you with at least 30 days notice prior to any change in my name, address, or state of organization or registration.

H. Perfection of Security Interest. I authorize you to file a financing statement and/or security agreement, as appropriate, covering the Property. I will comply with, facilitate, and otherwise assist you in connection with obtaining perfection or control over the Property for purposes of perfecting your security interest under the Uniform Commercial Code. I agree to pay all actual costs of terminating your security interest.

14. DEFAULT. I understand that you may demand payment anytime at your discretion. For example, you may demand payment in full if any of the following events (known separately and collectively as an Event of Default) occur:

A. Payments. I fail to make a payment in full when due.

B. Insolvency or Bankruptcy. The death, dissolution or insolvency of, appointment of a receiver by or on behalf of, application of any debtor relief law, the assignment for the benefit of creditors by or on behalf of, the voluntary or involuntary termination of existence by, or the commencement of any proceeding under any present or future federal or state insolvency, bankruptcy, reorganization, composition or debtor relief law by or against me or any co-signer, endorser, surety or guarantor of this Loan Agreement or any other obligations I have with you.

C. Business Termination. I merge, dissolve, reorganize, end my business or existence, or a partner or majority owner dies or is declared legally incompetent.

D. New Organizations. Without your written consent, I organize, merge into, or consolidate with an entity; acquire all or substantially all of the assets of another; materially change the legal structure, management, ownership or financial condition; or effect or enter into a domestication, conversion or interest exchange.

E. Failure to Perform. I fail to perform any condition or to keep any promise or covenant of this Loan Agreement.

F. Other Documents. A default occurs under the terms of any other Loan Document.

G. Other Agreements. I am in default on any other debt or agreement I have with you.

H. Misrepresentation. I make any verbal or written statement or provide any financial information that is untrue, inaccurate, or conceals a material fact at the time it is made or provided.

I. Judgment. I fail to satisfy or appeal any judgment against me.

J. Forfeiture. The Property is used in a manner or for a purpose that threatens confiscation by a legal authority.

K. Name Change. I change my name or assume an additional name without notifying you before making such a change.

L. Property Transfer. I transfer all or a substantial part of my money or property.

M. Property Value. You determine in good faith that the value of the Property has declined or is impaired.

N. Material Change. Without first notifying you, there is a material change in my business, including ownership, management, and financial conditions.

O. Insecurity. You determine in good faith that a material adverse change has occurred in my financial condition from the conditions set forth in my most recent financial statement before the date of this Loan Agreement or that the prospect for payment or performance of the Loan is impaired for any reason.

15. DUE ON SALE OR ENCUMBRANCE. You may, at your option, declare the entire balance of this Loan Agreement to be immediately due and payable upon the creation of, or contract for the creation of, any lien, encumbrance, transfer or sale of all or any part of the Property. This right is subject to the restrictions imposed by federal law, as applicable.

16. WAIVERS AND CONSENT. To the extent not prohibited by law, I waive protest, presentment for payment, demand, notice of acceleration, notice of intent to accelerate and notice of dishonor.

A. Additional Waivers By Borrower. In addition, I, and any party to this Loan Agreement, to the extent permitted by law, consent to certain actions you may take, and generally waive defenses that may be available based on these actions or based on the status of a party to this Loan Agreement.

(1) You may renew or extend payments on this Loan Agreement, regardless of the number of such renewals or extensions.

(2) You may release any Borrower, endorser, guarantor, surety, accommodation maker or any other co-signer.

(3) You may release, substitute or impair any Property securing this Loan Agreement.

(4) You, or any institution participating in this Loan Agreement, may invoke your right of set-off.

(5) You may enter into any sales, repurchases or participations of this Loan Agreement to any person in any amounts and I waive notice of such sales, repurchases or participations.

(6) I agree that any of us signing this Loan Agreement as a Borrower is authorized to modify the terms of this Loan Agreement or any instrument securing, guarantying or relating to this Loan Agreement.

(7) I agree that you may inform any party who guarantees this Loan of any Loan accommodations, renewals, extensions, modifications, substitutions or future advances.

B. No Waiver By Lender. Your course of dealing, or your forbearance from, or delay in, the exercise of any of your rights, remedies, privileges or right to insist upon my strict performance of any provisions contained in this Loan Agreement, shall not be construed as a waiver by you, unless any such waiver is in writing and is signed by you.

C. Waiver of Claims. I waive all claims for loss or damage caused by your acts or omissions where you acted reasonably and in good faith.

17. REMEDIES. After I default, you may at your option do any one or more of the following.

A. Acceleration. You may make all or any part of the amount owing by the terms of this Loan Agreement immediately due.

B. Sources. You may use any and all remedies you have under state or federal law or in any Loan Document.

C. Insurance Benefits. You may make a claim for any and all insurance benefits or refunds that may be available on my default.

D. Payments Made On My Behalf. Amounts advanced on my behalf will be immediately due and may be added to the balance owing under the terms of this Loan Agreement, and accrue interest at the highest post-maturity interest rate.

E. Termination. You may terminate my rights to obtain advances or other extensions of credit by any of the methods provided in this Loan Agreement.

F. Set-Off. You may use the right of set-off. This means you may set-off any amount due and payable under the terms of this Loan Agreement against any right I have to receive money from you.

My right to receive money from you includes any deposit or share account balance I have with you; any money owed to me on an item presented to you or in your possession for collection or exchange; and any repurchase agreement or other non-deposit obligation. "Any amount due and payable under the terms of this Loan Agreement" means the total amount to which you are entitled to demand payment under the terms of this Loan Agreement at the time you set-off.

Subject to any other written contract, if my right to receive money from you is also owned by someone who has not agreed to pay this Loan Agreement, your right of set-off will apply to my interest in the obligation and to any other amounts I could withdraw on my sole request or endorsement.

Your right of set-off does not apply to an account or other obligation where my rights arise only in a representative capacity. It also does not apply to any Individual Retirement Account or other tax-deferred retirement account.

You will not be liable for the dishonor of any check when the dishonor occurs because you set-off against any of my accounts. I agree to hold you harmless from any such claims arising as a result of your exercise of your right of set-off.

G. Assembly of Property. You may require me to gather the Property and make it available to you in a reasonable fashion.

H. Repossession. You may repossess the Property so long as the repossession does not involve a breach of the peace. You may sell, lease or otherwise dispose of the Property as provided by law. You may apply what you receive from the disposition of the Property to your expenses, your attorneys' fees and legal expenses (where not prohibited by law), and any debt I owe you. If what you receive from the disposition of the Property does not satisfy the debt, I will be liable for the deficiency (where permitted by law). In some cases, you may keep the Property to satisfy the debt.

Where a notice is required, I agree that ten days prior written notice sent by first class mail to my address listed in this Loan Agreement will be reasonable notice to me under the Mississippi Uniform Commercial Code. If the Property is perishable or threatens to decline speedily in value, you may, without notice to me, dispose of any or all of the Property in a commercially reasonable manner at my expense following any commercially reasonable preparation or processing (where permitted by law).

If any items not otherwise subject to this Loan Agreement are contained in the Property when you take possession, you may hold these items for me at my risk and you will not be liable for taking possession of them (where permitted by law).

I. Use and Operation. You may enter upon my premises and take possession of all or any part of my property for the purpose of preserving the Property or its value, so long as you do not breach the peace. You may use and operate my property for the length of time you feel is necessary to protect your interest, all without payment or compensation to me.

J. Waiver. Except as otherwise required by law, by choosing any one or more of these remedies you do not give up your right to use any other remedy. You do not waive a default if you choose not to use a remedy. By electing not to use any remedy, you do not waive your right to later consider the event a default and to use any remedies if the default continues or occurs again.

18. COLLECTION EXPENSES AND ATTORNEYS' FEES. On or after the occurrence of an Event of Default, to the extent permitted by law, I agree to pay all expenses of collection, enforcement or protection of your rights and remedies under this Loan Agreement or any other Loan Document. Expenses include, but are not limited to, attorneys' fees, court costs and other legal expenses. These expenses are due and payable immediately. If not paid immediately, these expenses will bear interest from the date of payment until paid in full at the highest interest rate in effect as provided for in the terms of this Loan Agreement. All fees and expenses will be secured by the Property I have granted to you, if any. In addition, to the extent permitted by the United States Bankruptcy Code, I agree to pay the reasonable attorneys' fees incurred by you to protect your rights and interests in connection with any bankruptcy proceedings initiated by or against me.

19. COMMISSIONS. I understand and agree that you (or your affiliate) will earn commissions or fees on any insurance products, and may earn such fees on other services that I buy through you or your affiliate.

20. WARRANTIES AND REPRESENTATIONS. I make to you the following warranties and representations which will continue as long as this Loan Agreement is in effect:

A. Power. I am duly organized, and validly existing and in good standing in all jurisdictions in which I operate. I have the power and authority to enter into this transaction and to carry on my business or activity as it is now being conducted and, as applicable, am qualified to do so in each jurisdiction in which I operate.

B. Authority. The execution, delivery and performance of this Loan Agreement and the obligation evidenced by this Loan Agreement are within my powers, have been duly authorized, have received all necessary governmental approval, will not violate any provision of law, or order of court or governmental agency, and will not violate any agreement to which I am a party or to which I am or any of my Property is subject.

C. Business Name. Other than previously disclosed in writing to you I have not changed my name or principal place of business within the last 10 years and have not used any other trade or fictitious name. Without your prior written consent, I do not and will not use any other name and will preserve my existing name, trade names and franchises.

D. Ownership of Property. I represent that I own all of the Property. Your claim to the Property is ahead of the claims of any other creditor, except as disclosed in writing to you prior to any advance on the Secured Debts. I represent that I am the original owner of the Property and, if I am not, that I have provided you with a list of prior owners of the Property.

21. APPLICABLE LAW. This Loan Agreement is governed by the laws of Mississippi, the United States of America, and to the extent required, by the laws of the jurisdiction where the Property is located, except to the extent such state laws are preempted by federal law. In the event of a dispute, the exclusive forum, venue and place of jurisdiction will be in Mississippi, unless otherwise required by law.

22. JOINT AND SEVERAL LIABILITY AND SUCCESSORS. My obligation to pay the Loan is independent of the obligation of any other person who has also agreed to pay it. You may sue me alone, or anyone else who is obligated on the Loan, or any number of us together, to collect the Loan. Extending the Loan or new obligations under the Loan, will not affect my duty under the Loan and I will still be obligated to pay the Loan. This Loan Agreement shall inure to the benefit of and be enforceable by you and your successors and assigns and shall be binding upon and enforceable against me and my successors and assigns.

23. AMENDMENT, INTEGRATION AND SEVERABILITY. This Loan Agreement may not be amended or modified by oral agreement. No amendment or modification of this Loan Agreement is effective unless made in writing. This Loan Agreement and the other Loan Documents are the complete and final expression of the agreement. If any provision of this Loan Agreement is unenforceable, then the unenforceable provision will be severed and the remaining provisions will still be enforceable. No present or future agreement securing any other debt I owe you will secure the payment of this Loan if, with respect to this loan, you fail to fulfill any necessary requirements or fail to conform to any limitations of the Truth in Lending Act (Regulation Z) or the Real Estate Settlement Procedures Act (Regulation X) that are required for loans secured by the Property or if, as a result, this Loan would become subject to Section 670 of the John Warner National Defense Authorization Act for Fiscal Year 2007.

24. INTERPRETATION. Whenever used, the singular includes the plural and the plural includes the singular. The section headings are for convenience only and are not to be used to interpret or define the terms of this Loan Agreement.

25. NOTICE, FINANCIAL REPORTS AND ADDITIONAL DOCUMENTS. Unless otherwise required by law, any notice will be given by delivering it or mailing it by first class mail to the appropriate party's address listed in the DATE AND PARTIES section, or to any other address designated in writing. Notice to one Borrower will be deemed to be notice to all Borrowers. I will inform you in writing of any change in my name, address or other application information. I will provide you any correct and complete financial statements or other information you request. I agree to sign, deliver, and file any additional documents or certifications that you may consider necessary to perfect, continue, and preserve my obligations under this Loan and to confirm your lien status on any Property. Time is of the essence.

26. CREDIT INFORMATION. I agree to supply you with whatever information you reasonably feel you need to decide whether to continue this Loan. You will make requests for this information without undue frequency, and will give me reasonable time in which to supply the information.

27. ERRORS AND OMISSIONS. I agree, if requested by you, to fully cooperate in the correction, if necessary, in the reasonable discretion of you of any and all loan closing documents so that all documents accurately describe the loan between you and me. I agree to assume all costs including by way of illustration and not limitation, actual expenses, legal fees and marketing losses for failing to reasonably comply with your requests within thirty (30) days.

28. AGREEMENT TO ARBITRATE. You or I may submit to binding arbitration any dispute, claim or other matter in question between or among you and me that arises out of or relates to this Transaction (Dispute), except as otherwise indicated in this section or as you and I agree to in writing. For purposes of this section, this Transaction includes this Loan Agreement and the other Loan Documents, and proposed loans or extensions of credit that relate to this Loan Agreement. You or I will not arbitrate any Dispute within any "core proceedings" under the United States bankruptcy laws.

You and I must consent to arbitrate any Dispute concerning a debt secured by real estate at the time of the proposed arbitration. You may foreclose or exercise any powers of sale against real property securing a debt underlying any Dispute before, during or after any arbitration. You may also enforce a debt secured by this real property and underlying the Dispute before, during or after any arbitration.

You or I may, whether or not any arbitration has begun, pursue any self-help or similar remedies, including taking property or exercising other rights under the law; seek attachment, garnishment, receivership or other provisional remedies from a court having jurisdiction to preserve the rights of or to prevent irreparable injury to you or me; or foreclose against any property by any method or take legal action to recover any property. Foreclosing or exercising a power of sale, beginning and continuing a judicial action or pursuing self-help remedies will not constitute a waiver of the right to compel arbitration.

The arbitrator will determine whether a Dispute is arbitrable. A single arbitrator will resolve any Dispute, whether individual or joint in nature, or whether based on contract, tort, or any other matter at law or in equity. The arbitrator may consolidate any Dispute with any related disputes, claims or other matters in question not arising out of this Transaction. Any court having jurisdiction may enter a judgment or decree on the arbitrator's award. The judgment or decree will be enforced as any other judgment or decree.

You and I acknowledge that the agreements, transactions or the relationships which result from the agreements or transactions between and among you and me involve interstate commerce. The United States Arbitration Act will govern the interpretation and enforcement of this section.

The American Arbitration Association's Commercial Arbitration Rules, in effect on the date of this Loan Agreement, will govern the selection of the arbitrator and the arbitration process, unless otherwise agreed to in this Loan Agreement or another writing.

29. WAIVER OF TRIAL FOR ARBITRATION. You and I understand that the parties have the right or opportunity to litigate any Dispute through a trial by judge or jury, but that the parties prefer to resolve Disputes through arbitration instead of litigation. If any Dispute is arbitrated, you and I voluntarily and knowingly waive the right to have a trial by jury or judge during the arbitration.

30. SIGNATURES. By signing, I agree to the terms contained in this Loan Agreement. I also acknowledge receipt of a copy of this Loan Agreement.

BORROWER:

Looks Great Services Of MS, Inc.

By_____ Date_____
Yolanda Agoglia, President

By_____ Date_____
Kristian T Agoglia, Vice President,Treasurer

Proof of Assets/Balance Sheet

LOOKS GREAT SERVICES OF MS, INC.
(an S Corporation)
Balance Sheet
November 30, 2024

ASSETS		
Current assets		
Cash and cash equivalents	$	10,010,404
Contract receivables		40,248,777
Prepaid expenses		277,669
Contract assets		737,533
Total current assets		51,274,383
Property and equipment, at cost		
Building		3,127,358
Machinery and equipment		7,443,304
Vehicles		15,452,875
Furniture and fixtures		178,689
Total property and equipment, at cost		26,202,226
Less accumulated depreciation		10,156,965
Net property and equipment		16,045,261
Other assets		883,883
Total assets	$	68,203,527
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities		
Current maturities of long-term debt	$	818,935
Accounts payable		3,382,397
Accrued expenses		400,439
Contract liabilities		745,462
Total current liabilities		5,347,233
Long-term debt, less current maturities		1,821,822
Total liabilities		7,169,055
Stockholders' equity		
Common stock, $2 par value, 100 shares authorized, issued and outstanding		200
Paid-in capital		800
Retained earnings		61,033,472
Total stockholders' equity		61,034,472
Total liabilities and stockholders' equity	$	68,203,527

See independent accountant's compilation report.

Tab 7 – Project Cost/Rates



EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$7.50	3,940,000	$29,550,000.00
16-30 miles	$7.95	500,000	$3,975,000.00
31-60 miles	$8.50	50,000	$425,000.00
61+ miles	$8.50	10,000	$85,000.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$7.50	50,000	$375,000.00
16-30 miles	$7.95	700,000	$5,565,000.00
31-60 miles	$8.50	700,000	$5,950,000.00
61+ miles	$8.50	50,000	$425,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$16.00	10,000	$160,000.00
16-30 miles	$17.00	90,000	$1,530,000.00

31-60 miles	$17.50	90,000	$1,575,000.00
61+ miles	$18.00	10,000	$180,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$21.00	10,000	$210,000.00
16-30 miles	$22.00	90,000	$1,980,000.00
31-60 miles	$22.50	90,000	$2,025,000.00
61+ miles	$28.00	10,000	$280,000.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$4.50	4,400,000	$19,800,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.65	50,000	$182,500.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH CONTROLLED OPEN BURNING Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$2.95	50,000	$147,500.00

HAUL-OUT OF REDUCED ELIGIBLE DEBRIS TO A COUNTY DESIGNATED FINAL DISPOSAL SITE Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$4.45	100,000	$445,000.00
16-30 miles	$5.15	450,000	$2,317,500.00
31-60 miles	$5.95	450,000	$2,677,500.00
61+ miles	$7.00	120,500	$843,500.00

REMOVAL OF ELIGIBLE HAZARDOUS LEANING TREES AND HANGING LIMBS Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	$150.00	200	$30,000.00
13” to 24” diameter	$300.00	500	$150,000.00
25” to 36” diameter	$450.00	200	$90,000.00
37” to 48” diameter	$525.00	100	$52,500.00
49” and larger diameter	$575.00	50	$28,750.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$250.00	100	$25,000.00
37" to 48" diameter	$450.00	50	$22,500.00
49" and larger diameter	$650.00	50	$32,500.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$14.00	$11.00	

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$68.00	500	$34,000.00
All other white goods	$38.00	500	$19,000.00
		1000	

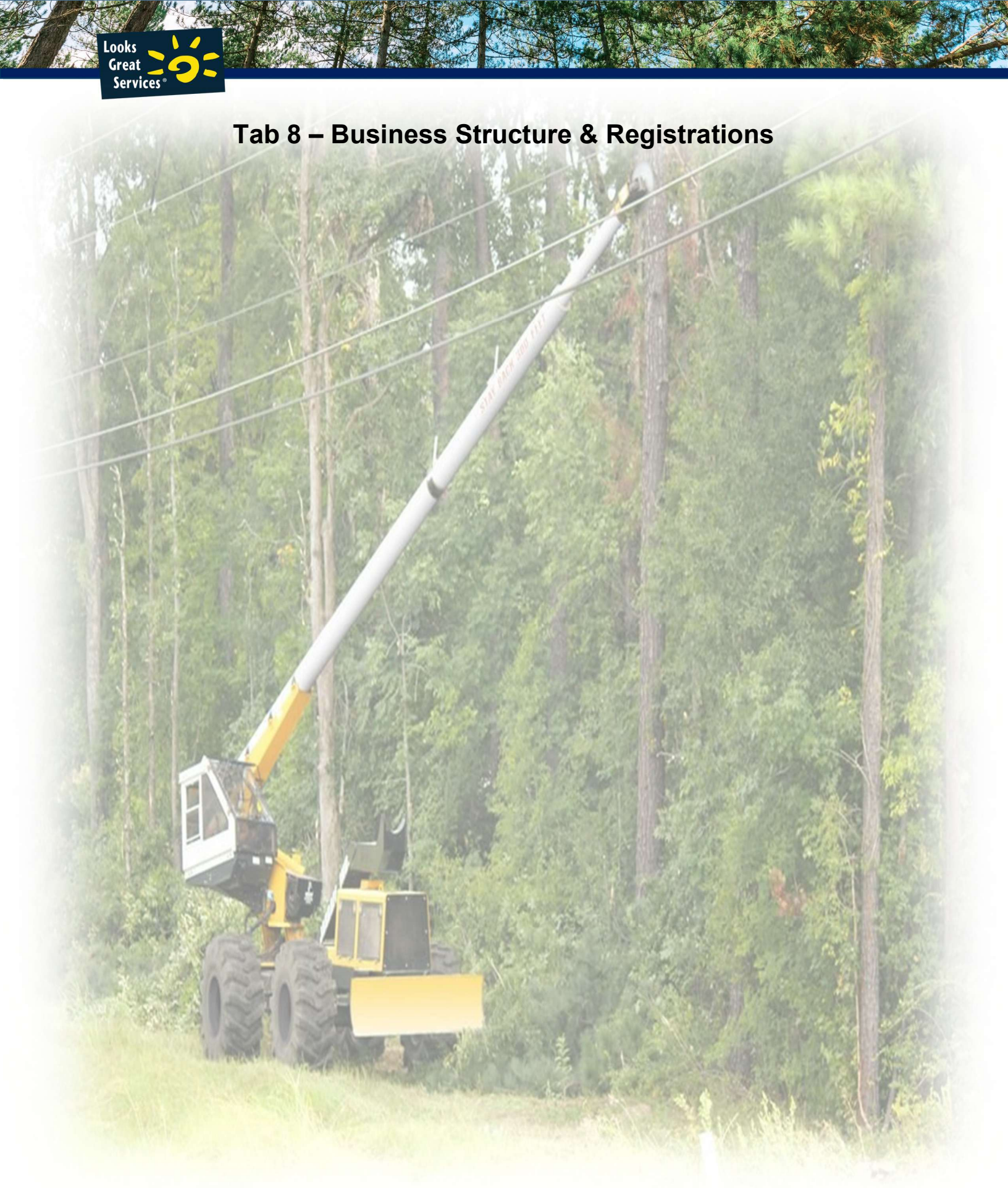
ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$45.00	500	$22,500.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$2.00	950	$1,900.00
Large animals more than 101 pounds	$2.00	50	$100.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$32.00	10,000	$320,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$18.00	1000	$18,000.00

Tab 8 – Business Structure & Registrations



Business ID: 974285
Date Filed: 11/09/2010 05:00 PM
C. Delbert Hosemann, Jr.
Secretary of State

F0001 - Page 1 of 2

OFFICE OF THE MISSISSIP

P.O. BOX 136, JACKSON, MS 39205-0136 (601) 359-1633

Articles of Incorporation

The undersigned, pursuant to Section 79-4-2.02 (if a profit corporation) or Section 79-11-137 (if a nonprofit corporation) of the Mississippi Code of 1972, hereby executes the following document and sets forth:

1. Type of Corporation ***Business Email Address:** oalsaint@blumb.com

⇨ [✓] Profit [ ] Nonprofit

2. Name of the Corporation

⇨ LOOKS GREAT SERVICES OF MS, INC.

3. The future effective date is (Complete if applicable)

⇨ **4. FOR NONPROFITS ONLY:** The period of duration is [ ] years or [ ] perpetual

The purpose of the non-profit corporation

5. FOR PROFITS ONLY: The Number (and Classes) if any of shares the corporation is authorized to issue is (are) as follows

Classes	# of Shares Authorized	If more than one (1) class of shares is authorized, the preferences, limitations, and relative rights of each class are as follows:
⇨ COMMON	100	(See Attached)
⇨		

6. Name and Street Address of the Registered Agent and Registered Office is

⇨ Name: YOLANDA AGOGLIA

⇨ Physical Address: 259 RIVER ROAD

⇨ P.O. Box:

⇨ City, State, ZIP5, ZIP4: COLUMBIA MS 39429

Rev. 04/2009

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OFFICE OF THE MISSISSIPPI SECRETARY OF STATE
P.O. BOX 136, JACKSON, MS 39205-0136 (601) 359-1633
Articles of Incorporation

7. The name and complete address of each incorporator are as follows

⇨ Name	OONA ALSAINT, C/O BLUMBERG			
⇨ Street	62 White Street			
⇨ City, State, ZIP5, ZIP4	NEW YORK	NY	10013-	
⇨ Name				
⇨ Street				
⇨ City, State, ZIP5, ZIP4			-	
⇨ Name				
⇨ Street				
⇨ City, State, ZIP5, ZIP4			-	

⇨ **8. Other Provisions** ☐ **See Attached**

⇨ **9. Incorporators' Signatures (please keep writing within blocks)**

Oona Alsaint	

242002

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Rev. 04/2009

State of Florida

Department of State

I certify the attached is a true and correct copy of the application by LOOKS GREAT SERVICES OF MS, INC, a Mississippi corporation, authorized to transact business within the State of Florida on October 22, 2015 as shown by the records of this office.

The document number of this corporation is F15000004702.

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Twenty-third day of October, 2015

Ken Detzner
Secretary of State

CR2EO22 (1-11)

WBENC
WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL
JOIN FORCES. SUCCEED TOGETHER.

hereby grants

National Women's Business Enterprise Certification

to

LOOKS GREAT SERVICES OF MS, INC.

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: November 27, 2020
Expiration Date: November 30, 2025
WBENC National Certification Number: WBE2002997

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council - South, a WBENC Regional Partner Organization.

Authorized by Phala Mire, President Women's Business Enterprise Council - South

WBECSOUTH
WOMEN'S BUSINESS ENTERPRISE COUNCIL

NAICS: 624230, 561730
UNSPSC: 70111500, 70111501, 70111502, 70111503, 70111504, 70111505, 70111506, 70111507, 70111508

Center for Women & Enterprise · Great Lakes Women's Business Council · Greater Women's Business Council · Women's Business Council Southwest · WBECMETRONY · WBECGREATERDMV · WBEA · WBECEAST · WBECORV · WBECPACIFIC · WBDC · WBECWEST · WBECFLORIDA

Tab 9 – Additional Information



Current Subcontractors

In addition to Looks Great Services of MS, Inc. being a Woman-Owned Small Business - DBE, we are committed to utilizing as many local small businesses and DBEs and MBEs as possible. LGS has identified over 2,000 certified subcontractors across Louisiana and neighboring states in the Southern US.

LGS has identified the following potential LADOTD DBE Subcontractors in addition to the committed Subcontractors mentioned in Tab 2:

Vendor	Address	City	ST	Zip
A. Leblanc's Enterprise, Inc.	1335 Orleans Street	Mandeville	LA	70448
A-1 American Fence, Inc.	701 East Lutcher Dr.	Orange	TX	77632
Acacia Industries, LLC	11507 Old Mansfield Road	Keithville	LA	71047
Acadiana Companies, LLC	P.O. Box 1403	Crowley	LA	70727
Advanced Infrastructure Specialist, LLC	121 Bear Road	Piedmont	SC	29673
Affordable Trucking Contractors, LLC	6060 Cartier Avenue	New Orleans	LA	70122
Age Avicon General Enterprises, LLC	P.O. Box 83556	Baton Rouge	LA	70884
Alamo Bridge and Road, LLC	832 Southway Circle, Suite 105	Fort Worth	TX	76115
Ambitious Group, LLC Dba AIG Transport	100 Chardonay Circle	Broussard	LA	70518
Amy's Contractor Services, LLC	P.O. Box 1285	Denham Springs	LA	70727
Anil Verma Associates, Inc.	444 South Flower Street, Suite 1688	Los Angeles	CA	90071
APC Construction, LLC	1910 Peters Road	Harvey	LA	70058
Arcadia Rebar, Inc.	174 Peres Road	Carriere	MS	39426
Armstrong N Construction, LLC	1840 Industrial Blvd	Harvey	LA	70058
Arrow Fence Co., LLC	3722 Victoria Drive	Baton Rouge	LA	70812
Ars Aleut Construction	2609 North River Road	Port Allen	LA	70767
Ars Aleut Remediation, LLC	2609 North River Road	Port Allen	LA	70767
Ashley Savarino Unlimited Construction	1000 Justin Raod, Suite B	Metairie	LA	70001
Atwood Fence Company, Inc.	P.O. Box 565	Kosciusko	MS	39090
B & P Enterprises Of Avoyelles Parish, LLC	250 Bluebird Lane	Marksville	LA	71351
B & S Equipment Co. Inc.	3601 Patriot St.	Harvey	LA	70058
B.E.F. Construction, LLC	158 Enterprise Drive	Gretna	LA	70056
B.M. Grace, Inc.	8680 Bluebonnet Blvd. Ste. A	Baton Rouge	LA	70810
Barrier Construction, Inc	P.O. Box 8189	Bossier	LA	71113
Baum Environmental Group, Inc.	11519 Cloverland Avenue	Baton Rouge	LA	70809
Bayou Creek Contractors, LLC	8604 Hwy 170	Vivian	LA	71082
Bear Creek Contracting, Inc	911 Highway 29 N	Alexandria	MN	56308
Bel-Cage Construction, LLC	12415 Wardline Road	Hammond	LA	70401
Big Yellow Construction, LLC	2204 Milan St	New Orleans	LA	70115
Billbar Construction, Inc.	40225 Crowes Landing Road	Pearl River	LA	70452
Blackstar Recovery Group, LLC	2416 Blackwell Street	Lake Charles	LA	70601
Bleuwater's Trucking, LLC	966 Wineberry Lane	Lake Charles	LA	70611
Boines Construction & Equipment Co., Inc.	2401 Norman Street	Harvey	LA	70058
Bonne Terre Landscapes	6221 S. Claiborne Avenue Suite 423	New Orleans	LA	70124
Bossier Foundation Drilling Company	1401 East Texas Street	Bossier City	LA	71111
Boudreaux & Company, LLC	421 Arnaudville Road	Carencro	LA	70520
BR Group, LLC	P.O. Box 1128	Prairieville	LA	70769
Briarwood Contractors, Inc.	5909 Rickey Street	Metairie	LA	70003
Brothers Concrete & Hardscape Design, LLC	9391 Highway One	Shreveport	LA	71115

Broussard Trucking	2169 Prairie Hayes Road	Branch	LA	70516
Brudd Construction Co., LLC	P.O. Box 729	Simmesport	LA	71369
Brunet Enterprises, LLC	3251 Wall Blvd.	Gretna	LA	70056
C & A Hauling	3043 Morningside Drive	Shreveport	LA	71108
C & C Lawn	1753 Caldwell Street	Shreveport	LA	71107
C. I. A. Trucking	6760 Carver Drive	Marrero	LA	70072
C. Morrow Tractor Service	2736 Opelousas Street	Lake Charles	LA	70615
C. Robinson Enterprises	1111 Edwin Neill Way	Hammond	LA	70403
C.D.W. Services, LLC	721 Papworth Ave. Ste. 101	Metairie	LA	70005
C.J. Sam Trucking, LLC	115 Avanti Drive	Carencro	LA	70520
Cadit Company	P.O. Box 784	Roanoke	TX	76262
CAG, LLC	610 Baronne Street	New Orleans	LA	70013
Caleb Investments & Contracting, Inc.	429 Par Lange Drive	Pearl River	LA	70452
Can't Be Beat Fence & Construction	2204 Hwy 53	Perkinston	MS	39573
Candeau Industries, LLC	65365 Lenny Lane	Mandeville	LA	70448
CB Morgan Equipment And Services, LLC	2221 Scenic Hwy	Baton Rouge	LA	70802
Cercontec, LLC	7505 Pines Road,	Shreveport	LA	71129
CFR Trucking, LLC	3220 General Degaulle Drive	New Orleans	LA	70131
Chad Pody Construction Company, LLC	275 Goodgoin Road	Ruston	LA	71270
Changing Lives Construction Company, LLC	227 Glenwood Drive	Metairie	LA	70005
Cheniere Construction	P.O. Box 1408	Mandeville	LA	70470
Chester Electric, LLC	P.O. Box 1224	Kenner	LA	70062
Clark Construction & Maintenance, LLC	183 Ocean Drive	Baton Rouge	LA	70806
Clifton Rankin Construction, LLC	786 River Road	Fayette	MS	39069
CMS Consultants, LLC	709 Aurora Avenue #C	Metairie	LA	70005
Coastal & Highway Erosion Control	P.O. Box 877	Simmesport	LA	71369
Cole Construction Company, Inc.	P.O. Box 50692	New Orleans	LA	70150
Command Construction Industries, LLC	3206 N. Turnball	Metairie	LA	70002
Concrete Pavers, Inc.	2718 Marietta Street	Kenner	LA	70062
Condall Consulting Group, LLC	P.O. Box 13181	New Orleans	LA	70185
The Conerly Corporation	7470 Chamberley Drive	New Orleans	LA	70128
Cooley's Trucking	3919 Meriwether Road	Shreveport	LA	71109
Corbin Management Group	15444 Leverde Avenue	Baton Rouge	LA	70817
Covenant General Contractors, Inc.	3213 Monterrey Blvd., Suite C	Baton Rouge	LA	70814
Creative Vision Resources, LLC	11441 Almonaster Ave	New Orleans	LA	70129
Cromedy Construction	5702 Newtown Avenue	Philadelphia	PA	19120
Custom Dirt Work	415 W Jim Pickens Road	Sulphur	LA	70663
Cuzan Services, LLC	P.O. Box 481	Belle Chase	LA	70037
D & S Trucking Enterprise	3500 Plymouth Place	New Orleans	LA	70131
D. Honore Construction, LLC	383 Highlandia Drive	Baton Rouge	LA	70810
D. K. Enterprise II, LLC	114 Ambroise Street	Lafayette	LA	70501
D. T. Read Steel Co., Inc.	1751 West Road	Chesapeake	VA	23323
D. Weber & Sons, LLC	44 Manor Lane	Waggaman	LA	70094
D&L Landscaping	530 South Elm	Haughton	LA	71037
Debose Construction	1823 E. Afton Ville	Gonzales	LA	70737
DET Trucking Services, LLC	3857 Greenbriar Lane	Harvey	LA	70058
Dieudonne Enterprises, Inc.	5800 River Oaks Road South	Harahan	LA	70123
Dikita Enterprises, Inc.	1420 W. Mockingbird Lane, Ste 600	Dallas	TX	75247
Disaster Recovery Team, LLC	736 Mockingbird Lane	St Rose	LA	70087
DLANDstudio	137 Clinton Street	Brooklyn	NY	11201

Doeboy Trucking	2316 Memorial Park Drive	New Orleans	LA	70114
Drace Construction	P.O. Box 1797	Gulfport	MS	39502
Dragon Limited, Inc.	2901 Independence St	Metairie	LA	70006
Dufrazier Services, LLC	981 Bald Cypress Drive	Mandeville	LA	70448
Leon Duplessis & Sons, Inc.	P.O. Box 184	Belle Chasse	LA	70037
Durrell Howard Trucking	4835 Hearst Street, #212	Metairie	LA	70001
D1 Lawn And Contractor Services	21 Foster Drive	Deville	LA	71328
EFT Diversified, Inc.	1485 29Th Street	Kenner	LA	70062
Elite Quality Services, LLC	1631 Elysian Fields Ave	New Orleans	LA	70117
EMP Enterprises, LLC	7021 Cove Drive	New Orleans	LA	70126
EP56	1740 Jutland Drive	Marrero	LA	70072
Eugenes And Associates, LLC	P.O. Box 934	St. Rose	LA	70085
Exceptional Inspections, LLC	2439 Manhattan Blvd Ste 508	Harvey	LA	70058
Expert Maintenance & Construction Service, LLC	P.O. Box 741	Prairieville	LA	70769
Fair Boy Trucking	715 America Street	Donaldsonville	LA	70346
Four Seasons Enterprises, LLC	5822 Canton Park Drive	Jackson	MS	39211
FP Richard Construction, Dba Rue Contractors	4425 Kawanee Ave	Metairie	LA	70006
Frederick Demore, LLC	4050 Hamburg Street	New Orleans	LA	70122
Frost Trucking, LLC	P.O. Box 2081	Metairie	LA	70004
G. Barnes, LLC	7412 Silverado Drive	Marrero	LA	70072
G.D. Swing	5835 Mill Crest Way	Lithonia	GA	30038
Garden Of Eden Lawn Care, LLC	106 Jasmine Ct	Belle Chasse	LA	70037
Gendusa Enterprises, Inc.	18 Commerce Court	Harahan	LA	70123
Generations Transport, LLC	P.O. Box 3612	Baton Rouge	LA	70821
Genesis 360	18144 Pine Ridge Drive	Prairieville	LA	70769
Gentilly Debris Removal, Inc.	3828 Briant Drive	Marrero	LA	70072
Gibson Services	3361 General Degaulle	New Orleans	LA	70114
Gilbert Trucking	16820 East La Hwy 330	Erath	LA	70533
Global Construction & Disposal, LLC	4215 South Toni Street	New Orleans	LA	70125
Gonzalez Rebar, LLC	110A South Lakeshore Dr.	Lake Village	AR	71653
Greco Construction	106 Rho Street	Belle Chasse	LA	70003
Greco Construction, Inc.	P.O. Box 608	Belle Chasse	LA	70037
Guinn Construction, LLC	1616 Industrial Drive	Jennings	LA	70546
Gulf States Constructors, LLC	148 Shirley Lane	Garyville	LA	70084
Gutcon, Inc.	P.O. Box 80645	Baton Rouge	LA	70898
H & W Demolition, Inc	406 Lasalle Street	Shreveport	LA	71107
H. G. Thomas Trucking	3453 Grand Point Hwy	Breaux Bridge	LA	70517
Haibach Trucking	8615 Oliver Road	Erie	PA	16509
HD Truck & Tractor, LLC	5501 Opelousas St	Lake Charles	LA	70615
HDB Construction, Inc.	729 Se Wear Ave	Topeka	KS	66607
Hebert'S Trucking & Equipment Service, LLC	5110 Carmelite Street	Crown Point	LA	70072
Henderson Construction Services, Inc.	P.O. Box 6232	Shreveport	LA	71136
HTC	5700 Florida Blvd, Ste 424	Baton Rouge	LA	70806
Hubb'S Properties, LLC	37093 White Road	Prairieville	LA	70769
I.A.B. Construction, LLC	516 Hamilton Street	Gretna	LA	70053
Interstate Sealant & Concrete, Inc.	S40 W24211 Rockwood Way	Waukesha	WI	53189
Iron Lady Enterprises, Inc.	1943 Poplar Street	Philadelphia	PA	19130
Irvin Trucking And Demolition, Inc.	1441 Poland Ave.	New Orleans	LA	70117
J & 2T'S Trucking	302 South 12Th Street	Monroe	LA	71201
J Star Enterprises, Inc.	P.O. Box 6639	New Orleans	LA	70174

J. Brown Construction, LLC	282 Citrus	River Ridge	LA	70123
J. L. Richard Trucking	136 Kenner Lane	Montz	LA	70068
J.E.S. Construction, Inc.	P.O. Box 442	Edgard	LA	70049
J&B Contractors Unlimited	8947 Hwy 182 E	Morgan City	LA	70380
Jackson & Fontenot Const. Co., Inc.	5707 Bay Oaks Drive	Monroe	LA	71203
James G. Gobert Dba Lake City Trk.	P.O. Box 16545	Lake Charles	LA	70616
JC Cheek Contractors, Inc.	P.O. Box 1138	Kosciusko	MS	39090
JC Machine Works	5700 Nw 32 Court	Miami	FL	33142
JD's Rebar & Construction, Inc.	1348 Rapides Avenue	Alexandria	LA	71301
JDA Trucking, Inc.	229 St. Esprit Rd	Carencro	LA	70520
Jeff-Co Contractors, Inc.	4238 Poche Court West	New Orleans	LA	70129
Jett Services, LLC	188 Hickory Avenue	Harahan	LA	70123
JLG Trucking Co., LLC	9537 Millwood Creek Ct	Zachary	LA	70791
JLJ A/C And Electrical, LLC	1808 Franklin Ave	New Orleans	LA	70117
John H. Willis	264 Willis Road	Sibley	LA	71073
John Heims Truck And Trans., LLC	P.O. Box 173	Labadieville	LA	70372
Jokers Wyld, LLC	2709 Allen Street	New Orleans	LA	70119
Jones Bros. Enterprises, Inc.	P.O. Box 1053	St. Rose	LA	70087
Joshua And Hermanos	824 Maria Street	Kenner	LA	70065
Justin J. Reeves	132 Industrial Blvd	Houma	LA	70363
K & M Company Of North LA, LLC	P.O. Box 665	Sterlington	LA	71280
K-Belle Consultants, LLC	1313 S Rendon	New Orleans	LA	70125
Kass Bros. Inc.	700 River Road	Westwego	LA	70096
Keiland Construction, LLC	600 Bayou Pines East, Suite G	Lake Charles	LA	70601
Kelly Road Builders, Inc.	P.O. Box 101687	Birmingham	AL	35210
Kent Contractors, Inc.	914 Kepler Street	Gretna	LA	70053
Kissberg Construction, Inc.	1100 Second Street	Stone Mountain	GA	30083
Knighten Construction, LLC	P.O. Box 485	Maringouin	LA	70757
L & M Traffic, Inc.	400 N. Kirkman St.	Lake Charles	LA	70601
LA Gator Trucking, LLC	1781 Grimmett Drive	Shreveport	LA	71115
LA Waste And Consulting	2136 Dallas Drive	Baton Rouge	LA	70806
Ladanco, LLC	5505 Greenwood Road	Shreveport	LA	71109
Land Pilot Excavation Co.	7322 Springlake Drive	New Orleans	LA	70126
Landry's Trucking	2120 Jefferson Hwy	Lutcher	LA	70071
Larco, Inc.	P.O. Box 1199	Crossett	AR	71635
Larry Mccorkle Steel Reinforcement, Inc.	13000 Deauville Court	New Orleans	LA	70129
Le Famille	4407 Crosby Court	Louisville	KY	40218
Leaaf Environmental, LLC	812 Rupp Street	Gretna	LA	70053
Leaderman Service Group	627 School Street	Houma	LA	70360
Lee's Concrete	404 Maxine Drive	Baton Rouge	LA	70808
Legacy Construction	P.O. Box 2424	Natchitoches	LA	71457
Legacy Contractor Firm, LLC	15256 West Club Deluxe Road	Hammond	LA	70403
Lewis Services	510 W Saul	Scott	LA	70583
Lewis, Paul	212 Kim Rush Road	Marksville	LA	71351
LHT Services, Inc.	7416 Bartlett Drive	Marrero	LA	70072
Little Computer Solutions, Inc.	3813 Deercreek Lane	Harvey	LA	70058
Liv Transport, LLC	189 Modern Farm Road	Waggaman	LA	70094
Lloyd's Auto & Towing Services, LLC	6888 La 44	Convent	LA	70723
Lulu's Landscaping, LLC	408 Speed Avenue	Monroe	LA	71201
Luster Group, LLC, The	P.O. Box 3052	Baton Rouge	LA	70821

M & M Trucking Company, Inc.	P.O. Box 1743	Auburn	AL	36831
M & R Disposal, Inc.	9515 Almonaster Ave	New Orleans	LA	70127
M Kromah Trucking, LLC	8312 Livingston Ave	Chalmette	LA	70043
Mack's Construction & Logistics, LLC	19133 Cutrer Rd.	Kentwood	LA	70444
Mahab Construction Company, Inc.	11150 South Road	Franklinton	LA	70438
Mark Doyle Construction, LLC	2577 Vanceville Road	Bossier City	LA	71111
Mark's Electric	11457 George Mccoy	Amite	LA	70422
Matt L. Guinn Construction	1716 Industrial Drive	Jennings	LA	70546
Mccoy Group, LLC	P.O. Box 1674	Slidell	LA	70459
Metro Service Group, Inc.	9641 Old Gentilly Road	New Orleans	LA	70127
Michall Group, LLC	P.O. Box 3508	Harvey	LA	70159
Michelle Diaz CPA, Apac	1100 Poydras Street	New Orleans	LA	70163
Mississippi Paving & Const., Inc.	P.O. Box 237	Mathiston	MS	39752
Mobile Enterprises, Inc.	832 Southway Circle	Fort Worth	TX	76115
MST Enterprise , LLC	P.O. Box 641871	Kenner	LA	70064
Nation Services Company, Inc.	6624 Greenwood Rd.	Shreveport	LA	71119
Native Engineers, LLC	1042 Whitetail Drive	Mandeville	LA	70448
Native Ohoyo Construction	10901 Agnes Plantation Road	Abbeville	LA	70510
Neighborhood Restoration Of BR	5515 Prescott Road	Baton Rouge	LA	70805
Nelson Equipment	7096 Highway 84 East	Natchitoches	LA	71457
New Gen Construction	1925 Vaughn Road	Kennesaw	GA	30144
Nolmar Construction, LLC	P.O. Box 850275	New Orleans	LA	70185
Northgate Land Development Corp.	8131 Quad Square Drive	Baton Rouge	LA	70814
Nostaw Plumbing Repairs, LLC	1229 Tricou Street	New Orleans	LA	70117
Odum Services, LP	6555 Harris Lake Rd	Marshall	TX	75672
One Stop Environmental, LLC	4800 Division Ave.	Birmingham	AL	35222
Overton Construction Co., Inc.	4332 Highway 81 North	Lottie	LA	70756
Palmisano Trucking, Inc.	1129 N. Sibley Street	Metairie	LA	70003
Parms Construction, LLC	6169 Sumrall Dr	Baton Rouge	LA	70811
Perez, A Professional Corporation	317 Burgundy Street, Ste 3	New Orleans	LA	70112
Perfect Finish Concrete	P.O. Box 73153	Baton Rouge	LA	70874
Phalanx	4811 Harding Blvd	Baton Rouge	LA	70811
Pharr Bros., Inc.	P.O. Box 69	Blanchard	LA	71009
Phoenix Constructors, LLC	P.O. Box 1491	Slidell	LA	70459
Pickens Transport Company	1004 North Lakeshore Drive	Lake Charles	LA	70601
Plan B Solutions, LLC	P.O. Box 496	Maurice	LA	70555
Pontchartrain Partners, LLC	739 S. Clark Street	New Orleans	LA	70119
Potts Distributing, Inc.	P.O. Box 179	Columbia	LA	71418
Precision Builders, Inc.	1510 Corporate Drive	Shreveport	LA	71107
Professional Drywall & Construction, LLC	3221 Lamarque Street	New Orleans	LA	70114
Progressive Construction Co., LLC	P.O. Box 8738	Alexandria	LA	71306
Purnell Construction Co., Inc.	P.O. Box 2702	Baton Rouge	LA	70821
Quality Contracting, LLC	880 Robinson Bridge Road	Woodworth	LA	71485
R & E Dirt Contractors, LLC	3069 Fuller Road	Minden	LA	71055
R & R Grading And Demolition	2057 Rogers Lake Road	Lithonia	GA	30058
R.E. Bentz	P.O. Box 4726	Monroe	LA	71211
R.K. Construction, Inc.	675 Wooddale Blvd Apt 73	Baton Rouge	LA	70806
Ramond J. Billups	4710 Little Hope Drive	Addis	LA	70710
Riley Paving Company	P.O. Box 521	Hamburg	AR	71646
RJM-Mcqueen Contracting, Inc.	80 Ramsey Mcqueen Rd	Collins	MS	39428

RMR Transportation, LLC	P.O. Box 55	Hamer	SC	29547
Rod King Enterprises, LLC	2710 Frostwood Drive	Shreveport	LA	71108
Rodgers & Rodgers Enterprise, LLC	3601 Post Oak Avenue	New Orleans	LA	70131
Rosell Humphrey Trucking Co. Inc.	2302 Hwy 124	Winnie	TX	77665
RXC Trucking	6418 Burton Street	St. James	LA	70086
Safelee Services, Inc.	1608 Cottage Lane	Harvey	LA	70058
Saints & Santos Construction, LLC	5009 River Road	Harahan	LA	70123
SBBI	11410 Cedar Park Ave	Baton Rouge	LA	70809
SCS Services, Inc.	2928 Villa Drive	Marrero	LA	70072
Sears Trucking, LLC	2117 Highway 182 East	Morgan City	LA	70380
Seemore Loads	13993 Arbor Walk Drive	Denham Springs	LA	70726
Shamburger Lawns	4115 Meadow Lane	Bossier City	LA	71111
Shift 4 Consulting, LLC	7240 Crowder Blvd	New Orleans	LA	70127
Sierra Engineering & Environmental Services	400 Poydras Street, Suite 2305	New Orleans	LA	70130
Simmons Erosion Control, Inc.	P.O. Box 206	Lake	MS	39092
Site Development Services	3510 Olivier Road	Jeanerette	LA	70544
Skyplex Trucking	12486 Hwy 1	Natchitoches	LA	71457
SNA Contracting	9228 Linwood Ave	Shreveport	LA	71106
Solscapes, LLC	P.O. Box 1123	Lecompte	LA	71346
Southern Services & Equipment, Inc.	321 Bayou Road	St. Bernard	LA	70085
Southern Synergy, LLC	1105 Bert Street	Laplace	LA	70068
Spartan Construction, Inc	1619 Distribution Drive	Burlington	KY	41005
Special K Construction And Trucking, LLC	8433 Myrtle Lake Drive	Baton Rouge	LA	70810
Specialty Contractors Of LA, LLC	P.O. Box 38	Marthaville	LA	71450
Strategic Planning Associates, LLC	5037 Veterans Blvd., Ste. 1B	Metairie	LA	70006
Stripe Force 1, Inc.	128 Thrush Loop	Lafayette	LA	70508
Superior Group	317 12Th Street	Lafayette	LA	70501
Supreme Developers, LLC	201 St. Charles Avenue	New Orleans	LA	70170
T & M Dynamic Enterprises	316 S Lightner Ave	Iowa	LA	70647
T. Graves Services LLC	P.O. Box 113156	Metairie	LA	70011
Tarpan Construction	6756 Hwy 29	Cottonport	LA	71327
Tarver Industries	706 N 3Rd Street	Alexandria	LA	71301
Tarver Land Development LLC	P.O. Box 14448	Alexandria	LA	71315
Three C'S Properties Inc., The	141 I-310 Service Road	St. Rose	LA	70087
Three Sisters Trucking	11832 New Castle Avenue	Baton Rouge	LA	70816
TJ's Trucking, LLC	14111 Old Highway 49	Gulfport	MS	39503
Tmg Industrial, Inc.	201 St. Charles Avenue	New Orleans	LA	70170
Toro Tree Experts	15242 Riverdale Avenue	Baton Rouge	LA	70816
Tracie'S Construction Services, LLC	1408 Richland Road	New Orleans	LA	70114
Traffic Control Prod. Co Of LA, Inc.	2230 Tower Drive	Denham Springs	LA	70726
Traffic Solutions, Inc.	2950 St. Anthony Ave.	New Orleans	LA	70122
Transafe	1625 Spectrum Drive	Lawrenceville	GA	30043
Transport Services Of Louisiana,LLC	7524 Hwy 31	Opelousas	LA	70570
Tremac Resteel, Inc.	P.O. Box 1422	Madison	MS	39110
Trinity Construction Industries, LLC	25 Belle Grove Drive	Destrehan	LA	70047
Tripple K Contractors	3810 1/2 East Texas Street	Bossier City	LA	71111
Trucking Innovation, LLC	5623 North Villere Street	New Orleans	LA	70117
Truckla Services, LLC	P.O. Box 6771	Laurel	MS	39441
Truman Trucking	37230 City Park Avenue	Geismar	LA	70734
Turn Key Services Of LA	205 Marian Street	Donaldsonville	LA	70346

Turner & Turner Contracting, LLC	1501-A Wimbledon, Suite 122	Alexandria	LA	71301
Twin Shores Lands. & Const Serv Inc	718 S. Alexander Street	New Orleans	LA	70118
United Truck Hauling Services	11839 Florida Blvd	Baton Rouge	LA	70815
Universal Engineering Services, LLC	6255 Miami Lakes Drive, Suite 318	Miami Lakes	FL	33014
Universal Safety Consultant & Services	1419 St. Bernard Avenue	New Orleans	LA	70116
V. Keeler & Associates, Inc.	P.O. Box 3424	New Orleans	LA	70126
Verging Dynamics, LLC	1711 Circlewood Drive	Anchorage	AK	99516
Verius Property Group, LLC	3700 Lapalco Blvd	Harvey	LA	70058
Veterans Construction, LLC	P.O. Box 1447	Laplace	LA	70069
Vic'S Construction, LLC	P.O. Box 17241	Little Rock	AR	72117
Vinson Enterprises, LLC Of Florida	1314 Lloyd Price	Kenner	LA	70062
Vision 2 Victory	2522 Pauger Street	New Orleans	LA	70116
Visionary Consulting Partners, LLC	4031 University Drive	Fairfax	VA	22030
W & W Trucking & Equipment Service, LLC	920 Taylor Street	Kenner	LA	70062
W.B. Company, Inc.	5955 Grand Caillou Road	Houma	LA	70363
Walker Landscaping & Construction	3178 Bluebird Lane	Keithville	LA	71047
War-Horse Enterprise, LLC	1104 Byrd Avenue	Bogalusa	LA	70427
Wayne Pleasant Land Clr And Dvlpt	P.O. Box 81	Marthaville	LA	71450
Weber Trucking, LLC	6115 Carlisle Ct.	New Orleans	LA	70131
Williams Group, LLC	9070 Hwy 39	Boligee	AL	35443
Wimbley Construction, LLC	P.O. Box 29453	Shreveport	LA	71149
Workzone	5300 Hwy 56	Chauvin	LA	70344
X-L Contracting Inc	20 Mid Rivers Trade Ct	St Peters	MO	63376
Zee Consulting, LLC	676 Hwy. 307	Thibodaux	LA	70301
2R Construction, LLC	305 E. Union St.	Minden	LA	71055
216 Resources, Inc.	P.O. Box 42028	Houston	TX	77242
360 Trucking, LLC	2913 Lakewood Drive	Violet	LA	70092
4 A Era, LLC	802 Short Street, Bldg F	Kenner	LA	70062

Equipment List

With a fleet of hundreds of trucks and equipment, a staff of over 200 professionals, and four locations in New York, North Carolina, Mississippi, and Texas our vegetation management teams can activate at a moment's notice. Mobile mechanics, housing units, and fueling equipment expedite the process and keep our team operational around-the-clock until the job is complete.



COUNT	DESCRIPTION	YEAR	MAKE	MODEL	OWNERSHIP
1	ATTENUATOR TRUCK	2012	INTERNATIONAL	4300 SBA 4X2	OWNED
2	BOX TRUCK	2005	FREIGHTLINER	M2	OWNED
3	BOX TRUCK	2007	FREIGHTLINER	M2	OWNED
4	BUCKET TRUCK	2006	STERLING	ACTERRA 4X4	OWNED
5	BUCKET TRUCK	2005	INTERNATIONAL	7300 4X4	OWNED
6	BUCKET TRUCK	2002	GMC	C6500	OWNED
7	BUCKET TRUCK	2003	GMC	C7500	OWNED
8	BUCKET TRUCK	2000	FORD	F750	OWNED
9	BUCKET TRUCK	2004	FORD	F750 4X2	OWNED
10	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
11	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
12	BUCKET TRUCK	2007	INTERNATIONAL	7300 4X4	OWNED
13	BUCKET TRUCK	2006	INTERNATIONAL	4300	OWNED
14	BUCKET TRUCK	2013	INTERNATIONAL	4300 4X2	OWNED
15	BUCKET TRUCK	2005	INTERNATIONAL	7400	OWNED
16	BUCKET TRUCK	2005	INTERNATIONAL	7400	OWNED
17	BUCKET TRUCK	2014	FREIGTHLINER	M2106	OWNED
18	BUCKET TRUCK	2014	FREIGHTLINER	M2106	OWNED
19	BUCKET TRUCK	2003	INTERNATIONAL	S30	OWNED
20	BUCKET TRUCK	2006	FORD	F-750	OWNED
21	BUCKET TRUCK	2008	FORD	F-750	OWNED
22	BUCKET TRUCK	2008	FORD	F-750	OWNED
23	BUCKET TRUCK	2005	GMC	C7500	OWNED
24	BUCKET TRUCK	2001	GMC	C7500	OWNED
25	BUCKET TRUCK	2007	INTERNATIONAL	7300 4X4	OWNED
26	BUCKET TRUCK	2008	FORD	F-750	OWNED
27	BUCKET TRUCK	2004	INTERNATIONAL	7300 4X4	OWNED
28	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
29	BUCKET TRUCK	2011	INTERNATIONAL	4300	OWNED
30	BUCKET TRUCK	2006	FORD	F-750	OWNED
31	BUCKET TRUCK	2006	INTERNATIONAL	7300	OWNED
32	BUCKET TRUCK	2007	FORD	F-750	OWNED
33	BUCKET TRUCK	2005	GMC	C7500	OWNED
34	BUCKET TRUCK	2008	FORD	F750 4X4	OWNED

35	BUCKET TRUCK	2005	FORD	F750 4X4	OWNED
36	BUCKET TRUCK	2006	FORD	F750 XL	OWNED
37	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
38	BUCKET TRUCK	2007	FORD	F750 4X4	OWNED
39	BUCKET TRUCK	2006	INTERNATIONAL	4300	OWNED
40	BUCKET TRUCK	2003	GMC	C7500	OWNED
41	BUCKET TRUCK	2005	GMC	C7500	OWNED
42	BUCKET TRUCK	2007	FORD	F750	OWNED
43	BUCKET TRUCK	2004	INTERNATIONAL	4300	OWNED
44	BUCKET TRUCK	2001	FORD	F750	OWNED
45	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
46	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
47	BUCKET TRUCK	2006	FORD	F650	OWNED
48	BUCKET TRUCK	2003	INTERNATIONAL	4200	OWNED
49	BUCKET TRUCK	2005	INTERNATIONAL	7300 4X4	OWNED
50	BUCKET TRUCK	2011	FREIGHTLINER	M2106 4X4	OWNED
51	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
52	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
53	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
54	BUCKET TRUCK	2003	STERLING	ACTERA	OWNED
55	BUCKET TRUCK	2006	INTERNATIONAL	4300	OWNED
56	BUCKET TRUCK	2007	INTERNATIONALS	4300	OWNED
57	BUCKET TRUCK	2005	FORD	F750 4X4	OWNED
58	BUCKET TRUCK	2009	INTERNATIONAL	7300 4X4	OWNED
59	BUCKET TRUCK	2009	INTERNATIONAL	4300 4X2	OWNED
60	BUCKET TRUCK	2008	INTERNATIONAL	4300	OWNED
61	BUCKET TRUCK	2007	FORD	F750	OWNED
62	BUCKET TRUCK	2007	FORD	F750	OWNED
63	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
64	BUCKET TRUCK	2007	INTERNATIONAL	5600	OWNED
65	BUCKET TRUCK	2011	FORD	F750	OWNED
66	BUCKET TRUCK	2006	FORD	F650	OWNED
67	BUCKET TRUCK	2006	FORD	F650	OWNED
68	BUCKET TRUCK	2009	INTERNATIONAL	4300	OWNED
69	BUCKET TRUCK	2012	FORD	F750	OWNED
70	BUCKET TRUCK	2007	INTERNATIONAL	7300	OWNED
71	BUCKET TRUCK	2022	INTERNATIONAL	HV507 SFA 4X4	OWNED
72	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
73	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
74	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
75	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
76	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
77	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
78	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
79	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
80	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
81	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
82	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X4	OWNED
83	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X4	OWNED
84	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X4	OWNED
85	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X4	OWNED
86	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
87	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
88	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
89	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
90	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
91	BUCKET TRUCK	2014	FREIGHTLINER	M2106 4X4	OWNED

92	BUCKET TRUCK	2017	FREIGHTLINER	M2	OWNED
93	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
94	BUCKET TRUCK	2017	FREIGHTLINER	M2106	OWNED
95	BUCKET TRUCK	2011	FORD	F750 4X2	OWNED
96	BUCKET TRUCK	2015	FORD	F750 4X2	OWNED
97	BUCKET TRUCK	2017	FREIGHTLINER	M2106 4X2	OWNED
98	BUCKET TRUCK	2014	FREIGHTLINER	M2106	OWNED
99	BUCKET TRUCK	2017	FREIGHTLINER	M2	OWNED
100	BUCKET TRUCK	2011	FREIGHTLINER	M2106 4X2	OWNED
101	BUCKET TRUCK	2011	FREIGHTLINER	M2106 4X2	OWNED
102	BUCKET TRUCK	2015	FORD	F750	OWNED
103	BUCKET TRUCK	2011	FREIGHTLINER	M2112	OWNED
104	BUCKET TRUCK	2015	FREIGHTLINER	M2106 4X2	OWNED
105	BUCKET TRUCK	2023	FREIGHTLINER	M2106	OWNED
106	CHIP TRUCK	1995	INTERNATIONAL	4700	OWNED
107	CHIP TRUCK	2011	CHEVROLET	3500 HD	OWNED
108	CHIP TRUCK	2005	INTERNATIONAL	4200	OWNED
109	CHIP TRUCK	2005	GMC	C5500	OWNED
110	CHIP TRUCK	2007	FORD	F550	OWNED
111	CHIP TRUCK	2006	GMC	6500	OWNED
112	CHIP TRUCK	2006	FORD	F350 4X4	OWNED
113	CHIP TRUCK	2011	FORD	F550 4X4	OWNED
114	CHIP TRUCK	2006	GMC	C8500	OWNED
115	CHIP TRUCK	2006	FORD	F650	OWNED
116	CHIP TRUCK	2003	INTERNATIONAL	4200 4X2	OWNED
117	CHIP TRUCK	2012	FORD	F550 XL	OWNED
118	CHIP TRUCK	2007	FORD	F550	OWNED
119	CHIP TRUCK	2002	INTERNATIONAL	4700	OWNED
120	CHIP TRUCK	2006	FORD	F650	OWNED
121	CHIP TRUCK	2010	INTERNATIONAL	4300	OWNED
122	CHIP TRUCK	2010	INTERNATIONAL	4300	OWNED
123	CHIP TRUCK	2005	INTERNATIONAL	4200	OWNED
124	CHIP TRUCK	2001	INTERNATIONAL	4700	OWNED
125	CHIP TRUCK	2014	DODGE	5500	OWNED
126	CHIP TRUCK	2014	DODGE	5500	OWNED
127	CHIP TRUCK	2014	DODGE	5500	OWNED
128	CHIP TRUCK	2014	DODGE	5500	OWNED
129	CHIP TRUCK	2014	DODGE	5500	OWNED
130	CHIP TRUCK	2014	DODGE	5500	OWNED
124	CHIP TRUCK	2014	DODGE	5500	OWNED
125	CHIP TRUCK	2012	PETERBILT	337	OWNED
126	CHIP TRUCK	2012	DODGE	5500	OWNED
127	CHIP TRUCK	2011	DODGE	4500	OWNED
128	CHIP TRUCK	2011	KENWORTH	T300	OWNED
129	CHIP TRUCK	2008	INTERNATIONAL	7400	OWNED
130	CHIP TRUCK	2016	RAM	5500	OWNED
131	CHIP TRUCK	2013	RAM	3500 4X4	OWNED
132	CHIP TRUCK	2014	FREIGHTLINER	M2	OWNED
133	CHIP TRUCK	2014	INTERNATIONAL	4300	OWNED
134	CHIP TRUCK	2009	INTERNATIONAL	4300	OWNED
132	CHIPPER 12”	2004	MORBARK	2400XL	OWNED
133	CHIPPER 12”	2002	MORBARK	2012D-02	OWNED
134	CHIPPER 12”	2003	BRUSH BANDIT		OWNED
135	CHIPPER 12”	2004	WOOD CHUCK	WC1200	OWNED
136	CHIPPER 12”	2004	WOOD CHUCK	WC1200	OWNED
137	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED
138	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED

139	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED
140	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED
141	CHIPPER 18”	2006	MORBARK	HURRICANE 18	OWNED
142	CHIPPER 12”	2004	MORBARK	12B	OWNED
143	CHIPPER 12”	2004	MORBARK	12B	OWNED
144	CHIPPER 12”	2008	ALTEC	CFD1217	OWNED
145	CHIPPER 15”	2004	BANDIT	INTIMIDATOR	OWNED
146	CHIPPER 12”	2009	MORBARK	850 M21R/71180	OWNED
147	CHIPPER 12”	2006	MORBARK	TWISTER	OWNED
148	CHIPPER 18”	2008	BANDIT	1890XP	OWNED
149	CHIPPER 18”	2008	BANDIT	1890XP	OWNED
150	CHIPPER 15”	2012	BANDIT	1590XP	OWNED
151	CHIPPER 12”	2008	ALTEC	CFD1217	OWNED
152	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED
153	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED
154	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED
155	CHIPPER 12”	2013	ALTEC	CFD1217	OWNED
156	CHIPPER 12”	2012	MORBARK	BEEVER M12R	OWNED
157	CHIPPER 12”	2011	BANDIT	990XP	OWNED
158	CHIPPER 12”	2012	BANDIT	990XP	OWNED
159	CHIPPER 12”	2011	BANDIT	CFD1217	OWNED
160	CHIPPER 14”	2009	MORBARK	BEEVER M14R	OWNED
161	CHIPPER 18”	2005	MORBARK	HURRICANE 18	OWNED
162	CHIPPER 12”	2013	VERMEER	BC1000XL	OWNED
163	CHIPPER 12”	2013	VERMEER	BC1000XL	OWNED
164	CHIPPER 12”	2020	VERMEER	BC1000XL	OWNED
165	CHIPPER 12”	2020	VERMEER	BC1000XL	OWNED
166	CHIPPER 12”	2020	VERMEER	BC1000XL	OWNED
167	CHIPPER 12”	2014	MORBARK	M12R	OWNED
168	CHIPPER 12”	2017	MORBARK	BEEVER 12RX	OWNED
169	CHIPPER 12”	2014	MORBARK	M12R	OWNED
170	CHIPPER 12”	2018	MORBARK	BEEVER 12RX	OWNED
171	CHIPPER 12”	2018	MORBARK	BEEVER 12RX	OWNED
172	CHIPPER 12”	2018	MORBARK	BEEVER 12RX	OWNED
173	CHIPPER 12”	2017	MORBARK	BEEVER 12RX	OWNED
174	CHIPPER 12”	2014	BRUSH BANDIT		OWNED
175	CHIPPER 12”	2015	ALTEC	DRM12	OWNED
176	CHIPPER 12”	2008	VEREMEER	BC1500	OWNED
177	CHIPPER 12”	2007	VERMEER	BC1500	OWNED
178	CHIPPER 12”	2017	VERMEER	BC1500	OWNED
179	CHIPPER 12”	2014	VERMEER	BC1000XL	OWNED
180	CHIPPER 12”	2016	MORBARK	M12R	OWNED
181	CHIPPER 12”	2016	MORBARK	M12R	OWNED
182	CHIPPER 12”	2014	MORBARK	M12R	OWNED
183	CHIPPER 12”	2014	MORBARK	M12R	OWNED
184	CHIPPER 12”	2014	MORBARK	M12R	OWNED
185	CHIPPER 12”	2015	MORBARK	M12R	OWNED
186	CHIPPER 12”	2017	MORBARK	M12R	OWNED
187	CHIPPER 12”	2017	MORBARK	M12R	OWNED
188	CHIPPER 12”	2016	ALTEC	DRM12	OWNED
189	CHIPPER 12”	2017	MORBARK	BEAVER	OWNED
190	CHIPPER 12”	2017	MORBARK	BEAVER	OWNED
191	DUMP TRUCK	1999	INTERNATIONAL	4700 CC	OWNED
192	DUMP TRUCK	2003	INTERNATIONAL	4300 DEBRIS	OWNED
193	DUMP TRUCK	2002	INTERNATIONAL	4900	OWNED
194	DUMP TRUCK	2007	INTERNATIONAL	7400	OWNED
195	DUMP TRUCK	2019	DODGE	RAM 5500	OWNED

196	DUMP TRUCK	2009	INTERNATIONAL	7600	OWNED
197	DUMP TRAILER	2006	GREAT LAKES	TR2450DC	OWNED
198	DUMP TRAILER	2006	GREAT LAKES	TR2450DC	OWNED
199	EXCAVATOR	2006	CATERPILLAR	325 CL	OWNED
200	EXCAVATOR	1997	JOHN DEERE	892 ELC	OWNED
201	EXCAVATOR	2017	CATERPILLAR	M313D	OWNED
202	EXCAVATOR	2023	CATERPILLAR	308CR	OWNED
203	FLATBED TRUCK	2000	INTERNATIONAL	4700 FLATBED DT466E	OWNED
204	COMMAND CENTER TRUCK	2008	KENWORTH	T300 4X2	OWNED
205	COMMAND CENTER TRUCK	2007	KENWORTH	T300 4X2	OWNED
206	FUEL TANK TRUCK	2003	FORD	F750 TANK TRUCK	OWNED
207	FORK LIFT		KOMATSU	FG30HTLP-12	OWNED
208	FORK LIFT	2000	CATERPILLAR	DP40K	OWNED
209	FORK LIFT	1998	CLARK	DPH60PK	OWNED
210	FORK LIFT	2005	MITSUBISHI	FG55N	OWNED
211	FORK LIFT	2005	KOMATSU	FG45T2-8	OWNED
212	FORK LIFT		CATERPILLAR	V225B	OWNED
213	FORK LIFT		TOYOTA	7FGCU15	OWNED
214	FORK LIFT		NISSAN	CF01A14V	OWNED
215	FORK LIFT	2011	TEREX	GTH1056	OWNED
216	FORK LIFT		TOYOTA	7FGCU15	OWNED
217	FORK LIFT	1992	NISSAN	EH02A25V	OWNED
218	FORK LIFT		SKYTRACK	8042B	OWNED
219	FORK LIFT		CLARK	NPR17	OWNED
220	FORK LIFT		CLARK	TMG 15	OWNED
221	GRAPPLE TRUCK	2007	STERLING	LT9513	OWNED
222	GRAPPLE TRUCK	2007	STERLING	LT9513	OWNED
223	GRAPPLE TRUCK	2006	STERLING	LT9513	OWNED
224	GRAPPLE TRUCK	2006	STERLING	LT9513	OWNED
225	GRAPPLE TRUCK	2006	STERLING	LT9513	OWNED
226	GRAPPLE TRUCK	2007	STERLING	ACTERRA	OWNED
227	GRAPPLE TRUCK	2005	INTERNATIONAL	4300	OWNED
228	GRAPPLE TRUCK	2005	INTERNATIONAL	7300	OWNED
229	GRAPPLE TRUCK	2006	INTERNATIONAL	7400	OWNED
230	GRAPPLE TRUCK	2012	FREIGHTLINER	M2	OWNED
231	GRAPPLE TRUCK	2007	STERLING	LT9500	OWNED
232	GRAPPLE TRUCK	2009	INTERNATIONAL	7400	OWNED
233	GRAPPLE TRUCK	2007	INTERNATIONAL	7600	OWNED
234	GRAPPLE TRUCK	2012	FREIGHTLINER	M2	OWNED
235	GRAPPLE TRUCK	2012	FREIGHTLINER	M2106	OWNED
236	GRAPPLE TRUCK	2012	FREIGHTLINER	M2106	OWNED
237	GRAPPLE TRUCK	2005	STERLING	L8500	OWNED
238	GRAPPLE TRUCK	2012	INTERNATIONAL	7600	OWNED
239	GRAPPLE TRUCK	2015	FREIGHTLINER	M2106	OWNED
240	GRAPPLE TRUCK	2016	FREIGHTLINER	M2106	OWNED
241	GRAPPLE TRUCK	2012	INTERNATIONAL	7400	OWNED
242	GENERATOR	2008	COLISEUM	GB180-25	OWNED
243	GENERATOR	2008	COLISEUM	GB180-20	OWNED
244	GENERATOR-MOBILE		BALDOR	TS 80T	OWNED
245	GENERATOR	2016	WHISPERWATT		OWNED
246	GENERATOR		KOHLER		OWNED
247	PAY LOADER	2003	KOMATSU	WA450-5L	OWNED
248	LOADER/SKID STEER	2024	CATERPILLAR	299D3	OWNED
249	LOADER/SKID STEER	2024	CATERPILLAR	299D3	OWNED
250	LOADER/SKID STEER	2024	CATERPILLAR	299D3	OWNED
251	LOADER/SKID STEER	2024	CATERPILLAR	299D3	OWNED
252	LOADER/SKID STEER	2024	CATERPILLAR	299D3	OWNED

253	LOADER/SKID STEER	2024	CATERPILLAR	299D3	OWNED
254	LOADER/SKID STEER	2024	CATERPILLAR	299D3	OWNED
255	LOADER/SKID STEER	2024	CATERPILLAR	299D3 LAND MACHINE	OWNED
256	LAWN MOWER		TORO	GROUNDSMASTER	OWNED
257	LAWN MOWER	2012	HUSTLER		OWNED
258	LAWN MOWER	2012	HUSTLER		OWNED
259	LAWN MOWER		FERRIS	IS 3300-5901872	OWNED
260	MECHANIC TRUCK	2005	CHEVROLET	C5500	OWNED
261	MECHANIC TRUCK	2012	DODGE	4500 HD	OWNED
262	MECHANIC TRUCK	2013	DODGE	RAM 5500	OWNED
263	MECHANIC TRUCK	2012	DODGE	RAM 5500	OWNED
264	MECHANIC TRUCK	2010	DODGE	RAM 5500 4X4	OWNED
265	MECHANIC TRUCK	2007	FORD	F750	OWNED
266	MECHANIC TRUCK	2017	FORD	F550 XL	OWNED
267	MECHANIC TRUCK	2013	DODGE	RAM 5500 4X4	OWNED
268	MECHANIC TRUCK	2024	RAM	5500	OWNED
269	MECHANIC TRUCK	2008	INTERNATIONAL	SF637	OWNED
270	MECHANIC TRUCK	2016	KENWORTH	T370	OWNED
271	PICK-UP	2012	FORD	F150 XL	OWNED
272	PICK-UP	2008	FORD	F150 4X4	OWNED
273	PICK-UP	2008	DODGE	D1500	OWNED
274	PICK-UP	1994	AM GENERAL	M998 HUMVEE	OWNED
275	PICK-UP	2009	FORD	RANGER EXTENDED CAB	OWNED
276	PICK-UP	2007	CHEVROLET	TAHOE	OWNED
277	PICK-UP	2008	CHEVROLET	1500 4X4	OWNED
278	PICK-UP	2018	CHEVROLET	TAHOE	OWNED
279	PICK-UP	2012	CHEVROLET	1500 SILVERADO	OWNED
280	PICK-UP	2008	CHEVROLET	C2500 HD	OWNED
281	PICK-UP	2007	CHEVROLET	C2500 HD	OWNED
282	PICK-UP	2015	CHEVROLET	SILVERADO 3500 HD	OWNED
283	PICK-UP	2013	CHEVROLET	SILVERADO 2500 HD	OWNED
284	PICK-UP	2013	CHEVROLET	SILVERADO 2500 HD	OWNED
285	PICK-UP	2012	CHEVROLET	SILVERADO 2500 HD	OWNED
286	PICK-UP	2007	FORD	F550 FLATBED	OWNED
287	PICK-UP	2013	FORD	F250	OWNED
288	PICK-UP	2014	CHEVROLET	1500	OWNED
289	PICK-UP	2008	GMC	K2500 4X4	OWNED
290	PICK-UP	2019	CHEVROLET	2500 HD	OWNED
291	PICK-UP	2021	FORD	F250 SUPER DUTY	OWNED
292	PICK-UP	2015	CHEVROLET	SILVERADO 3500HD	OWNED
293	PICK-UP	2019	CHEVROLET	SILVERADO 2500HD	OWNED
294	PICK-UP	2019	CHEVROLET	SILVERADO 1500	OWNED
295	PICK-UP	2021	CHEVROLET	SILVERADO 2500HD	OWNED
296	PICK-UP	2003	FORD	F150	OWNED
297	PICK-UP	2021	CHEVROLET	SILVERADO 2500 HD	OWNED
298	PICK-UP	2019	FORD	F150	OWNED
299	PICK-UP	2021	FORD	F350 SUPER DUTY	OWNED
300	PICK-UP	2016	CHEVROLET	TAHOE	OWNED
301	PICK-UP	2016	CHEVROLET	TAHOE	OWNED
302	PICK-UP	2022	GMC	SIERRA 2500 HD	OWNED
303	PICK-UP	2022	GMC	YUKON	OWNED
304	PICK-UP	2022	DODGE	RAM 3500	OWNED
305	PICK-UP	2022	CHEVROLET	TAHOE	OWNED
306	PICK-UP	2022	CHEVROLET	TAHOE	OWNED
307	PICK-UP	2006	FORD	F250	OWNED
308	PICK-UP	2015	CHEVROLET	TAHOE	OWNED
309	PICK-UP	2016	NISSAN	FRONTIER	OWNED

310	PICK-UP	2012	CHEVROLET	COLORADO 4X4	OWNED
311	PICK-UP	2023	GMC	SIERRA 2500 HD	OWNED
312	PICK-UP	2023	CHEVROLET	SILVERADO 2500 HD	OWNED
313	PICK-UP	2016	CHEVROLET	SILVERADO 2500 HD	OWNED
314	PICK-UP	2016	CHEVROLET	SILVERADO 2500 HD 4X4	OWNED
315	PICK-UP	2023	GMC	YUKON 4WD	OWNED
316	PICK-UP	2014	TOYOTA	TACOMA 4WD	OWNED
317	PICK-UP	2024	GMC	SIERRA 2500 HD	OWNED
318	PICK-UP	2024	GMC	SIERRA 2500 HD	OWNED
319	PICK-UP	2008	CHEVROLET	TAHOE 2WD LT	OWNED
320	PICK-UP	2023	RAM	1500 CLASSIC	OWNED
321	PICK-UP	2024	RAM	1500	OWNED
322	PICK-UP	2024	RAM	1500	OWNED
323	PICK-UP	2024	RAM	1500	OWNED
324	PICK-UP	2023	RAM	1500	OWNED
325	PICK-UP	2023	RAM	1500	OWNED
326	PICK-UP	2018	FORD	F150 XL	OWNED
327	PICK-UP	2017	FORD	F150 XL	OWNED
328	PICK-UP	2018	RAM	1500 4X4	OWNED
329	PICK-UP	2011	DODGE	3500	OWNED
330	PICK-UP	2016	CHEVROLET	SILVERADO 2500 HD	OWNED
331	PICK-UP	2011	DODGE	RAM 2500 HD	OWNED
332	PICK-UP	2008	CHEVROLET	SILVERADO 2500 HD	OWNED
333	PICK-UP	2018	RAM	5500 4X4	OWNED
334	PICK-UP	2017	RAM	5500 4X4	OWNED
335	PICK-UP	2024	GMC	SIERRA 1500	OWNED
336	PICK-UP	2011	CHEVROLET	SILVERADO 2500	OWNED
337	PICK-UP	2012	DODGE	RAM 2500	OWNED
338	PICK-UP	2011	FORD	2500 XL CREW CAB	OWNED
339	PICK-UP	2024	RAM	1500	OWNED
340	PICK-UP	2024	CHEVROLET	TAHOE	OWNED
341	PICK-UP	2024	GMC	SIERRA 1500	OWNED
342	PICK-UP	2024	GMC	SIERRA 2500	OWNED
343	PICK-UP	2024	RAM	1500	OWNED
344	PICK-UP	2024	GMC	SIERRA 1500	OWNED
345	PICK-UP	2023	CHEVROLET	SILVERADO 2500	OWNED
346	PICK-UP	2021	CHEVROLET	SILVERADO 2500	OWNED
347	PICK-UP	2024	GMC	SIERRA 1500	OWNED
348	PICK-UP	2019	CHEVROLET	SILVERADO 1500	OWNED
349	PICK-UP	2017	CHEVROLET	SILVERADO 1500	OWNED
350	PICK-UP	2016	RAM	2500	OWNED
351	PICK-UP	2016	RAM	2500	OWNED
352	PICK-UP	2025	GMC	YUKON	OWNED
353	PICK-UP	2025	CHEV	SILVERADO 2500	OWNED
354	PICK-UP	2025	GMC	SIERRA 2500	OWNED
355	PRESSURE WASHER		NORTHSTAR	GAS PRESSURE WASHER	OWNED
356	ROLL OFF TRUCK	2005	STERLING	LT9513	OWNED
357	SAND BLASTER			DB1500	OWNED
358	STUMP GRINDER	2006	RAYCO	SUPER RG50	OWNED
359	SIDE BY SIDE		KUBOTA	RTV1100	OWNED
360	SIDE BY SIDE		CUSHMAN	1200X UTILITY	OWNED
361	SIDE BY SIDE	2015	TORO	MD WORKMAN	OWNED
362	SIDE BY SIDE	2016	CLUB CAR	CARRYALL 1700	OWNED
363	SCISSOR LIFT	2001	JLG	33RTS	OWNED
364	SCISSOR LIFT	2006		Z45/25	OWNED
365	SCISSOR LIFT	2008	GENIE	S65 4X4	OWNED
366	SCISSOR LIFT	2009	GENIE	Z135/70	OWNED

367	SCISSOR LIFT	2013	GENIE	GS1930	OWNED
368	SCISSOR LIFT	2012	GENIE	GS1930	OWNED
369	SCISSOR LIFT	2014	JLG	800S 4X4	OWNED
370	SCISSOR LIFT	2008	GENIE	S40 4X4	OWNED
371	SCISSOR LIFT	2016	JLG	1350SJP	OWNED
372	SPRAY RIG TRUCK	1988	INTERNATIONAL	S SERIES 1800	OWNED
373	SPRAY RIG TRUCK	2006	STERLING	ACTERRA	OWNED
374	SPRAY RIG TRUCK	2006	STERLING	ACTERRA	OWNED
375	SKYTRIM	2003	KERSHAW	SKY TRIM 75X	OWNED
376	SKYTRIM	2009	KERSHAW	SKYTRIM 75-G2	OWNED
377	SKYTRIM	2004	KERSHAW	SKY TRIM 75X	OWNED
378	SKYTRIM	2007	KERSHAW	SKYTRIM 75X	OWNED
379	SKYTRIM	2004	JARRAFF	CRAWLER WD CH	OWNED
380	SKYTRIM	2010	KERSHAW	75-G2	OWNED
381	SKYTRIM	2009	KERSHAW	SKY TRIM 75G2	OWNED
382	SKYTRIM	2012	KERSHAW	SKY TRIM 75G2	OWNED
383	SKYTRIM	2010	KERSHAW	SKY TRIM 75G2	OWNED
384	SKYTRIM	2008	JARRAFF		OWNED
385	SKYTRIM	2010	JARRAFF		OWNED
386	SKYTRIM	2007	KERSHAW	75X	OWNED
387	SKYTRIM	2009	JARRAFF		OWNED
388	SKYTRIM	2010	KERSHAW	75G2	OWNED
389	SKYTRIM	2009	JARRAFF		OWNED
390	SKYTRIM	2011	KERSHAW	75’	OWNED
391	SKYTRIM	2011	KERSHAW	75’	OWNED
392	SKYTRIM	2014	KERSHAW	75’	OWNED
393	SKYTRIM	2012	KERSHAW	75’	OWNED
394	SKYTRIM	2015	KERSHAW	75’	OWNED
395	SKYTRIM	2015	JARRAFF		OWNED
396	SKYTRIM	2024	KERSHAW	75G1	OWNED
397	SKYTRIM	2011	KERSHAW	75	OWNED
398	SKYTRIM	2008	KERSHAW	75G2	OWNED
399	SKYTRIM	2018	KERSHAW	75’	OWNED
400	SKYTRIM	2010	KERSHAW	75’	OWNED
401	SKYTRIM	2011	KERSHAW	75G2	OWNED
402	SKYTRIM	2018	KERSHAW	75G2	OWNED
403	SKYTRIM	2008	KERSHAW	75X	OWNED
404	SKYTRIM	2024	KERSHAW		OWNED
405	SKYTRIM	2012	KERSHAW	75G2	OWNED
406	SKYTRIM	2014	KERSHAW	75G2	OWNED
407	SWEEPER		TERRAMITE	TSS38	OWNED
408	SWEEPER	2015	GLOBAL		OWNED
409	SWEEPER		PHOENIX	PHX26DQP	OWNED
410	SWEEPER	2015	TENNANT	T17	OWNED
411	AERIAL LIFT	2019	TRACKED		OWNED
412	SEMI-TRACTOR	1990	PETERBILT	379	OWNED
413	SEMI-TRACTOR	2006	STERLING	A9500	OWNED
414	SEMI-TRACTOR	2004	PETERBILT	379	OWNED
415	SEMI-TRACTOR	1997	WESTERN STAR	4900	OWNED
416	TRACTOR	2007	NEW HOLLAND	TS115A	OWNED
417	TRACTOR	2005	HYDRO-AX	721E	OWNED
418	TRACTOR	2005	NEW HOLLAND	TV145	OWNED
419	TRACTOR	2008	NEW HOLLAND	TB120	OWNED
420	TRACTOR	2008	NEW HOLLAND	TB120	OWNED
421	TRACTOR		NEW HOLLAND	TB120	OWNED
422	TRACTOR	2003	NEW HOLLAND	TB100	OWNED
423	TRACTOR	2008	NEW HOLLAND	TB120	OWNED

424	TRACTOR	2007	NEW HOLLAND	TV145	OWNED
425	TRACTOR	2003	NEW HOLLABD	TB100	OWNED
426	TRACTOR	2011	JOHN DEERE	6330	OWNED
427	TRACTOR	2010	NEW HOLLAND	TS6030	OWNED
428	TRACTOR	2011	NEW HOLLAND	TS6030 4X4	OWNED
429	TRACTOR	2011	NEW HOLLAND	TS6030 4X4	OWNED
430	TRACTOR	2018	NEW HOLLAND	BRUSH CUTTER 500	OWNED
431	TRACTOR	2010	JOHN DEERE	6330	OWNED
432	TRACTOR		JOHN DEERE	6415	OWNED
433	TRACTOR		JOHN DEERE	6330	OWNED
434	TRACTOR	2003	NEW HOLLAND	TB110	OWNED
435	TRACTOR	2002	HYDRO-AX	721E	OWNED
436	TRACTOR	2023	KERSHAW	KLEARWAY 500 HD	OWNED
437	TRACTOR	2022	NEW HOLLAND	TS 6.120	OWNED
438	TRACTOR	2020	NEW HOLLAND	TS 6.120	OWNED
439	TRACTOR	2012	KERSHAW	KLEARWAY 500 4X4	OWNED
440	TRAILER	2007	RAYCO	TR66	OWNED
441	TRAILER	2012	CARRYON	WGWATV	OWNED
442	TRAILER	2004	TALBERT	T4DW55SAHBGT1T1	OWNED
443	TRAILER	2014	FONTAINE	HCVSD22TAF	OWNED
444	TRAILER	1976	ALLI	CB7 SE	OWNED
445	TRAILER	1971	GIND	801 SE	OWNED
446	TRAILER	1996	GREAT DANE		OWNED
447	TRAILER	2012	LONE WOLF	16’	OWNED
448	TRAILER	2008	LOAT	16’	OWNED
449	TRAILER	2006	PITTS LB35-38	LOWBOY	OWNED
450	TRAILER	2001	BIG TEX 30’	FLATBED	OWNED
451	TRAILER	2020	ALUMA	TILT DECK ALUM	OWNED
452	TRAILER	2008	WABASH	53 FT DRY VAN	OWNED
453	TRAILER	2021	KAUFMAN	55 TON	OWNED
454	TRAILER	2022	KAUFMAN	25’ TAG ALONG	OWNED
455	TRAILER	2022	KAUFMAN	25’ TAG ALONG	OWNED
456	TRAILER	2021	ECONOLINE	DP1028DE	OWNED
457	TRAILER	2023	LONG RUN	10720-T	OWNED
458	TRAILER	2023	TOP HAT	PN259	OWNED
459	TRAILER	2023	TOP HAT	PN259	OWNED
460	TRAILER	2023	TOP HAT	PN259	OWNED
461	TRAILER	2023	TOP HAT	PN259	OWNED
462	TRAILER	2023	J&C SUPPLIERS	6X12 ENCLOSED	OWNED
463	TRAILER	2017	TRINITY	MFG HB-145	OWNED
464	TRAILER	2015	WISCONSIN BODY	35 FT TRI-AXLE	OWNED
465	TRAILER	2024	TOP HAT		OWNED
466	TRAILER	2024	X-STAR	990 GAL TANKER TLR	OWNED
467	TRAILER	2024	X-STAR	990 GAL TANKER TLR	OWNED

Tab 10 – Required Proposal Forms

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

ITEMS REQUIRED		DESCRIPTION OF ITEM REQUIRED	*Verify Document is attached by checking the box
1	Title Page	Must include RFB# 25-05-PW DISASTER DEBRIS MANAGEMENT	☑
2	Table of Contents	TAB 1	☑
3	Letter of Interest	TAB 2: Max 2 pages, Firm Overview, Commitment, Summary of Capabilities, why your Firm is the best fit	☑
4	Experience and Ability	TAB 3: Organizational Background, Staff Resumes, Relevant Certifications, Subcontractor Info, List of Current debris contracts	☑
5	Operational Plan	TAB 4: Approach to debris management, pre-planning, mobilization, training, QA/QC, etc.	☑
6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☑
7	Financial Capability	TAB 6: Financial Status, Line of Credit, Proof of Assets	☑
8	Project Cost/Rates	TAB 7: Exhibit "A" provided	☑
9	Business Structure & Registrations	TAB 8: Business Licenses, Proof of Registration of the State of Florida, Professional Certifications	☑
10	Additional Information	TAB 9: Any pertinent information not required above	☑
Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☑
13	Appendix A – Certification Regarding Lobbying	provided	☑
14	FAR 52.209-5 Certification Regarding Debarment	provided	☑
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☑
16	Drug-Free Workplace	provided	☑
17	Bidders List Form	provided	☑
18	Non-Collusion Affidavit	provided	☑
19	Anti-Kickback Affidavit	provided	☑
20	Public Entity Crimes	provided	☑

	Statement		
21	Acknowledgement of Addenda	provided	☑
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☑

*If any boxes are left unchecked bid is considered unresponsive.

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: Looks Great Services of MS, Inc.

Signature: 

Name (type/print): Kristian Agoglia

Title: Vice President

Address: 1501 Hwy 13 North

City: Columbia State: MS Zip: 39429

Telephone: 601-736-0037 Fax No.: 601-736-1924 Date: 05/06/2025

Email Address: bids@looksgreatservices.com

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, Looks Great Services, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

05/06/2025

Date

Kristian Agoglia, Vice President

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Looks Great Services of MS, Inc. Date: 05/06/2025

Authorized Signature:  Printed Name: Kristian Agoglia

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Looks Great Services of MS, Inc.
Company Name


Authorized Signature

Kristian Agoglia

Printed Name

05/06/2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.



Signature

Kristian Agoglia

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Looks Great Services of MS, Inc.

Business Address: 1501 Hwy 13 North | Columbia | MS | 39429

Street | City | State | Zip

County Business is located in: Marion

Name of Contact Person: Kristian Agoglia

Phone: ( ) 601-736-0037 Fax: ( ) 601-736-1924

Email Address: bids@looksgreatservices.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✔] Over $5,000,000

Age of Business: 26 Years 0 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Disaster Debris Clean up

Will you subcontract any of your work? [✔] Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 05/06/2025

Printed Name: Kristian Agoglia Title: Vice President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Kristian Agoglia, being first duly sworn, deposes and says that:

1. (S)He is Vice President of Looks Great Services of MS, Inc., the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

(Signature) Vice President (Title)

Subscribed and Sworn to before me of this 6th day of May, 2025.

(Notary's Signature) Paul Pickett (Notary's Stamped or Printed Name)

STATE OF MISSISSIPPI NOTARY PUBLIC ID# 471756 PAUL PICKETT Commission Expires May 9, 2028 LAMAR COUNTY

Notary Public, in and for Marion County,
My commission expires: May 9, 2028

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. 25-05-PW

   for City of Destin, Florida.

2. This sworn statement is submitted by Looks Great Services of MS, Inc.
   [name of entity submitting sworn statement]

   whose business address is 1501 Hwy 13 North, Columbia, MS 39429
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 27-4125328

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Kristian Agoglia and my relationship to
   [please print name of individual signing]

   the entity named above is Vice President.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

☑ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) Vice President (Title)

Subscribed and Sworn to before me of this 6th day of May, 2025.

(Notary's Signature) Paul Pickett (Notary's Stamped or Printed Name)



Notary Public, in and for Marion County,
My commission expires: May 9, 2028

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature) Vice President (Title)

Subscribed and Sworn to before me of this 6th day of May, 2025.

(Notary's Signature) Paul Pickett (Notary's Stamped or Printed Name)

STATE OF MISSISSIPPI NOTARY PUBLIC ID# 471756 PAUL PICKETT Commission Expires May 9, 2028 LAMAR COUNTY

Notary Public, in and for Marion County,
My commission expires: May 9, 2028

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Kristian Agoglia (insert name) as Vice President (insert title) on behalf of Looks Great Services of MS, Inc. (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. Looks Great Services of MS, Inc. (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, Looks Great Services of MS, Inc. (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

_____
Printed Name: Kristian Agogla
Title: Vice President
Nongovernmental entity: Looks Great Services of MS, Inc.
Date: 05/06/2025

STATE OF Mississippi
COUNTY OF Marion

SWORN TO AND SUBSCRIBED before me X in person or _____ remote notarization by Kristian Agoglia as Vice President on behalf of Looks Great Services of MS, Inc., who is personally known to me or who produced Personally Known as identification this 6th day of May, 2025.

_____
Notary Public

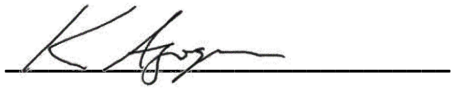
(Notary Seal)



EXHIBIT "A" Price Proposal **PROPOSER:** Looks Great Services of MS, Inc.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES

FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: 

Date: 05/06/2025

Name: Kristian Agoglia	Address: 1501 Hwy 13 North
Title: Vice President	City: Columbia State: MS
Telephone: 601-736-0037	Fax: 601-736-1924
Email: bids@looksgreatservices.com	

PHILLIPS & JORDAN ENVIRONMENTAL

Dedicated Disaster Solutions from the Phillips & Jordan Family

RFP 25-05-PW

THREE-YEAR PREPOSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

DESTIN, FLORIDA

PHILLIPS & JORDAN ENVIRONMENTAL SERVICES, LLC.

Brian Smallwood
disasterservices@pandjenv.com
865.688.8342

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

Destin City Hall
Attn: City Clerk
4200 Indian Bayou Trail
Destin, FL 32541

Due May 8, 2025

Part of a Phillips family of companies

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2 LETTER OF INTEREST

Phillips & Jordan Environmental Services, LLC (PJE) values the opportunity to present our Disaster Debris Management Services Proposal in response to RFP# 25-05-PW. PJE is a scaled special-purpose disaster services entity focused on preparedness, response, and recovery efforts. Continuing to build on Phillips & Jordan's (P&J) legacy and through our enterprise capabilities, we bring over four decades of experience in debris removal and disaster response.

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. PJE is built on this legacy, enabling us to provide the necessary management team, equipment, personnel, and resources to respond to future disasters rapidly and efficiently. We have reviewed, interpreted, and understand the RFP's scope of work and will adhere to applicable OSHA, EPA, and DEP requirements to ensure a safe work environment.

As requested in the City's RFP, please find a summary of information regarding PJE's key capabilities and qualifications below:

Firm Size: PJE currently has 4 full-time employees. Through the Phillips Family of Companies, PJE effectively leverages a robust staffing bench of over 1,000 dedicated, full-time employees, many with proven experience in disaster response. Detailed information regarding personnel abilities and experience is provided in **Tab 3 – Experience and Ability.**

Range of Services: Phillips & Jordan Environmental Services, LLC (PJE) is a disaster response specialist built on decades of experience. The Phillips family of companies also includes heavy civil and power infrastructure contractors that have the personnel, equipment, and experience to work across four (4) additional key markets: Heavy Civil Construction (Industrial & Commercial, Water Resources, Mining), Power (Transmission & Distribution, Renewables, Generation), and Disaster Response.

Years of Experience Providing Similar Services: Through our legacy company, PJE offers more than 40+ years of experience as a disaster debris management contractor.

Summary of Abilities and Experience of Professional Personnel: PJE's capacity and capability to perform disaster debris management services include a disaster core response group offering more than 90 years of combined debris removal experience, extensive disaster debris management experience, and FEMA Public Assistance Grant Program administration. ***More detail is provided in Tab 3 – Experience and Ability.***

Summary of Past Performance on Similar Projects: Through our legacy company, we have managed over 250 debris management missions for over 200 individual local, state, regional, and federal governments and agencies in 22 states nationwide. ***More detail is provided in Tab 5 – Previous Experience.***

Recent, Current, and Projected Workload of the Firm and Availability and Access to the Firm's Top-Level Management Personnel: Most recently, PJE partnered with our legacy company, P&J, to successfully complete debris removal operations in Florida, Georgia, South Carolina and Tennessee in response to the devastation of Hurricanes Helene and Milton and is currently performing Waterway Debris Removal in multiple counties in Tennessee for TEMA (Tennessee Emergency Management Agency). As the nature of disaster work is unpredictable, PJE can not confidently provide a projected workload for the 2025 storm season. PJE is managed by Brian Smallwood and Sydney Kendrick. Upon award of contract with the City, Mr. Smallwood and Ms. Kendrick will serve as the main points of contact throughout the disaster lifecycle.

Why Phillips & Jordan Environmental? As noted above, our disaster management includes a response group with over 90 years of combined debris removal experience. PJE'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 PJE 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 City.

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 City. Our aggregate bonding capacity of $1.75B represents our enterprise experience and capabilities of legacy ongoing and future projects.

The authorized representatives for PJE regarding communications related to this proposal are as follows:

Primary	Alternate
Brian Smallwood	Sydney Kendrick
Disaster Services Program Manager	Disaster Services Business Manager
Phone (251) 525-0011	Phone (325) 998-1023
bsmallwood@pandjenv.com	skendrick@pandjenv.com

We are committed to providing Disaster Debris Management Services to the City of Destin professionally, promptly, and within contract specifications. We look forward to joining your disaster response and recovery team.

Sincerely,

Bryan McIsaac
Chief Financial Officer
Phillips & Jordan Environmental Services, LLC.

3 EXPERIENCE AND ABILITY

Phillips & Jordan Environmental Services, LLC (PJE) is a disaster response specialist built on decades of experience. The Phillips & Jordan (P&J) legacy brand has been responding to major disaster events, since the late 1980s, including Hurricane Katrina, the 2011 Super Tornado Outbreak, and the 9/11 attack on the World Trade Center.

In 2024, PJE was formed to bring a laser focus to our disaster recovery efforts for our clients. Our highly experienced team is bringing P&J's heavy civil construction knowledge, resources, and experience into a holistic approach to emergency management, from Preparedness to Response, Recovery, and Mitigation. By looking at the entire picture, the PJE team is committed to helping communities move forward more resiliently by helping them prepare and recover from emergencies.

PHILLIPS & JORDAN — A Proven Solution

40 YEARS

More than four decades of experience in disaster debris management—We're built on P&J's legacy of disaster response, 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 recover industry.

VALUES-FORWARD APPROACH

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

ESTABLISHED

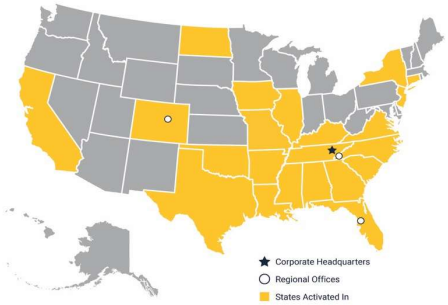
PJE is built on P&J's legacy. Our team has three decades of proven success in disaster debris management.

EXPERIENCED

Our team has completed debris management missions in response to hurricanes, ice storms, flooding, tornados, fires, man-made disasters, and more.

ENDURING

As a dedicated disaster services group, PJE is committed to pursuing innovative solutions in a dynamic market.



+300 PROJECTS | +200 CLIENTS | 22 STATES

SINCE 1977

3.1 Summary of Qualifications

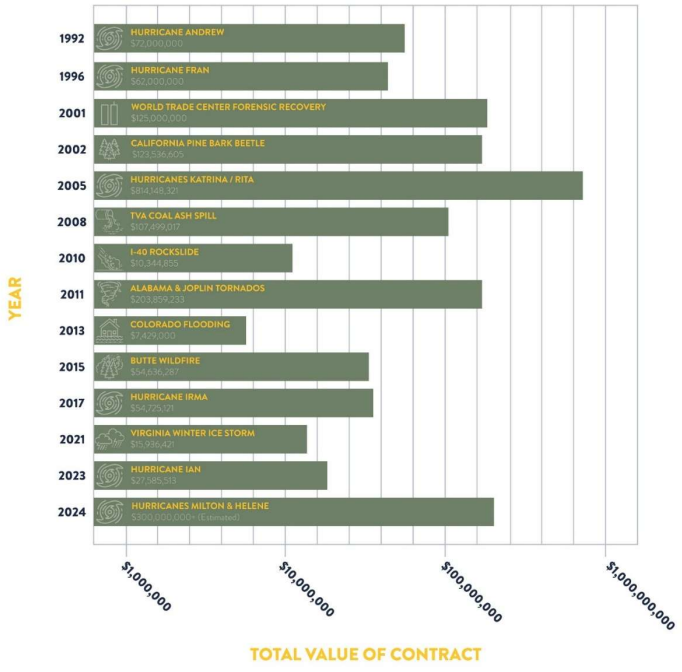
We are proud to leverage the extensive expertise and experience of our legacy partner, P&J. Our team possesses the capabilities to rapidly deploy the necessary management team, equipment, workforce, and resources to respond to any natural or man-made disaster effectively. Under P&J, over the past four 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 (PAPPG), Version 5 (January 2025)
- FEMA Public Assistance Debris Management Guide
- FEMA Public Assistance Debris Monitoring Guide
- 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)

3.2 Summary of Past Performance

With 300+ successful missions completed in 22 states, we respond to a wide range of disasters, including hurricanes, floods, wildfires, and more. The following graph is a representation of notable disaster missions completed by our legacy company.



In response to RFP requirements, detailed project information over the past ten (10) years is provided in Tab 5 – Previous Experience.

3.3 Additional Capabilities and Experience

The Phillips family of companies also includes heavy civil and power infrastructure contractors that have the personnel, equipment, and experience to work across four (4) additional key markets.

- **Water:** New construction, rehabilitation and restoration, alternative delivery models
- **Industrial & Commercial:** manufacturing, distribution, rail and port, landfills, commercial and residential sites
- **Mining:** site development, leach pads, contract mining, reclamation, tailings
- **Power**
    - **Transmission & Distribution:** ROW construction, foundation drilling, overhead and underground electrical, substations, storm recovery
    - **Renewables:** Civil works, balance of plant, substations, interconnect
    - **Generation:** Facility civil works, CCR management and excavation, landfill construction, management, and closure

3.4 Experience in Filing and Receiving Federal and State Reimbursements

Following project close-out, PJE will assist the City and their third-party monitoring firm with relevant reporting and communication to ensure timely and comprehensive FEMA reimbursement for work performed. Our legacy company has 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.**

99% of the FEMA and FHWA paperwork can be completed by the PJE management team with no help from the City. However, since the majority of the information required on the FEMA and FHWA paperwork requires data from the monitoring firm, the monitoring firm normally completes the forms. In most cases, the applicant hires a public assistance firm to handle the paperwork. As with monitoring cost, the public assistance cost is reimbursable. Most monitoring firms have the capability of doing both scopes of service.

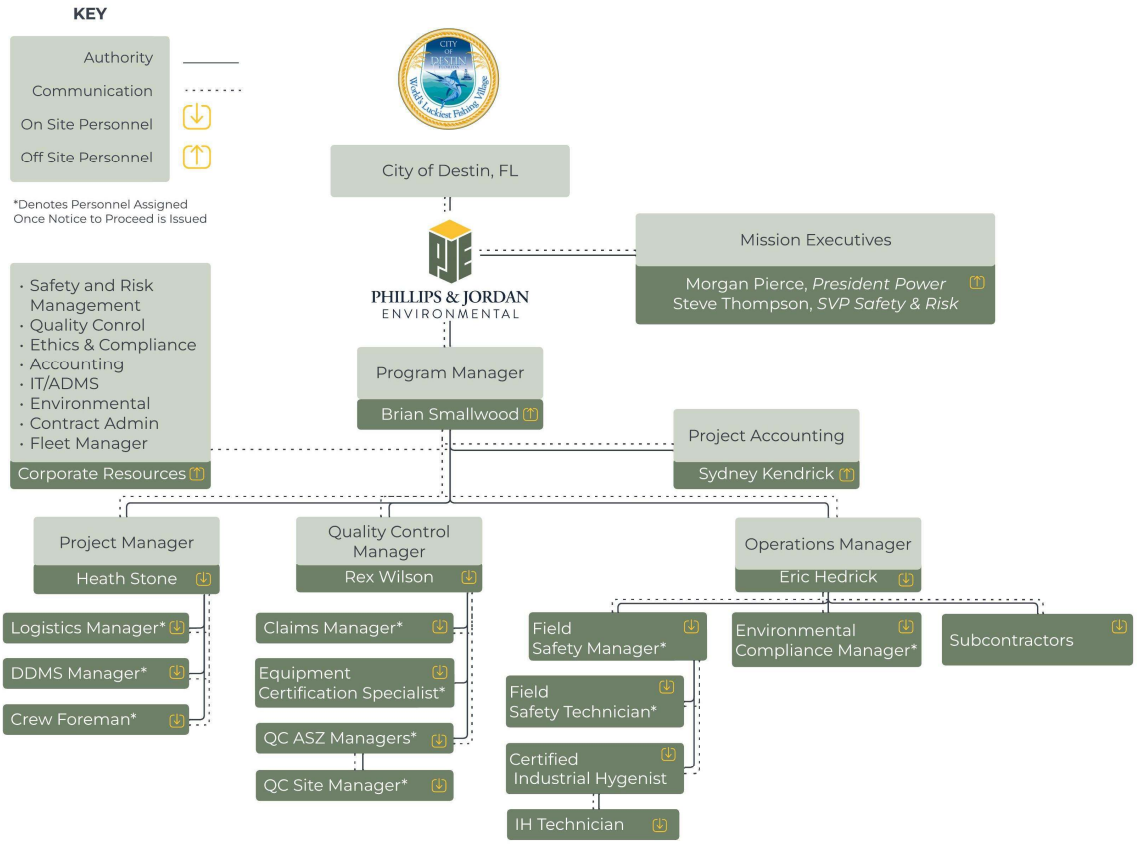
3.5 Staffing Plan & Management Structure

Our skilled team has successfully managed multiple disaster debris missions and can support the City during future disaster events. Our workforce includes a core response group with demonstrated disaster response experience with FEMA, USACE and local and state governments. **If awarded, work for this contract will operate out of our regional office in San Antonio, FL with support from our staff in Knoxville, TN.**

Our adaptable management structure is led by a program manager who coordinates resources and controls all activities, selecting qualified personnel for each mission. **We anticipate Brian Smallwood, PJE's Disaster Services Program Manager, will serve as the City's main contact. Sydney Kendrick will serve as a secondary contact and will be responsible for the administration of the project upon activation. Credentials for Smallwood and Kendrick are provided in Section 3.5.3.**

We have experience staffing project management teams for simultaneous activations and primarily use our core response group for typical response scenarios. PJE personnel's specific qualifications that make up our core response group are described below. Resumes are available in Section 3.5.3 of this proposal.

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



3.5.1 Core Response Group



Brian Smallwood – Program Manager: Mr. Smallwood offers 14 years of disaster experience and has participated in the following disaster events: (2024) Hurricanes Helene and Milton – (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.

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: Mrs. Kendrick offers 5 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: (2024) Hurricanes Helene and Milton – (2023) Hurricane Idalia – (2022) Hurricane Ian and (2021) Virginia Winter Ice Storm.

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



Eric Hedrick – Operations Manager: Mr. Hedrick offers 25 years of disaster experience and has participated in the following disaster events: (2023) Hurricane Idalia –(2024) Hurricanes Helene and Milton – (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.

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



Morgan Pierce – Mission Executive: Mr. Pierce offers 21 years of disaster experience and has participated in the following disaster events: (2024) Hurricanes Helene and Milton – (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.

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



Heath Stone – Project Manager: Mr. Stone offers 5 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: (2024) Hurricanes Helene and Milton – (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.

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: With 25 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.

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

***Resumes available in Section 3.5.3**

3.5.2 Additional Support Staff

Brigham Waginger—Alternate Project Manager: Mr. Waginger offers 3 years of disaster and debris management experience. He has participated in the following disaster events: (2024) Hurricanes Helene & Milton—(2022) Hurricane Ian.

Bailey Byrum—Alternate Project Manager: Mr. Byrum offers 3 years of disaster management experience. He has served on the following disaster projects: (2024) Hurricanes Helene & Milton—(2022) Hurricane Ian.

Rex Wilson—Quality Control Manager: Mr. Wilson offers 19 years of disaster management experience. He has served on the following disaster projects: (2022) Hurricane Ian—(2017) Hurricane Harvey—(2016-2018) Southern California Bark Beetle Infestation—(2016) Harris County Flood—(2015-2016) Butte Wildfire Recovery Project—(2012) Hurricane Sandy—(2011) State of Alabama Tornado Super Outbreak—(2011) Joplin, Missouri Tornado—(2011) Hurricane Irene—(2013) Colorado Flood—(2010) Deepwater Horizon Oil Spill—(2009) Oklahoma Ice Storm—(2008) Hurricane Ike—(2008) Hurricane Gustav—(2006) City of Buffalo Ice Storm.

Henry Partin—Alternate Project Manager: Mr. Partin offers 13 years of disaster management experience. He has served on the following disaster projects: (2024) Hurricanes Helene & Milton—(2022) Hurricane Ian—(2021) Virginia Winter Storm Recovery—(2017) Hurricane Irma—(2013) Colorado Flood—(2011) State of Alabama Tornado Super Outbreak—(2005-2007) Hurricanes Katrina & Rita.

Jack Creasy—Alternate Project Manager: Mr. Creasy offers 3 years of disaster management experience. He has served on the following disaster projects: (2024) Hurricanes Helene & Milton—(2022-2023) Hurricane Ian—(2011) Joplin, Missouri Tornado Debris Management

Steve McMonigle—Alternate Project Manager: Mr. McMonigle offers 3 years of disaster management experience. He has served on the following disaster projects: (2024) Hurricanes Helene & Milton—(2022) Hurricane Ian—(2018-2019) Camp Fire—(2017) Hurricane Harvey—(2015-2016) Butte Wildfire Recovery Project.

Scotty Orr—Alternate Project Manager: Mr. Orr offers 4 years of disaster management experience. He has served on the following disaster projects: (2024) Hurricanes Helene & Milton—(2023) Hurricane Idalia—(2018) Hurricane Irma—(2005-2007) Hurricanes Katrina & Rita—(2001) World Trade Center Forensic Recovery.

Mario Vir—Alternate Project Manager: Mr. Vir offers 33 years of disaster management experience. He has served on the following disaster projects: (2018-2019) Camp Fire—(2015-2016) Butte Wildfire Recovery Project—(2014) North Carolina Ice Storm—(1999) Hurricane Lloyd—(1996) Hurricane Fran—(1992) Hurricane Andrew.

Peter Dvoran—Alternate Project Manager: Mr. Dvoran offers over 1 year of disaster management experience He has served on the following disaster projects: (2024-2025) Hurricanes Helene & Milton

Patty Joiner—Project Controls: Ms. Joiner offers 6 years of project controls experience for disaster projects. Her responsibilities include invoice reconciliation, internal data review, subcontractor payment, accounts receivable, subcontract management, and insurance accountability.

Kristi Cosner—Project Controls: Ms. Cosner offers 22 years of project control experience for disaster projects. Her responsibilities include invoice reconciliation, internal data review, subcontract payment, accounts receivable, subcontract management, and insurance accountability.

Alex Clarke—Project Controls: Mr. Clarke offers 4 years of project controls experience for disaster projects. His responsibilities include accounting and finance management, internal data review, accounts payable, and accounts receivable.

Samantha Semach—Estimating: Ms. Semach offers 3 years of disaster experience and has provided estimating expertise for five years. Her responsibilities during activation include administrative support for all projects.

Mike Hoke—Estimating: Mr. Hoke offers 28 years of estimating experience and provides overall estimating support for all projects after activation.

Aryn Gilenson—Field Safety Manager: Mr. Gilenson offers 2 years of disaster safety experience. His responsibilities include internal safety training, subcontractor safety training, environmental compliance, in-field safety supervision, damage assessments, and damage remedy. He has worked on the following projects: (2022) Hurricane Ian.

Jake Hedrick—Field Safety Manager: Mr. Hedrick offers 4 years of disaster safety experience. His responsibilities include internal safety training, subcontractor safety training, environmental compliance, in-field safety supervision, damage assessments, and damage remedy. He has worked on the following projects: (2024) Hurricanes Helene & Milton – (2022) Hurricane Ian—(2014) South Carolina Winter Ice Storm—(2011) State of Alabama Tornado Super Outbreak—(2005) Hurricanes Katrina & Rita.

3.5.3 Resumes

Please find resumes for PJE'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 our core response group. The core response group includes the following individuals, from both PJE and other entities within the Phillips family of companies, and detailed resumes are presented on the following pages.

Brian Smallwood
Program Manager
Home Office: Knoxville, Tennessee

PHILLIPS & JORDAN ENVIRONMENTAL

DISASTER EXPERIENCE

Years of Relevant Experience: 14 **Years at the Phillips family of companies: 3**

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 PJE. 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

2024-Present Hurricanes Helene & Milton | Florida, Georgia, South Carolina, and Tennessee

2023 Hurricane Idalia | Hillsborough & Pasco Counties, Florida

2023 Hurricane Ian | Multiple Counties, Florida

2021 Hurricane Ida | St. John Baptist Parish, Louisiana

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

2020 Tropical Storm Cristobal | Harrison County, Mississippi

2018-2019 Hurricane Michael | Bay County, Florida

2017 Hurricane Harvey | Multiple Locations, Texas

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

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

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

2015 Fish Kill Response | Orange Beach, Alabama

2011 Hurricane Irene | Newport News, Virginia

2011 Joplin Tornado | Joplin, Missouri

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 | Project Controls
Home Office: Knoxville, Tennessee

PHILLIPS & JORDAN ENVIRONMENTAL

DISASTER EXPERIENCE

Years of Relevant Experience: 5 **Years at the Phillips family of companies: 10**

Kendrick has been employed by P&J since 2015 and offers 5 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 PJE. 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

2024-Present Hurricanes Helene & Milton | Florida, Georgia, South Carolina, and Tennessee

2023 Hurricane Idalia | Hillsborough & Pasco Counties, Florida

2023 Hurricane Ian | Multiple Counties, Florida

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia

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; First Aid/CPR

Morgan Pierce
President, Power | Mission Executive
Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 21 **Years at the Phillips family of companies: 21**

Pierce has been employed by the Phillips family of companies since 2004 and offers over 20 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 and PJE'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

2024-Present Hurricanes Helene & Milton | Florida, Georgia, South Carolina, and Tennessee
2023 Hurricane Ian | Multiple Counties, Florida
2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia
2015 Butte Wildfire Recovery Project | Calaveras County, California

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 | Operations Manager
Home Office: Zephyrhills, Florida

DISASTER EXPERIENCE

Years of Relevant Experience: 25 **Years at the Phillips family of companies: 44**

Hedrick has been employed by the Phillips family of companies 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

2024-Present Hurricanes Helene & Milton | Florida, Georgia, South Carolina, and Tennessee
2023 Hurricane Ian | Multiple Counties, Florida
2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia.
2016-2018 Harris County Flood & Hurricane Harvey | Harris County, Texas
2014 Ice Storm Debris Removal | Williamsburg & Florence Counties, South Carolina
2011 State of Alabama Tornado Recovery | Multiple Counties, Alabama
2005-2007 Hurricanes Katrina & Rita Recovery | Multiple Parishes, Louisiana
2004-2005 Hurricane Ivan | Multiple Counties, Alabama
2001-2002 World Trade Center Forensic Recovery | Richmond County, Staten Island, New York

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/CPR

Heath Stone
Project Manager
Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 5 **Years at the Phillips family of companies: 12**

Stone has been employed by the Phillips family of companies since 2013 and offers five 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

2024-Present Hurricanes Helene & Milton | Florida, Georgia, South Carolina, and Tennessee

2023 Hurricane Idalia | Hillsborough & Pasco Counties, Florida

2023 Hurricane Ian | Multiple Counties, Florida

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia

2017 Hurricane Irma | Multiple Counties, Florida

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

EDUCATION: Bachelor's Degree, 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 & CPR Training

Steve Thompson
SVP Safety and Risk | Mission Executive
Home Office: Knoxville, Tennessee

DISASTER EXPERIENCE

Years of Relevant Experience: 25 **Years at the Phillips family of companies: 35**

Thompson has been employed by the Phillips family of companies since 1990 and offers 25 years of disaster response and debris management experience. He is responsible for the overall management of the Phillips family of companies' 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

2024-Present Hurricanes Helene & Milton | Florida, Georgia, South Carolina, and Tennessee

2023 Hurricane Idalia | Hillsborough & Pasco Counties, Florida

2023 Hurricane Ian | Multiple Counties, Florida

2021 VDOT Ice Storm Debris Removal | Multiple Counties, Virginia

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

2017 Hurricane Irma | Multiple Counties, Florida

2017-2018 Hurricane Harvey | Harris County, Texas

2016 Hurricane Matthew | Horry County, South Carolina

2015 Butte Wildfire Recovery Project | Calaveras County, California

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

2013 Colorado Flood Debris Removal | Multiple Counties, Colorado

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

2011 State of Alabama Tornado Recovery | Multiple Counties, Alabama

2011 Joplin, Missouri Tornado Debris Management | Joplin, Missouri

2011 Hurricane Irene | Multiple Counties, Virginia

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

2008 Hurricanes Ike & Gustav | Multiple Parishes, Louisiana

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

2005 Hurricane Wilma Management | Palm Beach County, Florida

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

2004 Hurricane Charley | Daytona Beach, Florida

2004-2005 Hurricane Ivan | Multiple Counties, Alabama

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

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

1996 Hurricane Fran | Wake County, North Carolina

EDUCATION: Bachelor's Degree, University of Tennessee

TRAINING / CERTIFICATIONS

Certified Work Zone Traffic Control Supervisor
Associate in General Insurance (AINS)
Chartered Property Casualty Underwriter (CPCU)
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/Bloodborne Pathogens

3.6 Equipment Resources

The Phillips family of companies, with over 70 years in land clearing, infrastructure construction combined with 40 years in disaster response, has 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, of 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/in Appendix 1.

PHILLIPS & JORDAN ENVIRONMENTAL SERVICES OWNED EQUIPMENT

The following chart lists the company owned equipment that can be used on the City of Destin Disaster Debris Management Project.

This equipment is owned by PJE. It is not leased or owned by subcontractors. Owning such a large equipment fleet makes it easy for PJE to self-perform 100% on projects.



All-Terrain Vehicles

Access is very difficult and ground conditions aren't favorable for walking or regular passenger vehicles. PJE owns the following all-terrain vehicles aka UTVs that will be used to transport workers to and from work sites.

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Equip #	Description	Type	Serial #
M219	2008 POLARIS RANGER	ALL TERRAIN UTILITY VEHICLE	4XARH68A582380623
M242	2012 POLARIS RANGER 800 CREW	ALL TERRAIN UTILITY VEHICLE	4XAWH76A6C2257868
M256	2005 KUBOTA RTV900R	ALL TERRAIN UTILITY VEHICLE	KRTV900A41018667
M278	2016 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	A5KD2GDBVGG012540
M281	2017 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	20782
M282	2017 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	20783
13001	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	26676
13002	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	27255
13004	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	29744
13007	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	28611
13008	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	28613
13009	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	28617
13011	2020 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	A5KD2GDBCKG034321
28001	2019 POLARIS RANGER 900	ALL TERRAIN UTILITY VEHICLE	4XARVE877K8866975

28002	2019 POLARIS RANGER 900	ALL TERRAIN UTILITY VEHICLE	4XARVE873K8516601
28004	2019 CANAM DEFENDER MX HT SXS	ALL TERRAIN UTILITY VEHICLE	3JBUCAN40KK000430
28005	2019 POLARIS RANGER 900	ALL TERRAIN UTILITY VEHICLE	4XARVA872K8870666
28006	2019 POLARIS RANGER 900	ALL TERRAIN UTILITY VEHICLE	4XARVA874K8870667
28007	2019 POLARIS RANGER 900	ALL TERRAIN UTILITY VEHICLE	4XARVA878K8870669
28014	2020 POLARIS RANGER 570	ALL TERRAIN UTILITY VEHICLE	3NSCCA57XLE764304
28017	2020 POLARIS RANGER 570	ALL TERRAIN UTILITY VEHICLE	3NSCCA571LE767740
28018	2020 CANAM DEFENDER DPS HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR29LK000750
28019	2020 CANAM DEFENDER DPS HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR22LK000833
28020	2020 CANAM DEFENDER DPS HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR2XLK000661
28021	2020 CANAM DEFENDER DPS HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR24LK000753
28022	2020 CANAM DEFENDER DPS HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR21LK001343
28023	2020 CANAM DEFENDER MAX DPS HD	ALL TERRAIN UTILITY VEHICLE	3JBUBAX43LK000004
28024	2020 CANAM DEFENDER MAX DPS HD	ALL TERRAIN UTILITY VEHICLE	3JBUBAX48LK000094
28025	2020 CANAM DEFENDER MAX DPS HD	ALL TERRAIN UTILITY VEHICLE	3JBUBAX41LK000180
28026	2020 CANAM DEFENDER MAX DPS HD	ALL TERRAIN UTILITY VEHICLE	3JBUBAX47LK000040
28027	2020 CANAM DEFENDER MAX DPS HD	ALL TERRAIN UTILITY VEHICLE	3JBUBAX46LK000210
28028	2020 CANAM DEFENDER MAX DPS HD	ALL TERRAIN UTILITY VEHICLE	3JBUBAX42LK000107
28051	2021 CANAM DEFENDER DP5 HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR27MK000635
28052	2021 CANAM DEFENDER DP5 HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR24MK000625
28053	2021 CANAM DEFENDER DP5 HD5	ALL TERRAIN UTILITY VEHICLE	3JBUGAR21MK000632
28054	2021 CANAM DEFENDER MAX HD10	ALL TERRAIN UTILITY VEHICLE	3JBUBAX44MK000062
28055	2021 CANAM DEFENDER MAX HD10	ALL TERRAIN UTILITY VEHICLE	3JBUBAX42MK000092
28056	2021 CANAM DEFENDER MAX HD10	ALL TERRAIN UTILITY VEHICLE	3JBUBAX45MK000099
28057	2021 CANAM DEFENDER MAX HD10	ALL TERRAIN UTILITY VEHICLE	3JBUBAX40MK000091
31001	2019 YAMAHA VIKING VI EPS SXS	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3YXKA101837
31002	2019 YAMAHA VIKING VI EPS SXS	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3Y9KA102008
31003	2019 YAMAHA VIKING VI EPS SXS	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3Y3KA102005
31004	2019 YAMAHA VIKING VI EPS SXS	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3YXKA102163
31005	2020 YAMAHA VIKING VKG6 EPS SX	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3E1LA100292
31006	2020 YAMAHA VIKING VKG6 EPS SX	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3EXLA100291
32002	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	31435
32003	2019 KUBOTA RTVX1140	ALL TERRAIN UTILITY VEHICLE	31463
45004	2019 POLARIS RANGER CREW 900	ALL TERRAIN UTILITY VEHICLE	4XARVA877K8870677
X7984	2020 KUBOTA RTV-X1140W-H	ALL TERRAIN UTILITY VEHICLE	A5KD2GDBCLG038315
X7985	2017 KUBOTA RTV-X1140W-H	ALL TERRAIN UTILITY VEHICLE	17585
X8847	2022 KUBOTA RTV1140 UTV	ALL TERRAIN UTILITY VEHICLE	NG052061
X9169	2023 KUBOTA RTV X1140 UTV	ALL TERRAIN UTILITY VEHICLE	56480
X9170	2023 KUBOTA RTV X1140 UTV	ALL TERRAIN UTILITY VEHICLE	56563
X9171	2023 KUBOTA RTV X1140 UTV	ALL TERRAIN UTILITY VEHICLE	57662
X9172	2023 KUBOTA RTV X1140 UTV	ALL TERRAIN UTILITY VEHICLE	56512

X9177	2023 KUBOTA RTV X1140 UTV	ALL TERRAIN UTILITY VEHICLE	55788
432001	2018 YAMAHA YXC70VPXJR SXS	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3Y7JA101101
432002	2018 YAMAHA YXC70VPXJR SXS	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3Y9JA101228
432007	2018 YAMAHA YXC70VPXJR SXS	ALL TERRAIN UTILITY VEHICLE	5Y4AMC3Y9JA101522
433001	2017 WILCO MR200 MARSH BUGGY	ALL TERRAIN UTILITY VEHICLE	5000



Debris Removal Barges & Dredging Equipment

PJE owns the following equipment that can be used to remove debris from waterways

25

Equip #	Description	Type	Serial #
PG001	18" SHARK DREDGE	SAND & SILT REMOVAL	1100020176
PG002	20" SHARKUDA DREDGE	SAND & SILT REMOVAL	1400020205
PG003	30' WORKBOAT	DEBRIS REMOVAL	
PG004	20' WORKBOAT	DEBRIS REMOVAL	
PG005	20" ELEC FLOATING BOOSTER	DEBRIS, SAND & SILT REMOVAL	1500020207
PG006	20" ELEC SHORE BOOSTER	DEBRIS, SAND & SILT REMOVAL	1500020206
PG007	18" DRAGFLOW BARGE	DEBRIS, SAND & SILT REMOVAL	1700020193
PG008	18" DRAGFLOW BARGE	DEBRIS REMOVAL	1700020194
PG011	5100 KVA SHORE SUBSTATION	DEBRIS, SAND & SILT REMOVAL	1700020210
PG012	2,600 KVA SHORE SUBSTATION	DEBRIS, SAND & SILT REMOVAL	CUSTOM / NA
PG013	8" MORAY BARGE	DEBRIS, SAND & SILT REMOVAL	
PG014	2020 MARINE INLAND WORKBOAT	DEBRIS REMOVAL	
PG015	POSEIDON BARGE	DEBRIS REMOVAL	
PG016	GEN JOHN SIMCOE BARGE	DEBRIS REMOVAL	
191001	2019 18" SHARK DIESEL DREDGE	DEBRIS, SAND & SILT REMOVAL	1100020176
191002	2019 20" SHARKUDA ELE DREDGE	DEBRIS, SAND & SILT REMOVAL	1400020205
191003	2020 MARINE INLAND FAB TENDER	DEBRIS REMOVAL	MI03660120
192003	2019 30" WORKBOAT	DEBRIS REMOVAL	
192004	2020 20' WORKBOAT	DEBRIS REMOVAL	
193005	2020 ELECTRIC FLOAT BOOSTER	DEBRIS, SAND & SILT REMOVAL	1500020207
193006	2020 20" ELETRIC SHORE BOOSTER	DEBRIS, SAND & SILT REMOVAL	1500020206

194007	2020 18" DRAGFLOW BARGE	DEBRIS REMOVAL	1700020193
194008	2020 18" DRAGFLOW BARGE	BARGE REMOVAL	1700020194
195011	5100 KVA SHORE SUBSTATION	DEBRUS, SAND & SILT REMOVAL	1700020210
195012	2,600 KVA SHORE SUBSTATION	DEBRIS, SAND & SILT REMOVAL	CUSTOM / NA



Forwarders

Forwarders are great pieces of equipment used to load and haul out debris from rough terrain. These can drive through wet conditions and tracks can be added to the tires to minimize ground disturbance.

5

Equip #	Description	Type	Serial #
521002	2017 TIMBERPRO 830C FORWARDER	FORWARDER	830C-0624-051017
521003	2017 TIMBERPRO 830C FORWARDER	FORWARDER	830C-0625-052417
521004	2009 TIMBERPRO TF830-B	FORWARDER	830B-0309-060109
521005	2019 TIMBERPRO 830D FOWARDER	FORWARDER	830D-0701-052419
521006	2019 TIMBERPRO 830D FORWARDER	FORWARDER	830D-0704-061219



Fellerbunchers

Fellerbunchers can cut large trees that may be leaning over ditches and also place them in an area accessible to front end loaders and skid steers. PJE owns six that we actively use on ROW clearance projects.

6

Equip #	Description	Type	Serial #
E721	2015 KOMATSU XT445L-3 FELLERBU	FELLERBUNCHER	A3113
562002	2018 TIMBERPRO TL755C FELLERBU	FELLERBUNCHER	0591-050118
562003	2018 KOMATSU XT445L-3 FELLERBU	FELLERBUNCHER	A3132
562004	2018 KOMATSU XT430L-3 FELLERBU	FELLERBUNCHER	A2150
562005	2018 TIMBERPRO TL755D FELLERBU	FELLERBUNCHER	TL755D-0623-110618
562006	2019 TIMBERPRO TL755D FELLERBU	FELLERBUNCHER	TL755D-0655-032719



Tree Trimmers

Jarrafs are instrumental in cutting high limbs that are hazardous to the public. Jarrafs have the capability of cutting a large amount of trees daily and are better suited to work offroad different from bucket trucks.

3

Equip #	Description	Type	Serial #
28040	2020 JARRAFF TRACK TRIMMER 75'	TREE TRIMMER	JHT750720A1786
29004	2020 JARRAFF TRACK TRIMMER 75'	TREE TRIMMER	JHT750920A1811
331001	2020 JARRAFF TRACK TRIMMER 75'	TREE TRIMMER	JHT750920A1812



Grapples

PJE owns the following self-loading grapple trucks to load and haul debris from disasters. P&J invests the money into self-performance capabilities to separate ourselves from other disaster management firms. The following trucks are available to load and haul debris.

19

Equip #	Description	Type	Serial #
342E	2016 PETERBILT 367 W/2124 PREN	GRAPPLE/PRENTICE	1NPTL40X6GD319195
343E	2016 PETERBILT 367	GRAPPLE/PRENTICE	1NPTL40X9GD324875
344E	2016 PETERBILT 367 W/ROTOBEC E	GRAPPLE/PRENTICE	1NPTX4TX1GD308010
345E	2016 PETERBILT 367 W/ROTOBEC E	GRAPPLE/PRENTICE	1NPTX4TX1GD369552
352E	2018 PETERBILT 567 W/ROTOBEC E	GRAPPLE/PRENTICE	1NPCL40X2JD473247
28042	2020 Ryan 59" GRAPPLE SAW	GRAPPLE/PRENTICE	12059-014
28043	2020 ROTOBEC GRAPPLE	GRAPPLE/PRENTICE	173338-1
RC001	2001 WESTERN STAR GRAPPLE	GRAPPLE/PRENTICE	2WLECD3JX1K971075
RC002	1995 PETERBUILT 379 GRAPPLE	GRAPPLE/PRENTICE	1XP5D8X0SN388570
RC003	2010 KENWORTH T370 GRAPPLE	GRAPPLE/PRENTICE	2NKHHN7X7AM262399
RC004	2013 KENWORTH GRAPPLE TRUCK	GRAPPLE/PRENTICE	359840

RC005	2007 INTERNATIONAL GRAPPLE	GRAPPLE/PRENTICE	518886
RC006	2001 INTERNATIONAL GRAPPLE	GRAPPLE/PRENTICE	014382
RC007	2016 PETERBILT GRAPPLE TRUCK	GRAPPLE/PRENTICE	345876
RC008	2013 KENWORTH	GRAPPLE/PRENTICE	1XKADP8XODJ348078
RC009	2009 PETERBUILT	GRAPPLE/PRENTICE	1XPHD49XX9D790796
RC010	2005 KENWORTH GRAPPLE	GRAPPLE/PRENTICE	1XKDDU9X55J107998
X7412	19 PETERBUILT 567 GRAPPLE TRK	GRAPPLE/PRENTICE	1NPCXJTX2KD605021
166001	2020 FREIGHTLINER GRAPPLE TRUK	GRAPPLE/PRENTICE	3ALHG3FM7LDLH4739



Loaders

The PJE front end loaders listed below are available to haul and load debris. These loaders are capable of accessing ditches and waterways to remove the debris with the most minimal impact to the environment.

57

Equip #	Description	Type	Serial #
F004	1986 CATERPILLAR 966D	LOADER	99Y4153
F050	2003 JOHN DEERE 644H	LOADER	584864
F073	2000 KUBOTA R520	LOADER	010767
F075	2006 JOHN DEERE 624J	LOADER	603430
F076	2006 JOHN DEERE 624J	LOADER	603492
F077	2006 J D 624J LOADER W/B&F	LOADER	603396
F079	2006 JOHN DEERE 644J	LOADER	602784
F081	2006 JOHN DEERE 644J	LOADER	DW644JX603499
F084	2006 CATERPILLAR 930GIT	LOADER	TWR01157
F085	2006 JOHN DEERE 644J	LOADER	DW644JX603493
F122	2013 CATERPILLAR 930K	LOADER	RHN01949
F126	2013 JOHN DEERE 844K LOADER	LOADER	1DW844KXCDE653696
F127	2014 JOHN DEERE 844K LOADER	LOADER	1DW844KXHED658541
F128	2013 JOHN DEERE 624K LOADER	LOADER	655371
F129	2012 JOHN DEERE 644K LOADER	LOADER	643769
F130	2012 JOHN DEERE 644K LOADER	LOADER	1DW644KZKCE642346
F131	2014 CAT 930K LOADER	LOADER	RHN02735
F135	2012 CAT 930K LOADER	LOADER	RHN00467
F136	2014 JOHN DEERE 644K LOADER	LOADER	657374
F137	2014 CATERPILLAR 930K LOADER	LOADER	RHN02282

F139	2015 CATERPILLAR 930K LOADER	LOADER	RHN04294
F140	2015 CATERPILLAR 950M	LOADER	EMB00507
F142	2015 CATERPILLAR 930M LOADER	LOADER	KTG00558
M268	2014 CATERPILLAR 420F IT BACK	LOADER	JWJ02405
X7107	2001 CAT 992G LOADER	LOADER	ADZ00351
X7422	2019 VOLVO L110H WHEEL LOADER	LOADER	VCEL110HJ00012142
X7636	2018 VOLVO L110H WHEEL LOADER	LOADER	631558
X8852	2022 VOLVO L110H LOADER	LOADER	632419
X9057	2019 CASE 621G WHEEL LOADER	LOADER	NKF247141
X9121	2022 JOHN DEERE 624P LOADER	LOADER	1DW624PACPLZ17095
X9140	2019 CAT 926M LOADER	LOADER	0LTE06676
X9163	2022 VOLVO L120H LOADER	LOADER	633334
X9166	2019 CASE 821G LOADER	LOADER	JEEN0821PNF254321
X9193	2019 CAT 950M WHEEL LOADER	LOADER	0JS01981
221001	2015 JOHN DEERE 624K LOADER	LOADER	1DW624KPKEF665076
221002	2014 JOHN DEERE 624K LOADER	LOADER	1DW624KZCEF659993
221003	2018 CAT 938M LOADER	LOADER	J3R05319
221004	2018 CAT 938M LOADER	LOADER	J3R05276
221005	2018 CAT 938M LOADER W/B&F	LOADER	J3R05346
221006	2018 CAT 938M LOADER	LOADER	J3R05281
222001	2015 CAT 950M LOADER	LOADER	EMB01167
222002	2016 CAT 950M LOADER	LOADER	EMB02620
222003	2016 CATERPILLAR 950M LOADER	LOADER	EMB02560
222004	2016 JD 644K LOADER	LOADER	1DW644KZAGF676633
222005	2016 JD 644K LOADER	LOADER	1DW644KZPFF672704
222006	2018 CAT 950GC LOADER	LOADER	M5T00622
222007	2017 CAT 950M LOADER	LOADER	EMB02386
222008	2018 CAT 966M LOADER	LOADER	EJA01970
222009	2018 CAT 950GC LOADER W/B&F	LOADER	M5T01030
222010	2018 CAT 950GC LOADER	LOADER	M5T01193
222011	2019 CAT 950GC LOADER W/FORKS	LOADER	M5T01667
222012	2014 CATERPILLAR 950K LOADER	LOADER	R4A02471
222013	2021 CAT 950GC LOADER W FORKS	LOADER	M5T04271
222014	2021 CAT 950GC WHEEL LOADER	LOADER	0M5T04110
222015	2020 CAT 966M TRACK LOADER	LOADER	0EJA03259
222016	2022 VOLVO L110H LOADER	LOADER	VCEL110HJ0S632252
222017	2021 CAT 950GC LOADER	LOADER	M5T04683
222018	2021 VOLVO L110H WHEEL LOADER	LOADER	632200
222019	2021 VOLVO L110 WHEEL LOADER	LOADER	632199
222020	2021 CAT 950GC WHEEL LOADER	LOADER	M5T04276
222021	2021 CAT 950GC WHEEL LOADER	LOADER	M5T04067

222023	2021 CAT 950M WHEEL LOADER	LOADER	M5T03500
222024	2021 CAT 950GC WHEEL LOADER	LOADER	M5T04479
222025	2021 CAT 950GC WHEEL LOADER	LOADER	M5T04272
222026	2021 CAT 950GC WHEEL LOADER	LOADER	M5T04104
223001	2021 VOLVO L220H WHEEL LOADER	LOADER	3307
401001	2013 CAT 420F IT LOADER BACKHO	LOADER	JWJ01485
991133	2022 VOLVO L60H LOADER	LOADER	622753
991140	2022 KOMATSU WA480 LOADER	LOADER	A48216
991152	2022 VOLVO L220H LOADER	LOADER	3405
X10534	2013 CAT 992K WHEEL LOADER	LOADER	88000422



Skidsteer Loaders

Skidsteers are one of the most capable pieces of equipment. PJE utilizes these to consolidate debris. Skid Steers have the ability to load and haul debris to the grapple trucks without requiring a large footprint to work off of thus reducing restoration work.

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Equip #	Description	Type	Serial #
F117	2011 CATERPILLAR 279C	SKIDSTEER LOADER	MBT02852
F132	2014 CAT 289D SKID STEER	SKIDSTEER LOADER	TAW01351
F133	2014 CAT 299D SKID STEER	SKIDSTEER LOADER	JST00604
F138	2013 CATERPILLAR 299D SKID STE	SKIDSTEER LOADER	GTC00442
F141	2015 CATERPILLAR 289D SKID STE	SKIDSTEER LOADER	TAW03860
F144	2015 CATERPILLAR 289D SKIDSTEE	SKIDSTEER LOADER	TAW02335
F145	2014 CAT 299D SKID STEER W/ MU	SKIDSTEER LOADER	JST00840
F147	2015 J D 333E SKID STEER	SKIDSTEER LOADER	1T0333EMTFE277367
F148	2015 CATERPILLAR 289D SKIDSTEE	SKIDSTEER LOADER	TAW02708
F149	2015 CATERPILLAR 289D SKIDSTEE	SKIDSTEER LOADER	TAW03339
X7978	2022 TAKEUCHI TL12V2 SKIDSTEER	SKIDSTEER LOADER	412005427
X7990	2020 CAT 299 SKID STEER	SKIDSTEER LOADER	0DY901826
X8895	CMI 175 TRACK MULCHER	SKIDSTEER LOADER	CMI175CUD2004304
X8914	2020 TAKEUCHI TL10 SKID STEER	SKIDSTEER LOADER	410003221
X8948	2022 BOBCAT T740 SKID STEER	SKIDSTEER LOADER	B3CA23288
X9065	2020 CAT 299D SKID STEER	SKIDSTEER LOADER	HLM00141
X9086	2023 JOHN DEERE 331 SKID STEER	SKIDSTEER LOADER	1T0331GKCPF439430
X9124	2022 BOBCAT T76 SKID STEER	SKIDSTEER LOADER	B4CE19754

X9133	2021 BOBCAT T76 SKID STEER	SKIDSTEER LOADER	B4CE16334
X9145	2019 CAT 289D3 SKID STEER	SKIDSTEER LOADER	0JX911395
X9155	2023 BOBCAT T76 TRACK LOADER	SKIDSTEER LOADER	B4CE25801
X9160	2017 BOBCAT T740 SKID STEER	SKIDSTEER LOADER	B3CA12497
X9173	2022 BOBCAT T740 SKID STEER	SKIDSTEER LOADER	B3CA23090
X9183	2020 TAKEUCHI TL8 SKID STEER	SKIDSTEER LOADER	408000324
X9186	2023 CAT 259D3 SKID STEER	SKIDSTEER LOADER	CW924172
301001	2017 CAT 289D SKIDSTEER	SKIDSTEER LOADER	TAW06856
301002	2017 CAT 299D SKIDSTEER	SKIDSTEER LOADER	FD201945
301003	2017 CAT 299D SKIDSTEER	SKIDSTEER LOADER	FD202032
301004	2017 CAT 299D SKIDSTEER	SKIDSTEER LOADER	FD202053
301006	2019 CAT 299D2 SKID STEER	SKIDSTEER LOADER	FD204822
301007	2019 289D XPS CAB SKID STEER	SKIDSTEER LOADER	TAW12314
301008	2021 CAT 299D3 SKID STEER	SKIDSTEER LOADER	0DY903673
301009	2020 CAT 299D3 SKID STEER	SKIDSTEER LOADER	DY903100
301010	2021 CAT 299D3 SKID STEER	SKIDSTEER LOADER	DY903927
301011	2022 CAT 299D3 SKID STEER	SKIDSTEER LOADER	DY906478
301012	2022 CAT 299D3 SKID STEER	SKIDSTEER LOADER	DY906674
301013	2022 CAT 299D3 SKID STEER	SKIDSTEER LOADER	DY907206
551001	2017 CATERPILLAR 299D SKIDSTEE	SKIDSTEER LOADER	DX201851
551003	2018 CAT 299D2 W / MULCHER	SKIDSTEER LOADER	DX900200
991188	2023 CAT 299D3XE SKID STEER	SKIDSTEER LOADER	BX906133



Excavators

As with any debris removal project, excavators are necessary to load and haul large pieces of debris. Many of our excavators have hot saws to cut debris that may be leaning over or in a watershed.

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Equip #	Description	Type	Serial #
E680	2013 CATERPILLAR 320EL	EXCAVATOR CLEARING	WBK03080
E683	2013 CATERPILLAR 320ERR	EXCAVATOR CLEARING	TFX00333
E702	2014 CATERPILLAR 320 EL EXCAVA	EXCAVATOR CLEARING	WBK03892
E832	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK02464

E837	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK03894
E840	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK03853
E843	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK02604
E846	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK03477
E852	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK03832
E853	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK03720
E927	2013 CAT 320EL RR EXCAVATOR	EXCAVATOR CLEARING	TFX00651
E942	2016 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM00291
E947	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM10112
E951	2017 CAT 320F EXCAVATO	EXCAVATOR CLEARING	YBM10015
E959	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM10281
E962	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM10276
572005	2015 CAT 320EL EXCAVATOR	EXCAVATOR CLEARING	WBK03884
572006	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM00366
572009	2015 CAT 320EL EXCAVATOR	EXCAVATOR CLEARING	WBK03567
572010	2015 CATEPILLAR 320EL EXCAVATO	EXCAVATOR CLEARING	WBK03723
572012	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM10115
572016	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM10366
572018	2018 CATERPILLAR 320	EXCAVATOR CLEARING	HEX01480
572019	2019 CATERPILLAR 320	EXCAVATOR CLEARING	HEX10361
572020	2019 CATERPILLAR 320	EXCAVATOR CLEARING	HEX10586
572021	2019 CATERPILLAR 320	EXCAVATOR CLEARING	HEX10739
572022	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX10163
572023	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX10885
572024	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX10866
572025	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX10920
572027	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX11244
572029	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX11130
572030	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX11465
572032	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX12205
572033	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR CLEARING	HEX12391
572037	2015 CATERPILLAR 320EL EXCAVAT	EXCAVATOR CLEARING	WBK03819
572038	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM00363
572039	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM10280
572040	2017 CATERPILLAR 320F EXCAVATO	EXCAVATOR CLEARING	YBM10402
E617	2010 CATERPILLAR 315 DL	EXCAVATOR HEAVY	CJN01046
E625	2005 CATERPILLAR 314C	EXCAVATOR HEAVY	PCA01015
E632	2011 CATERPILLAR 315 DL	EXCAVATOR HEAVY	JGS00565
E637	2012 CATERPILLAR 320EL	EXCAVATOR HEAVY	WBK00311
E638	2011 CATERPILLAR 308D	EXCAVATOR HEAVY	GBT00631
E639	2011 CATERPILLAR 305CR	EXCAVATOR HEAVY	XER01530

E644	2012 CATERPILLAR 308E	EXCAVATOR HEAVY	GBJ00307
E657	2011 CATERPILLAR 305	EXCAVATOR HEAVY	XER00549
E662	2013 CAT 336EL W/GPS	EXCAVATOR HEAVY	BZY02459
E674	2011 JOHN DEERE 290G	EXCAVATOR HEAVY	1FF290GXHBE705054
E682	2013 CATERPILLAR 305	EXCAVATOR HEAVY	XFA00889
E687	2012 JOHN DEERE 85D EXCAVATOR	EXCAVATOR HEAVY	016633
E696	2013 CAT 336EL EXCAVATOR	EXCAVATOR HEAVY	FJH00797
E697	2012 CAT 336EL EXCAVATOR	EXCAVATOR HEAVY	FJH01585
E698	2014 CAT 336EL EXCAVATOR	EXCAVATOR HEAVY	FJH01445
E699	2014 CAT 320EL EXCAVATOR	EXCAVATOR HEAVY	WBK02868
E842	2015 CATERPILLAR 336FL EXCAVAT	EXCAVATOR HEAVY	RKB00615
E848	2015 CATERPILLAR 336EL EXCAVAT	EXCAVATOR HEAVY	RKB01448
E855	2015 CATERPILLAR 336FL EXCAVAT	EXCAVATOR HEAVY	RKB00928
E865	2015 CATERPILLAR 336F EXCAVATO	EXCAVATOR HEAVY	RKB00611
E913	2014 CATERPILLAR 336EL EXCAVAT	EXCAVATOR HEAVY	FJH01371
E914	2005 CATERPILLAR 365 EXCAVATOR	EXCAVATOR HEAVY	MCS00262
E915	2016 JOHN DEERE 470G EXCAVATOR	EXCAVATOR HEAVY	1FF470GXHFE471308
E919	2013 CATERPILLAR 336EL EXCAVAT	EXCAVATOR HEAVY	JRJ00326
E924	2012 CATERPILLAR 305 ECRLC EXC	EXCAVATOR HEAVY	XFA00498
E928	2015 JOHN DEERE 470G EXCAVATOR	EXCAVATOR HEAVY	1FF470GXAFE471225
E935	2014 CATERPILLAR 336F EXCAVATO	EXCAVATOR HEAVY	RKB00390
E944	2014 CATERPILLAR 314E EXCAVATO	EXCAVATOR HEAVY	ZJT00996
E945	2017 CATERPILLAR 330FLLR EXCAV	EXCAVATOR HEAVY	MBX10129
E967	2017 CATERPILLAR 330FLLR EXCAV	EXCAVATOR HEAVY	MBX10406
E970	2013 CATERPILLAR 328DL EXCAVAT	EXCAVATOR HEAVY	RMX00682
X7328	2020 CAT 336EW HYD EXCAVATOR	EXCAVATOR HEAVY	0DKS02325
X7445	2021 VOLVO EC480EL EXCAVATOR	EXCAVATOR HEAVY	314580
X7573	2020 CAT 336 HYD EXCAVATOR	EXCAVATOR HEAVY	0YBN10542
X7608	2019 VOLVO EC350 EXCAVATOR	EXCAVATOR HEAVY	314082
X7656	2016 CAT 305 EXCAVATORS	EXCAVATOR HEAVY	CR502426
X7827	2021 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG10039
X8749	2020 CAT 335 FL EXCAVATOR	EXCAVATOR HEAVY	0SGJ21079
X8872	2020 KUBOTA U55 MINI EXCAVATOR	EXCAVATOR HEAVY	H27654
X8890	2022 CAT 336EW EXCAVATOR	EXCAVATOR HEAVY	0DKS20650
X8965	MARSH BUGGY EXCAVATOR	EXCAVATOR HEAVY	
X8967	2018 VOLVO EC380EL EXCAVATOR	EXCAVATOR HEAVY	311479
X8973	KUBOTA KX080 MINI EXCAVATOR	EXCAVATOR HEAVY	KBCDZ84CJM3K12681
X8983	2021 KOMATSU PC360 EXCAVATOR	EXCAVATOR HEAVY	A37651
X8988	2021 BOBCAT E35I EXCAVATOR	EXCAVATOR HEAVY	B3Y219233
X9025	2018 CASE CX245D EXCAVATOR	EXCAVATOR HEAVY	NHS7K1130
X9034	2021 VOLVO EC200EL EXCAVATOR	EXCAVATOR HEAVY	VCEC200EA00314533

X9064	2023 LINKBELT 210X4 EXCAVATOR	EXCAVATOR HEAVY	LBX210Q7NNHEX2553
X9069	2018 CAT 320 EXCAVATOR	EXCAVATOR HEAVY	HEX12155
X9084	CAT 308 EXCAVATOR W/THUMB	EXCAVATOR HEAVY	0GG804211
X9101	2020 LINKBELT 80X3 EXCAVATOR	EXCAVATOR HEAVY	LBX080Q6NLHEX1721
X9123	2019 TAKEUCHI TB260 MINI EX	EXCAVATOR HEAVY	126103891
X9128	2018 VOLVO EC380EL EXCAVATOR	EXCAVATOR HEAVY	VCEC220ET00310470
X9138	2022 VOLVO EC235 EXCAVATOR	EXCAVATOR HEAVY	VCECR235A00315359
X9153	2017 CAT 330NG EXCAVATOR	EXCAVATOR HEAVY	WCH20405/W193
X9154	2018 CAT 330F EXCAVATOR	EXCAVATOR HEAVY	MBX10651/W120
X9156	2022 CAT 315 EXCAVATOR	EXCAVATOR HEAVY	0FTY00546
X9157	2023 TAKEUCHI TB250 MINI EX	EXCAVATOR HEAVY	125103581
X9174	2022 VOLVO ECR235 EXCAVATOR	EXCAVATOR HEAVY	VCECR235K00315209
X9175	2021 LINKBELT 210X4 EXCAVATOR	EXCAVATOR HEAVY	:LBX210Q7NMHEX2220
X9184	2018 CAT 330F EXCAVATOR	EXCAVATOR HEAVY	OLHW00974
X9187	2021 LINKBELT 245X4 EXCAVATOR	EXCAVATOR HEAVY	LBX245Q7NMHEX1652
X9189	2018 CASE CX80 EXCAVATOR	EXCAVATOR HEAVY	NHS6B1864
X9190	2018 CASE CX245D EXCAVATOR	EXCAVATOR HEAVY	NJS7K1166
211001	2018 CAT 308E2 EXCAVATOR	EXCAVATOR HEAVY	FJX10191
211002	2017 CAT 305E EXCAVATOR	EXCAVATOR HEAVY	H5M05191
211003	2017 CAT 308E2 EXCAVATOR	EXCAVATOR HEAVY	FJX08965
211004	2017 CAT 307E2 EXCAVATOR	EXCAVATOR HEAVY	OKC900751
211005	2017 CAT 308E EXCAVATOR	EXCAVATOR HEAVY	FJX09175
211006	2021 CAT 308 MINI EXCAVATOR	EXCAVATOR HEAVY	GG804103
211007	2022 CAT 308 EXC W/THUMB	EXCAVATOR HEAVY	GG805560
211008	2022 CAT 308 EXCAVATOR	EXCAVATOR HEAVY	GG805969
213001	2016 JOHN DEERE 160G EXCAVATOR	EXCAVATOR HEAVY	1FF160GXCGF056381
213002	2021 CAT 315 EXCAVATOR	EXCAVATOR HEAVY	WKX10196
213003	2021 CAT 315 HYD EXCAVATOR	EXCAVATOR HEAVY	WKX00768
213004	2021 CAT 315 HYD EXCAVATOR	EXCAVATOR HEAVY	0WKX10630
214002	2021 CAT 325 ZERO SWING EXC	EXCAVATOR HEAVY	TEL10770
215001	2017 CAT 335 FL EXCAVATOR	EXCAVATOR HEAVY	KNE10198
215003	2019 CAT 326FL LONG REACH EXC	EXCAVATOR HEAVY	FBR20880
215004	2018 CAT 336FL W / ORUGA 250	EXCAVATOR HEAVY	RKB20268
215006	2021 CAT 336 EXCAVATOR	EXCAVATOR HEAVY	DKS20290
215007	2021 CAT 336 HYD EXCAVATOR	EXCAVATOR HEAVY	DKS20176
215008	2022 CAT 336 EXCAVATOR	EXCAVATOR HEAVY	YBN21032
215009	2021 CAT 336 EXCAVATOR	EXCAVATOR HEAVY	YBN20354
215010	2021 CAT 336 EXCAVATOR	EXCAVATOR HEAVY	YBN20388
215011	2021 CAT 336 HYD EXCAVATOR	EXCAVATOR HEAVY	YBN20464
216001	2017 JD 470G EXCAVATOR W/GPS	EXCAVATOR HEAVY	1FF470GXEGF235027
216002	2019 JOHN DEERE 470G EXC W/GPS	EXCAVATOR HEAVY	1FF470GXAJF236052

216003	2019 JOHN DEERE 470G EXCAVATOR	EXCAVATOR HEAVY	1FF470GXTKF236321
216004	2020 JOHN DEERE 470G EXCAVATOR	EXCAVATOR HEAVY	1FF470GXCKF236311
216005	2019 JOHN DEERE 470G EXCAVATOR	EXCAVATOR HEAVY	1FF470GXCKF236138
216006	2020 CATERPILLAR 349 EXCAVATOR	EXCAVATOR HEAVY	RYG00204
216007	2020 KOMATSU PC490 EXCAVATOR	EXCAVATOR HEAVY	A42633
216008	2020 KOMATSU PC490 EXCAVATOR	EXCAVATOR HEAVY	A42650
216009	2020 KOMATSU PC490 EXCAVATOR	EXCAVATOR HEAVY	A42403
216010	2021 KOMATSU PC490 EXCAVATOR	EXCAVATOR HEAVY	A42748
216011	2021 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG20434
216012	2022 KOMATSU PC490LC EXCAVATOR	EXCAVATOR HEAVY	A42974
216013	2021 JOHN DEERE 470G EXCAVATOR	EXCAVATOR HEAVY	1FF470GXAMF236850
216014	2022 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG20555
216015	2022 KOMATSU PC490 EXCAVATOR	EXCAVATOR HEAVY	A43104
216016	2022 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG20666
216017	2022 KOMATSU PC490 EXCAVATOR	EXCAVATOR HEAVY	A43052
216018	2021 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG10054
216019	2022 CAT 352 LONG REACH EXC	EXCAVATOR HEAVY	SZH20005
217001	2021 CAT 395 EXCAVATOR	EXCAVATOR HEAVY	WGA00224
218001	2021 KOMATSU PC1250LC EXC	EXCAVATOR HEAVY	50059
218002	2021 KOMATSU PC1250LC EXC	EXCAVATOR HEAVY	50087
571001	2019 CAT 308E2 EXCAVATOR W/THU	EXCAVATOR HEAVY	FJX12818
572026	2019 CATERPILLAR 316F EXCAVATO	EXCAVATOR HEAVY	YDL20471
572028	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR HEAVY	HEX11135
572031	2019 CATERPILLAR 316F EXCAVATO	EXCAVATOR HEAVY	YDL20919
572034	2019 CATERPILLAR 320 EXCAVATOR	EXCAVATOR HEAVY	HEX11938
572041	2019 CATERPILLAR 315FL EXCAVAT	EXCAVATOR HEAVY	TDY13374
572042	2019 CAT 315FL EX W/THUMB	EXCAVATOR HEAVY	TDY13355
572043	2021 CAT 315 HYD EXCAVATOR	EXCAVATOR HEAVY	0WKX00813
991114	VOLVO EC750EL EXCAVATOR	EXCAVATOR HEAVY	314061
991119	2022 CAT 315 HYD EXCAVATOR	EXCAVATOR HEAVY	WKX11474
991123	2021 CAT M320 EXCAVATOR	EXCAVATOR HEAVY	KE400234
991129	2022 CAT 352 LONG REACH EXC	EXCAVATOR HEAVY	SZH10011
991131	2022 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG20619
991136	2022 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG20617
991137	2022 CAT 349 EXCAVATOR	EXCAVATOR HEAVY	RYG20688
991160	2022 CAT 336GC EXCAVATOR	EXCAVATOR HEAVY	GSF20320
991163	2022 CAT 326 LONG REACH EXC	EXCAVATOR HEAVY	MFJ20138
991165	2022 CAT 340 LONG REACH EXC	EXCAVATOR HEAVY	GMJ20004
991167	2023 CAT 303 MINI EXCAVATOR	EXCAVATOR HEAVY	RE901878 / 209383
991168	2023 CAT 303 MINI EXCAVATOR	EXCAVATOR HEAVY	RE901877
991169	2023 CAT 303 MINI EXCAVATOR	EXCAVATOR HEAVY	RE901876

991172	2023 CAT 303 MINI EXCAVATOR	EXCAVATOR HEAVY	RE902150
991173	2023 CAT 303 MINI EXCAVATOR	EXCAVATOR HEAVY	RE902154
991174	2023 CAT 303 MINI EXCAVATOR	EXCAVATOR HEAVY	RE902153
991185	2023 CAT 320 EXCAVATOR	EXCAVATOR HEAVY	CAT00320KMYK20857
991189	2023 CAT 320 EXCAVATOR	EXCAVATOR HEAVY	MYK20892
X10481	2019 CAT 6015B EXCAVATOR	EXCAVATOR HEAVY	LWS01026



Bucket Trucks

When hazardous trees are outside of reach of the grapple trucks and excavators, bucket trucks are needed.

6

Equip #	Description	Type	Serial #
276E	2012 FREIGHTLINER BUCKET TRUCK	BUCKET TRUCK	1FVACXDT3CHBF2713
353E	2018 FREIGHTLINER M2 106 BUCKET	BUCKET TRUCK	3ALDCYFC0JDJM4881
X7833	2022 FREIGHTLINE M2106	BUCKET TRUCK	1FVDCXFC2NHNK4573
X8987	16 FRTLNR M2106 BUCKET TRUCK	BUCKET TRUCK	3ALACXDT9GDHE5259
X8996	INTERNATIONAL HRX55 BKT TRUCK	BUCKET TRUCK	1HTWBMMN5JH631835
X9026	2020 INTNTL HRX55 BUCKET TRUCK	BUCKET TRUCK	3HAEEMMN0LL888787



Cranes

Heavy lifts are sometimes needed. For that purpose, PJE takes pride in owning cranes that are capable of lifting and placing hazardous debris safely.

4

Equip #	Description	Type	Serial #
E502	1967 GROVE 1012D	CRANE	672030
991022	2019 LINK-BELT TCC-750 CRANE	CRANE	R8K96341
991023	2019 LINK-BELT TCC-750 CRANE	CRANE	R8K96340

991024	2019 LINK-BELT TCC-750 CRANE	CRANE	R8K96426



Trucks

When working on wetland areas, large tire equipment is crucial to haul out debris to the ROW for grapple trucks. The large fleet of PJE off roads trucks can safely transport debris from the wetlands to the ROW. Tracks can also be added to rubber tire equipment to limit site impact.

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Equip #	Description	Type	Serial #
X7098	2012 CAT 777G OFF RD TRUCK	OFF ROAD TRUCK	RDR00119
X7099	2007 CAT 777F OFF RD TRUCK	OFF ROAD TRUCK	JRP00428
X7100	2007 CAT 777F OFF RD TRUCK	OFF ROAD TRUCK	JRP01069
X7101	2008 CAT 777F OFF RD TRUCK	OFF ROAD TRUCK	JRP01895
X7302	2012 CAT 777G OFF ROAD TRUCK	OFF ROAD TRUCK	RDR00117
X7380	2021 CAT 725TG OFF ROAD TRUCK	OFF ROAD TRUCK	03T900307
X7688	2020 VOLVO A40G OFF ROAD TRUCK	OFF ROAD TRUCK	352419
X7823	2019 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	03T602045
X7824	2019 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	03T602214
X7928	2019 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	03T602246
X8600	CAT 745 OFF RD TRUCKW/PAN	OFF ROAD TRUCK	11-22-68
X8640	CAT 745 OFF RD TRUCK W/PAN	OFF ROAD TRUCK	11-15-81
X8850	2020 BELL B20E OFF RD TRUCK	OFF ROAD TRUCK	3009527
X8851	2021 BELL B20E OFF RD TRUCK	OFF ROAD TRUCK	3009481
X8946	2007 CATERPILLAR 777 TRUCK	OFF ROAD TRUCK	JRP00568
X9061	2019 VOLVO A40G OFF ROAD TRUCK	OFF ROAD TRUCK	342619
X9066	2008 CAT 777F OFF ROAD TRUCK	OFF ROAD TRUCK	JRP01608
X9067	2009 CAT 777F OFF ROAD TRUCK	OFF ROAD TRUCK	JRP01736
X9104	2022 VOLVO A30G OFF ROAD TRUCK	OFF ROAD TRUCK	VCE0A30GL00752902
X9107	2019 VOLVO A30G OFF ROAD TRUCK	OFF ROAD TRUCK	742519
X9114	2023 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	03T605740
X9115	2018 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	03T800574
X9116	2018 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	03T600931
X9125	KOMATSU HM400 OFF ROAD TRUCK	OFF ROAD TRUCK	10265
X9136	2020 KOMATSU HM400 DUMP TRUCK	OFF ROAD TRUCK	11378
X9150	2005 KOMATSU CD60 CRAWLER	OFF ROAD TRUCK	2044

X9151	2003 KOMATSU CD60R CRAWLER	OFF ROAD TRUCK	1959
X9192	2018 CAT 730 OFF ROAD TRUCK	OFF ROAD TRUCK	2T401099
231002	2017 MOROOKA MST2200VDR	OFF ROAD TRUCK	AR224136
231003	2018 MOROOKA MST2200VDR	OFF ROAD TRUCK	AR224169
231004	2018 MOROOKA MST2200VDR	OFF ROAD TRUCK	AR224180
232001	2019 VOLVO A25G OFF RD TRUCK	OFF ROAD TRUCK	742303
235002	2018 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T600843
235003	2018 CAT 745C OFF RD TRUCK	OFF ROAD TRUCK	3T600693
235004	2018 CAT 745C OFF RD TRUCK	OFF ROAD TRUCK	TFK01224
235005	2018 CAT 745C OFF RD TRUCK	OFF ROAD TRUCK	3T600472
235006	2018 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T600758
235007	2018 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T600686
235008	2019 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T601282
235009	2019 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T601281
235010	2019 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T602037
235011	2019 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T602038
235012	2019 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T602110
235013	2019 CATERPILLAR 745 OFF-ROAD	OFF ROAD TRUCK	3T602111
235014	2018 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T601002
235015	2018 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T601013
235016	2019 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	3T601340
235017	2019 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T602109
235018	2019 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T602108
235019	2019 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	3T601544
235020	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352011
235021	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352041
235023	2019 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	3T602191
235024	2019 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T602117
235025	2019 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T602116
235026	2019 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T601418
235027	2019 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T601429
235028	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	342682
235029	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	342714
235030	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	A45G352206
235031	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352207
235032	2020 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352168
235033	2020 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352191
235034	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352009
235035	2019 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352045
235036	2020 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	342475
235037	2019 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	3T602160

235038	2019 CAT 745 OFF ROAD TRUCK	OFF ROAD TRUCK	3T602192
235039	2021 VOLVO A40G OFF ROAD TRUCK	OFF ROAD TRUCK	352710
235040	2021 VOLVO A40G OFF ROAD TRUCK	OFF ROAD TRUCK	352704
235041	2020 VOLVO A40G OFF RD TRUCK	OFF ROAD TRUCK	A40GV352481
235042	2020 VOLVO A40G OFF RD TRUCK	OFF ROAD TRUCK	A40GV352479
235043	2021 VOLVO A40G OFF ROAD TRUCK	OFF ROAD TRUCK	352776
235044	2021 VOLVO A40G OFF ROAD TRUCK	OFF ROAD TRUCK	352779
235045	2021 VOLVO A45G OFF ROAD TRUCK	OFF ROAD TRUCK	A45G352688
235046	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352783
235047	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352884
235048	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352912
235049	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352945
235050	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352941
235051	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352946
235052	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352935
235053	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352940
235054	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352944
235055	2021 VOLVO A45G OFF RD TRUCK	OFF ROAD TRUCK	352953
235056	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603364
235057	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603356
235058	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603349
235059	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603365
235060	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603358
235061	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603430
235062	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603437
235063	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T603351
235064	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T605628
235065	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	3T605627
991132	2022 VOLVO A40G OFF RD TRUCK	OFF ROAD TRUCK	VCE0A40GK00353079
991138	2022 VOLVO A40G OFF RD TRUCK	OFF ROAD TRUCK	A40GH00353060
991139	2022 VOLVO A40G OFF RD TRUCK	OFF ROAD TRUCK	A40GH00353091
991146	2022 CAT 745 OFF RD TRUCK	OFF ROAD TRUCK	03T603114
991154	2022 VOLVO A40G OFF RD TRUCK	OFF ROAD TRUCK	VCE0A40GJ00353116
991155	2022 VOLVO A40G OFF RD TRUCK	OFF ROAD TRUCK	VCE0A40GK00353115
991158	2022 VOLVO A40G OFF ROAD TRUCK	OFF ROAD TRUCK	VCE0A40GV00353152
991170	2022 VOLVO A45G OFF ROAD TRUCK	OFF ROAD TRUCK	353443
991178	2023 VOLVO A45G OFF ROAD TRUCK	OFF ROAD TRUCK	353435
991179	2023 VOLVO A25G OFF ROAD TRUCK	OFF ROAD TRUCK	752683
991180	2023 VOLVO A25G OFF ROAD TRUCK	OFF ROAD TRUCK	752682
991183	2022 VOLVO A45G OFF ROAD TRUCK	OFF ROAD TRUCK	343421
X10535	2007 CAT 777F OFF ROAD TRUCK	OFF ROAD TRUCK	JRP00930

X10537	2007 CAT 777F OFF ROAD TRUCK	OFF ROAD TRUCK	JRP00615
X10538	2009 CAT 777F OFF ROAD TRUCK	OFF ROAD TRUCK	JRP01968
X10545	2011 CAT 777F OFF ROAD TRUCK	OFF ROAD TRUCK	JRP02658
X10563	CAT 745 OFF RD TRUCK W/PAN	OFF ROAD TRUCK	33-15-39
192E	2006 MACK CV713	ON-ROAD DUMP TRUCK	1M2AG11C56M034656
193E	2006 MACK CV713	ON-ROAD DUMP TRUCK	1M2AG11C56M043146
194E	2006 MACK CV713	ON-ROAD DUMP TRUCK	1M2AG11C76M043164
195E	2006 MACK CV713	ON-ROAD DUMP TRUCK	1M2AG11C96M043165
215E	2007 MACK CV713	ON-ROAD DUMP TRUCK	1M2AG11C57M050065
244E	2007 MACK CV713	ON-ROAD DUMP TRUCK	1M2AG11C77M055834
285E	2014 MACK GU713	ON-ROAD DUMP TRUCK	1M2AX07C8EM020153
309E	2014 MACK GU713	ON-ROAD DUMP TRUCK	1M2AX07C8EM021125
335E	2016 MACK GU713	ON-ROAD DUMP TRUCK	1M2AX07C4GM028270
336E	2016 MACK GU713	ON-ROAD DUMP TRUCK	1M2AX07C6GM028271
337E	2016 MACK GU713	ON-ROAD DUMP TRUCK	1M2AX07C8GM028272
338E	2016 MACK GU713	ON-ROAD DUMP TRUCK	1M2AX07CXGM028273
123001	2014 MACK GU713	ON-ROAD DUMP TRUCK	1M2AX07C4EM021123



Lowboys

PJE owns 9 lowboys that will be used to transport equipment from each access point.

9

Equip #	Description	Type	Serial #
019L	2007 PETERBILT 379	LOWBOY	1XP5DB9X57N889010
045L	2000 PETERBILT 379	LOWBOY	1XP5DB9X4YN533939
055L	2006 PETERBILT 379	LOWBOY	1XP5DB9XX6N890281
083L	2015 MACK CHU613 LOWBOY TRACTR	LOWBOY	1M1AN07Y0FM021367
711001	2006 PETERBILT 379	LOWBOY	1XP5DBEX06N898296
711002	2019 PETERBILT 389	LOWBOY	1XPXP4EX3KD631312
711003	2019 PETERBILT 389	LOWBOY	1XPXP4EX5KD631313
711004	2020 PETERBILT 389	LOWBOY	1XPXP4EX1LD673916
711005	2020 PETERBILT 389 TRUCK	LOWBOY	1XPXP4EX3LD673917



Hydroseeders

Unlike our competitors, PJE owns 11 hydroseeders that can spread seed in all affected areas to improve soil stabilization during site restoration.

11

Equip #	Description	Type	Serial #
196E	2006 KENWORTH T300	HYDROSEEDERS	2NKMLD9X66M139284
227E	1996 PETERBILT 357 6X6	HYDROSEEDERS	1XPAME0X1TN396996
239E	1997 PETERBILT 357 6X6	HYDROSEEDERS	1NPAM90X5VN424660
436T	2013 FINN T75	HYDROSEEDERS	1F9TS1724BF135554
196EA	2006 FINN T330	HYDROSEEDERS	905 Mulberry St, Loudon
227EA	1996 FINN T170-27D	HYDROSEEDERS	2271
239EA	2010 FINN T170	HYDROSEEDERS	SR-2206
245EA	1996 FINN T170	HYDROSEEDERS	SR-2211
X9135	FINN 600 GAL HYDROSEEDER	HYDROSEEDERS	1F9SS1718KF135804
X9141	2022 FINN T60T HYDROSEEDER	HYDROSEEDERS	1F9SS1710PF135030
135001	1996 PETERBILT 357 6X6	HYDROSEEDERS	1XPAM90XXTN421062



Sweepers

All ditch and waterway projects have difficult access points and most of those impact the roadways. PJE owns numerous street sweepers to clean the roads where trucks may track mud and other debris.

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Equip #	Description	Type	Serial #
E007	TENNANT 6500	SWEEPERS/BROOMS/FORK	6500-6657
E302	2001 LANDPRIDE SP307261	SWEEPERS/BROOMS/FORK	288952
E306	2001 LANDPRIDE RTA1558	SWEEPERS/BROOMS/FORK	
X7749	2019 BROCE BW-260 SWEEPER	SWEEPERS/BROOMS/FORK	201655
X8753	2019 SUPERIOR BROOM SM74C	SWEEPERS/BROOMS/FORK	919607
X8833	2016 BROCE CRT50 SWEEPER	SWEEPERS/BROOMS/FORK	409933

X9042	2018 LAYMOR SM300 SWEEPER	SWEEPERS/BROOMS/FORK	38588
X9081	LAYMOR SM300 RIDE ON SWEEPER	SWEEPERS/BROOMS/FORK	41992
X9082	CAT DT80K SWEEPER	SWEEPERS/BROOMS/FORK	917378
321001	2018 SUPERIOR RIDE ON SWEEPER	SWEEPERS/BROOMS/FORK	818103
321002	2018 SUPERIOR BROOM DT74J	SWEEPERS/BROOMS/FORK	818104
321003	2019 SUPERIOR DT74C BROOM	SWEEPERS/BROOMS/FORK	819508
321004	2021 SUPERIOR DT74J SWEEPER	SWEEPERS/BROOMS/FORK	821892



Mechanic Trucks

Owning as much equipment as PJE does requires full-time maintenance trucks and mechanics to keep them in working order. PJE currently owns 24 trucks that service all company owned equipment. All mechanics are full time P&J employees.

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Equip #	Description	Type	Serial #
251E	2006 STERLING ACTERRA	MECHANIC TRUCK	2FZACFCS96AV73779
252E	2007 STERLING ACTERRA	MECHANIC TRUCK	2FZACFCS57AY51241
253E	2007 FORD F750	MECHANIC TRUCK	3FRXF75E27V402309
255E	2012 FORD F550	MECHANIC TRUCK	1FD0W5HT5CEB23273
262E	2008 FORD F750	MECHANIC TRUCK	3FRXF75E88V649223
271E	2013 FORD F550	MECHANIC TRUCK	1FDUF5HTXDEA04945
273E	2013 FORD F550	MECHANIC TRUCK	1FDUF5HT3DEA04947
274E	2013 FORD F550	MECHANIC TRUCK	1FD0X5HT0DEA18235
289E	2014 FORD F550	MECHANIC TRUCK	1FDUF5HT4EEB08882
299E	2014 FORD F550	MECHANIC TRUCK	1FDUF5HT6EEB08883
313E	2015 FORD F550	MECHANIC TRUCK	1FD0X5HT6FEA82072
314E	2015 FORD F550	MECHANIC TRUCK	1FD0W5HT4FEC25832
330E	2015 FORD F750 MECHANICS TRUCK	MECHANIC TRUCK	3FRWF7FC1FV712829
153001	2017 FORD F750 MECHANICS TRUCK	MECHANIC TRUCK	1FDWF7DC0HDB08320
153002	2016 FORD F750 MECHANICS TRUCK	MECHANIC TRUCK	1FDWF7DEXGDA04918
153003	2016 FORD 750 MECHANICS TRUCK	MECHANIC TRUCK	1FDWF7DC9GDA07050
153004	2020 PETERBILT 337 MECHANCS TR	MECHANIC TRUCK	2NP2HJ6X9LM686762
153005	2020 PETERBILT 337 MECHANCS TR	MECHANIC TRUCK	2NP2HJ6X3LM686756
153006	2020 PETERBILT 337 MECHANCS TR	MECHANIC TRUCK	2NP2HJ6X5LM686757
153007	2019 CHEVROLET 6500 MECHANICS	MECHANIC TRUCK	1HTKJPVM4KH394653
153008	2021 CHEVROLET 6500 MECHANICS	MECHANIC TRUCK	1HTKJPVM6MH647782

153009	2021 CHEVROLET 6500 MECHANICS	MECHANIC TRUCK	1HTKJPVM1MH629755
153010	2021 CHEVROLET 6500 MECHANICS	MECHANIC TRUCK	1HTKJPVM6MH040782
153011	2021 CHEVROLET 6500 MECHANICS	MECHANIC TRUCK	1HTKJPVM9MH325735



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

PJE has pre-positioned subcontractors with adequate equipment and a database of pre-registered local subcontractors. More regarding subcontractors can be found in Section 3.7 of this proposal.

3.7 Subcontracting Plan

3.7.1 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.

3.8 Subcontractor Utilization

PJE anticipates approximately 60% of the work will be performed by subcontractors while the rest will be performed by PJE-owned equipment. PJE will perform 100% of the project management.

3.9 Subcontractor Availability – Nationwide

With a substantial number of employees and subcontractors based in Florida, we are well prepared for any situation. Our extensive network also includes many skilled professionals located outside of Florida, ready to be activated immediately in the event of a major, state-wide disaster. This ensures that we can swiftly mobilize additional resources and maintain our commitment to providing exceptional support, no matter how widespread the challenge.

3.9.1 Proposed Subcontractors

Proposed Subcontractors			
Company Name	**Location**	**Designation**	**Type Of Work**
BKW, Inc.	Pensacola, FL	WBE	Hauling
LCS Restoration Services, LLC	Theodore, AL	None	Hauling
Specialized Services	Opelika, AL	None	Hauling
S&K Rome	Bogalusa, LA	WBE	Hauling
Additional Optional 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	HZ, MBE, SBA	Hauling
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling
Emerald Coast Site Construction	Panama City, FL	SBE	TDSRS Management
Contractor Support Services, Inc.	Wellington, FL	MBE, SBE	Hauling
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			

3.9.2 Proposed Subcontractor – BKW, Inc.

BKW, Inc. (BKW) is a disaster recovery and rebuilding business founded in 2003. BKW began its career in disaster recovery with the Isabel cleanup in 2003, and they have been involved with every major storm since. In several major contracts with P&J, BKW has provided debris-cleaning services for hurricanes, tornadoes, ice storms, flooding, and wildfires. They have supported P&J's management of operations and debris removal with USACE during the California wildfires and the 2011 Alabama Super Tornado Outbreaks. BKW's efforts have also been centered on debris removal and rebuilding New Orleans in the aftermath of Hurricane Katrina.

3.9.3 Proposed Subcontractor – LCS Restoration Services, LLC.

LCS Restoration Services LLC has been providing a variety of contract services for the past 30 years combined with a 24-hour Nationwide emergency response disaster relief service for 16 years, with services provided from West Coast California wildfires to the East Coast & Gulf Coast natural disaster clean-up efforts. LCS provides in-house professional project management teams along with an extensive owned equipment list and work crews as well as a wide variety of quality sub-contract crews that have worked with our team in the past. LCS recognizes the importance of having all resources necessary to efficiently execute the services provided. With all the well-trained staff & supervisors, and proficient office administration LCS's crews get the job done safely, efficiently, and professionally.

3.9.4 Proposed Subcontractor – Specialized Services

Specialized Services is an experienced provider of disaster response relief including debris removal, site management, grinding, haul-off, emergency housing and mobile commands. Specialized Services recently supported PJE on disaster debris removal projects in the State of Georgia in response to Hurricanes Helene and Milton (2024). Additionally, their past experience includes the following disaster related projects: Hurricane Michael: 2+ million cubic yards removed (2018); Hurricane Sally: 850,000 cubic yards removed (2020); Hurricane Ida: Asset Recovery (2021); Hurricane Ian: Lee, Sarasota, and Manatee FDOT: 500,000 cubic yards removed; Punta Gorda, Volusia County, Ft. Myers Beach, Port Orange: 1 million+ cubic yards removed (2022); Hurricane Idalia: 800,000 cubic yards removed, Madison County FDOT (2023);Rolling Fork, MS Tornadoes (2023); Selma, AL Tornadoes (2023); Tallahassee, FL Tornadoes (2024); Hurricane Beryl: Houston, TX (2024); Hurricane Debby: Thomas County, GA (2024).

3.9.5 Proposed Subcontractor – S&K Rome, LLC.

S&K Rome is a Certified Woman Owned Business Enterprise dedicated to disaster debris removal and disposal. Our experience dates back to 2004 after numerous hurricanes devastated Florida (Hurricanes Charley, Frances, Ivan and Jeanne). Shortly after those storms hit, the S&K Rome team did a significant amount of debris removal and disposal in Louisiana in 2005 after Hurricane Katrina devastated the area. Since then, S&K Rome has performed and managed debris removal after the following hurricanes: Rita 2005, Wilma 2005, Matthew 2016, Irma 2017, Michael 2018, Laura 2020, Delta 2020, Zeta 2020, Sally 2020, Ida 2021, Ian 2022, Milton 2024 and most recently Hurricane Helene 2024. S&K Rome is currently a prime subcontractor for Phillips and Jordan on the waterway debris removal project for TEMA in eastern Tennessee. Our fleet currently includes 16 Self Loading Grapple Trucks, 12 Skid Steers, 9 Excavators and 6 Grapple Barges.

3.10 Current Prepositioned Contracts

With the following pre-positioned contracts for disaster debris management services currently held by PJE and our legacy company, P&J, and our proximity to the City of Destin through our regional office in San Antonio, FL we can respond to disaster debris service needs swiftly and efficiently. PJE does not currently hold any contracts in the State of Alabama.

STATE	CONTRACTED MUNICIPALITY	FINAL EXPIRATION DATE
FL	Panama City	6/1/2027
FL	Panama City Beach	11/9/2028

FL	Escambia County	8/24/2027
FL	Cape Coral	2/20/2033
FL	Miami Beach	2/26/2029
FL	Volusia County - Beach Restoration and Debris Removal	2/27/2029
FL	Villages	12/31/2031
FL	Bay County	5/31/2026
FL	Coral Gables	8/20/2025
FL	Deland	12/2/2029
FL	DeSoto County	6/18/2028
FL	Edgewater	10/30/2026
FL	Fernandina Beach	8/30/2031
FL	Flagler County	3/17/2030
FL	Franklin County	9/23/2029
FL	Hernando County	7/29/2029
FL	Holly Hill	6/11/2029
FL	Hillsborough County	5/31/2025
FL	Manatee County	2/1/2026
FL	Miami Gardens	8/27/2030
FL	Nassau County	10/9/2028
FL	New Smyrna Beach	6/11/2029
FL	Northwest Florida Water Management District	12/16/2034
FL	Orlando	6/6/2026
FL	Palm Beach	5/1/2027
FL	Palm Beach County SWA	5/7/2028
FL	Palmetto Bay	7/10/2029
FL	Pasco County	4/4/2028
FL	Pinellas County	2/28/2028
FL	Sarasota	3/18/2029
FL	Sebring Airport Authority	5/1/2030
FL	South Daytona	6/11/2029
FL	FDOT	6/30/2025
FL	St. Petersburg	1/1/2026
FL	Sunny Isles Beach	6/23/2028
FL	Tampa	12/21/2029
FL	Tarpon Springs	3/7/2030
FL	Highlands County	8/4/2025
FL	Wellington	5/31/2028
FL	West Palm Beach	12/31/2027

FL	Winter Garden	7/4/2033
FL	Sunshine Water Control District	10/26/2025
FL	Rockledge	12/31/2025
GA	Forsyth County	12/31/2025
GA	Glenwood	12/31/2030
GA	Hazlehurst	12/31/2030
GA	Jeff Davis County	12/31/2030
GA	McRae Helena	12/31/2030
GA	Scotland	12/31/2030
GA	Telfair County	12/31/2030
GA	Wheeler County	12/31/2030
MS	Ocean Springs	1/21/2029
NC	Craven County	1/1/2028
NC	Elon	6/30/2025
SC	Charleston	5/11/2025
SC	Charleston County	6/30/2025
SC	Belfair Property Owner Association	10/5/2025
SC	South Carolina Department of Transportation (SCDOT)	10/7/2025
SC	Greenville County	6/30/2029
SC	Horry County SWA	4/24/2028
SC	Kiawah Island	6/7/2027
SC	Seabrook Island	6/1/2029
SC	Seabrook Island POA	9/10/2028
SC	The Seabrook of Hilton Head	6/30/2028
TN	Knox County	2/28/2030
TN	Cocke County	11/18/2029
TN	Blount County	6/30/2027
TN	Germantown	3/26/2028
TN	Jackson	6/16/2028
TX	Baytown	1/31/2029
TX	Garland	7/28/2028
TX	Matagorda County	8/6/2025
TX	Midlothian	5/16/2028
VA	Newport News	2/12/2029
VA	Norfolk	3/21/2029
VA	VDOT - Arlington (NOVA) District	9/18/2027
VA	Virginia Peninsula Public Service Authority (VPPSA)	4/14/2028

3.11 Proven Track Record of Successful Simultaneous Contract Activation

We have managed simultaneous contract activations in response to disaster 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 legacy team's notable simultaneous contract activations have included:

2005

HURRICANES KATRINA & RITA

Total Value of Contracts: $814,148,321

Secured temporary housing sites for approximately 75 people in Orleans Parish, including power and food.

- *Orleans Parish, Louisiana*
- *City of Gulfport, Mississippi*
- *Mobile County, Alabama*

HURRICANE WILMA

Total Value of Contracts: $37,045,999

Collectively managed removal of more than 17.5 CY of debris during these consecutive disaster response missions.

- *City of Gulfport, Mississippi*

2011

TORNADOES

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.

- *Joplin, Missouri*
- *Monroe County, Mississippi*
- *USACE, Alabama*
- *Wake County, North Carolina*
- *Raleigh, North Carolina*

2017

HURRICANE HARVEY

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.

- *Houston, Texas*
- *Harris County, Texas*

HURRICANE IRMA

Total Value of Contracts: $54,725,121

Removed more than 3.3 million CY of debris in Florida.

- *Broward County, Florida*
- *Highlands County, Florida*
- *Hillsborough County, Florida*
- *Miami-Dade County, Florida*
- *Palm Beach County, Florida*
- *Pinellas County, Florida*
- *Volusia, Florida*

2022

HURRICANE IAN

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.

- *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*

2024

HURRICANES MILTON & HELENE

Total Estimated Value of Contracts: $300,000,000+

PJE partnered with P&J on this mission to provide staffing, support, oversight, and subject matter expertise in developing process and workflow. This included capturing, executing, and adjusting to mission changes, as well as ensuring data and information integrity for prime and subcontractor payment.

Mobilized over 600 crews and over 50 DMS sites across four (4) states during two (2) consecutive hurricane events. During peak production, 566 trucks were activated for haul-in and haul-out services, and as of December 2024, over 6.8 million CY of vegetative, C&D, mixed, and sedimentary debris were removeds for over 40 clients within the counties and cities listed below.

- *Belleair Beach, Florida*
- *Belleair Shore, Florida*
- *North Redington Beach, Florida*
- *Treasure Island, Florida*
- *Pasco County, Florida*
- *Hillsborough County, Florida*
- *Tampa, Florida*
- *New Smyrna Beach, Florida*
- *Holly Hill, Florida*
- *Flagler County, Florida*
- *Winter Garden, Florida*
- *Highlands County, Florida*
- *Wellington, Florida*
- *DeSoto County, Florida*
- *Indian Shores, Florida*
- *Gulfport, Florida*
- *Hazlehurst, Georgia*
- *Jacksonville, Georgia*
- *Lumber City, Georgia*
- *McCrae-Helena, Georgia*
- *Scotland, Georgia*
- *Alamo, Georgia*
- *Glenwood, Georgia*
- *Jeff Davis County, Georgia*
- *Clinch County-Homerville, Georgia*
- *Appling County, Georgia*
- *Wheeler County, Georgia*
- *Telfair County, Georgia*
- *SCDOT, South Carolina*
- *TDOT - Carter / Johnson / Washington, Tennessee*
- *TDOT - Cocke / Greene / Unicoi, Tennessee*
- *TEMA - Hamblen / Cocke / Greene / Washington / Unicoi / Carter /Johnson Counties, Tennessee*

3.11.1 Pre-Positioned Contracts Proposal Requirement

As demonstrated above, PJE meets the minimum requirement of 3 full-service Disaster Debris Management contracts in place in which we are the primary contractor at least one (1) and have at least two (2) contracts with government entities with a population of at least 10,000 residents.

4 OPERATIONAL PLAN

4.1 Executive Summary

The Phillips family of companies has a proven track record of responding to numerous disastrous events over the past four decades. 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.

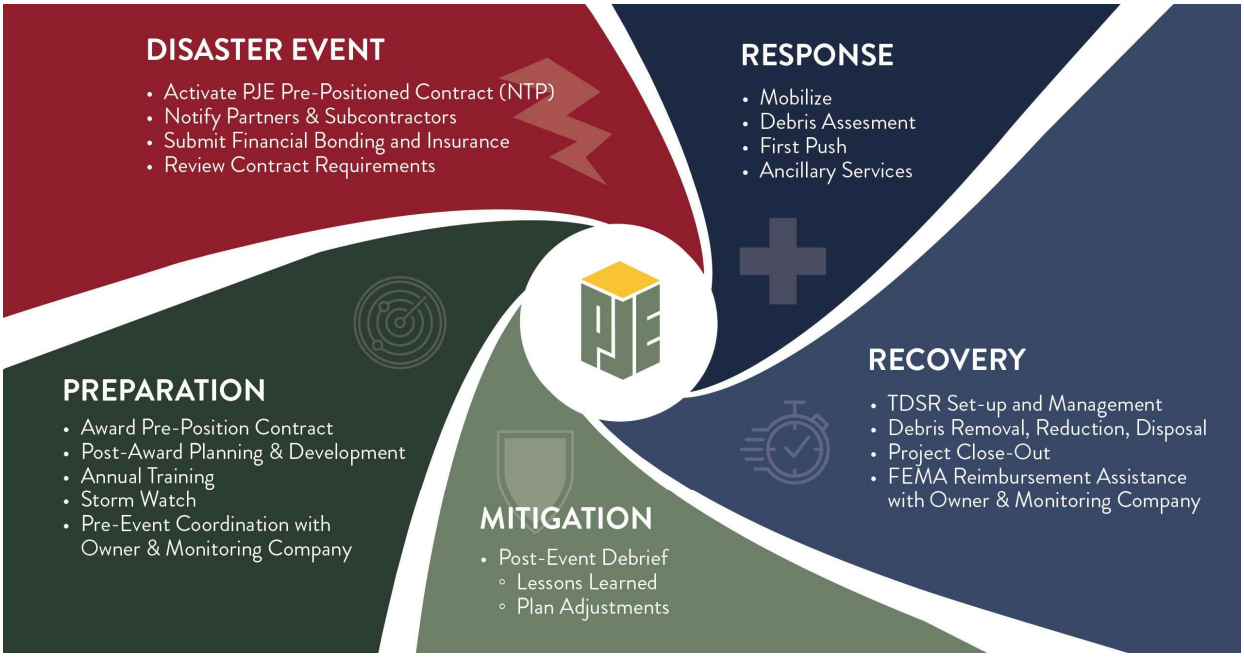
- With an established track record of success, we actively provide effective solutions to impacted communities, ensuring their immediate and long-term needs are met. As a reliable partner in and out of crisis, we are here to support you.

- 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 the enduring presence, ongoing support, and steadfast commitment of the Phillips family of companies, 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.

PJE'S APPROACH TO A DISASTER LIFE-CYCLE



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

4.2 Preparation

Following the award of a pre-positioned contract, PJE's senior management team will meet with City 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 City'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.

4.2.1 Pre-Event Coordination

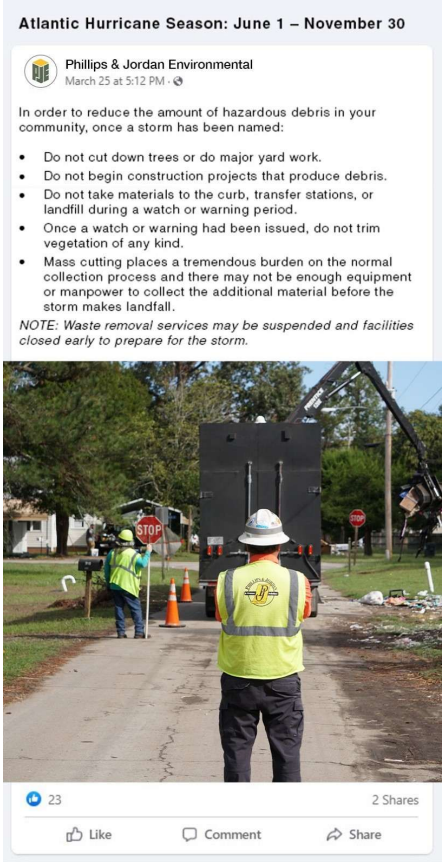
PJE monitors storm development during storm season and plans for potential activation in predictable disaster events. The management team initiates pre-event communication with the City up to 96 hours before the anticipated event to plan for mobilization.

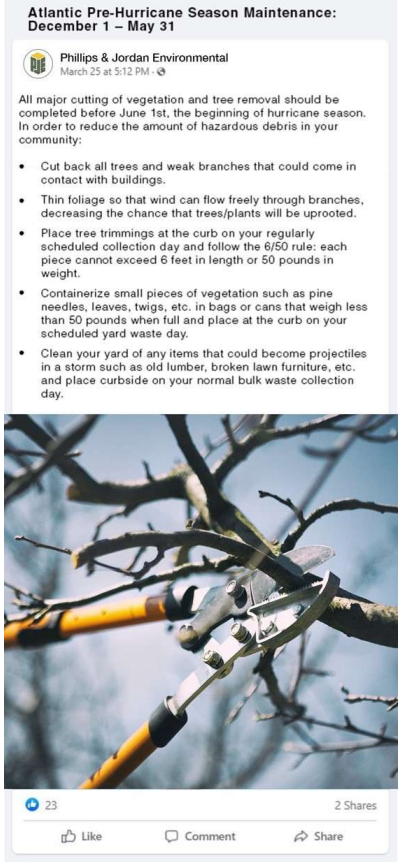
This includes but is not limited to identifying and notifying relevant stakeholders and suppliers, establishing government relationships and contacts, and determining whether the Phillips family of companies has projects nearby that could offer resources or personnel in the event of contract activation.

4.2.2 Community Relations

PJE offers community relations support upon request from the City. 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.







4.3 Disaster Event

Upon contract activation and issuance of Notice to Proceed (NTP), PJE 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 City, and review contract requirements.

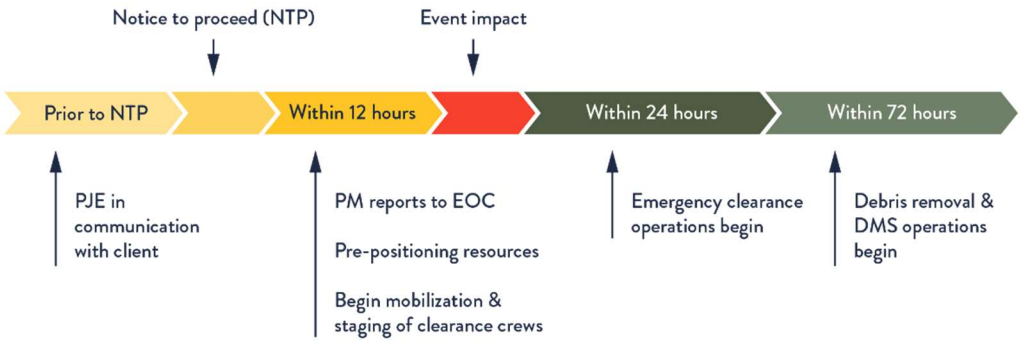


Figure 1: Predictable Event Mobilization Timeline

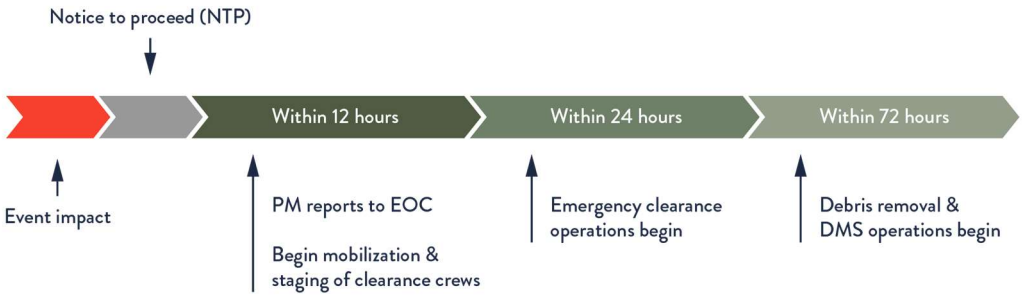


Figure 2: Non-Predictable Event Mobilization Timeline

4.4 Response

The magnitude and predictability of an event affect the timeline of every debris management project. PJE aims to remove debris within 90 days and reduce and dispose within 120 days. The PJE management team (see section 3.5) will work closely with Client representatives to complete debris management activities within FEMA reimbursement timelines. If additional time is needed, we can assist the City with filing for an extension.

4.4.1 Mobilization

From the EOC, the PJE management team will work with City 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.

PJE 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.

PJE will work with City representatives to communicate with the public about debris segregation and other project information during debris assessment and mobilization.

Small-Scale Event

	0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
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	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's

Medium-Scale Event

	0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
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	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's

Large-Scale Event

	0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
Management Team Members	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 5 Project Managers 10 Foreman	1 Operations Manager 5 Project Managers 10 Foreman	1 Operations Manager 5 Project Managers 10 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

4.4.2 Debris Assessment

PJE will coordinate with City 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 TDRSs could be necessary to speed up operations.

4.4.2.1 Unmanned Aircraft Utilization

P&J utilizes drone surveying technology to optimize efficiency during the first push of an event to photograph difficult terrain, waterways, and ditches. These images will aid in swift action, allowing us to assess debris removal needs and determine an effective and productive approach to addressing recovery efforts. Our unmanned aircraft program is also compliant with FAA regulations.



PJE utilizes FAA compliant drone technology to aid surveying efforts.

4.4.3 First Push

Within 24 hours of NTP, PJE 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.

4.4.4 Ancillary Services

PJE 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.

SAFESIDE EMERGENCY MANAGEMENT SUPPORT
SUNBELT RENTALS
GRANNY'S ALLIANCE
QUALTEK RECOVERY LOGISTICS

4.4.5 The 4G+1 Ranch

PJE is capable of providing auxiliary personnel and management lodging at the 4G+1 ranch in Pasco County, Florida. Located north of State Road 52, the 4G+1 ranch is a 2,950-acre private residence owned by the Phillips family and has access to surplus food, satellite internet, and housing. At its core, PJE is a People First company that prides itself on serving not only the community, but also its workers. As such, we will offer the services of a 49' Frieghtliner food truck belonging to the Phillips family of companies to any auxiliary personnel invited to 4G+1 ranch during disaster efforts. This large, state-of-the art food truck houses an SP500 Southern Pride smoker, fridge, and freezer, stock pot with burners, a griddle, and a large prep area, and has the capacity to feed up to 300.



Additional support from our 49' Freightliner food truck

4.4.6 Strategic Coordination for Project Logistics

PJE will collaborate closely with the City to pinpoint key logistical elements essential for the project's success. This includes identifying optimal locations for equipment staging areas, determining the sites for Temporary Debris Storage and Reduction Sites (TDSRSs), and coordinating lodging arrangements for all involved personnel. By working together with local authorities, PJE aims to ensure a streamlined process, efficient operations, and effective use of resources throughout the project's duration.

Potential Staging Areas:

15017 Emerald Coast Pkwy, Destin, FL 32541



150003 Emerald Coast Pkwy, Destin, FL 32541



981 US-98, Destin, FL 32541



4405 Legendary Dr, Destin, FL 32541



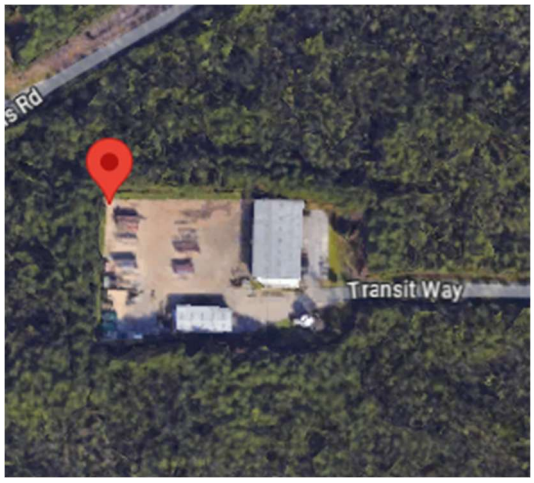
TDSRS Location Provided by the City of Destin:

205 Beach Drive, Destin, FL 32541

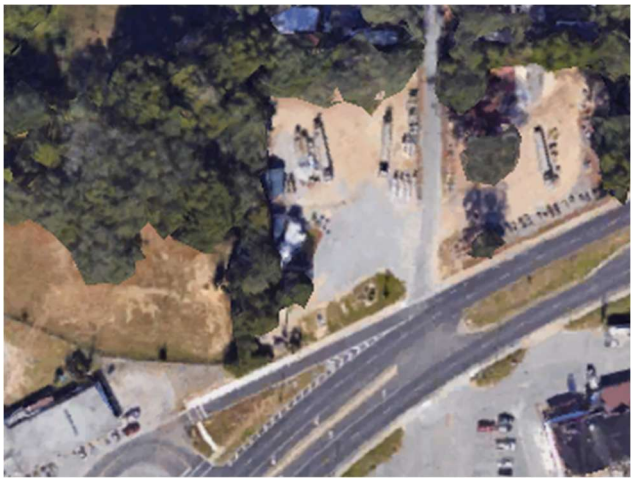


Potential Landfill/Disposal Sites:

Fort Walton Beach Transfer Station
630 Transit Way



Wright Yard Waste Facility
1671 North Beal Extension



North Okaloosa County Transfer
(Baker Transfer Station)
14115 Charlie Day Road



Walton County Landfill
1118 Institution Road



Potential Lodging:

Homewood Suites
14051 Emerald Coast Pkwy, Destin, FL 32541

Fairfield Inn & Suites
19001 Emerald Coast Pkwy, Destin, FL 32541

Hampton Inn & Suites
1625 Scenic Hwy 98, Destin, FL 32541

Comfort Inn & Suites
4401 Commons Dr E, Destin, FL 32541

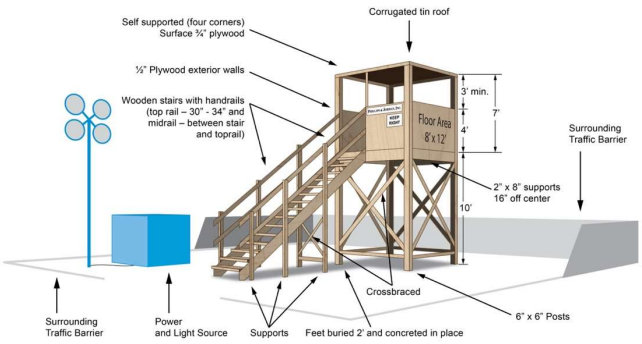
Home2Suites
14060 Emerald Coast Pkwy, Destin, FL 32541

Holiday Inn Express
108 Hutchinson St, Destin, FL 32541

4.5 Recovery

4.5.1 Temporary Debris Storage & Reduction Sites (TDSRSs)

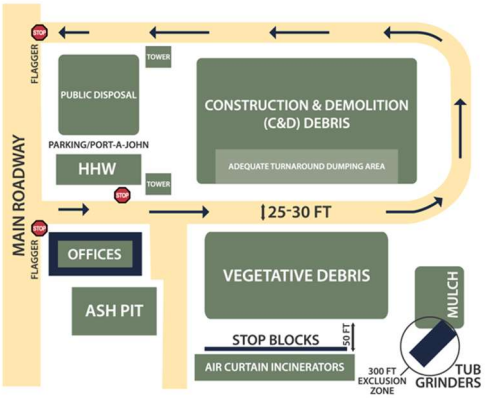
Establishing multiple TDSRSs to accept debris early in the mission schedule significantly improves removal efficiency. At the beginning of each disaster debris management mission, PJE will work with the client to determine or verify TDSRS locations, along with feasibility, operational limitations, and environmental characteristics of each site. If it is necessary to obtain additional TDSRSs, Client representatives will assist with identification and permitting.



PJE 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 PJE management team will engage a third-party monitoring company to begin certification of haul trucks and safety inspections.



4.5.2 Debris Collection & Removal

Within 72 hours of NTP, PJE will begin collecting and transporting all eligible storm-related debris from public ROWs to TDSRSs or a landfill, as determined by the City.

PJE handles 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



LEGACY 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

4.5.3 Sandbag Collection and Disposal 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



LEGACY 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



LEGACY 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

hauled to a landfill, while still leaving opportunities to beneficially reuse components. This approach reduces disposal fees on average by 50%.

4.5.4 Debris Final Disposal & Haul-Out

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

4.5.5 Project Close-Out

Upon removal of all debris transported to TDSRSs for reduction, PJE 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.

PJE's Operations Manager will conduct a final closeout inspection of each site with a City representative, who will formally release PJE 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.

4.5.6 FEMA Reimbursement Assistance

Following project close-out, PJE will assist the City and their third-party monitoring firm with relevant reporting and communication to ensure timely and comprehensive FEMA reimbursement for work performed. Our legacy company has 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.

4.6 Mitigation

4.6.1 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.

4.6.2 Infrastructure Rehabilitation & Resiliency Improvements

The mission of the Phillips family of companies is to modernize, build, and maintain resilient critical infrastructure. The work of our sister companies, P&J and RowCon, strengthens communities' ability to withstand disasters by ensuring the power grid and water resources infrastructure facilities are fortified against higher winds and flooding risks. As part of the Phillips enterprise, PJE's 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.

4.7 Quality Control

Quality is a core value ingrained in the Phillips family of companies, 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.

4.8 Documentation Management

4.8.1 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.

4.8.2 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 City representative signature.

4.8.3 Client Invoicing

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

4.8.4 Claims Management

PJE assigns 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 City with documentation of all claims, including photos.

4.9 Org Structure

PJE's organizational chart and chain of command can be found in Section 3.5. In addition, PJE's subcontracting plan is presented in Section 3.6

4.10 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

4.11 EH&S Program Overview

Safety – A Core Value

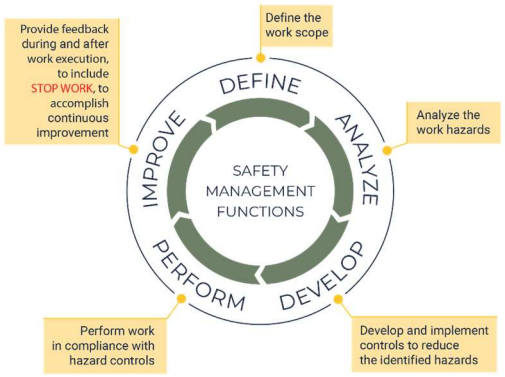
As a People First enterprise guided by a commitment to actively care, we believe a safe workplace and workforce are the only acceptable way to do business - and the only way to take care of the people, the environment, and the communities where we work. This commitment is a fundamental cornerstone of 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.

A copy of our Environmental, Health, & Safety Plan will be provided upon request.

5 PREVIOUS EXPERIENCE

5.1 Requirement for over 10 Similar Project Experience

The following table illustrates disaster debris management missions completed or due to be completed by our team over the past 10 years.

Note: A scope of work description for all projects listed below includes "Debris Removal Management and Disposal." Projects marked with an asterisk also included "Waterway Debris Management."

Year	Event	Client	Total Debris (CY)
2025	Hurricane Helene Waterways*	TEMA: Hamblen, Cocke, Greene, Washington, Unicoi, Carter, Johnson Counties, TN	~3 million CY, 764,000 lbs HHW, 8,555 Tires, 100 White Goods, 83 Trailers/Vehicles/Vessels
2024	Hurricanes Helene & Milton	TDOT: Carter, Johnson, Washington, Cocke, Green Unicoi Counties, TN	>878,575 CY
		Appling County, GA	943,349 CY
		Homerville, GA	89,259 CY
		Hazelhurst, GA	670,000 CY to date
		Jeff Davis County, GA	>2.4 million CY to date
		Telfair County, GA	510,631 CY
		McRae-Helena, GA	111,014 CY
		Lumber City, GA	141,795 CY
		Scotland, GA	15,761 CY
		Jacksonville, GA	681 CY
		Glenwood, GA	58,821 CY
		Alamo, GA	41,262 CY
		Wheeler County, GA	893,276 CY
		SCDOT	>1.5 million CY, 17,438 Hazard Trees/Limbs to date
		Hillsborough County, FL	>1.6 million CY, 28,720 Hazard Trees/Limbs
		North Redington Beach, FL	30,000 CY
		Redington Shores, FL	43,874.9 CY
		Treasure Island, FL	63,282 CY
		Pinellas Park, FL	194,140.8 CY, 2,252 Hazard Trees
		Indian Shores, FL	2,013.9 CY
		Bellair Shore, FL	385.95 CY
		Gulfport, FL	71,120.2 CY, 390 Hazard Trees/Limbs
		Bellair Beach, FL	15,766.90 CY
		DeSoto County, FL	51,346.50 CY, 393 Hazard Trees

Year	Event	Client	Total Debris (CY)
		Flagler County, FL	32,201 CY, 5,050 Hazard Trees
		Highlands County, FL	149,003 CY, 26 Hazard Trees/Limbs
		Holly Hill, FL	25,245 CY
		City of Tampa, FL	619,164 CY, 12,274 Hazard Trees/Limbs
		New Smyrna Beach, FL	67,415 CY
		Wellington, FL	72,197.26 CY
		Pasco County, FL	>1.1 million CY, 3,488 Hazard Trees/Limbs
		Winter Garden, FL	14,496 CY,
2024	Hurricane Ian Waterways*	DeSoto County, FL	676,864 CY
2023	Hurricane Idalia	Pasco County, FL	4,635 CY
		Hillsborough County, FL	~365 CY
2022	Hurricane Ian	Hardee County, FL	99,875 CY, 1,540 Hazard Trees
		FDOT – Hardee County	19,317 CY, 236 Hazard Trees
		Hillsborough County, FL	35,904 CY, 19 Hazard Trees
		Highlands County, FL	459,737 CY, 7,420 Hazard Trees
		FDOT – Highlands County	5,630 CY, 190 Hazard Trees
		Desoto County, FL	569,035 CY, 18,856 Hazard Trees
		Manatee County, FL	14,500 CY, 296 Hazard Trees
		City of Holly Hill, FL	77,451 CY, 194 Hazard Trees
		City of New Smyrna Beach, FL	126,373 CY
		Flagler County, FL	10,462 CY
		City of Tampa, FL	21,011 CY
		City of Pinellas Park, FL	5,197 CY
		City of North Myrtle Beach, SC	8,300 CY
2021	Virginia Winter Storm Recovery	Richmond District, VA	414,637 CY, 124,577 Hazard Trees
2020	Hurricane Isaias	New Bern, NC	6,735 CY
2019	Hurricane Dorian	New Bern, NC	2,634 CY Veg 1,336 TN C&D
2018	Hurricane Florence	New Bern, NC	155,178 CY
		Craven County, NC	59,729 CY
		Trent Woods, NC	58,955 CY
		Briarcliffe Acres, SC	4,401 CY
2017	Hurricane Irma	Sunshine Water Control District	12,414 CY
		Atlantis, FL	7,860 CY
		Belle Glade, FL	60,458 CY

Year	Event	Client	Total Debris (CY)
		Boynton Beach, FL	41,372 CY Veg 6,161 CY C&D
		Coral Springs, FL	299,076 CY Veg 2,206 CY C&D 111 Trees 13,316 Limbs 204 Stumps
		Kenneth City, FL	2,469 CY Veg 2,266 CY C&D
		Pinellas Park, FL	2,469 CY Veg 6,616 CY C&D
		South Bay, FL	9,223 CY Veg
		Coral Springs Improvement District *	1,197 CY C&D 480 Stumps Removed 156 Hazardous Trees
		Highlands County, FL	874,712 CY Veg 27,318 CY C&D 358 Trees 19,006 Limbs 35 Stumps
		Hillsborough County, FL	128,512 CY Veg
		Solid Waste City of Palm Beach County (FL)	903,199 CY Veg 1,105,424 CY Processed 14,068 CY C&D 59 Trees 6,458 Limbs
		Belleair, FL	15,249 CY Veg
		Cloud Lake, FL	1,727 CY Veg
		Glen Ridge, FL	3,582 CY Veg
		Highland Beach, FL	875 CY Veg
		Lake Clarke Shores, FL	7,201 CY Veg
		Mangonia Park, FL	1,202 CY Veg
		Oak Hill, FL	6,124 CY Veg
		Palm Beach Shores, FL	1,003 CY Veg
		Palm Beach, FL	4,606 CY Veg
		North Palm Beach, FL	15,708 CY Veg
		Tequesta, FL	6,694 CY Veg
		Volusia County, FL	774,780 CYs Veg 14,544 CYs C&D 293 Trees 126 Limbs

Year	Event	Client	Total Debris (CY)
			43 Stumps
2017	Hurricane Harvey	Harris County Flood Control District	96,765 CY; 1,424 Trees
		Houston, TX	3,338 CY C&D
2016	Hurricane Matthew	North Myrtle Beach, SC	44,257 CY Veg 67 Trees 4,316 Limbs
		Horry County Solid Waste Authority (SC)	185,713 CY Veg
		SC Department of Transportation (SCDOT)	126,639 CY Veg
		Belfair Property Owners Association (SC)	30,473 CY Veg
		Tybee Island, GA	89,998 CY Veg 3,462 CY C&D
2016	Severe Storms and Historic Flooding	Harris County Flood Control District (TX)	118,002 CY Veg 125 CY C&D
2016	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program	Pacific Gas and Electric (CA)	Debris Management and Hazardous Tree Mitigation
2015	Butte Wildfire	Pacific Gas and Electric (CA)	26,995 Trees
2015	Severe Storms and Flooding	South Carolina Department of Transportation (SCDOT)	3,640 CY Total E-waste: 147 Units HHW: 19 CY

5.2 Requirement For Past Projects Over $25 Million Per Event

Please find a list of P&J's response and recovery projects of over $25 million per event in the table below.

YEAR	CLIENT	EVENT	BRIEF DESCRIPTION OF WORK	$ AMOUNT
2024	Florida: Belleair Beach, Belleair Shore, North Redington Beach, Treasure Island, Pasco County, Hillsborough County, Tampa, New Smyrna Beach, Holly Hill, Flagler County, Winter Garden, Highlands County, Wellington, Desoto County, Indian Shores, Gulfport Georgia: Hazlehurst, Jacksonville, Lumber City, McRea-Helena, Scotland, Alamo, Glenwood, Jeff Davis County, Clinch County-Homerville, Appling County, Wheeler County, Telfair County South Carolina: SCDOT Tennessee: TDOT (Cocke, Green, Unicoi Counties), TEMA (Hamblen, Cocke, Greene, Washington, Carter, Johnson Counties)	Hurricanes Helene and Milton	Debris Removal, Management and Disposal	$300,000,000+
2022	Counties of Hardee, Hillsborough, Highlands, Desoto, Manatee, Flagler; Cities of Holly Hill, New Smyrna Beach, Tampa, Pinellas Park, North Myrtle Beach, Hardee County FDOT, Highlands County FDOT	Hurricane Ian	Debris Removal, Management and Disposal	$27,655,013
2017	Counties of Volusia, Hillsborough, and Highlands; Cities of Coral Springs, Pinellas Park, Atlantis, Belle Glade, Boynton Beach, Kenneth City and South Bay; Towns of Cutler Bay, Belleair, Palm Beach, Cloud Lake, Glen Ridge, Mangonia Park, Palm Beach Shores, Lake Clarke Shores, Highland Beach, and Oak Hill; Villages of North Palm Beach, and Tequesta; Coral Springs Improvement District, and Solid Waste Authority of Palm Beach County	Hurricane Irma	Debris Removal, Management and Disposal	$51,706,486
2016	Pacific Gas and Electric (CA)	Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program	Debris Management and Hazardous Tree Mitigation	$150,000,000

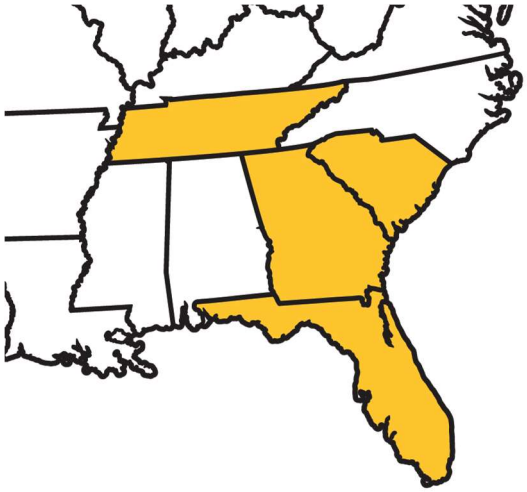
YEAR	CLIENT	EVENT	BRIEF DESCRIPTION OF WORK	$ AMOUNT
2016	Pacific Gas and Electric (CA)	Butte Wildfire	Tree Felling & Related Debris Removal and Reduction	$44,861,234
2011	Joplin, MO (Sub to Weston Solutions)	Tornado	Debris Management	$ 36,120,816
2011	USACE – Alabama	Tornadoes	Debris Management	$ 164,682,726
2005	USACE – Alabama Department of Conservation MS: Stennis Space Center, City of Gulfport LA: USACE; Prairie Gregg Drainage District	Hurricanes Katrina & Rita	Debris Management and Infrastructure Repairs	$814,148,321
2005	USACE – AL: Counties of Mobile, Monroe, Clark, Butler, Washington FL: Escambia County	Hurricane Ivan	Debris Management	$54,837,050
2005	Palm Beach County SWA	Hurricane Wilma	Debris Management	$37,045,999
2001	USACE – New York	World Trade Center Forensic Recovery	Debris Management	$125,000,000
1996	USACE, North Carolina DOT, Wake County Solid Waste Authority	Hurricane Fran	Debris Management	$62,000,000
1992	USACE - Florida	Hurricane Andrew	Debris Management	$72,000,000

5.3 References

The following pages provides client contact information and detailed descriptions for several projects completed by PJE and our legacy company, P&J, over the past ten (10) years. We encourage the City to contact the references provided herein to obtain feedback on the high quality of our work.

HURRICANES HELENE & MILTON

MULTIPLE CLIENTS IN FLORIDA, GEORGIA, SOUTH CAROLINA & TENNESSEE



Start Date:
October 2024

Completion Date:
Ongoing

P&J's Role:
Prime Contractor

Contract Type:
Unit Price

Debris Volume:
~12.6 million CY of Vegetative, C&D, Mixed & Sedimentary Debris

Amount Invoiced:
Estimated Amount $300,000,000 +

Key Personnel Assigned to Project	Eric Hedrick	Brian Smallwood
	Scotty Orr	Sydney Kendrick
	Morgan Pierce	Heath Stone

P&J is the Prime Contractor overseeing the removal, reduction, and disposal of debris generated by Hurricanes Milton & Helene across four states, 15 counties, and 25 cities. At peak production, P&J had 566 trucks activated for haul-in and haul-out services, and as of December 2024, P&J hauled over 6 million CY of vegetative, C&D, mixed, and sedimentary debris throughout all 4 states.

Total debris volume is still uncertain but anticipated to be in excess of 12.6 million CY of vegetative, C&D, mixed, and sedimentary debris throughout all activations.

Reference Information:

Belleair Shore, FL
(Population: 73)
Mary Palmer
Town Clerk
2747 Sunset Blvd.
Belleair Bluffs, FL 33770
727-593-9296
clerk@belleairshore.com

Belleair Beach, FL
(Population: 1.63K)
Kyle Riefler
City Manager
444 Causeway Blvd.
Belleair Beach, FL
(727) 229-8431
Kyle.Riefler@CityofBelleairbeach.com

Flagler County, FL
(Population: 115.38K)
Ryan Prevatt
1769 E. Moody Blvd, Bldg. 5
Bunnell, FL 32110
386-313-4138
rprevatt@flaglercounty.org

Gulfport, FL
(Population: 11.78K)
Kendrix Anderson
PW Superintendent
2401 53rd St. S.
Gulfport, FL 33707
727-893-1083
kanderson@mygulfport.us

Highlands County, FL
(Population: 101.26K)
Clinton Howerton
505 S. Commerce Ave
Sebring, FL 33870
863-402-6877
chowerton@highlandsfl.gov

Holly Hill, FL
(Population: 12.96K)
Steve Juengst
453 LPGA Blvd
Holly Hill, Florida 32117
386-248-9493
sjeungst@hollyhillfl.org

Indian Shores, FL
(Population: 1.19 K)
Jeff Preising
Emergency Manager
19305 Gulf Boulevard
Indian Shores, FL 33785
727-288-7155
JPreising@myindianshores.com

New Smyrna Beach, FL
(Population: 30.4K)
David Ray
124 Industrial Park Ave.
New Smyrna Beach, FL 32168
386-424-2202
dray@cityofnsb.com

North Redington Beach, FL
(Population: 1.50K)
Mari Campbell
Town Clerk
190 173rd Avenue East
North Redington Beach, Florida 33708
727-391-4848
townclerk@townofnorthredingtonbeach.com

Pasco County, FL
(Population 633K)
Tim Treshler
Sr. Program Manager
Public Infrastructure Branch
Solid Waste Department
8731 Citizens Dr
New Port Richey, FL 34654
727-847-2411 Ext. 2060
ttreshler@pascocountyfl.net

Redington Shores, FL
(Population: 2.18K)
Mike McGlothlin
Town Administrator
17425 Gulf Blvd.
Redington Shores, FL 33708
727-397-5538
townadmin@redshoresfl.com

Tampa, FL
(Population: 398K)
Larry A. Washington, MPA
306 East Jackson Street
Tampa, Florida 33602
813-521-2227
Larry.Washington@tampagov.net

Treasure Island, FL
(Population: 6.58K)
Penny Klipple
PW Coordinator
10451 Gulf Blvd.
Treasure Island, FL 33706
727-547-4575 x250
pklipple@mytreasureisland.org

Wellington, FL
(Population: 61.64K)
Danielle Zambruski
Purchasing Manager
12300 Forest Hill Blvd
Wellington, FL 33414
561-791-4107
dzembrzuski@wellingtonfl.gov

Winter Garden, FL
(Population: 46.96K)
Richard Fasano
Director of Operations, Public Services
300 W Plant Street
Winter Garden, FL 34787
(407) 877-5449
rfasano@cwgdn.com

Hillsborough County, FL
(Population: 1.46 million)
Travis Barnes
601 E. Kennedy Blvd.
Tampa, FL 33602
813-209-3085
barnest@hillsboroughcounty.org

Pinellas County, FL
(Population: 961.6K)
Paul Dean
Public Works Deputy Director
22211 US Hwy 19 N.
Clearwater, FL 33765
(727) 464-3654
PDean@Pinellas.gov

Homerville, GA
(Population: 2.34K)
Tom Kennedy
City Mayor
20 South College Street
Homerville, GA 31634
229-315-3239
tkennedyforestry@gmail.com

Telfair County, GA
(Population: 12.48K)
Jason Boone
Chairman
91 Telfair Ave, Suite A
McRea, GA 31055
229-315-5423
jasonboone85@gmail.com

Jeff Davis County, GA
(Population: 14.78K)
Jayme Crosby
County Clerk
14 Jeff Davis St., Ste 101
Hazlehurst, GA 31539
912-347-0213
jayme.crosby@jeffdaviscounty.gov

Appling County, GA
(Population: 18.46K)
Robyn Evans
County Clerk
69 Tippens St.
Baxley, GA 31513
912-500-9763
revans@applingco.com

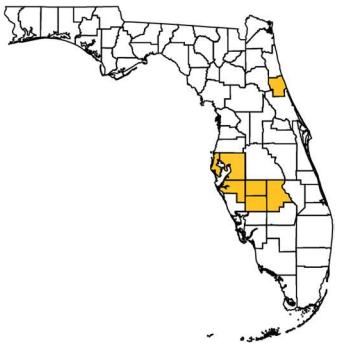
TDOT (Carter, Johnson, Washington, Cocke, Greene, Unicoi Counties)
(Population: Carter – 56.41K; Johnson – 17.95K; Washington – 138.42K; Cocke – 36K; Greene – 70.15K; Unicoi – 17.93K)
Josh Metz
Operations Manager, District 19
1951 South Roane Street
Harriman, TN 37748
865-771-6554
Joshua.metz@tn.gov

Wheeler County, GA
(Population: 7.47K)
Steve Adams
Emergency Manager
6 West Railroad Ave.
Alamo, GA 30411
912-585-0120
adamsema@windstream.com

SCDOT (Aiken, Barnwell, Edgefield, Saluda Counties)
(Population: Aiken – 177.13K; Barnwell – 20.45K; Edgefield – 27.61K; Saluda – 19.12K)
Jennifer Gruber
State Roadside Manager
955 Park St.
Columbia, SC 29201
843-834-1508
wheelerjc@scdot.org

HURRICANE IAN DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT FLORIDA



Start Date:
September 2022

Completion Date:
January 2023

P&J's Role:
Prime Contractor

Contract Type:
Unit Price

Debris Volume:
1,400,000 CY debris removed, hauled, & ground
13,487 additional CY debris hauled without reduction

Dollar Amount Invoiced:
$ 27,655,013

On September 28, 2022, Hurricane Ian made landfall near Cayo Costa Island, Florida as a Category 4 hurricane with maximum sustained winds of over 155 mph. The P&J management team deployed immediately to the affected areas to aid our existing pre-event clients. The team utilized our office in San Antonio, FL just outside the Tampa area. Having ongoing projects throughout the State, we were able to pull personnel and equipment quickly to start the emergency road clearance operation. Once complete with the road clearance operation, the team started the debris removal process. Over the next few days, the P&J team mobilized over a hundred crews and trucks spread out from coast to coast across Florida. Overall, P&J set up and maintained 14 Debris Management Sites to process over 1.4 million cubic yards of debris and cut over 28,000 hazardous trees and limbs.



Debris Removal
Highlands County, Florida

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. P&J targets a minimum of 30% self-performance, with 100% of project management performed by full-time P&J employees.

A few of the clients were in very rural areas making it difficult for monitoring companies to hire locals to participate in the operation. Due to the limited availability of monitors, the P&J management team created pinch points in larger

CONTINUED: HURRICANE IAN DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT FLORIDA

neighborhoods to allow us to continue increasing forces to remove more debris faster without putting additional strain on the monitoring firms limited amount of field personnel.

In areas where debris was limited and subcontractors would struggle to remove enough debris to be profitable, P&J chose to self-perform the work with our own crews involving full-time year-round employees and company owned equipment.

Reference Information:

Hardee County, FL
(Population: 25.3K)
Christopher Simpron
205 Hanchey Road
Wauchula, FL 33873863-773-3272
christopher.simpron@hardeecounty.net

Hillsborough County, FL
(Population: 1.46 million)
Travis Barnes
601 E. Kennedy Blvd.
Tampa, FL 33602
813-209-3085
barnest@hillsboroughcounty.org

Highlands County, FL
(Population: 101.26K)
Clinton Howerton
505 S. Commerce Ave
Sebring, FL 33870
863-402-6877
chowerton@highlandsfl.gov

Desoto County, FL
(Population: 33.98K)
Mandy Hines
21 East Oak Street, Suite 201
Arcadia, FL 34266
863-993-4800
mhines@desotobocc.com

Manatee County, FL
(Population: 399.71K)
Jeanne Detweiler
1112 Manatee Avenue West
Bradenton, FL 34205
941-812-4301
jeanne.detweiler@mymanatee.org

City of Holly Hill, FL
(Population: 12.96K)
Steve Juengst
453 LPGA Blvd
Holly Hill, Florida 32117
386-248-9493
sjeungst@hollyhillfl.org

City of New Smyrna Beach, FL
(Population: 30.4K)
David Ray
124 Industrial Park Ave.
New Smyrna Beach, FL 32168
386-424-2202
dray@cityofnsb.com

Flagler County, FL
(Population: 115.38K)
Ryan Prevatt
1769 E. Moody Blvd, Bldg. 5
Bunnell, FL 32110
386-313-4138
rprevatt@flaglercounty.org

City of Tampa, FL
(Population: 398K)
Larry A. Washington, MPA
306 East Jackson Street
Tampa, Florida 33602
813-521-2227
Larry.Washington@tampagov.net

FDOT – Hardee County
Phil Stevens, SR VP of EXP
801 N. Broadway Avenue
Bartow, Florida 33830-3809
615-613-4167
Phil.stevens@exp.com

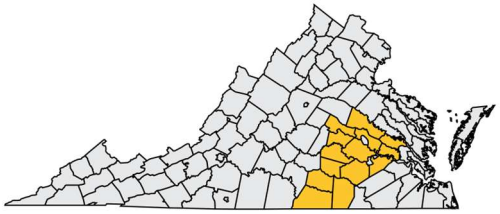
City of Pinellas Park, FL
(Population: 50.09K)
Kyle Arrison
P.O. Box 1100
Pinellas Park, FL 33780-1100
727-369-5621
karrison@pinellas-park.com

FDOT – Highlands County
Phil Stevens, SR VP of EXP
801 N. Broadway Avenue
Bartow, Florida 33830-3809
615-613-4167
Phil.stevens@exp.com

City of North Myrtle Beach, SC
(Population: 18.79K)
Amber Bell, Purchasing Agent
1018 2nd Avenue South
North Myrtle Beach, SC 29582
843-280-5696
acbell@nmb.us

VIRGINIA WINTER STORM RECOVERY

RICHMOND DISTRICT, VIRGINA



Start Date:
February 2021

Completion Date:
June 2021

P&J's Role:
Prime-Contractor

Population: 1.3 Million

Debris Volume:
416,000CY
124,577 Hazard Items

Dollar Amount Invoiced:
$15,936,421

Contract Type:
Unit Price

The Richmond District of the Virginia Department of Transportation (VDOT), which serves 14 counties, activated P&J following an ice storm early in February of 2021. P&J teamed with TetraTech to assist VDOT with the preliminary damage assessment throughout the District. The majority of the damage affected five of the District's counties. A secondary storm hit this area again less than a week after the initial purchase order was issued.

Six (6) DMSs were identified, permitted, prepared, and operated by P&J after the owner-identified sites were determined inoperable. Collection of the 124,577 hazard items began five-days after the second ice storm strike, and loading and hauling of the 416,000 CY of vegetative debris began the following week.



Bucket truck crews cutting leaners and hangers
Richmond District, Virginia

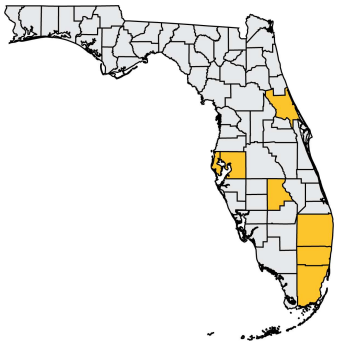
At the peak of operations P&J had 150 active vehicles, with more than 225 registered during the project's duration. More than 110 crews were split between 85 bucket trucks and 35 haul trucks.

Reference Information:

Sean Nelson, P.E.
2430 Pine Forest Drive
Colonial Heights, VA 23834
804-921-5422
sean.nelson@vdot.virginia.gov

HURRICANE IRMA DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT FLORIDA



Start Date:
September 2017

Completion Date:
April 2018

P&J's Role:
Prime Contractor

Contract Type:
Unit Price

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

Dollar Amount Invoiced:
$51,706,486

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



Monitoring Tower at DMS
Palm Beach County, Florida

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

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

CONTINUED: HURRICANE IRMA DEBRIS MANAGEMENT

MULTIPLE CLIENTS THROUGHOUT FLORIDA

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

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

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

Reference Information:

Palm Beach County Solid Waste Authority
Mariana Feldpausch
7501 North Jog Road
West Palm Beach, FL 33412
561-640-4741
mfeldpausch@swa.org

City of Coral Springs, FL
(Population: 134.39K)
Rich Michaud
9500 West Sample Road
Coral Springs, FL 33065
954-344-1165
pwadmin@coralsprings.gov

Coral Springs Improvement District
David McIntosh
10300 NW 11th Manor
Coral Springs, FL 33071
954-796-6614
davidm@csidfl.org

Sunshine Water Control District
Cory Selchan
2300 Glades Rd Ste 410W
Boca Raton, FL 33431
954-868-1298
corys@fladistricts.com

Village of North Palm Beach, FL
(Population: 13.16K)
Chuck Huff
501 US Highway 1
North Palm Beach, FL 33408
561-841-3369
chuff@village-npb.org

Volusia County, FL
(Population: 553.54K)
Arden Fontaine
123 W. Indiana Ave
DeLand, FL 32720
386-736-5965
afontaine@volusia.org

Hillsborough County, FL
(Population: 1.46 million)
Travis Barnes
601 E. Kennedy Blvd.
Tampa, FL 33602
813-209-3085
barnest@hillsboroughcounty.org

Highlands County, FL
(Population: 101.24K)
Clinton Howerton
505 S. Commerce Ave
Sebring, FL 33870
863-402-6877
chowerton@highlandsfl.gov

City of Pinellas Park, FL
(Population: 53.09K)
Kyle Arrison
P.O. Box 1100
Pinellas Park, FL 33780-1100
727-369-5621
karrison@pinellas-park.com

Town of Belleair, FL
(Population: 4.27K)
Stephan Massol
901 Ponce De Leon Blvd
Belleair, FL 33756
727-588-3769 x238
mmaxwell@townofbelleair.net

Town of Palm Beach, FL
(Population: 9.25K)
H. Paul Brazil, P.E
360 South County Road
P.O. Box 2029
Palm Beach, FL 33480
561-838-5440
pworks@townofpalmbeach.com

City of Atlantis, FL
(Population: 2.14K)
Steven Mazuk
260 Orange Tree Drive
Atlantis, FL 33462
561-965-1744
smazuk@atlantisfl.gov

City of Belle Glade, FL
(Population: 16.70K)
Johnny Gooden
110 Dr M.L.K. Jr Blvd W
Belle Glade, FL 33430
561-996-5865
jgooden@belleglade-fl.com

City of Boynton Beach, FL
(Population: 80.38K)
Jason Yaegr
100 E. Ocean Avenue
Boynton Beach, FL 33435
561-742-6583
yaegerj@bbfl.us

Town of Cloud Lake, FL
(Population: 134)
Patrick Slatery
100 Lang Road
West Palm Beach, FL. 33406-3222
561-686-2815
patrickslatery@me.com

Town of Glen Ridge, FL
(Population: 217)
Alice McLane
1501 Glen Rd.Glen Ridge, FL 33406
561-697-8868
glenridgetownof@bellsouth.net

Town of Palm Beach Shores, FL
(Population: 1.33K)
Alan Welch
247 Edwards Lane
Palm Beach Shores, FL 33404
561-844-3457
awelch@pbstownhall.org

Village of Tequesta, FL
(Population: 6.16K)
Doug Chambers
345 Tequesta Dr
Tequesta, FL 33469
561-768-0483
dchambers@tequesta.org

Town of Lake Clarke Shores, FL
(Population: 3.56K)
Mary Pinkerman
1701 Barbados Road
Lake Clarke Shores, FL 33406
561-964-1515
mpinkerman@lakeclarke.org

City of Kenneth City, FL
(Population: 5.05K)
Kevin Riley
6000 54th Avenue North
Kenneth City, FL 33709
727-498-8948
rileyk@kennethcityfl.org

Town of Highland Beach, FL
(Population: 4.30K)
Ed Soper
3614 S Ocean Boulevard
Highland Beach, Florida, 33487
561-278-4548
esoper@highlandbeach.us

Town of Oak Hill, FL
(Population: 1.99K)
Kohn Evans
234 US Highway 1
Oak Hill, FL 32759
386-345-3522
evansk@oakhillfl.com

City of South Bay, FL
(Population: 4.86K)
Edgar Kerr
335 SW 2nd Ave
South Bay, FL 33493
561-996-3998
kerre@southbaycity.com

Town of Mangonia Park, FL
(Population: 2.14K)
Ken Metcalf
1755 East Tiffany Drive
Mangonia Park, FL 33407
561-848-1235
kmetcalf@townofmangoniapark.com

Town of Cutler Bay
(Population: 45,425)
Alfredo Quintero, Public Works Director
10720 Caribbean Blvd
Cutler Bay, FL 33189
305-234-4262
aquintero@cutlerbay-fl.gov

6 FINANCIAL CAPABILITY

6.1 Financial Strength

PJE is a wholly owned subsidiary to Phillips Infrastructure Holdings (PIH). PIH possesses "best-in-class" financial ratios with respect to liquidity and leverage. We maintain our equity at approximately $180MM, our interest-bearing debt-to-equity ratio is targeted between 30% and 35%, and we have more than $100MM in working capital. PJE, as a subsidiary to PIH, brings an additional existing working capital line of credit of $20MM with JPMorgan Chase Bank. Additionally, PIH's surety, Liberty Mutual Surety, currently has in place an aggregate bonding capacity line more than $1.75B, with an individual contract line of $1B which applies to PJE. Please find a letter from PIH's surety confirming our bond capabilities on the following page.

Liberty Mutual Surety

February 28, 2023

Re: **Phillips Infrastructure Holdings**
Bonding Capacity Letter

To Whom It May Concern:

The Liberty Mutual Insurance Company, Boston, MA (Phone 617-357-9500) is proud to currently handle the bonding needs of Phillips Infrastructure Holdings, and have done so for the past 14 years. The Liberty Mutual Insurance Company is a Class XV A "Excellent" AM Best Rated Company, and US Treasury Listed with an underwriting limitation of $1,330,705,000 as listed in the Treasury Circular 570. We are licensed in all fifty states.

We constantly monitor the manner in which Phillips Infrastructure Holdings meets their construction and financial obligations to owners, subcontractors, suppliers and the credit community. We are pleased to report that Phillips Infrastructure Holdings 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 Infrastructure Holdings 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 Infrastructure Holdings chooses to pursue.

Naturally, the decision to issue performance and payment bonds is a matter between Phillips Infrastructure Holdings and Liberty Mutual, and that decision will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms, and financing. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

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

Sincerely,

Mike Coale
Liberty Mutual Surety
704-989-5182 (Mobile)
Mike.coale@libertymutual.com

MarshMcLennan Agency

Marsh McLennan Agency
413 Northshore Drive SW | Suite E
Knoxville | TN 37919
T (865) 588 7200 | F (865) 588 7224

January 6, 2025

Re: Phillips Infrastructure Holdings

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 Infrastructure Holdings 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 Infrastructure Holdings meets their construction and financial obligations to owners, subcontractors, suppliers and the credit community. We are pleased to report that Phillips Infrastructure Holdings 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 Infrastructure Holdings a single program exceeding $1,000,000,000 with an aggregate exceeding $2,500,000,000 bonding line, with approximately $1,500,000,000 available capacity. We anticipate no problems in issuing 100% Performance and Payment Bonds for any project Phillips Infrastructure Holdings 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,

Signed by:
Catherine L McMillan
AADD4F6CA1C541C...

Catherine L. McMillan
Attorney-In-Fact

A business of Marsh McLennan Your future is limitless.
Marsh & McLennan Agency LLC

6.2 Financial Statements (CONFIDENTIAL)

This section contains the most recently completed certified audit (2023 & 2022) from our parent company, Phillips Infrastructure Holdings. We have also included a reference letter from JP Morgan Chase Bank, our banking institution, below.

CHASE

April 2, 2025

Mrs. Avis Phillips
Phillips Infrastructure Holdings/Phillips and Jordan
10201 Parkside Dr. Suite 300
Knoxville, TN 37922

Dear Avis:

The purpose of this letter is to confirm that Phillips Infrastructure Holdings/Phillips and Jordan has been a customer of JPMorgan Chase Bank, N.A. (the "Bank") for 20 years. The Bank has provided project financing to Phillips Infrastructure Holdings/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 Infrastructure Holdings/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 Infrastructure Holdings/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 Infrastructure Holdings/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 Infrastructure Holdings/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 Infrastructure Holdings/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.

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

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Financial Statements and Supplementary Information

Years Ended December 31, 2023 and 2022

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Financial Statements and Supplementary Information
Years Ended December 31, 2023 and 2022

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RODEFER MOSS

Independent Auditors' Report

To the Board of Directors
Phillips Infrastructure Holdings, Inc.
Knoxville, Tennessee

Opinion

We have audited the accompanying consolidated financial statements of Phillips Infrastructure Holdings, Inc. and subsidiaries (collectively, the "Company"), which comprise the consolidated balance sheets as of December 31, 2023 and 2022, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2023 and 2022, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are

considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.
In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary schedules on pages 23 through 25 are presented for the purpose of additional analysis of the consolidated financial statements rather than to present the financial position, results of operations, and cash flows of the individual companies, and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Rodefer Moss & Co, PLLC

Knoxville, Tennessee
April 1, 2024

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Balance Sheets

December 31, 2023 and 2022

	2023	2022
ASSETS		
Current Assets		
Cash and cash equivalents	$ 78,024,199	$ 45,715,453
Billings due on contracts, net of allowance for credit losses of $35,677 and $116,798	117,448,302	136,492,527
Amounts due on insurance claims	-	4,494,982
Contract assets, current	63,815,455	44,766,194
Amounts due from related parties, net	1,063,303	978,531
Inventory	82,701	639,762
Other current assets	2,585,780	1,209,659
Total current assets	263,019,740	234,297,108
Right-of-Use lease assets, net	47,628,716	48,155,936
Property and Equipment, net	110,621,501	106,605,901
Other Assets		
Contract assets, noncurrent	1,756,641	19,984,389
Deferred tax income taxes, net	901,300	-
Deferred compensation program	9,460,838	7,286,856
Other assets	643,149	516,233
Total other assets	12,761,928	27,787,478
Total assets	$ 434,031,885	$ 416,846,423

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Balance Sheets - (Continued)

	2023	2022
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities		
Cash management clearing	$ 199,614	$ 195,794
Installment notes payable, due within one year	15,365,801	17,425,350
Lease liabilities, due within one year	3,011,481	3,640,699
Estimates due to subcontractors	12,209,974	5,178,178
Retainage due to subcontractors	10,471,773	10,252,661
Accounts payable	25,001,781	18,685,571
Other accrued expenses	10,955,443	4,987,279
Accrued incentives, current	26,750,000	16,440,203
Contract liabilities	37,795,709	60,487,048
Salaries and wages payable	2,491,048	2,288,444
Total current liabilities	144,252,624	139,581,227
Installment notes payable, due after one year	22,814,083	35,686,588
Lease liabilities, due after one year	45,972,396	45,185,185
Deferred state income taxes	456,100	552,700
Deferred compensation liability	9,981,144	7,376,681
Accrued incentives, non-current	6,469,641	1,577,198
Total liabilities	229,945,988	229,959,579
Stockholders' Equity		
Common stock, no par value; 50,000 shares authorized: 50,000 shares issued and outstanding including 50 voting shares and 49,950 non-voting shares	7,500	7,500
Additional paid in capital	118,574,415	118,574,415
Retained earnings	85,503,982	68,304,929
Total stockholders' equity	204,085,897	186,886,844
Total liabilities and stockholders' equity	$ 434,031,885	$ 416,846,423

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Statements of Income

Years Ended December 31, 2023 and 2022

	2023	2022
Construction Revenues	$ 737,228,112	$ 707,836,591
Cost of Construction Revenues		
Subcontractors	182,718,083	207,772,875
Equipment	133,135,707	128,310,690
Direct labor	128,135,925	132,868,921
Materials	98,282,233	104,787,966
Other	16,956,267	14,316,080
Total cost of construction revenues	559,228,215	588,056,532
Gross profit	177,999,897	119,780,059
General and Administrative Expenses	84,122,047	63,698,386
Income from operations	93,877,850	56,081,673
Other Income (Expense)		
Interest income	2,238,274	34,955
Interest expense	(1,521,810)	(1,666,217)
Miscellaneous income	1,212,801	780,030
Other income (expense)	1,929,265	(851,232)
Income before state income taxes	95,807,115	55,230,441
State Income Tax Expense (Benefit)		
Current	3,605,962	1,481,754
Deferred	(997,900)	(221,500)
Total state income tax expense	2,608,062	1,260,254
Net income	$ 93,199,053	$ 53,970,187

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Statements of Changes in Stockholders' Equity

Years Ended December 31, 2023 and 2022

	Common Stock	Additional Paid in Capital	Retained Earnings	Total Stockholders' Equity
Balances at January 1, 2022	$ 7,500	$ 118,574,415	$ 25,371,022	$ 143,952,937
Net income	-	-	53,970,187	53,970,187
Dividends	-	-	(11,036,280)	(11,036,280)
Balances at December 31, 2022	7,500	118,574,415	68,304,929	186,886,844
Net income	-	-	93,199,053	93,199,053
Dividends	-	-	(76,000,000)	(76,000,000)
Balances at December 31, 2023	$ 7,500	$ 118,574,415	$ 85,503,982	$ 204,085,897

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Statements of Cash Flows

Years Ended December 31, 2023 and 2022

	2023	2022
Cash Flows From Operating Activities		
Cash received from customers	$ 779,440,725	$ 756,096,844
Cash paid to suppliers and employees	(633,801,571)	(715,743,969)
Interest paid	(1,521,810)	(1,666,217)
Interest received	2,238,274	34,955
State income taxes paid	(3,605,962)	(1,481,754)
Miscellaneous receipts	1,212,801	780,030
Net cash flows from operating activities	143,962,457	38,019,889
Cash Flows From Investing Activities		
Acquisition of property and equipment	(31,870,647)	(20,918,505)
Proceeds from disposition of equipment	20,122,167	3,051,388
Change in deferred compensation plan, net	430,481	25,511
Net cash flows from investing activities	(11,317,999)	(17,841,606)
Cash Flows From Financing Activities		
Principal payments on installment notes payable	(24,335,712)	(19,002,756)
Payment of dividends to stockholders	(76,000,000)	(11,036,280)
Net cash flows from financing activities	(100,335,712)	(30,039,036)
Net change in cash and cash equivalents	32,308,746	(9,860,753)
Cash and cash equivalents at the beginning of the year	45,715,453	55,576,206
Cash and cash equivalents at the end of the year	$ 78,024,199	$ 45,715,453
Supplemental disclosure of non-cash investing activities:		
Acquisition of property and equipment through installment notes payable	$ 9,403,658	$ 10,769,347
Conversion of line of credit to installment notes payable	$ -	$ 3,344,393
Conversion of work in process to property and equipment	$ 1,500,000	$ -

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Statements of Cash Flows (Continued)

	2023	2022
Reconciliation of net income to net cash flows from operating activities		
Net income	$ 93,199,053	$ 53,970,187
Adjustments to reconcile net income to net cash flows from operating activities:		
Depreciation	24,874,932	21,250,314
Gain on disposition of equipment	(7,738,394)	(1,508,089)
Deferred state income tax benefit	(997,900)	(221,500)
Decrease in provision for doubtful accounts	33,031	25,000
Decrease (increase) in assets:		
Billings due on contracts	19,011,194	(40,752,727)
Amounts due on insurance claims	4,494,982	(494,982)
Contract assets	(821,513)	(28,630,777)
Amounts due from related parties	(84,772)	2,106,719
Inventory	557,061	(151,442)
Right-of-Use assets, net	685,213	669,275
Other assets	(1,503,037)	4,126,548
(Decrease) increase in liabilities:		
Accounts payable and accrued expenses	34,943,946	11,613,102
Contract liabilities	(22,691,339)	16,018,261
Net cash flows from operating activities	$ 143,962,457	$ 38,019,889

See notes to consolidated financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation - The consolidated financial statements of Phillips Infrastructure Holdings, Inc. include the wholly-owned subsidiaries of Phillips & Jordan, Inc., RowCon, LLC, and National Fleet Services, LLC (collectively, the "Company"). All significant intercompany transactions and balances have been eliminated.

Company Activities and Operating Cycle - Phillips Infrastructure Holdings, Inc. is principally in the business of providing management functions and oversight to the wholly owned subsidiaries described above, where these wholly owned businesses are principally in the business of construction, transportation, and equipment rental.

Phillips & Jordan, Inc. ("PNJ") is a contractor engaged principally in the business of heavy civil construction, right of way infrastructure construction, industrial site preparation, and disaster response throughout the United States of America.

RowCon, LLC ("ROW") is a nationwide specialty contractor performing right of way services for the power and pipeline markets. ROW specializes in matting supply installation and removal; access road and crane pad construction; vegetative debris clearing, grinding, and disposal; culvert and bridge installation; substation site grading and preparation; and other general projects.

National Fleet Services, LLC ("NFS") is a transportation and equipment rental company in the state of Delaware. NFS is principally in the business of providing transportation services and heavy equipment rental to the construction industry throughout the United States of America.

The lengths of the construction contracts vary, but are typically less than one year. As of December 31, 2023, the Company did have significant contracts that are long-term in nature. Accordingly, certain contract related assets and liabilities are classified as current while others are classified as noncurrent.

Revenue Recognition from Construction Contracts - The Company reports revenues from construction contracts in accordance with Accounting Standards Update ("ASU") 2014-09, "*Revenue from Contracts with Customers*," (ASC Topic 606"). Under this method, the Company follows the five-step model provided by ASC Topic 606 in order to recognize revenue in the following manner: 1) Identify the contract; 2) Identify the performance obligations of the contract; 3) Determine the transaction price of the contract; 4) Allocate the transaction price to the performance obligations; and 5) Recognize revenue as appropriate.

Revenues from contracts, including a portion of estimated profit, are recognized as good or services are provided, based on costs incurred and estimated total contract costs using the cost-to-cost measure of progress method. Under this method, revenue is recognized in relation to the ratio of costs incurred to total estimated costs. This method is used because management considers it the best available measure of progress.

Multiple promises to transfer individual goods or services may exist within a single contract; however, critical integration or interrelated commitment of such goods and services is typically necessary in order to deliver a completed project. As such, management typically considers the Company's contracts to have a single performance obligation.

Contract costs include direct material, equipment, labor, other direct costs, estimated warranty costs, and indirect costs related to contract performance, such as indirect labor, supplies, insurance, equipment repairs, and depreciation.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Revenue Recognition from Construction Contracts - (Continued) - Changes in job performance, conditions, and estimated profitability, including those arising from contract penalty provisions and final contract settlements, may result in revisions to contract revenues. Certain contracts also include variable consideration provisions, which could also result in adjustments to transaction prices and contract revenues. Estimates for variable consideration are included in transaction pricing only when adjustments are probable, as circumstances evolve, or when uncertainties are resolved.

Adjustments to transaction prices and contract revenues are recognized during the period when realization is assured, and the amount can be reasonably determined. Provisions for estimated losses on uncompleted contracts are made in the period in which the losses are measurable. Because of the inherent uncertainties in estimated costs, it is reasonably possible that the estimates used will change within the near term.

Revenue Recognition from Leasing - Revenues from leasing the Company's assets through providing transportation or renting heavy equipment are recorded at the time services are rendered. Leasing agreements include rates for hourly, daily, weekly, or monthly use. Revenues are generated in relation to the reported usage and any additional monthly costs incurred on the Company's assets and recognized on a monthly basis as earned, regardless of the timing of billing. Invoices are due within 30 days of issuance. All leasing revenue earned is from intercompany activity, and is eliminated on the consolidated financial statements.

Contracts Assets and Liabilities - Contract assets and liabilities are defined by ASC Topic 606 and generally exist in conjunction with contracts while they are in process. Contract assets and liabilities generally do not represent significant financing tools and include the following components:

- Costs and earnings in excess of billings ("Underbillings"). Underbillings (also referred to as work in process) are assets representing the estimated value of unbilled work for projects with performance obligations recognized over time.

- Billings in excess of revenue recognized ("Overbillings"). Overbillings are liabilities representing billings that the Company is entitled to invoice contract owners (and receive payment for) in advance of completing certain related contract work.

- Retainage due from contract owners. Generally, the Company does not consider retainage withheld from progress billings as unconditional rights to payment until certain contractual milestones or performance obligations are reached (typically substantial completion). Accordingly, retainage withheld is generally considered a component of contract assets or liabilities until final billed to the customer.

Certain contracts contain components representing both contract assets and contract liabilities. ASC Topic 606 requires aggregation of such assets and liabilities at the contract level, but not at the performance obligation level within individual contracts.

Cash and Cash Equivalents - For purposes of the Consolidated Statements of Cash Flows, the Company considers investments readily convertible into cash without significant loss due to penalties or interest and deposits in banks to be cash and cash equivalents.

Billings Due on Contracts - Billings due on contracts are based on contracted (or estimated) transaction prices and contracted payment terms, and represent unconditional rights to consideration subject only to the passage of time and application approval. Delinquent receivables are written off based on individual credit evaluation and specific circumstances of the customer. The Company has contract terms ranging from 30 to 90 days, balances outstanding past these terms are considered past due; however the Company does not accrue late fees or interest income on past due amounts.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Billings Due on Contracts – (Continued) - The Company adheres to ASC 326, Financial Instruments – Credit Losses, in assessing its accounts receivable for expected credit losses. Management's assessment of expected credit losses includes historical loss information, credit and circumstance evaluations of its customers, and current - and expected economic, market and industry factors affecting the Company's customers based on reasonable and supportable forecasts. The Company may also establish an allowance for credit losses for specific receivables when it is probable that the receivable will not be collected, and the loss can be reasonably estimated. Management writes off potentially uncollectible accounts to the allowance once all collection efforts have been exhausted. As of December 31, 2023 and 2022, management has established an allowance for credit losses specifically to billings due on contract of $35,677 and $116,798.

Insurance Claims - The Company has experienced extreme weather causing delays and rework related to one of the Company's contracts. The significance of the weather constituted the need to file an insurance claim held for this type of event. Management elected to track the effects of this claim separate from the job to ensure the tracking goes smoothly, as well as to track the actual costs for productive work on the project. As of December 31, 2023 and 2022 amounts recorded by management on these insurance claims were $0 and $4,494,982, respectively. During the year ended December 31, 2023 the claims outstanding at December 31, 2022 were collected.

Inventory - Inventory is stated at the lower of cost or market and consists primarily of repair parts and computers to be used by the Company. Management has determined that no inventory obsolescence reserve is required as of December 31, 2023 and 2022.

Property and Equipment - Property and equipment are recorded at cost. The cost of property and equipment is depreciated using either straight-line or accelerated methods and includes salvage values based on historical values of equipment at disposition. Such methods are determined based upon the estimated useful lives and estimated timing of repair costs of the respective assets as follows:

Buildings and improvements	4-40 years
Construction equipment	2-7 years
Transportation equipment	3-5 years
Shop equipment	3-5 years
Aircraft	15 Years
Office furniture and equipment	1-7 years
Information systems	2-5 years

When assets are retired or otherwise disposed, the cost and related accumulated depreciation are removed from the account and any resulting gain or loss is recognized in operations for the period.

Income Taxes - The Company has elected to be taxed under Subchapter S of the Internal Revenue Code. Accordingly, items of income and deductions are passed through to the stockholders who are responsible for payment of any federal income taxes thereon.

The Company is not classified as a Subchapter S corporation in certain states; therefore, related state income taxes are incurred at the corporate level. State income taxes are reported in accordance with accounting principles generally accepted in the United States of America which require the establishment of deferred tax accounts for all temporary differences between book and tax basis apportioned to these states. In addition, deferred tax accounts must be adjusted to reflect new rates if enacted into law.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Income Taxes - (Continued) - The principal accounting method used by the Company for tax reporting purposes is the cash receipts and disbursements method, which applies to short-term construction contracts (as defined by the Internal Revenue Code). The Company recognizes income from long-term construction contracts on the percentage-of-completion method and from residential construction contracts on the completed contract method.

Deferred taxes are recognized for differences between the basis of assets and liabilities for financial reporting and income tax purposes. The differences relate principally to differences in methods for the recognition of gross profit on contracts and from differences in methods for reporting depreciation. All deferred tax assets and liabilities are classified as non-current.

The Company periodically evaluates any uncertain tax positions that might exist. Accordingly, a loss contingency is recognized when it is probable that a liability has been incurred as of the date of the financial statements and the amount of the loss can be reasonably estimated. The amount recognized is subject to estimates and management judgment with respect to the likely outcome of each uncertain tax position. The amount that is ultimately sustained for an individual uncertain tax position or for all uncertain tax positions in the aggregate could differ from the amount recognized. Although the tax years ending December 31, 2020 through December 31, 2023 remain open for examination by various taxing authorities, it is management's opinion that no significant uncertain tax positions exist at December 31, 2023.

Advertising - The costs of advertising, promotion and marketing programs are charged to operations in the year incurred. The Company recorded advertising expense of $536,026 and $473,015 as of December 31, 2023 and 2022, respectively.

Health Insurance Benefits - The Company employs a self-insurance strategy to provide health insurance benefits to its employees, for the first $125,000. The Company relies on CIGNA as a third party administrator, and currently maintains a reinsurance policy for claims in excess of $125,000 in a single policy year.

Commercial Insurance - The Company is a member of American Contractor Insurance Group, LTD (hereinafter referred to as "ACIG") which provides for losses related to workers' compensation, general liability, and auto claims. Beyond certain limits, the programs provide that members are jointly and severally liable for unpaid claims in all years that the Company is a member. Based upon the excess insurance coverage provided within ACIG for specific and aggregate losses and the financial condition of ACIG, and its members, management considers any contingent liabilities to be insignificant at December 31, 2023. As a member of ACIG, the Company retains a minority equity interest, which is accounted for using the cost method of accounting. Included in other assets is the initial equity investment of $75,000.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could vary from the estimates that were used.

Concentrations of Credit Risk - Financial instruments which potentially subject the Company to concentrations of credit risk are primarily cash and cash equivalents and accounts receivable. The Company's cash deposits are placed in highly rated financial institutions and are applied to balances outstanding on the line-of-credit on a daily basis.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Concentrations of Credit Risk – (Continued) - Cash and cash equivalents are maintained at financial institutions and, at times, balances may exceed federally insured limits. The Company has never experienced any losses related to these balances. As of December 31, 2023 and 2022, amounts on deposit in excess of federally insured limits approximated $76,000,000 and $45,000,000, respectively.

The Company's customer base consists of customers located throughout the United States. The Company performs ongoing credit evaluations of its customers' financial condition, generally perfect lien rights as collateral from its customers, and maintains a reserve for potentially doubtful accounts. Although the Company is directly affected by the well-being of the construction industry, management does not believe significant credit risk exists at December 31, 2023.

Reclassifications - Certain reclassifications have been made to the 2022 balances in order to conform to the 2023 presentation with no effect on the previously reported net income or stockholders' equity.

Recently Adopted Accounting Pronouncements - Effective January 1, 2023, the Company adopted FASB ASC 326, *Credit Losses*. The new standard requires entities to measure credit losses for certain financial assets, including accounts receivable, by replacing the historical "incurred loss" approach with an "expected loss" model. The current expected credit loss ("CECL") model requires entities to assess current and expected conditions, supported by reasonable forecasts, in addition to historical information to estimate the lifetime losses of certain financial assets recorded at an amortized cost basis. Expected credit losses are recorded through an allowance for credit losses.

The Company adopted ASC 326 using the modified retrospective method, which requires the Company to apply the new credit loss standard through a cumulative effect adjustment to the beginning balance of retained earnings, if necessary, as of the first reporting period in which the standard is effective.

The adoption of FASB ASC 326 did not have a material impact on the Company's results of operations or cash flows.

Date of Management's Review - Management has evaluated events and transactions occurring subsequent to the balance sheet date for items that should potentially be recognized or disclosed in these financial statements. The evaluation was conducted through the date of the independent auditors' report, which is the date these financial statements were available to be issued.

NOTE 2 - BILLINGS DUE ON CONTRACTS

Billings due on contracts represent amounts for performance obligations that have been billed but not yet collected, net of retainage. Billings due on contracts as of December 31, 2023 and 2022 consisted of:

	Outstanding Less Than 90 Days	Outstanding Greater Than 90 Days	2023	2022
Completed contracts	$ 15,559,190	$ 1,408,972	$ 16,968,162	$ 2,623,889
Uncompleted contracts	99,969,496	546,321	100,515,817	133,985,436
Allowance for doubtful accounts	-	(35,677)	(35,677)	(116,798)
Billings due on contracts, net	$ 115,528,686	$ 1,919,616	$ 117,448,302	$ 136,492,527

NOTE 2 - BILLINGS DUE ON CONTRACTS – (Continued)

As of December 31, 2023, management is negotiating the value of various claims based on work previously performed. Management does not recognize revenue on outstanding claims or change orders in excess of cost until approved. Management does not anticipate that the outcome of the claims will negatively impact net income. Through the date of the independent auditors' report, $89,525,984 (76%), of billings due on contracts as of December 31, 2023 had been collected.

Activity in the allowance for doubtful accounts for the periods indicated is as follows:

	2023	2022
Allowance for doubtful accounts at the beginning of the year	$ 116,798	$ 229,598
Provision for doubtful accounts	33,031	25,000
Amounts charged against the allowance	(114,152)	(137,800)
Allowance for doubtful accounts at the end of the year	$ 35,677	$ 116,798

NOTE 3 - UNCOMPLETED CONTRACTS

As explained in Note 1 above, the Company recognizes revenue from construction contracts on the cost-to-cost measure of progress method. Information concerning uncompleted contracts is as follows:

	2023	2022
Costs incurred	$ 865,791,318	$ 821,068,309
Estimated earnings thereon	199,318,363	172,470,191
Contract revenues	$ 1,065,109,681	$ 993,538,500
Billings to date (inclusive of retainage)	$ 1,078,381,986	$ 1,041,559,784
Components of contract assets and liabilities		
Underbillings	$ 24,523,405	$ 12,465,764
Overbillings	(37,795,709)	(60,487,048)
Retainage due from contract owners, completed contracts	5,597,956	6,766,714
Retainage due from contract owners, uncompleted contracts	35,450,735	37,089,966
Retainage due from related party, uncompleted contracts	-	8,428,139
Net contract assets	$ 27,776,387	$ 4,263,535

Presented in the accompanying balance sheets as follows:

	2023	2022
Contract assets, current	$ 63,815,455	$ 44,766,194
Contract assets, noncurrent	1,756,641	19,984,389
Contract liabilities	(37,795,709)	(60,487,048)
Total contract assets	$ 27,776,387	$ 4,263,535

NOTE 3 - UNCOMPLETED CONTRACTS – (Continued)

The following is a reconciliation of the Company's backlog, which represents signed contracts in existence at December 31, 2023.

Balance at December 31, 2022	$ 568,540,192
New contracts and adjustments	943,741,076
	1,512,281,268
Less contract revenues earned for the year ending December 31, 2023	(737,067,705)
Balance at December 31, 2023	775,213,563
New contracts obtained subsequent to December 31, 2023	66,990,751
Balance as of report issuance date	$ 842,204,314

NOTE 4 - PROPERTY AND EQUIPMENT

At December 31, 2023, property and equipment consisted of:

	Cost	Accumulated Depreciation	Net Book Value
Buildings and improvements	$ 2,732,115	$ 2,175,875	$ 556,240
Construction equipment	166,006,130	79,857,532	86,148,598
Transportation equipment	39,099,503	25,016,356	14,083,147
Shop equipment	939,597	934,205	5,392
Aircraft	9,704,500	339,658	9,364,842
Office furniture and equipment	3,624,791	3,321,579	303,212
Information systems	240,556	240,556	-
	222,347,192	111,885,761	110,461,431
Construction in process	160,070	-	160,070
	$ 222,507,262	$ 111,885,761	$ 110,621,501

NOTE 4 - PROPERTY AND EQUIPMENT – (Continued)

At December 31, 2022, property and equipment consisted of:

	Cost	Accumulated Depreciation	Net Book Value
Buildings and improvements	$ 2,732,115	$ 1,491,589	$ 1,240,526
Construction equipment	143,888,807	64,670,268	79,218,539
Transportation equipment	38,683,703	24,180,039	14,503,664
Shop equipment	939,596	934,205	5,391
Aircraft	11,950,000	2,151,000	9,799,000
Office furniture and equipment	3,394,823	3,078,643	316,180
Information systems	240,556	217,955	22,601
	201,829,600	96,723,699	105,105,901
Construction in process	1,500,000	-	1,500,000
	$ 203,329,600	$ 96,723,699	$ 106,605,901

The Company recorded $41,274,305 and $35,032,245 in total equipment acquisitions as of December 31, 2023 and 2022, respectively, included in investing activities and supplemental disclosure of noncash activity on the statement of cash flows.

NOTE 5 - CASH, CASH MANAGEMENT CLEARING, AND CREDIT FACILITY

At December 31, 2023 and 2022, outstanding checks of $199,614 and $195,794, respectively, had not been presented for payment by the bank and are reflected as "Cash management clearing" on the consolidated balance sheets.

Phillips & Jordan, Inc. maintains a $20,000,000 credit facility with a bank, which provides for the daily replacement of cash accounts for disbursement clearing requirements. The line of credit bears interest at the adjusted SOFR rate plus 0.10% + 1.25% (6.73% at December 31, 2023), expires December 15, 2024 and is secured by substantially all corporate assets with the exception of real estate. There were no outstanding balances on this line as of December 31, 2023 and 2022. There were no borrowings or repayments during 2023 or 2022.

NOTE 6 - LEASES

Lessor - As discussed in Note 1, National Fleet Services, LLC is in the business of providing rental of transportation and heavy equipment. These rentals are made through short term leasing arrangements of hourly, daily, weekly, or monthly use. The Company maintains assets, accounted for in Note 4, that are available to lease through operating leases. The total net book value of equipment available for lease of $86,711,318 is included in National Fleet Services' balance sheet. National Fleet Services' revenue on operating leases is in accordance with ASU 842.

NOTE 6 – LEASES – (Continued)

Lessee - As discussed in Note 1, the Company records lease activity in accordance with ASC 842. The Company determines if its contractual agreements contain a lease at inception. A lease is identified when a contract allows for the right to control an identified asset for a period of time in exchange for consideration. The Company's lease agreements consist of operating leases for office buildings and heavy equipment. The Company does not have material financing leases.

The Company's operating leases are included on the balance sheets as right-of-use lease assets and lease liabilities. A right-of-use lease asset represents the right to use an underlying asset over the term of a lease, while a lease liability represents the obligation to make lease payments arising from the lease. Current and noncurrent lease liabilities are recognized on commencement date at the present value of lease payments. Right-of-use lease assets are also recognized on the commencement date as the total lease liability plus and/or minus prepaid rents, deposits, and lease incentives, if any. As the Company's leases typically do not provide an implicit rate, it uses its fully collateralized incremental borrowing rate based on the information available at commencement date in determining the present value of lease payments. The incremental borrowing rate is influenced by market interest rates, credit ratings, and lease term and as such, may differ for individual leases.

The Company's lease agreements typically do not contain variable lease payments, residual value guarantees, purchase options, or restrictive covenants. The Company's leases may include the option to renew for a period of months to several years. The term of the Company's leases may include the option to renew when it is reasonably certain that the option will be exercised. If a lease agreement contains lease components (e.g., payments for rent) and non-lease components (e.g., payments for excess usage), it is all accounted for as a single lease component.

Information regarding lease expense, remaining lease term, discount rate, and other select lease information is presented below as of and for the year ended December 31, 2023:

	Phillips Infrastructure Holdings, Inc.	Phillips and Jordan, Inc.	National Fleet Services, LLC	Total
Lease Costs				
Operating lease expense	$ 3,055,502	$ 315,371	$ 2,368,280	$ 5,739,153
Short term lease expense	-	453,447	-	453,447
Total lease expense	$ 3,055,502	$ 768,818	$ 2,368,280	$ 6,192,600
Other Lease Information				
Operating cash outflows from operating leases	$ 2,365,006	$ 311,564	$ 2,280,128	$ 4,956,698
Right-of-use lease assets obtained in exchange for new lease liabilities	$ -	$ 133,914	$ 4,025,019	$ 4,158,933
Lease Term and Discount Rate				
Weighted average remaining lease term (in years)	16.83	2.02	7.29	
Weighted average discount rate	1.97%	3.12%	6.79%	

NOTE 6 – LEASES – (Continued)

Information regarding lease expense, remaining lease term, discount rate, and other select lease information is presented below as of and for the year ended December 31, 2022:

	Phillips Infrastructure Holdings, Inc.	Phillips and Jordan, Inc.	National Fleet Services, LLC	Total
Lease Costs				
Operating lease expense	$ 2,626,352	$ 305,338	$ 1,715,422	$ 4,647,112
Short term lease expense	-	335,888	-	335,888
Total lease expense	$ 2,626,352	$ 641,226	$ 1,715,422	$ 4,983,000
Other Lease Information				
Operating cash outflows from operating leases	$ 1,933,021	$ 298,202	$ 1,643,331	$ 3,874,554
Right-of-use lease assets obtained in exchange for new lease liabilities	$ 8,397,808	$ -	$ -	$ 8,397,808
Lease Term and Discount Rate				
Weighted average remaining lease term (in years)	17.83	2.23	1.22	
Weighted average discount rate	1.97%	1.90%	2.92%	

A summary of the maturity of lease liabilities as of December 31, 2023 is as follows:

	Phillips Infrastructure Holdings, Inc.	Phillips and Jordan, Inc.	National Fleet Services, LLC	Total
Year ended December 31,				
2024	$ 2,437,935	$ 199,218	$ 1,445,445	$ 4,082,598
2025	2,513,119	110,675	556,293	3,180,087
2026	2,590,631	61,311	374,929	3,026,871
2027	2,670,543	-	388,051	3,058,594
2028	2,752,929	-	401,633	3,154,562
Thereafter	39,824,972	-	2,229,125	42,054,097
Total minimum lease payments	52,790,129	371,204	5,395,476	58,556,809
Less: amounts representing interest	(8,305,020)	(12,305)	(1,255,607)	(9,572,932)
Present value of lease liabilities	$ 44,485,109	$ 358,899	$ 4,139,869	$ 48,983,877

RowCon, LLC had two office leases that expired during 2022. During 2023, these leases rolled into a month-to-month status. RowCon, LLC recorded lease expense of $20,931 and $18,212 for the years ended December 31, 2023 and 2022, respectively. The leases are short-term and are not subject to capitalization under ASC 842.

NOTE 7 - INSTALLMENT NOTES PAYABLE

Installment notes payable at December 31, 2023 and 2022 consisted of:

	2023	2022
Note payable to a bank due in monthly aggregate payments of $1,057,509 of principal and interest ranging from 2.35% to 4.73%, secured by equipment, with maturities through August 2027.	$ 21,376,103	$ 33,640,296
Note payable to a bank due in monthly payments of $82,608 of principal and interest of 5.25%, secured by an aircraft, with maturities through June 2028.	7,315,819	-
Notes payable to an equipment financing company due in monthly aggregate payments of $248,296 of principal and interest ranging from 2.25% to 2.99%, secured by equipment, with maturities through November 2026.	6,839,700	9,624,918
Note payable to a bank due in monthly payments of $117,775 of principal and interest at 3.28%, secured by an aircraft, paid off in current year.	-	7,318,039
Note payable to a bank due in monthly payments of $7,969 of principal and interest at 0.00%, secured by equipment, matures June 2025.	124,144	-
Note payable to an equipment financing company due in monthly aggregate payments of $48,204 of principal and interest at 4.25%, secured by equipment, matures March 2024.	143,593	702,973
Note payable to an equipment financing company due in monthly aggregate payments of $86,392 of principal and interest at 0.00%, secured by equipment, with maturities through November 2026.	2,380,525	1,825,712
	38,179,884	53,111,938
Less installments due within one year	15,365,801	17,425,350
	$ 22,814,083	$ 35,686,588

NOTE 7 - INSTALLMENT NOTES PAYABLE – (Continued)

Maturities of installment notes payable are summarized as follows:

Year ending December 31,	
2024	$ 15,365,801
2025	9,067,927
2026	6,988,868
2027	2,064,253
2028	4,693,035
	$ 38,179,884

NOTE 8 - RELATED PARTY NOTE RECEIVABLES

As of December 31, 2023 and 2022, related party note receivables from Hydrozonix, LLC consisted of $1,009,579 and $977,579, respectively. The Company has not established set payment terms. Although the note bears interest at 5.00%, management has chosen not to recognize interest income until such time the interest is collected. The note is recorded net of amounts previously recognized as related party receivables. The note is set to expire December 31, 2024 and management expects to collect by the due date.

NOTE 9 - RELATED PARTY AND INTERCOMPANY TRANSACTIONS

During the years ended December 31, 2023 and 2022 the Company entered into various activities for certain related parties. Related party activities can be summarized as follows:

	2023	2022
Construction and lease revenues	$ 89,687,051	$ 80,584,508
Billings due on contracts	$ 4,654,237	$ 7,841,669
Subcontractor costs	$ 173,438	$ 421,930
Equipment and building rent	$ 38,994,018	$ 30,660,013
Management Fees	$ 20,743,504	$ 14,750,343

NOTE 10 - STATE INCOME TAXES

Deferred state income taxes on the consolidated balance sheets include deferred tax (assets) liabilities as follows:

	2023	2022
Deferred state income tax (assets) liabilities:		
Gross profit on contracts	$ (1,839,262)	$ (599,100)
State net operating loss carryforwards	(468,400)	(249,200)
Accrued incentives	916,862	468,500
Non-qualified deferred compensation plan	(240,360)	(153,832)
Cash basis conversion	(97,872)	(78,254)
Accelerated depreciation methods	1,283,832	1,164,586
Total deferred state income tax (assets) liabilities	$ (445,200)	$ 552,700

NOTE 11 - STOCKHOLDERS' INCOME TAXES

As explained in Note 1 above, the Company has elected to be taxed under Subchapter S of the Internal Revenue Code. As an "S Corporation", the Company passes through items of income and deductions to the stockholders each year as earned and pays no corporate federal income tax or state income taxes in states in which the Company is classified as a Subchapter S corporation. For the year ended December 31, 2023, it is anticipated that the Company will pass through approximately $138,007,000 of federal taxable income to the stockholders.

Although not accrued in the accompanying financial statements, deferred federal taxes would be based on the following temporary differences passed through to the stockholders at December 31, 2023 and 2022, respectively:

	2023	2022
Gross profit on contracts	$ (66,554,819)	$ (23,191,177)
Accrued incentives	33,219,631	18,017,401
Deferred state income taxes	445,200	(552,700)
Non-qualified deferred compensation plan	(1,933,725)	(1,227,881)
Deferred compensation	5,964,626	3,983,196
Cash basis conversion	3,123,146	2,876,553
State net operating loss carryforward	14,945,592	9,518,253
Differences in methods for depreciation	(22,145,004)	(20,106,181)
	$ (32,935,353)	$ (10,682,536)

NOTE 12 - EMPLOYEE BENEFIT PLANS

The Company has a 401(k) retirement and savings plan (the "Plan") covering substantially all employees. Employees may defer up to 90 percent of their compensation. The Company may make a matching contribution on behalf of each participant in an amount determined by the Company on an annual basis. The matching contribution is based on either a specific dollar amount or limited to an amount deferred as a percentage of compensation by the participant as determined by the Company. Employees vest in Company contributions over a period of five years. Contributions to the Plan for the year ended December 31, 2023 and 2022 were $2,556,647 and $2,486,469, respectively.

NOTE 12 - EMPLOYEE BENEFIT PLANS – (Continued)

The Company has a VEBA trust through which employee health insurance claims are funded. The Company makes periodic payments to the trust, comprised of both employee and employer funds, which amounted to $8,935,752 and $7,765,387 during 2023 and 2022, respectively. As of December 31, 2023 and 2022, assets held in the VEBA trust amounted to $1,007,750 and $689,342, respectively.

During 2018, the Company established a deferred compensation program, which permits key employees to defer a portion, not exceeding 50%, of their annual profit sharing compensation. The Company reserves the right to make discretionary credits to the accounts of active participants. Employees vest in Company credits 100% after three years of service following the credit. The Company has provided no discretionary employer credits. At December 31, 2023 and 2022, $9,981,144 and $7,376,681, respectively is included in "deferred compensation liability" relating to the plan. To assist in funding the deferred compensation liability, the Company has invested in corporate-owned life insurance policies, which are included in "investments and other assets," to ensure all future liabilities can be paid.

NOTE 13 - CONTINGENCIES AND LITIGATION

In the normal course of business, the Company is also subject to various claims and litigation arising out of other contract claims, disputes, and indemnification agreements. Litigation is subject to many uncertainties, the outcome of individual litigated matters is not predictable with assurance, and it is reasonably possible that some of the legal actions and claims could be filed and decided as unfavorable to the Company. Although the amount of ultimate liabilities with respect to such aforementioned matters cannot be ascertained, management, after providing for certain known claims, believes that any resulting liability should not materially affect the financial position of the Company.

During March 2013, the Company issued a guarantee for a loan on a multi dwelling unit residential development for which the stockholder is a major investor. As of December 31, 2023, the total guarantee was approximately $3,702,686. As of January 26, 2024, the balance of the loan was paid off. Although the loan is collateralized by real estate, an additional investor has also issued a similar joint and several guarantee should the development become unable to meet its obligations under the related debt instrument. The Company could potentially be liable for a portion or the entire obligation. There is an agreement between the guarantors that in the event of a default, if either guarantor cannot fund their required portion of the obligation, a collateralized loan between the funding guarantor and the non-funding guarantor will be created.

NOTE 14 - BUSINESS CONCENTRATIONS

Approximately 35% of the Company's cash receipts were made up of two customers as of December 31, 2023. Approximately 48% of the Company's cash receipts were made up of three customers as of December 31, 2022.

Approximately 28% of the Company's accounts receivable was made up of one customer as of December 31, 2023. Approximately 10% of the Company's accounts receivable was made up of one customer as of December 31, 2022.

SUPPLEMENTARY INFORMATION

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidating Balance Sheets

December 31, 2023

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	RowCon, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
ASSETS							
Current Assets							
Cash and cash equivalents	$ 2,215,742	$ 69,755,087	$ 3,666,917	$ 2,386,453	$ 78,024,199	$ -	$ 78,024,199
Billings due on contracts, net	-	117,448,302	-	-	117,448,302	-	117,448,302
Amounts due on insurance claims	-	-	-	-	-	-	-
Contract assets, current	-	63,311,320	504,135	-	63,815,455	-	63,815,455
Amounts due from related parties, due within one year	957,279	26,860,339	-	-	27,817,618	26,754,315	1,063,303
Inventory	-	82,701	-	-	82,701	-	82,701
Other current assets, net	362,162	1,994,619	24,087	204,912	2,585,780	-	2,585,780
Total current assets	3,535,183	279,452,368	4,195,139	2,591,365	289,774,055	26,754,315	263,019,740
Right-of-Use lease assets, net	43,141,552	352,122	-	4,135,042	47,628,716	-	47,628,716
Property and Equipment, net	132,446	23,702,987	74,750	86,711,318	110,621,501	-	110,621,501
Other Assets							
Contract assets, noncurrent	-	1,756,641	-	-	1,756,641	-	1,756,641
Investments in subsidiaries	203,921,951	-	-	-	203,921,951	203,921,951	-
Deferred state income taxes	202,700	698,600	-	-	901,300	-	901,300
Deferred compensation program	9,460,838	-	-	-	9,460,838	-	9,460,838
Other assets	-	643,149	-	-	643,149	-	643,149
Total other assets	213,585,489	3,098,390	-	-	216,683,879	203,921,951	12,761,928
Total assets	$ 260,394,670	$ 306,605,867	$ 4,269,889	$ 93,437,725	$ 664,708,151	$ 230,676,266	$ 434,031,885

See independent auditors' report.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidating Balance Sheets - (Continued)

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	RowCon, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
LIABILITIES AND STOCKHOLDERS' AND MEMBER'S EQUITY							
Current Liabilities							
Cash management clearing	$ -	$ 199,614	$ -	$ -	$ 199,614	$ -	$ 199,614
Installment notes payable, due within one year	-	-	-	15,365,801	15,365,801	-	15,365,801
Lease liabilities, due within one year	1,609,587	191,312	-	1,210,582	3,011,481	-	3,011,481
Estimates due to subcontractors	-	12,209,974	-	-	12,209,974	-	12,209,974
Retainage due to subcontractors	-	10,471,773	-	-	10,471,773	-	10,471,773
Accounts payable	1,173,640	21,269,846	15,251	2,543,044	25,001,781	-	25,001,781
Other accrued expenses	1,203,843	9,201,341	-	550,259	10,955,443	-	10,955,443
Accrued incentives, current	-	26,750,000	-	-	26,750,000	-	26,750,000
Amounts due to related parties, due within one year	-	-	210,852	26,543,463	26,754,315	26,754,315	-
Contract liabilities	-	37,795,709	-	-	37,795,709	-	37,795,709
Salaries and wages payable	204,220	2,166,341	120,487	-	2,491,048	-	2,491,048
Total current liabilities	4,191,290	120,255,910	346,590	46,213,149	171,006,939	26,754,315	144,252,624
Installment notes payable, due after one year	-	-	-	22,814,083	22,814,083	-	22,814,083
Lease liabilities, due after one year	42,875,522	167,587	-	2,929,287	45,972,396	-	45,972,396
Deferred state income taxes	-	-	1,000	455,100	456,100	-	456,100
Deferred compensation liability	9,981,144	-	-	-	9,981,144	-	9,981,144
Accrued incentives, non-current	-	6,469,641	-	-	6,469,641	-	6,469,641
Total liabilities	57,047,956	126,893,138	347,590	72,411,619	256,700,303	26,754,315	229,945,988
Stockholders' and Member's Equity							
Common stock, no par value; 50,000 shares authorized: 50,000 shares issued and outstanding including 50 voting shares and 49,950 non-voting shares	7,500	7,500	-	-	15,000	7,500	7,500
Additional paid-in capital	118,574,415	1,680,744	-	-	120,255,159	1,680,744	118,574,415
Member's equity	-	-	3,922,299	21,026,106	24,948,405	24,948,405	-
Retained earnings	84,764,799	178,024,485	-	-	262,789,284	177,285,302	85,503,982
Total stockholders' and member's equity	203,346,714	179,712,729	3,922,299	21,026,106	408,007,848	203,921,951	204,085,897
Total liabilities and stockholders' and member's equity	$ 260,394,670	$ 306,605,867	$ 4,269,889	$ 93,437,725	$ 664,708,151	$ 230,676,266	$ 434,031,885

See independent auditors' report.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidating Statements of Income
Year Ended December 31, 2023

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	RowCon, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
Revenues	$ 20,743,504	$ 721,947,314	$ 15,120,391	$ 39,464,616	$ 797,275,825	$ (60,047,713)	$ 737,228,112
Cost of Revenues							
Subcontractors	-	182,081,268	636,815	-	182,718,083	-	182,718,083
Equipment	352	130,133,314	3,002,041	34,560,415	167,696,122	(34,560,415)	133,135,707
Direct labor	-	122,603,706	5,532,219	-	128,135,925	-	128,135,925
Materials	-	98,278,701	3,532	-	98,282,233	-	98,282,233
Other	309	16,567,679	388,279	-	16,956,267	-	16,956,267
Total cost of revenues	661	549,664,668	9,562,886	34,560,415	593,788,630	(34,560,415)	559,228,215
Gross profit	20,742,843	172,282,646	5,557,505	4,904,201	203,487,195	(25,487,298)	177,999,897
General and Administrative Expenses	19,550,266	88,398,913	1,211,497	448,669	109,609,345	(25,487,298)	84,122,047
Income from operations	1,192,577	83,883,733	4,346,008	4,455,532	93,877,850	-	93,877,850
Other Income (Expense)							
Interest income	37,521	2,190,287	-	10,466	2,238,274	-	2,238,274
Income from subsidiaries	90,916,773	-	-	-	90,916,773	(90,916,773)	-
Interest expense	(340)	-	-	(1,521,470)	(1,521,810)	-	(1,521,810)
Miscellaneous income	322,126	662,283	19,601	208,791	1,212,801	-	1,212,801
Total other income (expense)	91,276,080	2,852,570	19,601	(1,302,213)	92,846,038	(90,916,773)	1,929,265
Income before state income taxes	92,468,657	86,736,303	4,365,609	3,153,319	186,723,888	(90,916,773)	95,807,115
State Income Tax (Benefit) Expense							
Current	62,788	3,421,365	149,385	(27,576)	3,605,962	-	3,605,962
Deferred	(54,000)	(852,100)	(23,100)	(68,700)	(997,900)	-	(997,900)
Total state income tax (benefit) expense	8,788	2,569,265	126,285	(96,276)	2,608,062	-	2,608,062
Net income	$ 92,459,869	$ 84,167,038	$ 4,239,324	$ 3,249,595	$ 184,115,826	$ (90,916,773)	$ 93,199,053

See independent auditors' report.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Financial Statements and Supplementary Information

Years Ended December 31, 2022 and 2021

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Financial Statements and Supplementary Information
Years Ended December 31, 2022 and 2021

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Independent Auditors' Report

To the Board of Directors
Phillips Infrastructure Holdings, Inc.
Knoxville, Tennessee

Opinion

We have audited the accompanying consolidated financial statements of Phillips Infrastructure Holdings, Inc. and subsidiaries (collectively, the "Company"), which comprise the consolidated balance sheets as of December 31, 2022 and 2021, and the related consolidated statements of income, retained earnings, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2022 and 2021, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary schedules on pages 22 and 23 are presented for the purpose of additional analysis of the consolidated financial statements rather than to present the financial position, results of operations, and cash flows of the individual companies, and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Rodefer Moss & Co, PLLC

Knoxville, Tennessee
May 1, 2023

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Balance Sheets
December 31, 2022 and 2021

	2022	2021
ASSETS		
Current Assets		
Cash and cash equivalents	$ 45,715,453	$ 55,576,206
Billings due on contracts, net	136,492,527	95,764,800
Amounts due on insurance claims	4,494,982	4,000,000
Contract assets, current	44,766,194	28,167,035
Amounts due from related parties, net	978,531	2,197,671
Inventory	639,762	488,320
Other current assets	1,209,659	5,655,578
Total current assets	234,297,108	191,849,610
Right-of-Use lease assets, net	48,155,936	-
Property and Equipment, net	106,605,901	94,366,596
Other Assets		
Related party notes receivable, due after one year	-	887,579
Contract assets, noncurrent	19,984,389	7,952,771
Deferred compensation program	7,286,856	7,939,840
Other assets	516,233	196,862
Total other assets	27,787,478	16,977,052
Total assets	$ 416,846,423	$ 303,193,258

See notes to consolidated financial statements.

	2022	2021
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities		
Cash management clearing	$ 195,794	$ 1,625,708
Line of credit	-	3,344,393
Installment notes payable, due within one year	17,425,350	14,272,166
Lease liabilities, due within one year	3,640,699	-
Estimates due to subcontractors	5,178,178	12,544,012
Retainage due to subcontractors	10,252,661	4,763,330
Accounts payable	18,685,571	11,417,719
Other accrued expenses	4,987,279	2,648,804
Accrued incentives, current	16,440,203	10,740,912
Contract liabilities	60,487,048	44,468,787
Salaries and wages payable	2,288,444	1,674,543
Total current liabilities	139,581,227	107,500,374
Installment notes payable, due after one year	35,686,588	40,384,395
Lease liabilities, due after one year	45,185,185	-
Deferred state income taxes	552,700	774,200
Deferred compensation liability	7,376,681	8,004,154
Accrued incentives, non-current	1,577,198	2,577,198
Total liabilities	229,959,579	159,240,321
Stockholders' Equity		
Common stock, no par value; 50,000 shares authorized: 50,000 shares issued and outstanding including 50 voting shares and 49,950 non-voting shares	7,500	7,500
Additional paid in capital	118,574,415	118,574,415
Retained earnings	68,304,929	25,371,022
Total stockholders' equity	186,886,844	143,952,937
Total liabilities and stockholders' equity	$ 416,846,423	$ 303,193,258

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Income
Years Ended December 31, 2022 and 2021

	2022	2021
Construction Revenues	$ 707,836,591	$ 451,854,243
Cost of Construction Revenues		
Subcontractors	207,772,875	116,571,160
Direct labor	132,868,921	105,243,129
Equipment	128,310,690	84,173,083
Materials	104,787,966	58,164,499
Other	14,316,080	13,880,377
Total cost of construction revenues	588,056,532	378,032,248
Gross profit	119,780,059	73,821,995
General and Administrative Expenses	63,698,386	51,422,032
Income from operations	56,081,673	22,399,963
Other Income (Expense)		
Interest income	34,955	231
Interest expense	(1,666,217)	(1,651,847)
Miscellaneous income	780,030	636,346
Other expense, net	(851,232)	(1,015,270)
Income before state income taxes	55,230,441	21,384,693
State Income Tax Expense (Benefit)		
Current	1,481,754	709,146
Deferred	(221,500)	(141,000)
Total state income tax expense	1,260,254	568,146
Net income	$ 53,970,187	$ 20,816,547

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Changes in Stockholders' Equity
Years Ended December 31, 2022 and 2021

	Common Stock	Additional Paid in Capital	Retained Earnings	Total Stockholders' Equity
Balances at January 1, 2021	$ 7,500	$ 118,574,415	$ 11,350,623	$ 129,932,538
Net income	-	-	20,816,547	20,816,547
Dividends	-	-	(6,796,148)	(6,796,148)
Balances at December 31, 2021	7,500	118,574,415	25,371,022	143,952,937
Net income	-	-	53,970,187	53,970,187
Dividends	-	-	(11,036,280)	(11,036,280)
Balances at December 31, 2022	$ 7,500	$ 118,574,415	$ 68,304,929	$ 186,886,844

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Cash Flows
Years Ended December 31, 2022 and 2021

	2022	2021
Cash Flows From Operating Activities		
Cash received from customers	$ 756,096,844	$ 499,587,458
Cash paid to suppliers and employees	(715,743,969)	(465,530,395)
Interest paid	(1,666,217)	(1,651,847)
Interest received	34,955	231
State income taxes paid	(1,481,754)	(709,146)
Miscellaneous receipts	780,030	636,346
Net cash flows from operating activities	38,019,889	32,332,647
Cash Flows From Investing Activities		
Acquisition of property and equipment	(20,918,505)	(10,475,486)
Proceeds from disposition of equipment	3,051,388	15,899,002
Change in deferred compensation plan, net	25,511	879,871
Net cash flows from investing activities	(17,841,606)	6,303,387
Cash Flows From Financing Activities		
Proceeds from line of credit, net	-	3,344,393
Principal payments on installment notes payable	(19,002,756)	(25,488,150)
Reimbursement of amounts paid on behalf of Rhodine Pit, LLC	-	20,714,827
Payment of dividends to stockholders	(11,036,280)	(6,796,148)
Net cash flows from financing activities	(30,039,036)	(8,225,078)
Net change in cash and cash equivalents	(9,860,753)	30,410,956
Cash and cash equivalents at the beginning of the year	55,576,206	25,165,250
Cash and cash equivalents at the end of the year	$ 45,715,453	$ 55,576,206
Supplemental disclosure of non-cash investing activities:		
Acquisition of property and equipment through installment notes payable	$ 10,769,347	$ 16,713,267
Conversion of line of credit to installment notes payable	$ 3,344,393	$ 5,609,932
Conversion of work in process to property and equipment	$ -	$ 620,608

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Cash Flows (Continued)

	2022	2021
Reconciliation of net income to net cash flows from operating activities		
Net income	$ 53,970,187	$ 20,816,547
Adjustments to reconcile net income to net cash flows from operating activities:		
Depreciation	21,250,314	18,000,798
Gain on disposition of equipment	(1,508,089)	(934,773)
Deferred state income tax (benefit)	(221,500)	(141,000)
Decrease in provision for doubtful accounts	25,000	1,760,197
Decrease (increase) in assets:		
Billings due on contracts	(40,752,727)	(26,224,296)
Amounts due on insurance claims	(494,982)	186,917
Contract assets	(28,630,777)	(4,522,196)
Amounts due from related parties	2,106,719	(1,402,555)
Inventory	(151,442)	142,408
Right-of-Use assets, net	669,275	-
Other assets	4,126,548	(2,992,295)
(Decrease) increase in liabilities:		
Accounts payable and accrued expenses	11,613,102	10,693,541
Contract liabilities	16,018,261	16,949,354
Net cash flows from operating activities	$ 38,019,889	$ 32,332,647

See notes to consolidated financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation - The consolidated financial statements of Phillips Infrastructure Holdings, Inc. include the wholly-owned subsidiaries of Phillips & Jordan, Inc., RowCon, LLC, and National Fleet Services, LLC (collectively, the "Company"). All significant intercompany transactions and balances have been eliminated.

Company Activities and Operating Cycle - Phillips Infrastructure Holdings, Inc. is principally in the business of providing management functions and oversight to the wholly owned subsidiaries described above, where these wholly owned businesses are principally in the business of construction, transportation, and equipment rental.

Phillips & Jordan, Inc. ("PNJ") is a contractor engaged principally in the business of heavy civil construction, right of way infrastructure construction, industrial site preparation, and disaster response throughout the United States of America.

RowCon, LLC ("ROW") is a nationwide specialty contractor performing right of way services for the power and pipeline markets. ROW specializes in matting supply installation and removal; access road and crane pad construction; vegetative debris clearing, grinding, and disposal; culvert and bridge installation; substation site grading and preparation; and other general projects.

National Fleet Services, LLC ("NFS") is a transportation and equipment rental company in the state of Delaware. NFS is principally in the business of providing transportation services and heavy equipment rental to the construction industry throughout the United States of America.

The lengths of the construction contracts vary, but are typically less than one year. As of December 31, 2022, the Company did have significant contracts that are long-term in nature. Accordingly, certain contract related assets and liabilities are classified as current while others are classified as noncurrent.

Revenue Recognition from Construction Contracts - The Company reports revenues from construction contracts in accordance with Accounting Standards Update ("ASU") 2014-09, "*Revenue from Contracts with Customers*," (ASC Topic 606"). Under this method, the Company follows the five-step model provided by ASC Topic 606 in order to recognize revenue in the following manner: 1) Identify the contract; 2) Identify the performance obligations of the contract; 3) Determine the transaction price of the contract; 4) Allocate the transaction price to the performance obligations; and 5) Recognize revenue as appropriate.

Revenues from contracts, including a portion of estimated profit, are recognized as good or services are provided, based on costs incurred and estimated total contract costs using the cost-to-cost measure of progress method. Under this method, revenue is recognized in relation to the ratio of costs incurred to total estimated costs. This method is used because management considers it the best available measure of progress.

Multiple promises to transfer individual goods or services may exist within a single contract; however, critical integration or interrelated commitment of such goods and services is typically necessary in order to deliver a completed project. As such, management typically considers the Company's contracts to have a single performance obligation.

Contract costs include direct material, equipment, labor, other direct costs, estimated warranty costs, and indirect costs related to contract performance, such as indirect labor, supplies, insurance, equipment repairs, and depreciation.

Changes in job performance, conditions, and estimated profitability, including those arising from contract penalty provisions and final contract settlements, may result in revisions to contract revenues. Certain contracts also include variable consideration provisions, which could also result in adjustments to transaction prices and contract revenues. Estimates for variable consideration are included in transaction pricing only when adjustments are probable, as circumstances evolve, or when uncertainties are resolved.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Revenue Recognition from Construction Contracts - (Continued) - Adjustments to transaction prices and contract revenues are recognized during the period when realization is assured, and the amount can be reasonably determined. Provisions for estimated losses on uncompleted contracts are made in the period in which the losses are measurable. Because of the inherent uncertainties in estimated costs, it is reasonably possible that the estimates used will change within the near term.

Revenue Recognition from Leasing - Revenues from leasing the Company's assets through providing transportation or renting heavy equipment are recorded at the time services are rendered. Leasing agreements include rates for hourly, daily, weekly, or monthly use. Revenues are generated in relation to the reported usage and any additional monthly costs incurred on the Company's assets and recognized on a monthly basis as earned, regardless of the timing of billing. Invoices are due within 30 days of issuance. All leasing revenue earned is from intercompany activity, and is eliminated on the consolidated financial statements.

Contracts Assets and Liabilities - Contract assets and liabilities are defined by ASC Topic 606 and generally exist in conjunction with contracts while they are in process. Contract assets and liabilities generally do not represent significant financing tools and include the following components:

- Costs and earnings in excess of billings ("Underbillings"). Underbillings (also referred to as work in process) are assets representing the estimated value of unbilled work for projects with performance obligations recognized over time.

- Billings in excess of revenue recognized ("Overbillings"). Overbillings are liabilities representing billings that the Company is entitled to invoice contract owners (and receive payment for) in advance of completing certain related contract work.

- Retainage due from contract owners. Generally, the Company does not consider retainage withheld from progress billings as unconditional rights to payment until certain contractual milestones or performance obligations are reached (typically substantial completion). Accordingly, retainage withheld is generally considered a component of contract assets or liabilities until final billed to the customer.

Certain contracts contain components representing both contract assets and contract liabilities. ASC Topic 606 requires aggregation of such assets and liabilities at the contract level, but not at the performance obligation level within individual contracts.

Cash and Cash Equivalents - For purposes of the Consolidated Statements of Cash Flows, the Company considers investments readily convertible into cash without significant loss due to penalties or interest and deposits in banks to be cash and cash equivalents.

Billings Due on Contracts - Billings due on contracts are based on contracted (or estimated) transaction prices and contracted payment terms and represent unconditional rights to consideration subject only to the passage of time and application approval. Delinquent receivables are written off based on individual credit evaluation and specific circumstances of the customer. The Company has contract terms ranging from 30 to 90 days, balances outstanding past these terms are considered past due; however the Company does not accrue late fees or interest income on past due amounts. Management has established an allowance for doubtful accounts based upon individual credit valuations and circumstances of specific customers. Once collection efforts have been exhausted, such balances will be charged to the allowance.

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NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Insurance Claims - The Company has experienced extreme weather causing delays and rework related to one of the Company's contracts. The significance of the weather constituted the need to file an insurance claim held for this type of event. Management elected to track the effects of this claim separate from the job to ensure the tracking goes smoothly, as well as to track the actual costs for productive work on the project. As of December 31, 2022 and 2021 amounts recorded by management on these insurance claims were $4,494,982 and $4,000,000, respectively. During the year ended December 31, 2022 the claims outstanding at December 31, 2021 were collected. The outstanding claims at December 31, 2022 are the results of new claims awarded.

Inventory - Inventory is stated at the lower of cost or market and consists primarily of repair parts and computers to be used by the Company. Management has determined that no inventory obsolescence reserve is required as of December 31, 2022 and 2021.

Property and Equipment - Property and equipment are recorded at cost. The cost of property and equipment is depreciated using either straight-line or accelerated methods and includes salvage values based on historical values of equipment at disposition. Such methods are determined based upon the estimated useful lives and estimated timing of repair costs of the respective assets as follows:

Buildings and improvements	4-40 years
Construction equipment	2-7 years
Transportation equipment	3-15 years
Shop equipment	3-5 years
Aircraft	15 Years
Office furniture and equipment	1-7 years
Information systems	2-5 years

When assets are retired or otherwise disposed, the cost and related accumulated depreciation are removed from the account and any resulting gain or loss is recognized in operations for the period.

Income Taxes - The Company has elected to be taxed under Subchapter S of the Internal Revenue Code. Accordingly, items of income and deductions are passed through to the stockholders who are responsible for payment of any federal income taxes thereon.

The Company is not classified as a Subchapter S corporation in certain states; therefore, related state income taxes are incurred at the corporate level. State income taxes are reported in accordance with accounting principles generally accepted in the United States of America which require the establishment of deferred tax accounts for all temporary differences between book and tax basis apportioned to these states. In addition, deferred tax accounts must be adjusted to reflect new rates if enacted into law.

The principal accounting method used by the Company for tax reporting purposes is the cash receipts and disbursements method, which applies to short-term construction contracts (as defined by the Internal Revenue Code). The Company recognizes income from long-term construction contracts on the percentage-of-completion method and from residential construction contracts on the completed contract method.

Deferred taxes are recognized for differences between the basis of assets and liabilities for financial reporting and income tax purposes. The differences relate principally to differences in methods for the recognition of gross profit on contracts and from differences in methods for reporting depreciation. All deferred tax assets and liabilities are classified as non-current.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Income Taxes - (Continued) - The Company periodically evaluates any uncertain tax positions that might exist. Accordingly, a loss contingency is recognized when it is probable that a liability has been incurred as of the date of the financial statements and the amount of the loss can be reasonably estimated. The amount recognized is subject to estimates and management judgment with respect to the likely outcome of each uncertain tax position. The amount that is ultimately sustained for an individual uncertain tax position or for all uncertain tax positions in the aggregate could differ from the amount recognized. Although the tax years ending December 31, 2019 through December 31, 2022 remain open for examination by various taxing authorities, it is management's opinion that no significant uncertain tax positions exist at December 31, 2022.

Advertising - The costs of advertising, promotion and marketing programs are charged to operations in the year incurred. The Company recorded advertising expense of $473,015 and $274,405 as of December 31, 2022 and 2021, respectively.

Health Insurance Benefits - The Company employs a self-insurance strategy to provide health insurance benefits to its employees, for the first $125,000. The Company relies on CIGNA as a third party administrator, and currently maintains a reinsurance policy for claims in excess of $125,000 in a single policy year.

Commercial Insurance - The Company is a member of American Contractor Insurance Group, LTD (hereinafter referred to as "ACIG") which provides for losses related to workers' compensation, general liability, and auto claims. Beyond certain limits, the programs provide that members are jointly and severally liable for unpaid claims in all years that the Company is a member. Based upon the excess insurance coverage provided within ACIG for specific and aggregate losses and the financial condition of ACIG, and its members, management considers any contingent liabilities to be insignificant at December 31, 2022. As a member of ACIG, the Company retains a minority equity interest, which is accounted for using the cost method of accounting. Included in other assets is the initial equity investment of $75,000.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could vary from the estimates that were used.

Concentrations of Credit Risk - Financial instruments which potentially subject the Company to concentrations of credit risk are primarily cash and cash equivalents and accounts receivable. The Company's cash deposits are placed in highly rated financial institutions and are applied to balances outstanding on the line-of-credit on a daily basis.

Cash and cash equivalents are maintained at financial institutions and, at times, balances may exceed federally insured limits. The Company has never experienced any losses related to these balances. As of December 31, 2022 and 2021, amounts on deposit in excess of federally insured limits approximated $40,000,000 and $48,300,000, respectively.

The Company's customer base consists of customers located throughout the United States. The Company performs ongoing credit evaluations of its customers' financial condition, generally perfect lien rights as collateral from its customers, and maintains a reserve for potentially doubtful accounts. Although the Company is directly affected by the well-being of the construction industry, management does not believe significant credit risk exists at December 31, 2022.

Reclassifications - Certain reclassifications have been made to the 2021 balances in order to conform to the 2022 presentation with no effect on the previously reported net income or stockholders' equity.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Recently Adopted Accounting Pronouncements - Effective January 1, 2022, the Company adopted FASB ASC 842, *Leases*. The new standard establishes a right of use ("ROU") model that requires a lessee to record an ROU asset and a lease liability on the balance sheet for all leases with terms longer than 12 months. Leases are classified as either finance or operating, with classification affecting the pattern of expense recognition in the income statement. Leases with a term of less than 12 months will not record a right of use asset and lease liability and the payments will be recognized into profit or loss on a straight-line basis over the lease term.

The Company elected to adopt ASC 842 using the alternative transition method that allows the Company to initially apply the new lease standard at the adoption date and recognize a cumulative effect adjustment to the opening balance of retained earnings in the period of adoption. As a result, the Company reporting for the comparative period presented in the financial statements is in accordance with FASB ASC 840.

The Company elected to adopt the package of practical expedients available under the transition guidance with the new standard. This package includes the following: relief from determination of lease contracts included in existing or expiring leases at the point of adoption, relief from having to reevaluate the classification of leases in effect at the point of adoption, and relief from reevaluation of existing leases that have initial direct costs associated with the execution of the lease contract. The Company also elected to adopt the practical expedient to use hindsight to determine the lease term and assess the impairment of the right of use assets.

The adoption of FASB ASC 842 did not have a material impact on the Company's results of operations or cash flows

Date of Management's Review - Management has evaluated events and transactions occurring subsequent to the balance sheet date for items that should potentially be recognized or disclosed in these financial statements. The evaluation was conducted through the date of the independent auditors' report, which is the date these financial statements were available to be issued.

NOTE 2 - BILLINGS DUE ON CONTRACTS

Billings due on contracts represent amounts for performance obligations that have been billed but not yet collected, net of retainage. Billings due on contracts as of December 31, 2022 and 2021 consisted of:

	Outstanding Less Than 90 Days	Outstanding Greater Than 90 Days	2022	2021
Completed contracts	$ 1,789,715	$ 834,174	$ 2,623,889	$ 4,878,102
Uncompleted contracts	130,758,124	3,227,312	133,985,436	91,116,296
Allowance for doubtful accounts	-	(116,798)	(116,798)	(229,598)
Billings due on contracts, net	$ 132,547,839	$ 3,944,688	$ 136,492,527	$ 95,764,800

As of December 31, 2022, management is negotiating the value of various claims based on work previously performed. Management does not recognize revenue on outstanding claims or change orders in excess of cost until approved. Management does not anticipate that the outcome of the claims will negatively impact net income. Through the date of the independent auditors' report, $104,207,410 (76%), of billings due on contracts as of December 31, 2022 had been collected.

NOTE 2 - BILLINGS DUE ON CONTRACTS - (Continued)

Activity in the allowance for doubtful accounts for the periods indicated is as follows:

	2022	2021
Allowance for doubtful accounts at the beginning of the year	$ 229,598	$ 1,989,775
Provision for doubtful accounts	25,000	214,049
Amounts charged against the allowance	(137,800)	(1,974,226)
Allowance for doubtful accounts at the end of the year	$ 116,798	$ 229,598

NOTE 3 - UNCOMPLETED CONTRACTS

As explained in Note 1 above, the Company recognizes revenue from construction contracts on the cost-to-cost measure of progress method. Information concerning uncompleted contracts is as follows:

	2022	2021
Costs incurred	$ 821,068,309	$ 631,674,098
Estimated earnings thereon	172,470,191	87,898,029
Contract revenues	$ 993,538,500	$ 719,572,127
Billings to date (inclusive of retainage)	$ 1,041,559,784	$ 756,337,450
Components of contract assets and liabilities		
Underbillings	$ 12,465,764	$ 7,703,466
Overbillings	(60,487,048)	(44,468,789)
Retainage due from contract owners, completed contracts	6,766,714	819,437
Retainage due from contract owners, uncompleted contracts	37,089,966	25,230,912
Retainage due from related party, uncompleted contracts	8,428,139	2,365,991
Net contract assets (liabilities)	$ 4,263,535	$ (8,348,983)

Presented in the accompanying balance sheets as follows:

	2022	2021
Contract assets, current	$ 44,766,194	$ 28,167,033
Contract assets, noncurrent	19,984,389	7,952,771
Contract liabilities	(60,487,048)	(44,468,787)
Total contract assets (liabilities)	$ 4,263,535	$ (8,348,983)

NOTE 3 - UNCOMPLETED CONTRACTS - (Continued)

The following is a reconciliation of the Company's backlog, which represents signed contracts in existence at December 31, 2022.

Balance at December 31, 2021	$ 623,941,546
New contracts and adjustments	652,435,237
	1,276,376,783
Less contract revenues earned for the year ending December 31, 2022	(707,836,591)
Balance at December 31, 2022	568,540,192
New contracts obtained subsequent to December 31, 2022	75,875,000
Balance as of report issuance date	$ 644,415,192

NOTE 4 - PROPERTY AND EQUIPMENT

At December 31, 2022, property and equipment consisted of:

	Cost	Accumulated Depreciation/ Depletion	Net Book Value
Buildings and improvements	$ 2,732,115	$ 1,491,589	$ 1,240,526
Construction equipment	143,888,807	64,670,268	79,218,539
Transportation equipment	38,683,703	24,180,039	14,503,664
Shop equipment	939,596	934,205	5,391
Aircraft	11,950,000	2,151,000	9,799,000
Office furniture and equipment	3,394,823	3,078,643	316,180
Information systems	240,556	217,955	22,601
	201,829,600	96,723,699	105,105,901
Construction in process	1,500,000	-	1,500,000
	$ 203,329,600	$ 96,723,699	$ 106,605,901

NOTE 4 - PROPERTY AND EQUIPMENT - (Continued)

At December 31, 2021, property and equipment consisted of:

	Cost	Accumulated Depreciation/ Depletion	Net Book Value
Buildings and improvements	$ 2,732,115	$ 801,644	$ 1,930,471
Construction equipment	122,601,212	53,645,045	68,956,167
Transportation equipment	34,597,205	22,547,882	12,049,323
Shop equipment	939,596	933,369	6,227
Aircraft	11,950,000	1,434,000	10,516,000
Office furniture and equipment	3,144,926	2,408,196	736,730
Information systems	240,556	124,066	116,490
	176,205,610	81,894,202	94,311,408
Construction in process	55,188	-	55,188
	$ 176,260,798	$ 81,894,202	$ 94,366,596

The Company recorded $35,032,245 and $33,419,293 in total equipment acquisitions as of December 31, 2022 and 2021, respectively, included in investing activities and supplemental disclosure of noncash activity on the statement of cash flows.

NOTE 5 - CASH, CASH MANAGEMENT CLEARING, AND CREDIT FACILITY

At December 31, 2022 and 2021, outstanding checks of $195,794 and $1,625,708, respectively, had not been presented for payment by the bank and are reflected as “Cash management clearing” on the consolidated balance sheets.

Phillips & Jordan, Inc. maintains a $20,000,000 credit facility with a bank, which provides for the daily replacement of cash accounts for disbursement clearing requirements. The line of credit bears interest at the adjusted SOFR rate plus 0.10% + 1.25% (5.65% at December 31, 2022), expires December 15, 2023 and is secured by substantially all corporate assets with the exception of real estate. There were no outstanding balances on this line as of December 31, 2022 and 2021. There were no borrowings or repayments during 2022 or 2021.

During 2021, National Fleet Service, LLC entered into an equipment line of credit for $5,000,000 with a bank. The line of credit bears interest at the adjusted SOFR rate plus .10% + 1.75% (6.15% at December 31, 2021), and is secured by a selection of equipment. The outstanding balance on this line was $0 and $3,344,393 at December 31, 2022 and December 31, 2021, respectively. Borrowings and repayments for the year ending December 31, 2021 were $3,344,393 and $0, respectively. During 2022, National Fleet Services, LLC withdrew the remaining amount of the line of credit and converted it to a note payable.

NOTE 6 - LEASES

Lessor - As discussed in Note 1, National Fleet Services, LLC is in the business of providing rental of transportation and heavy equipment. These rentals are made through short term leasing arrangements of hourly, daily, weekly, or monthly use. The Company maintains assets, accounted for in Note 4, that are available to lease through operating leases. The total net book value of equipment available for lease of $81,572,426 is included in National Fleet Services' balance sheet. National Fleet Services' revenue on operating leases is in accordance with ASU 842.

Lessee - As discussed in Note 1, the Company records lease activity in accordance with ASC 842. The Company determines if its contractual agreements contain a lease at inception. A lease is identified when a contract allows for the right to control an identified asset for a period of time in exchange for consideration. The Company's lease agreements consist of operating leases for office buildings and heavy equipment. The Company does not have material financing leases.

The Company's operating leases are included on the balance sheets as right-of-use lease assets and lease liabilities. A right-of-use lease asset represents the right to use an underlying asset over the term of a lease, while a lease liability represents the obligation to make lease payments arising from the lease. Current and noncurrent lease liabilities are recognized on commencement date at the present value of lease payments. Right-of-use lease assets are also recognized on the commencement date as the total lease liability plus and/or minus prepaid rents, deposits, and lease incentives, if any. As the Company's leases typically do not provide an implicit rate, it uses its fully collateralized incremental borrowing rate based on the information available at commencement date in determining the present value of lease payments. The incremental borrowing rate is influenced by market interest rates, credit ratings, and lease term and as such, may differ for individual leases.

The Company's lease agreements typically do not contain variable lease payments, residual value guarantees, purchase options, or restrictive covenants. The Company's leases may include the option to renew for a period of months to several years. The term of the Company's leases may include the option to renew when it is reasonably certain that the option will be exercised. If a lease agreement contains lease components (e.g., payments for rent) and non-lease components (e.g., payments for excess usage), it is all accounted for as a single lease component.

Information regarding lease expense, remaining lease term, discount rate, and other select lease information is presented below as of and for the year ended December 31, 2022:

	Phillips Infrastructure Holdings, Inc.	Phillips and Jordan, Inc.	National Fleet Services, LLC	Total
Lease Costs				
Operating lease expense	$ 2,626,352	$ 305,338	$ 1,715,422	$ 4,647,112
Short term lease expense	-	93,812	-	93,812
Total lease expense	$ 2,626,352	$ 399,150	$ 1,715,422	$ 4,740,924
Other Lease Information				
Operating cash outflows from operating leases	$ 1,933,021	$ 298,202	$ 1,643,331	$ 3,874,554
Right-of-use lease assets obtained in exchange for new lease liabilities	$ 8,397,808	$ -	$ -	$ 8,397,808
Lease Term and Discount Rate				
Weighted average remaining lease term (in years)	17.83	2.23	1.22	
Weighted average discount rate	1.97%	1.90%	2.92%	

NOTE 6 - LEASES - (Continued)

A summary of the maturity of lease liabilities as of December 31, 2022 is as follows:

Year ended December 31,	Phillips Infrastructure Holdings, Inc.	Phillips and Jordan, Inc.	National Fleet Services, LLC	Total
2023	$ 2,365,006	$ 290,730	$ 1,884,432	$ 4,540,168
2024	2,437,935	149,218	452,093	3,039,246
2025	2,513,119	59,925	-	2,573,044
2026	2,590,631	45,858	-	2,636,489
2027	2,670,543	-	-	2,670,543
Thereafter	42,577,900	-	-	42,577,900
Total minimum lease payments	55,155,134	545,731	2,336,525	58,037,390
Less: amounts representing interest	(9,161,156)	(8,072)	(42,278)	(9,211,506)
Present value of lease liabilities	$ 45,993,978	$ 537,659	$ 2,294,247	$ 48,825,884

During 2022, RowCon, LLC entered into two office leases, with terms of 3 and 6 months, expiring on March 31, 2022 and September 30, 2022, respectively. RowCon, LLC recorded lease expense of $18,212 and $79,300 for the years ended December 31, 2022 and 2021, respectively.

During the year ended December 31, 2021, Phillips and Jordan, Inc. recorded rent expense related to office space and storage facilities and rent expense on job sites and construction equipment under lease agreements in accordance with ASC 840 of $2,255,878. These leases expired during 2021 and were not renewed.

NOTE 7 - INSTALLMENT NOTES PAYABLE

Installment notes payable at December 31, 2022 and 2021 consisted of:

	2022	2021
Note payable to a bank due in monthly payments of $1,198,425 of principal and interest ranging from 2.35% to 4.82%, secured by equipment, with maturities through August 2027.	$ 33,640,296	$ 32,949,458
Notes payable to an equipment financing company due in monthly aggregate payments of $248,296 of principal and interest ranging from 2.25% to 2.99%, secured by equipment, with maturities through November 2026.	9,624,918	10,813,950
Note payable to a bank due in monthly payments of $117,775 of principal and interest at 3.28%, secured by an aircraft, matures November 2024.	7,318,039	8,470,947
Note payable to an equipment financing company due in monthly aggregate payments of $48,204 of principal and interest at 4.25%, secured by equipment, matures March 2024.	702,973	1,239,116
Note payable to an equipment financing company due in monthly aggregate payments of $52,108 of principal and interest at 0.00%, secured by equipment, with maturities through November 2026.	1,825,712	1,183,090
	53,111,938	54,656,561
Less installments due within one year	17,425,350	14,272,166
	$ 35,686,588	$ 40,384,395

Maturities of installment notes payable are summarized as follows:

Year ending December 31,	
2023	$ 17,425,350
2024	20,382,979
2025	7,991,310
2026	5,958,857
2027	1,353,442
	$ 53,111,938

NOTE 8 - RELATED PARTY NOTE RECEIVABLES

As of December 31, 2022 and 2021, related party note receivables from Hydrozonix, LLC consisted of $977,579 and $887,579, respectively. The Company has not established set payment terms. Although the note bears interest at 5.00%, management has chosen not to recognize interest income until such time the interest is collected. The note is recorded net of amounts previously recognized as related party receivables. The note is set to expire December 31, 2023 and management expects to collect by the due date.

NOTE 9 - RELATED PARTY AND INTERCOMPANY TRANSACTIONS

During the years ended December 31, 2022 and 2021 the Company entered into various activities for certain related parties. Related party activities can be summarized as follows:

	2022	2021
Construction and lease revenues	$ 80,584,508	$ 47,556,156
Billings due on contracts	$ 7,841,669	$ 2,220,917
Subcontractor costs	$ 421,930	$ 615,821
Equipment and building rent	$ 30,660,013	$ 21,811,650
Management Fees	$ 14,750,343	$ 9,050,000

NOTE 10 - STATE INCOME TAXES

Deferred state income taxes on the consolidated balance sheets include deferred tax liabilities as follows:

	2022	2021
Deferred state income tax liabilities:		
Gross profit on contracts	$ (599,100)	$ (431,000)
State net operating loss carryforwards	(249,200)	(305,500)
Accrued incentives	468,500	385,200
Non-qualified deferred compensation plan	(153,832)	(114,929)
Cash basis conversion	(78,254)	(100,750)
Accelerated depreciation methods	1,164,586	1,341,179
Total deferred state income tax liabilities	$ 552,700	$ 774,200

NOTE 11 - STOCKHOLDERS' INCOME TAXES

As explained in Note 1 above, the Company has elected to be taxed under Subchapter S of the Internal Revenue Code. As an "S Corporation", the Company passes through items of income and deductions to the stockholders each year as earned and pays no corporate federal income tax or state income taxes in states in which the Company is classified as a Subchapter S corporation. For the year ended December 31, 2022, it is anticipated that the Company will pass through approximately $47,106,000 of federal taxable income to the stockholders.

NOTE 11 - STOCKHOLDERS' INCOME TAXES - (Continued)

Although not accrued in the accompanying financial statements, deferred federal taxes would be based on the following temporary differences passed through to the stockholders at December 31, 2022 and 2021, respectively:

	2022	2021
Gross profit on contracts	$ (23,191,177)	$ (14,935,909)
Accrued incentives	18,017,401	13,318,110
Deferred state income taxes	(552,700)	(771,200)
Non-qualified deferred compensation plan	(1,227,881)	(684,251)
Deferred compensation	3,983,196	2,266,519
Cash basis conversion	2,876,553	2,386,048
State net operating loss carryforward	9,518,253	7,222,042
Differences in methods for depreciation	(20,106,181)	(11,449,257)
	$ (10,682,536)	$ (2,647,898)

NOTE 12 - EMPLOYEE BENEFIT PLANS

The Company has a 401(k) retirement and savings plan (the "Plan") covering substantially all employees. Employees may defer up to 90 percent of their compensation. The Company may make a matching contribution on behalf of each participant in an amount determined by the Company on an annual basis. The matching contribution is based on either a specific dollar amount or limited to an amount deferred as a percentage of compensation by the participant as determined by the Company. Employees vest in Company contributions over a period of five years. Contributions to the Plan for the year ended December 31, 2022 and 2021 were $2,486,469 and $1,964,929, respectively.

The Company has a VEBA trust through which employee health insurance claims are funded. The Company makes periodic payments to the trust, comprised of both employee and employer funds, which amounted to $7,765,387 and $7,496,656 during 2022 and 2021, respectively. As of December 31, 2022 and 2021, assets held in the VEBA trust amounted to $689,342 and $842,657, respectively.

During 2018, the Company established a deferred compensation program, which permits key employees to defer a portion, not exceeding 50%, of their annual profit sharing compensation. The Company reserves the right to make discretionary credits to the accounts of active participants. Employees vest in Company credits 100% after three years of service following the credit. The Company has provided no discretionary employer credits. At December 31, 2022 and 2021, $7,376,681 and $8,004,154, respectively is included in "deferred compensation liability" relating to the plan. To assist in funding the deferred compensation liability, the Company has invested in corporate-owned life insurance policies, which are included in "investments and other assets," to ensure all future liabilities can be paid.

NOTE 13 - CONTINGENCIES AND LITIGATION

In the normal course of business, the Company is also subject to various claims and litigation arising out of other contract claims, disputes, and indemnification agreements. Litigation is subject to many uncertainties, the outcome of individual litigated matters is not predictable with assurance, and it is reasonably possible that some of the legal actions and claims could be filed and decided as unfavorable to the Company. Although the amount of ultimate liabilities with respect to such aforementioned matters cannot be ascertained, management, after providing for certain known claims, believes that any resulting liability should not materially affect the financial position of the Company.

NOTE 13 - CONTINGENCIES AND LITIGATION - (Continued)

During March 2013, the Company issued a guarantee for a loan on a multi dwelling unit residential development for which the stockholder is a major investor. As of December 31, 2022, the total guarantee was approximately $5,628,000 As of March 17, 2023, approximately $5,605,000 was drawn on the loan. Although the loan is collateralized by real estate, an additional investor has also issued a similar joint and several guarantee should the development become unable to meet its obligations under the related debt instrument. The Company could potentially be liable for a portion or the entire obligation. There is an agreement between the guarantors that in the event of a default, if either guarantor cannot fund their required portion of the obligation, a collateralized loan between the funding guarantor and the non-funding guarantor will be created.

NOTE 14 - BUSINESS CONCENTRATIONS

Approximately 48% of the Company's cash receipts were made up of three customers as of December 31, 2022. Approximately 44% of the Company's cash receipts were made up of three customers as of December 31, 2021.

Approximately 10% of the Company's accounts receivable was made up of one customer as of December 31, 2022. Approximately 18% of the Company's accounts receivable was made up of one customer as of December 31, 2021.

NOTE 15 - RECENT ACCOUNTING PRONOUNCEMENTS

In June 2016, the Financial Accounting Standards Board (FASB) issued ASU No. 2016-13, *Financial Instruments - Credit Losses (Topic 326) Measurement of Credit Losses on Financial Instruments* ("ASU 2016-13"), which requires an entity to utilize a new impairment model known as the current expected credit loss (CECL) model to estimate its lifetime "expected credit loss" and record an allowance that, when deducted from the amortized cost basis of the financial assets and certain other instruments, including but not limited to trade receivables. Credit losses relating to trade receivables will be recorded through an allowance for credit losses rather than as a direct write-down to the receivable. ASU 2016-13 requires a cumulative effect adjustment to the balance sheet as of the beginning of the first reporting period in which the guidance is effective. In November 2019, the FASB issued ASU 2019-10, *Financial Instruments - Credit Losses (Topic 326): Effective Dates*, which defers the effective date of ASU 2016-13 to fiscal years beginning after December 15, 2022. ASU 2016-13 will be effective for the Company beginning January 1, 2023. The Company is currently evaluating the impact of the adoption of ASU 2016-13 on its financial statements.

SUPPLEMENTARY INFORMATION

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidating Balance Sheets
December 31, 2022

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	RowCon, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
ASSETS							
Current Assets							
Cash and cash equivalents	$ 346,486	$ 40,427,997	$ 4,510,084	$ 430,886	$ 45,715,453	$ -	$ 45,715,453
Billings due on contracts, net	-	136,046,903	445,624	-	136,492,527	-	136,492,527
Amounts due on insurance claims	-	4,494,982	-	-	4,494,982	-	4,494,982
Contract assets, current	-	44,766,194	-	-	44,766,194	-	44,766,194
Amounts due from related parties, due within one year	952	10,822,519	-	-	10,823,471	9,844,940	978,531
Inventory	-	639,762	-	-	639,762	-	639,762
Other current assets	237,331	756,571	86,106	129,651	1,209,659	-	1,209,659
Total current assets	584,769	237,954,928	5,041,814	560,537	244,142,048	9,844,940	234,297,108
Right-of-Use lease assets, net	45,340,916	520,227	-	2,294,793	48,155,936	-	48,155,936
Property and Equipment, net	37,413	24,852,031	144,031	81,572,426	106,605,901	-	106,605,901
Other Assets							
Contract assets, noncurrent	-	19,984,389	-	-	19,984,389	-	19,984,389
Investments in subsidiaries	189,005,177	-	-	-	189,005,177	189,005,177	-
Deferred compensation program	7,286,856	-	-	-	7,286,856	-	7,286,856
Other assets	-	516,233	-	-	516,233	-	516,233
Total other assets	196,292,033	20,500,622	-	-	216,792,655	189,005,177	27,787,478
Total assets	$ 242,255,131	$ 283,827,808	$ 5,185,845	$ 84,427,756	$ 615,696,540	$ 198,850,117	$ 416,846,423

See independent auditors' report.

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	RowCon, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
LIABILITIES AND STOCKHOLDERS' AND MEMBER'S EQUITY							
Current Liabilities							
Cash management clearing	$ -	$ 195,794	$ -	$ -	$ 195,794	$ -	$ 195,794
Installment notes payable, due within one year	-	-	-	17,425,350	17,425,350	-	17,425,350
Lease liabilities, due within one year	1,508,869	285,576	-	1,846,254	3,640,699	-	3,640,699
Estimates due to subcontractors	-	5,178,178	-	-	5,178,178	-	5,178,178
Retainage due to subcontractors	-	10,252,661	-	-	10,252,661	-	10,252,661
Accounts payable	286,759	16,296,578	150,173	1,949,903	18,683,413	2,158	18,685,571
Other accrued expenses	123,677	4,242,490	-	621,112	4,987,279	-	4,987,279
Accrued incentives, current	-	16,440,203	-	-	16,440,203	-	16,440,203
Amounts due to related parties, due within one year	1,620,482	-	76,371	8,150,245	9,847,098	(9,847,098)	-
Contract liabilities	-	60,244,813	242,235	-	60,487,048	-	60,487,048
Salaries and wages payable	115,410	2,163,043	9,991	-	2,288,444	-	2,288,444
Total current liabilities	3,655,197	115,299,336	478,770	29,992,864	149,426,167	(9,844,940)	139,581,227
Installment notes payable, due after one year	-	-	-	35,686,588	35,686,588	-	35,686,588
Lease liabilities, due after one year	44,485,109	252,083	-	447,993	45,185,185	-	45,185,185
Deferred state income taxes	(148,700)	153,500	24,100	523,800	552,700	-	552,700
Deferred compensation liability	7,376,681	-	-	-	7,376,681	-	7,376,681
Accrued incentives, non-current	-	1,577,198	-	-	1,577,198	-	1,577,198
Total liabilities	55,368,287	117,282,117	502,870	66,651,245	239,804,519	(9,844,940)	229,959,579
Stockholders' and Member's Equity							
Common stock, no par value; 50,000 shares authorized: 50,000 shares issued and outstanding including 50 voting shares and 49,950 non-voting shares	7,500	7,500	-	-	15,000	(7,500)	7,500
Additional paid-in capital	118,574,415	1,680,744	-	-	120,255,159	(1,680,744)	118,574,415
Member's equity	-	-	4,682,975	17,776,511	22,459,486	(22,459,486)	-
Retained earnings	68,304,929	164,857,447	-	-	233,162,376	(164,857,447)	68,304,929
Total stockholders' and member's equity	186,886,844	166,545,691	4,682,975	17,776,511	375,892,021	(189,005,177)	186,886,844
Total liabilities and stockholders' and member's equity	$ 242,255,131	$ 283,827,808	$ 5,185,845	$ 84,427,756	$ 615,696,540	$(198,850,117)	$ 416,846,423

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidating Statements of Income
Year Ended December 31, 2022

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	RowCon, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
Revenues	$ 14,750,343	$ 700,105,714	$ 7,730,877	$31,608,665	$ 754,195,599	$(46,359,008)	$ 707,836,591
Cost of Revenues							
Subcontractors	-	207,392,144	380,731	-	207,772,875	-	207,772,875
Direct labor	-	129,745,747	3,123,174	-	132,868,921	-	132,868,921
Equipment	-	126,638,246	1,672,444	31,589,745	159,900,435	(31,589,745)	128,310,690
Materials	-	104,259,839	528,127	-	104,787,966	-	104,787,966
Other	-	15,644,352	(1,328,272)	-	14,316,080	-	14,316,080
Total cost of revenues	-	583,680,328	4,376,204	31,589,745	619,646,277	(31,589,745)	588,056,532
Gross profit	14,750,343	116,425,386	3,354,673	18,920	134,549,322	(14,769,263)	119,780,059
General and Administrative Expenses	14,886,857	62,371,464	1,023,555	185,773	78,467,649	(14,769,263)	63,698,386
(Loss) income from operations	(136,514)	54,053,922	2,331,118	(166,853)	56,081,673	-	56,081,673
Other Income (Expense)							
Interest income	-	34,955	-	-	34,955	-	34,955
Income from subsidiaries	53,769,870	-	-	-	53,769,870	(53,769,870)	-
Interest expense	-	(4,223)	-	(1,661,994)	(1,666,217)	-	(1,666,217)
Miscellaneous income	308,218	282,772	248	188,792	780,030	-	780,030
Total other income (expense)	54,078,088	313,504	248	(1,473,202)	52,918,638	(53,769,870)	(851,232)
Income (loss) before state income taxes	53,941,574	54,367,426	2,331,366	(1,640,055)	109,000,311	(53,769,870)	55,230,441
State Income Tax (Benefit) Expense							
Current	16,387	1,491,581	34,925	(61,139)	1,481,754	-	1,481,754
Deferred	(45,000)	(128,400)	17,700	(65,800)	(221,500)	-	(221,500)
Total state income tax (benefit) expense	(28,613)	1,363,181	52,625	(126,939)	1,260,254	-	1,260,254
Net income (loss)	$ 53,970,187	$ 53,004,245	$ 2,278,741	$ (1,513,116)	$ 107,740,057	$(53,769,870)	$ 53,970,187

See independent auditors' report.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.

Consolidated Financial Statements and Supplementary Information

Years Ended December 31, 2021 and 2020

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Financial Statements and Supplementary Information
Years Ended December 31, 2021 and 2020

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Independent Auditors' Report

To the Board of Directors
Phillips Infrastructure Holdings, Inc.
Knoxville, Tennessee

Opinion

We have audited the accompanying consolidated financial statements of Phillips Infrastructure Holdings, Inc. and subsidiaries (collectively, the "Company"), which comprise the balance sheets as of December 31, 2021 and 2020, and the related statements of operations, retained earnings, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2021 and 2020, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary schedules on pages 20 and 21 are presented for the purpose of additional analysis of the consolidated financial statements rather than to present the financial position, results of operations, and cash flows of the individual companies, and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Rodefer Moss & Co, PLLC

Knoxville, Tennessee
April 29, 2022

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Balance Sheets
December 31, 2021 and 2020

	2021	2020
ASSETS		
Current Assets		
Cash and cash equivalents	$ 55,576,206	$ 25,165,250
Billings due on contracts, net	95,764,800	71,300,701
Amounts due on insurance claims	4,000,000	4,186,917
Contract assets, current	28,167,035	30,053,567
Amounts due from related parties, net	2,197,671	795,116
Inventory, net	488,320	630,728
Other current assets	5,655,578	2,649,482
Total current assets	191,849,610	134,781,761
Property and Equipment, net	94,366,596	115,247,767
Investments and Other Assets		
Related party notes receivable, due after one year	887,579	887,579
Contract assets, noncurrent	7,952,771	1,544,043
Deferred compensation program	7,939,840	7,251,755
Other assets	196,862	210,663
Total investments and other assets	16,977,052	9,894,040
Total assets	$ 303,193,258	$ 259,923,568

See notes to consolidated financial statements.

	2021	2020
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities		
Cash management clearing	$ 1,625,708	$ 4,464,534
Line of credit	3,344,393	5,609,932
Installment notes payable, due within one year	14,272,166	13,600,871
Estimates due to subcontractors	12,544,012	9,910,877
Retainage due to subcontractors	4,763,330	5,888,601
Accounts payable	11,417,719	10,948,042
Other accrued expenses	2,648,804	2,398,495
Accrued incentives, current	10,740,912	-
Contract liabilities	44,468,787	27,519,433
Salaries and wages payable	1,674,543	1,110,938
Total current liabilities	107,500,374	81,451,723
Installment notes payable, due after one year	40,384,395	38,610,711
Deferred state income taxes	774,200	915,200
Deferred compensation liability	8,004,154	6,436,198
Accrued incentives, non-current	2,577,198	2,577,198
Total liabilities	159,240,321	129,991,030
Stockholders' Equity		
Common stock, no par value; 50,000 shares authorized: 50,000 shares issued and outstanding including 50 voting shares and 49,950 non-voting shares	7,500	7,500
Additional paid in capital	118,574,415	118,574,415
Retained earnings	25,371,022	11,350,623
Total stockholders' equity	143,952,937	129,932,538
Total liabilities and stockholders' equity	$ 303,193,258	$ 259,923,568

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Operations
Years Ended December 31, 2021 and 2020

	2021	2020
Construction Revenues	$ 451,854,243	$ 365,603,074
Cost of Construction Revenues		
Subcontractors	116,571,160	96,110,779
Direct labor	105,243,129	94,226,903
Equipment	84,173,083	73,459,704
Materials	58,164,499	44,002,918
Other	13,880,377	23,260,900
Total cost of construction revenues	378,032,248	331,061,204
Gross profit	73,821,995	34,541,870
General and Administrative Expenses	51,422,032	39,502,945
Income (loss) from operations	22,399,963	(4,961,075)
Other Income (Expense)		
Gain on sale of natural resource reserves	-	4,128,305
Interest income	231	396
Interest expense	(1,651,847)	(2,135,013)
Miscellaneous income	636,346	297,249
Other income (expense), net	(1,015,270)	2,290,937
Income (loss) before state income taxes	21,384,693	(2,670,138)
State Income Tax Expense (Benefit)		
Current	709,146	248,470
Deferred	(141,000)	108,000
Total state income tax expense	568,146	356,470
Net income (loss)	$ 20,816,547	$ (3,026,608)

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Changes in Stockholders' Equity
Years Ended December 31, 2021 and 2020

	Common Stock	Additional Paid in Capital	Retained Earnings	Total Stockholders' Equity
Balances at January 1, 2020	$ 7,500	$ 118,574,415	$ 15,060,027	$ 133,641,942
Net loss	-	-	(3,026,608)	(3,026,608)
Dividends	-	-	(682,796)	(682,796)
Balances at December 31, 2020	7,500	118,574,415	11,350,623	129,932,538
Net income	-	-	20,816,547	20,816,547
Dividends	-	-	(6,796,148)	(6,796,148)
Balances at December 31, 2021	$ 7,500	$ 118,574,415	$ 25,371,022	$ 143,952,937

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Cash Flows
Years Ended December 31, 2021 and 2020

	2021	2020
Cash Flows From Operating Activities		
Cash received from customers	$ 499,587,458	$ 430,569,887
Cash paid to suppliers and employees	(463,164,402)	(394,857,300)
Interest paid	(1,651,847)	(2,135,013)
Interest received	231	396
State income taxes paid	(709,146)	(248,470)
Miscellaneous receipts	636,346	297,249
Net cash flows from operating activities	34,698,640	33,626,749
Cash Flows From Investing Activities		
Acquisition of property and equipment	(10,475,486)	(31,522,993)
Proceeds from disposition of equipment	15,899,002	15,572,528
Change in deferred compensation plan, net	879,871	(815,557)
Net cash flows from investing activities	6,303,387	(16,766,022)
Cash Flows From Financing Activities		
Proceeds from (payments made on) line of credit, net	3,344,393	5,913,722
Proceeds from the issuance of installment notes payable	-	1,162,595
Principal payments on installment notes payable	(25,488,150)	(15,699,468)
Reimbursement of amounts paid on behalf of Rhodine Pit, LLC	20,714,827	-
Payment of dividends to stockholders	(6,796,148)	(682,796)
Net cash flows from financing activities	(8,225,078)	(9,305,947)
Net change in cash and cash equivalents	32,776,949	7,554,780
Cash and cash equivalents at the beginning of the year	25,165,250	17,610,470
Cash and cash equivalents at the end of the year	$ 57,942,199	$ 25,165,250
Supplemental disclosure of non-cash investing activities:		
Acquisition of property and equipment through installment notes payable	$ 16,713,267	$ 12,210,261
Acquisition of property and equipment through related party	$ -	$ 1,394,893
Net book value of property sold to related parties	$ -	$ 1,394,893
Conversion of line of credit to installment notes payable	$ 5,609,932	$ 2,971,514
Conversion of work in process to property and equipment	$ 620,608	$ 1,892,330

See notes to consolidated financial statements.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidated Statements of Cash Flows (Continued)

	2021	2020
Reconciliation of net income (loss) to net cash flows from operating activities		
Net income (loss)	$ 20,816,547	$ (3,026,608)
Adjustments to reconcile net income (loss) to net cash flows from operating activities:		
Depreciation	18,000,798	17,268,574
Gain on disposition of equipment	(934,773)	(1,638,396)
Gain on disposition of natural resource reserves	-	(4,128,305)
Deferred state income tax (benefit)	(141,000)	108,000
Decrease in provision for doubtful accounts	1,760,197	-
Provision for inventory reserve	-	727,651
Decrease (increase) in assets:		
Billings due on contracts	(26,224,296)	17,822,477
Amounts due on insurance claims	186,917	4,946,263
Contract assets	(2,156,203)	8,455,275
Amounts due from related parties	(1,402,555)	222,332
Aggregate inventory	142,408	(339,520)
Other assets	(2,992,295)	(708,549)
(Decrease) increase in liabilities:		
Accounts payable and accrued expenses	10,693,541	(13,759,869)
Capital equipment obligations	-	(3,718,512)
Contract liabilities	16,949,354	11,395,936
Net cash flows from operating activities	$ 34,698,640	$ 33,626,749

See notes to consolidated financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation - The consolidated financial statements of Phillips Infrastructure Holdings, Inc. include the wholly-owned subsidiaries of Phillips & Jordan, Inc., ROWCON, LLC, and National Fleet Services, LLC (collectively, the "Company"). All significant intercompany transactions and balances have been eliminated.

Company Activities and Operating Cycle - Phillips Infrastructure Holdings, Inc. is principally in the business of providing management functions and oversight to the wholly owned subsidiaries described above, where these wholly owned businesses are principally in the business of construction, transportation, and equipment rental.

Phillips & Jordan, Inc. ("PNJ") is a contractor engaged principally in the business of heavy civil construction, right of way infrastructure construction, industrial site preparation, and disaster response throughout the United States of America.

ROWCON, LLC ("ROW") is a nationwide specialty contractor performing right of way services for the power and pipeline markets. ROW specializes in matting supply installation and removal; access road and crane pad construction; vegetative debris clearing, grinding, and disposal; culvert and bridge installation; substation site grading and preparation; and other general projects.

National Fleet Services, LLC ("NFS") is a transportation and equipment rental company in the state of Delaware. NFS is principally in the business of providing transportation services and heavy equipment rental to the construction industry throughout the United States of America.

The lengths of the construction contracts vary, but are typically less than one year. As of December 31, 2021, the Company did have significant contracts that are long-term in nature. Accordingly, certain contract related assets and liabilities are classified as current while others are classified as noncurrent.

Revenue Recognition from Construction Contracts - The Company reports revenues from construction contracts in accordance with Accounting Standards Update ("ASU") 2014-09, "*Revenue from Contracts with Customers*," (ASC Topic 606"). Under this method, the Company follows the five-step model provided by ASC Topic 606 in order to recognize revenue in the following manner: 1) Identify the contract; 2) Identify the performance obligations of the contract; 3) Determine the transaction price of the contract; 4) Allocate the transaction price to the performance obligations; and 5) Recognize revenue as appropriate.

Revenues from contracts, including a portion of estimated profit, are recognized as good or services are provided, based on costs incurred and estimated total contract costs using the cost-to-cost measure of progress method. Under this method, revenue is recognized in relation to the ratio of costs incurred to total estimated costs. This method is used because management considers it the best available measure of progress.

Multiple promises to transfer individual goods or services may exist within a single contract; however, critical integration or interrelated commitment of such goods and services is typically necessary in order to deliver a completed project. As such, management typically considers the Company's contracts to have a single performance obligation.

Contract costs include direct material, equipment, labor, other direct costs, estimated warranty costs, and indirect costs related to contract performance, such as indirect labor, supplies, insurance, equipment repairs, and depreciation.

Changes in job performance, conditions, and estimated profitability, including those arising from contract penalty provisions and final contract settlements, may result in revisions to contract revenues. Certain contracts also include variable consideration provisions, which could also result in adjustments to transaction prices and contract revenues. Estimates for variable consideration are included in transaction pricing only when adjustments are probable, as circumstances evolve, or when uncertainties are resolved.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Revenue Recognition from Construction Contracts - (Continued) - Adjustments to transaction prices and contract revenues are recognized during the period when realization is assured, and the amount can be reasonably determined. Provisions for estimated losses on uncompleted contracts are made in the period in which the losses are measurable. Because of the inherent uncertainties in estimated costs, it is reasonably possible that the estimates used will change within the near term.

Revenue Recognition from Leasing - Revenues from leasing the Company's assets through providing transportation or renting heavy equipment are recorded at the time services are rendered. Leasing agreements include rates for hourly, daily, weekly, or monthly use. Revenues are generated in relation to the reported usage and any additional monthly costs incurred on the Company's assets and recognized on a monthly basis as earned, regardless of the timing of billing. Invoices are due within 30 days of issuance. All leasing revenue earned is from intercompany activity, and is eliminated on the consolidated financial statements.

Contracts Assets and Liabilities - Contract assets and liabilities are defined by ASC Topic 606 and generally exist in conjunction with contracts while they are in process. Contract assets and liabilities generally do not represent significant financing tools and include the following components:

- Costs and earnings in excess of billings ("Underbillings"). Underbillings (also referred to as work in process) are assets representing the estimated value of unbilled work for projects with performance obligations recognized over time.

- Billings in excess of revenue recognized ("Overbillings"). Overbillings are liabilities representing billings that the Company is entitled to invoice contract owners (and receive payment for) in advance of completing certain related contract work.

- Retainage due from contract owners. Generally, the Company does not consider retainage withheld from progress billings as unconditional rights to payment until certain contractual milestones or performance obligations are reached (typically substantial completion). Accordingly, retainage withheld is generally considered a component of contract assets or liabilities until final billed to the customer.

Certain contracts contain components representing both contract assets and contract liabilities. ASC Topic 606 requires aggregation of such assets and liabilities at the contract level, but not at the performance obligation level within individual contracts.

Cash and Cash Equivalents - For purposes of the Consolidated Statements of Cash Flows, the Company considers investments readily convertible into cash without significant loss due to penalties or interest and deposits in banks to be cash and cash equivalents.

Billings Due on Contracts - Billings due on contracts are based on contracted (or estimated) transaction prices and contracted payment terms and represent unconditional rights to consideration subject only to the passage of time and application approval. Delinquent receivables are written off based on individual credit evaluation and specific circumstances of the customer. The Company has contract terms ranging from 30 to 90 days, balances outstanding past these terms are considered past due; however the Company does not accrue late fees or interest income on past due amounts. Management has established an allowance for doubtful accounts based upon individual credit valuations and circumstances of specific customers. Once collection efforts have been exhausted, such balances will be charged to the allowance.

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NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Insurance Claims - During 2021 and 2020, the Company experienced extreme weather causing delays and rework related to one of the Company's open contracts. The significance of the weather constituted the need to file an insurance claim held for this type of event. Management elected to track the effects of this claim separate from the job to ensure the tracking goes smoothly, as well as to track the actual costs for productive work on the project. As of December 31, 2021 and 2020 amounts due on the insurance claims were $4,000,000 and $4,186,917, respectively

Inventory - Inventory is stated at the lower of cost or market and consists primarily of crushed stone and repair parts for sale or to be used by the Company. Management has determined that no inventory obsolescence reserve is required as of December 31, 2021 and 2020.

Property and Equipment - Property and equipment are recorded at cost. The cost of property and equipment is depreciated using either straight-line or accelerated methods and includes salvage values based on historical values of equipment at disposition. Such methods are determined based upon the estimated useful lives and estimated timing of repair costs of the respective assets as follows:

Buildings and improvements	4-40 years
Aircraft	15 Years
Transportation equipment	3-15 years
Shop equipment	3-5 years
Construction equipment	2-7 years
Information systems	2-5 years
Office furniture and equipment	1-7 years

When assets are retired or otherwise disposed, the cost and related accumulated depreciation are removed from the account and any resulting gain or loss is recognized in operations for the period.

Income Taxes - The Company has elected to be taxed under Subchapter S of the Internal Revenue Code. Accordingly, items of income and deductions are passed through to the stockholders who are responsible for payment of any federal income taxes thereon.

The Company is not classified as a Subchapter S corporation in certain states; therefore, related state income taxes are incurred at the corporate level. State income taxes are reported in accordance with accounting principles generally accepted in the United States of America which require the establishment of deferred tax accounts for all temporary differences between book and tax basis apportioned to these states. In addition, deferred tax accounts must be adjusted to reflect new rates if enacted into law.

The principal accounting method used by the Company for tax reporting purposes is the cash receipts and disbursements method, which applies to short-term construction contracts (as defined by the Internal Revenue Code). The Company recognizes income from long-term construction contracts on the percentage-of-completion method and from residential construction contracts on the completed contract method.

Deferred taxes are recognized for differences between the basis of assets and liabilities for financial reporting and income tax purposes. The differences relate principally to differences in methods for the recognition of gross profit on contracts and from differences in methods for reporting depreciation. All deferred tax assets and liabilities are classified as non-current.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Income Taxes - (continued) - The Company periodically evaluates any uncertain tax positions that might exist. Accordingly, a loss contingency is recognized when it is probable that a liability has been incurred as of the date of the financial statements and the amount of the loss can be reasonably estimated. The amount recognized is subject to estimates and management judgment with respect to the likely outcome of each uncertain tax position. The amount that is ultimately sustained for an individual uncertain tax position or for all uncertain tax positions in the aggregate could differ from the amount recognized. Although the tax years ending December 31, 2018 through December 31, 2021 remain open for examination by various taxing authorities, it is management's opinion that no significant uncertain tax positions exist at December 31, 2021.

Advertising - The costs of advertising, promotion and marketing programs are charged to operations in the year incurred. The Company recorded advertising expense of $126,358 and $57,453 as of December 31, 2021 and 2020, respectively.

Health Insurance Benefits - The Company employs a self-insurance strategy to provide health insurance benefits to its employees, for the first $125,000. The Company relies on CIGNA as a third party administrator, and currently maintains a reinsurance policy for claims in excess of $125,000 in a single policy year.

Commercial Insurance - The Company is a member of American Contractor Insurance Group, LTD (hereinafter referred to as "ACIG") which provides for losses related to workers' compensation, general liability, and auto claims. Beyond certain limits, the programs provide that members are jointly and severally liable for unpaid claims in all years that the Company is a member. Based upon the excess insurance coverage provided within ACIG for specific and aggregate losses and the financial condition of ACIG, and its members, management considers any contingent liabilities to be insignificant at December 31, 2021. As a member of ACIG, the Company retains a minority equity interest, which is accounted for using the cost method of accounting. Included in other assets is the initial equity investment of $75,000.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could vary from the estimates that were used.

Concentrations of Credit Risk - Financial instruments which potentially subject the Company to concentrations of credit risk are primarily cash and cash equivalents and accounts receivable. The Company's cash deposits are placed in highly rated financial institutions and are applied to balances outstanding on the line-of-credit on a daily basis.

Cash and cash equivalents are maintained at financial institutions and, at times, balances may exceed federally insured limits. The Company has never experienced any losses related to these balances. As of December 31, 2021 and 2020, amounts on deposit in excess of federally insured limits approximated $48,300,000 and $20,000,000, respectively.

The Company's customer base consists of customers located throughout the United States. The Company performs ongoing credit evaluations of its customers' financial condition, generally perfect lien rights as collateral from its customers, and maintains a reserve for potentially doubtful accounts. Although the Company is directly affected by the well-being of the construction industry, management does not believe significant credit risk exists at December 31, 2021.

Reclassifications - Certain reclassifications have been made to the 2020 balances in order to conform to the 2021 presentation with no effect on the previously reported net income or stockholders' equity.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Date of Management's Review - Management has evaluated events and transactions occurring subsequent to the balance sheet date for items that should potentially be recognized or disclosed in these financial statements. The evaluation was conducted through the date of the independent auditors' report, which is the date these financial statements were available to be issued.

NOTE 2 - BILLINGS DUE ON CONTRACTS

Billings due on contracts represent amounts for performance obligations that have been billed but not yet collected, net of retainage. Billings due on contracts as of December 31, 2021 and 2020 consisted of:

	Outstanding Less Than 90 Days	Outstanding Greater Than 90 Days	2021	2020
Completed contracts	$ 3,264,931	$ 1,613,171	$ 4,878,102	$ 5,656,975
Uncompleted contracts	90,738,445	377,851	91,116,296	67,633,501
Allowance for doubtful accounts	-	(229,598)	(229,598)	(1,989,775)
Billings due on contracts, net	$ 94,003,376	$ 1,761,424	$ 95,764,800	$ 71,300,701

As of December 31, 2021, management is negotiating the value of various claims based on work previously performed. Management generally does not recognize revenue on outstanding claims or change orders in excess of cost until approved. Management does not anticipate that the outcome of the claims will negatively impact net income. Through the date of the independent auditors' report, collection of $88,961,925 (93%), of billings due on contracts as of December 31, 2021 had been collected

Activity in the allowance for doubtful accounts for the periods indicated is as follows:

	2021	2020
Allowance for doubtful accounts at the beginning of the year	$ 1,989,775	$ 2,302,564
Provision for doubtful accounts	214,049	-
Amounts charged against the allowance	(1,974,226)	(312,789)
Allowance for doubtful accounts at the end of the year	$ 229,598	$ 1,989,775

NOTE 3 - UNCOMPLETED CONTRACTS

As explained in Note 1 above, the Company recognizes revenue from construction contracts on the cost-to-cost measure of progress method. Information concerning uncompleted contracts is as follows:

	2021	2020
Costs incurred	$ 631,674,098	$ 446,122,318
Estimated earnings thereon	87,898,029	42,063,406
Contract revenues	$ 719,572,127	$ 488,185,724
Billings to date (inclusive of retainage)	$ 756,337,450	$ 507,249,324
Components of contract assets and liabilities		
Underbillings	$ 7,703,466	$ 8,455,833
Overbillings	(44,468,789)	(27,519,433)
Retainage due from contract owners, completed contracts	819,437	3,005,045
Retainage due from contract owners, uncompleted contracts	25,230,912	-
Retainage due from related party, uncompleted contracts	2,365,991	20,136,732
Net contract (liabilities) assets	$ (8,348,983)	$ 4,078,177

Presented in the accompanying balance sheets as follows:

	2021	2020
Contract assets, current	$ 28,167,033	$ 30,053,567
Contract assets, noncurrent	7,952,771	1,544,043
Contract liabilities	(44,468,787)	(27,519,433)
Total contract (liabilities) assets	$ (8,348,983)	$ 4,078,177

The following is a reconciliation of the Company's backlog, which represents signed contracts in existence at December 31, 2021.

Balance at December 31, 2020	$ 442,104,294
New contracts and adjustments	633,691,496
	1,075,795,790
Less contract revenues earned for the year ending December 31, 2021	(451,854,243)
Balance at December 31, 2021	623,941,547
New contracts obtained subsequent to December 31, 2021	314,775,135
Balance as of report issuance date	$ 938,716,682

NOTE 4 - PROPERTY AND EQUIPMENT

At December 31, 2021, property and equipment consisted of:

	Cost	Accumulated Depreciation/ Depletion	Net Book Value
Buildings and improvements	$ 2,732,115	$ 801,644	$ 1,930,471
Construction equipment	122,601,212	53,645,045	68,956,167
Transportation equipment	34,597,205	22,547,882	12,049,323
Shop equipment	939,596	933,369	6,227
Aircraft	11,950,000	1,434,000	10,516,000
Office furniture and equipment	3,144,926	2,408,196	736,730
Information systems	240,556	124,066	116,490
	176,205,610	81,894,202	94,311,408
Construction in process	55,188	-	55,188
	$ 176,260,798	$ 81,894,202	$ 94,366,596

At December 31, 2020, property and equipment consisted of:

	Cost	Accumulated Depreciation/ Depletion	Net Book Value
Land	$ 4,511,490	$ -	$ 4,511,490
Buildings and improvements	9,266,819	5,268,003	3,998,816
Construction equipment	108,018,302	53,267,941	54,750,361
Transportation equipment	33,082,238	21,280,731	11,801,507
Shop equipment	939,596	923,331	16,265
Aircraft	19,550,000	1,515,000	18,035,000
Office furniture and equipment	3,650,940	2,147,246	1,503,694
Information systems	59,751	27,134	32,617
	179,079,136	84,429,386	94,649,750
Construction in process	20,598,017	-	20,598,017
	$ 199,677,153	$ 84,429,386	$ 115,247,767

The Company recorded $33,419,293 and $49,915,476 in total acquisitions as of December 31, 2021 and 2020, respectively, included in investing activities and supplemental disclosure of noncash activity on the statement of cash flows.

NOTE 5 - CASH, CASH MANAGEMENT CLEARING, AND CREDIT FACILITY

At December 31, 2021 and 2020, outstanding checks of $1,625,708 and $4,464,534, respectively, had not been presented for payment by the bank and are reflected as "Cash management clearing" on the consolidated balance sheets.

Phillips & Jordan, Inc. maintains a $20,000,000 credit facility with a bank, which provides for the daily replacement of cash accounts for disbursement clearing requirements. The line of credit bears interest at the adjusted SOFR rate plus 0.10% + 1.25% (1.40% at December 31, 2021), expires December 15, 2022 and is secured by substantially all corporate assets with the exception of real estate. There were no outstanding balances on this line as of December 31, 2021 and 2020. There were no borrowings or repayments during 2021 or 2020.

During 2021, ROWCON, LLC entered into an operating line of credit agreement for $3,000,000 with a bank. The line of credit bears interest at the adjusted SOFR rate plus .10% + 1.75% (1.90% at December 31, 2021), expires December 1, 2022 and is secured by personal property. The outstanding balance on this line was $0 at December 31, 2021. There were no borrowings or repayments during the year ending December 31, 2021.

During 2020, National Fleet Services, LLC entered into an equipment line of credit for $8,000,000 with a bank. The line of credit bears interest at the adjusted LIBOR rate plus 1.75%, expired on April 30, 2021 and is secured by a selection of equipment. The outstanding balance on this line was $5,609,932 at December 31, 2020. Borrowings and repayments for the year ending December 31, 2020 were $5,609,932 and $0, respectively. During 2021, National Fleet Services, LLC withdrew the remaining amount of the line of credit and converted it to a note payable.

During 2021, National Fleet Service, LLC entered into an equipment line of credit for $5,000,000 with a bank. The line of credit bears interest at the adjusted SOFR rate plus .10% + 1.75% (1.90% at December 31, 2021), expires November 30, 2022 and is secured by a selection of equipment. The outstanding balance on this line was $3,344,393 at December 31, 2021. Borrowings and repayments for the year ending December 31, 2021 were $3,344,393 and $0, respectively

NOTE 6 - LEASE COMMITMENTS

During the normal course of business, the Company enters into various operating leases, both on job sites and for office space, storage facilities, and construction equipment. The Company recorded rent expense related to office space and storage facilities for the years ended December 31, 2021 and 2020 amounting to $2,335,078 and $1,599,284, respectively. The Company recorded rent expense on job sites and for construction equipment for the years ended December 31, 2021 and 2020 amounting to $911,247 and $2,062,825, respectively.

Future minimum lease commitments for office space and storage facilities are summarized as follows:

Year ending December 31,	
2022	$ 2,251,527
2023	2,029,339
2024	1,926,616
2025	1,926,499
2026	1,986,274
Thereafter	8,019,176
	$ 18,139,431

Future minimum lease commitments on job sites and for construction equipment are summarized as follows:

Year ending December 31,	
2022	$ 31,900

NOTE 7 - INSTALLMENT NOTES PAYABLE

Installment notes payable at December 31, 2021 and 2020 consisted of:

	2021	2020
Note payable to a bank due in monthly payments of $285,644 of principal and interest at 3.52%, secured by equipment, matures October 2024.	$ 9,230,456	$ 17,409,219
Note payable to a bank due in monthly payments of $117,775 of principal and interest at 3.28%, secured by an aircraft, matures December 2024.	8,470,947	9,586,736
Notes payable to various banks due in monthly aggregate payments of $337,231 of principal and interest rates of 2.88% to 3.88%. Secured by equipment, with maturities through March 2023.	-	7,955,037
Notes payable to an equipment financing company due in monthly aggregate payments of $207,055 of principal and interest at 2.25%, secured by equipment, with maturities through November 2026.	10,813,950	-
Note payable to a bank due in monthly aggregate payments of $407,497 of principal and interest ranging from 2.35% to 2.75%, secured by equipment, with maturities through November 2025.	14,406,066	9,178,884
Note payable to a bank due in monthly aggregate payments of $148,043 of principal and interest ranging from 2.65% to 2.85%, secured by equipment, with maturities through November 2026.	8,157,717	-
Note payable to a bank due in monthly payments of $140,917 of principal and interest at 4.82%, secured by equipment, matures September 2023.	1,155,219	4,347,071
Note payable to an equipment financing company due in monthly aggregate payments of $48,204 of principal and interest at 4.25%, secured by equipment, with maturities through March 2024.	1,239,116	2,608,134
Note payable to an equipment financing company due in monthly aggregate payments of $29,993 of principal and interest at 0.00%, secured by equipment, with maturities through May 2025.	1,183,090	1,126,501
	54,656,561	52,211,582
Less installments due within one year	14,272,166	13,600,871
	$ 40,384,395	$ 38,610,711

NOTE 7 - INSTALLMENT NOTES PAYABLE - (Continued)

Maturities of installment notes payable are summarized as follows:

Year ending December 31,	
2022	$ 14,272,166
2023	14,514,645
2024	17,274,668
2025	5,318,834
2026	3,276,248
	$ 54,656,561

Certain notes payable and a line of credit are governed by a loan agreement that includes covenants which require maintenance of a minimum tangible net worth of $75,000,000, a total liabilities (excluding lines of credit) to tangible net worth ratio not to exceed 1.5 to 1 (measured quarterly) and a debt service coverage ratio of 1.2 to 1 (measured quarterly). Per managements calculations the Company is in compliance with these covenants at December 31, 2021.

NOTE 8 - RELATED PARTY NOTE RECEIVABLES

As of December 31, 2021 and 2020, related party note receivables from Hydrozonix, LLC consisted of $887,579 and $887,579, respectively. The Company has not established set payment terms, however the amounts are due on demand. Although the note bears interest at 5.00%, management has chosen not to recognize interest income until such time the interest is collected. The note is recorded net of amounts previously recognized as related party receivables. The note is set to expire December 31, 2022.

NOTE 9 - RELATED PARTY AND INTERCOMPANY TRANSACTIONS

During the years ended December 31, 2021 and 2020 the Company entered into various activities for certain related parties. Related party activities can be summarized as follows:

	2021	2020
Construction and lease revenues	$ 47,556,156	$ 19,265,597
Subcontractor costs	$ 615,821	$ 793,171
Equipment and building rent	$ 21,811,650	$ 19,236,684
Management Fees	$ 9,050,000	$ 7,200,000
Acquisition of Equipment	$ -	$ 1,394,893

NOTE 10 - STATE INCOME TAXES

Deferred state income taxes on the consolidated balance sheets include deferred tax liabilities as follows:

	2021	2020
Deferred state income tax liabilities:		
Gross profit on contracts	$ (431,000)	$ 37,400
State net operating loss carryforwards	(305,500)	(244,079)
Accrued incentives	385,200	67,300
Non-qualified deferred compensation plan	(114,929)	(60,954)
Cash basis conversion	(100,750)	(43,250)
Accelerated depreciation methods	1,341,179	1,158,783
Total deferred state income tax liabilities	$ 774,200	$ 915,200

NOTE 11 - STOCKHOLDERS' INCOME TAXES

As explained in Note 1 above, the Company has elected to be taxed under Subchapter S of the Internal Revenue Code. As an "S Corporation", the Company passes through items of income and deductions to the stockholders each year as earned and pays no corporate federal income tax or state income taxes in states in which the Company is classified as a Subchapter S corporation. For the year ended December 31, 2021, it is anticipated that the Company will pass through approximately $17,190,000 of federal taxable income to the stockholders.

Although not accrued in the accompanying financial statements, deferred federal taxes would be based on the following temporary differences passed through to the stockholders at December 31, 2021 and 2020, respectively:

	2021	2020
Gross profit on contracts	$ (14,935,909)	$ 1,307,131
Accrued incentives	13,318,110	2,577,198
Deferred state income taxes	(771,200)	(794,600)
Non-qualified deferred compensation plan	(684,251)	(662,816)
Deferred compensation	2,266,519	142,372
Cash basis conversion	2,386,048	(3,772,260)
State net operating loss carryforward	7,222,042	6,532,290
Differences in methods for depreciation	(11,449,257)	(7,176,696)
	$ (2,647,898)	$ (1,847,381)

NOTE 12 - EMPLOYEE BENEFIT PLANS

The Company has a 401(k) retirement and savings plan (the "Plan") covering substantially all employees. Employees may defer up to 90 percent of their compensation. The Company may make a matching contribution on behalf of each participant in an amount determined by the Company on an annual basis. The matching contribution is based on either a specific dollar amount or limited to an amount deferred as a percentage of compensation by the participant as determined by the Company. Employees vest in Company contributions over a period of five years. Contributions to the Plan for the year ended December 31, 2021 and 2020 were $1,964,929 and $1,938,444, respectively.

The Company has a VEBA trust through which employee health insurance claims are funded. The Company makes periodic payments to the trust, comprised of both employee and employer funds, which amounted to $7,496,656 and $7,261,555 during 2021 and 2020, respectively. As of December 31, 2021 and 2020, assets held in the VEBA trust amounted to $842,657 and $542,153, respectively.

NOTE 12 - EMPLOYEE BENEFIT PLANS - (Continued)

During 2018, the Company established a deferred compensation program, which permits key employees to defer a portion, not exceeding 50%, of their annual profit sharing compensation. The Company reserves the right to make discretionary credits to the accounts of active participants. Employees vest in Company credits 100% after three years of service following the credit. The Company has provided no discretionary employer credits. At December 31, 2021 and 2020, $8,004,154 and $6,436,198, respectively is included in "deferred compensation liability" relating to the plan. To assist in funding the deferred compensation liability, the Company has invested in corporate-owned life insurance policies, which are included in "investments and other assets," to ensure all future liabilities can be paid.

NOTE 13 - CONTINGENCIES AND LITIGATION

In the normal course of business, the Company is also subject to various claims and litigation arising out of other contract claims, disputes, and indemnification agreements. Litigation is subject to many uncertainties, the outcome of individual litigated matters is not predictable with assurance, and it is reasonably possible that some of the legal actions and claims could be filed and decided as unfavorable to the Company. Although the amount of ultimate liabilities with respect to such aforementioned matters cannot be ascertained, management, after providing for certain know claims, believes that any resulting liability should not materially affect the financial position of the Company.

During March 2013, the Company issued a guarantee for a loan on a multi dwelling unit residential development for which the stockholder is a major investor. As of December 31, 2021, the total guarantee was approximately $10,363,000 As of April 1, 2022, approximately $8,216,000 was drawn on the loan. Although the loan is collateralized by real estate, an additional investor has also issued a similar joint and several guarantee should the development become unable to meet its obligations under the related debt instrument. The Company could potentially be liable for a portion or the entire obligation. There is an agreement between the guarantors that in the event of a default, if either guarantor cannot fund their required portion of the obligation, a collateralized loan between the funding guarantor and the non-funding guarantor will be created.

On March 11, 2020, the World Health Organization designated COVID-19 a world health pandemic. Our existing contingency and disaster preparedness plans give management the tools necessary to guide the company through such circumstances. We have evaluated the short-term and long-term impacts of this pandemic on the Company, the outcome of which is not predictable with assurance, and it is possible that the Company could be affected negatively by these circumstances. Although the ultimate financial impact of this pandemic cannot be ascertained, through a thorough evaluation of contracts in place, our customer base, and our overhead projections, management believes that any resulting financial impact should not materially affect the financial position of the Company as of December 31, 2021.

NOTE 14 - BUSINESS CONCENTRATIONS

Approximately 44% of the Company's cash receipts were made up of three customers as of December 31, 2021. Approximately 27% of the Company's cash receipts were made up of two customers as of December 31, 2020.

NOTE 15 - RECENT ACCOUNTING PRONOUNCEMENTS

In February 2016, the FASB issued ASU 2016-02, Leases (Subtopic 842) ("ASU 2016-02"). ASU 2016-02 provides revised guidance for lease accounting and related disclosure requirements, including a requirement for lessees to recognize lease assets and lease liabilities for certain operating leases. All leases with lease terms greater than one year are subject to ASU 2016-02, including leases in place as of the adoption date. Under the previous guidance, lessees were not required to recognize assets and liabilities for operating leases on the balance sheet. ASU 2016-02 is effective for fiscal years, and for interim periods within those fiscal years, beginning after December 15, 2021, with early adoption permitted. The Company is currently evaluating the potential effect of this ASU on its consolidated financial statements, including the potential amount of incremental lease assets and liabilities that are expected to be recognized upon adoption.

NOTE 16 - SUBSEQUENT EVENTS

In March 2022, management of Phillips & Jordan, Inc. formed a resolution to declare and pay a divided to Phillips Infrastructure Holding, Inc. in the amount of $30,000,000. Phillips Infrastructure then made a contribution to National Fleet Services, LLC of the same amount of which the majority of the proceeds were used to pay off a related party payable due to Phillips & Jordan. As a result of this resolution, all amounts owed to related parties have been recognized as current.



SUPPLEMENTARY INFORMATION

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidating Balance Sheets
December 31, 2021

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	ROWCON, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
ASSETS							
Current Assets							
Cash and cash equivalents	$ 21,511	$ 48,718,894	$ 5,533,980	$ 1,301,821	$ 55,576,206	$ -	$ 55,576,206
Billings due on contracts, net	-	93,674,523	2,090,277	-	95,764,800	-	95,764,800
Amounts due on insurance claims	-	4,000,000	-	-	4,000,000	-	4,000,000
Contract assets, current	-	28,054,974	112,061	-	28,167,035	-	28,167,035
Amounts due from related parties, due within one year	-	25,619,273	-	-	25,619,273	23,421,602	2,197,671
Inventory, net	-	488,320	-	-	488,320	-	488,320
Other current assets	271,669	5,277,551	57,425	48,933	5,655,578	-	5,655,578
Total current assets	293,180	205,833,535	7,793,743	1,350,754	215,271,212	23,421,602	191,849,610
Property and Equipment, net	145,081	23,965,530	258,428	69,997,557	94,366,596	-	94,366,596
Investments and Other Assets							
Related party notes receivable, due after one year	-	887,579	-	-	887,579	-	887,579
Contract assets, noncurrent	-	7,952,771	-	-	7,952,771	-	7,952,771
Investments in subsidiaries	146,271,587	-	-	-	146,271,587	146,271,587	-
Deferred compensation program	7,939,840	-	-	-	7,939,840	-	7,939,840
Other assets	-	196,862	-	-	196,862	-	196,862
Total investments and other assets	154,211,427	9,037,212	-	-	163,248,639	146,271,587	16,977,052
Total assets	$ 154,649,688	$ 238,836,277	$ 8,052,171	$ 71,348,311	$ 472,886,447	$ 169,693,189	$ 303,193,258

See independent auditors' report.

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	ROWCON, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
LIABILITIES AND STOCKHOLDERS' AND MEMBER'S EQUITY							
Current Liabilities							
Cash management clearing	$ -	$ 1,625,708	$ -	$ -	$ 1,625,708	$ -	$ 1,625,708
Line of credit	-	-	-	3,344,393	3,344,393	-	3,344,393
Installment notes payable, due within one year	-	-	-	14,272,166	14,272,166	-	14,272,166
Estimates due to subcontractors	-	12,544,012	-	-	12,544,012	-	12,544,012
Retainage due to subcontractors	-	4,763,330	-	-	4,763,330	-	4,763,330
Accounts payable	259,086	9,658,657	32,830	1,467,146	11,417,719	-	11,417,719
Other accrued expenses	451,600	1,519,231	-	677,973	2,648,804	-	2,648,804
Accrued incentives, current	-	10,740,912	-	-	10,740,912	-	10,740,912
Amounts due to related parties, due within one year	2,081,694	-	16,897	21,323,011	23,421,602	(23,421,602)	-
Contract liabilities	-	42,456,680	2,012,107	-	44,468,787	-	44,468,787
Salaries and wages payable	3,917	1,590,923	79,703	-	1,674,543	-	1,674,543
Total current liabilities	2,796,297	84,899,453	2,141,537	41,084,689	130,921,976	(23,421,602)	107,500,374
Installment notes payable, due after one year	-	-	-	40,384,395	40,384,395	-	40,384,395
Deferred state income taxes	(103,700)	281,900	6,400	589,600	774,200	-	774,200
Deferred compensation liability	8,004,154	-	-	-	8,004,154	-	8,004,154
Accrued incentives, non-current	-	2,577,198	-	-	2,577,198	-	2,577,198
Total liabilities	10,696,751	87,758,551	2,147,937	82,058,684	182,661,923	(23,421,602)	159,240,321
Stockholders' and Member's Equity							
Common stock, no par value; 50,000 shares authorized: 50,000 shares issued and outstanding including 50 voting shares and 49,950 non-voting shares	7,500	7,500	-	-	15,000	(7,500)	7,500
Additional paid-in capital	118,574,415	1,680,744	-	-	120,255,159	(1,680,744)	118,574,415
Member's equity (deficit)	-	-	5,904,234	(10,710,373)	(4,806,139)	4,806,139	-
Retained earnings	25,371,022	149,389,482	-	-	174,760,504	(149,389,482)	25,371,022
Total stockholders' and member's equity	143,952,937	151,077,726	5,904,234	(10,710,373)	290,224,524	(146,271,587)	143,952,937
Total liabilities and stockholders' and member's equity	$ 154,649,688	$ 238,836,277	$ 8,052,171	$ 71,348,311	$ 472,886,447	$ (169,693,189)	$ 303,193,258

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.
Consolidating Statements of Operations
Year Ended December 31, 2021

	Phillips Infrastructure Holdings, Inc.	Phillips & Jordan, Inc.	ROWCON, LLC	National Fleet Services, LLC	Total	Eliminations	Consolidated
Revenues	$ 9,050,000	$ 437,493,630	$ 14,360,613	$21,522,233	$ 482,426,476	$ (30,572,233)	$ 451,854,243
Cost of Revenues							
Subcontractors	-	116,236,368	334,792	-	116,571,160	-	116,571,160
Direct labor	-	101,861,562	3,381,567	-	105,243,129	-	105,243,129
Equipment	-	79,411,175	2,321,994	22,167,745	103,900,914	(19,727,831)	84,173,083
Materials	-	52,541,625	5,622,874	-	58,164,499	-	58,164,499
Other	-	13,539,387	340,990	-	13,880,377	-	13,880,377
Total cost of revenues	-	363,590,117	12,002,217	22,167,745	397,760,079	(19,727,831)	378,032,248
Gross profit (loss)	9,050,000	73,903,513	2,358,396	(645,512)	84,666,397	(10,844,402)	73,821,995
General and Administrative Expenses	9,258,672	51,286,559	1,425,093	296,110	62,266,434	(10,844,402)	51,422,032
(Loss) income from operations	(208,672)	22,616,954	933,303	(941,622)	22,399,963	-	22,399,963
Other Income (Expense)							
Interest income	231	-	-	-	231	-	231
Income from subsidiaries	21,005,676	-	-	-	21,005,676	(21,005,676)	-
Interest expense	(30)	(196,730)	-	(1,455,087)	(1,651,847)	-	(1,651,847)
Miscellaneous income	340	482,755	57,261	95,990	636,346	-	636,346
Total other income (expense)	21,006,217	286,025	57,261	(1,359,097)	19,990,406	(21,005,676)	(1,015,270)
(Loss) income before state income taxes	20,797,545	22,902,979	990,564	(2,300,719)	42,390,369	(21,005,676)	21,384,693
State Income Tax (Benefit) Expense							
Current	50,100	750,900	25,422	(117,276)	709,146	-	709,146
Deferred	(69,100)	(157,200)	9,000	76,300	(141,000)	-	(141,000)
Total state income tax (benefit) expense	(19,000)	593,700	34,422	(40,976)	568,146	-	568,146
Net income (loss)	$ 20,816,545	$ 22,309,279	$ 956,142	$ (2,259,743)	$ 41,822,223	$ (21,005,676)	$ 20,816,547

See independent auditors' report.

6.3 Litigation

PJE does not have any past or current bankruptcies, lawsuits, liens, or judgments that may affect financial integrity or stability.

6.4 Concurrent Project Load, Current and Anticipated Workload

PJE is currently finishing up debris removal projects resulting from Hurricanes Helene and Milton in several municipalities throughout the State of Georgia and is also completing waterway debris removal work for Tennessee Emergency Management Agency (TEMA) in several Counties in the State of Tennessee. As previously noted, an anticipated workload for the upcoming storm season is unknown due to the unpredictability of disaster work.

We can assure the City that PJE is fully capable of handling simultaneous commitments without overextending our resources. Additional information on our proven track records of successful simultaneous contract activations is demonstrated in Section 3.10 of this proposal.

7 PROJECT COST

Please find PJE's completed Exhibit A – Price Proposal on the following pages.

PRICE PROPOSAL FORM

The Price Proposal Form for RFP # 25-05-PW is attached as EXHIBIT "A".

All Proposers **must fill out the Price Proposal Form** (EXHIBIT "A") and submit the completed and signed form with the Proposal.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$10.75	3,940,000	$42,355,000.00
16-30 miles	$11.95	500,000	$5,975,000.00
31-60 miles	$14.00	50,000	$700,000.00
61+ miles	$19.00	10,000	$190,000.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$10.75	50,000	$537,500.00
16-30 miles	$11.95	700,000	$8,365,000.00
31-60 miles	$14.00	700,000	$9,800,000.00
61+ miles	$19.00	50,000	$950,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$19.00	10,000	$190,000.00
16-30 miles	$21.00	90,000	$1,890,000.00

31-60 miles	$23.00	90,000	$2,070,000.00
61+ miles	$25.00	10,000	$250,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$23.00	10,000	$230,000.00
16-30 miles	$25.00	90,000	$2,250,000.00
31-60 miles	$27.00	90,000	$2,430,000.00
61+ miles	$29.00	10,000	$290,000.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$4.50	4,400,000	$19,800,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.50	50,000	$175,000.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.00	50,000	$150,000.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$6.75	100,000	$675,000.00
16-30 miles	$8.25	450,000	$3,712,500.00
31-60 miles	$10.50	450,000	$4,725,000.00
61+ miles	$15.00	120,500	$1,807,500.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	$225.00	200	$45,000.00
13” to 24” diameter	$350.00	500	$175,000.00
25” to 36” diameter	$650.00	200	$130,000.00
37” to 48” diameter	$750.00	100	$75,000.00
49” and larger diameter	$850.00	50	$42,500.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$400.00	100	$40,000.00
37" to 48" diameter	$600.00	50	$30,000.00
49" and larger diameter	$800.00	50	$40,000.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$100.00	$15.00	

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$100.00	500	$50,000.00
All other white goods	$75.00	500	$37,500.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$60.00	500	$30,000.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$10.00	950	$9,500.00
Large animals more than 101 pounds	$50.00	50	$2,500.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$88.00	10,000	$880,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$22.00	1000	$22,000.00

Note: All disposal fees will be paid by contractor and billed back to the City at cost with no markup.

EXHIBIT "A" Price Proposal **PROPOSER:** Phillips & Jordan Environmental Services, LLC

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: 04/30/2025

Name: Bryan McIsaac	Address: 10142 Parkside Dr. Ste 500
Title: Chief Financial Officer	City: Knoxville State: TN
Telephone: 865-688-8342	Fax: 865-699-8369
Email: disasterservices@pandjenv.com	

8 BUSINESS STRUCTURE & PROFESSIONAL REGISTRATION CERTIFICATES

PJE is actively registered to do business in the State of Florida. Please find PJE's Certificate of Good Standing for the State of Florida on the following page, followed by our FL Contractor License and Certificate of Formation.

State of Florida
Department of State

I certify from the records of this office that PHILLIPS ENVIRONMENTAL, LLC is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on February 2, 2021.

The document number of this limited liability company is M21000001333.

I further certify that said limited liability company has paid all fees due this office through December 31, 2025, that its most recent annual report was filed on April 4, 2025, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

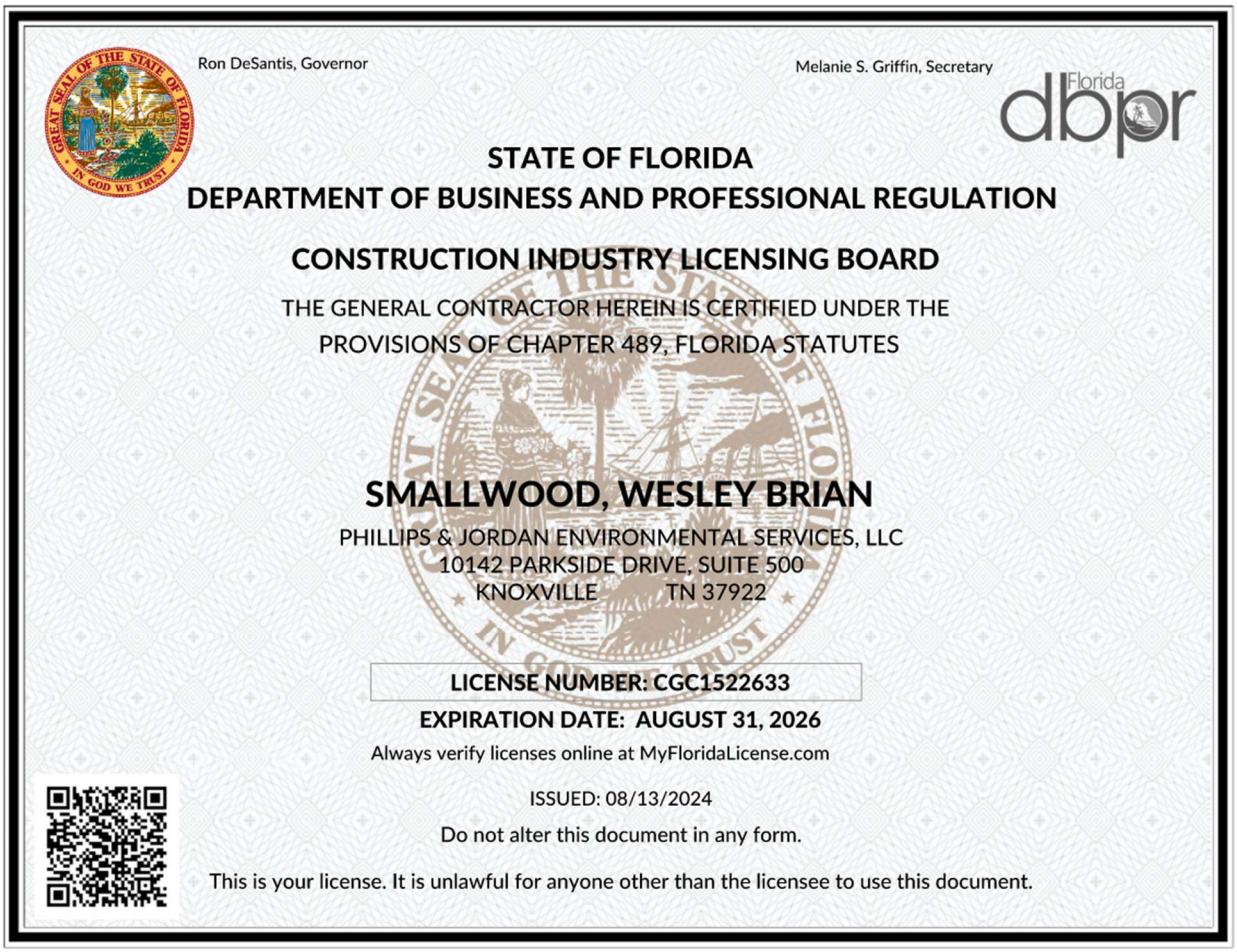
Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Second day of May, 2025

Secretary of State

Tracking Number: 2797053040CU

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

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



Ron DeSantis, Governor

Melanie S. Griffin, Secretary

Florida dbpr

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

SMALLWOOD, WESLEY BRIAN

PHILLIPS & JORDAN ENVIRONMENTAL SERVICES, LLC
10142 PARKSIDE DRIVE, SUITE 500
KNOXVILLE TN 37922

LICENSE NUMBER: CGC1522633

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 08/13/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

CERTIFICATE OF FORMATION
PHILLIPS & JORDAN ENVIRONMENTAL SERVICES, LLC

The undersigned, being an authorized person under Section 18-201 of the Limited Liability Company Act of the State of Delaware, hereby certifies:

1. The name of the limited liability company is Phillips & Jordan Environmental Services, LLC.

2. The address of the registered office and the name and address of the registered agent for service of process is National Registered Agents, Inc., 160 Greentree Dr., Suite 101, Dover (Kent County), Delaware 19904.

IN WITNESS WHEREOF, the undersigned has signed this Certificate of Formation this 2nd day of November, 2017 and affirms that the statements made herein are true under the penalties of perjury.

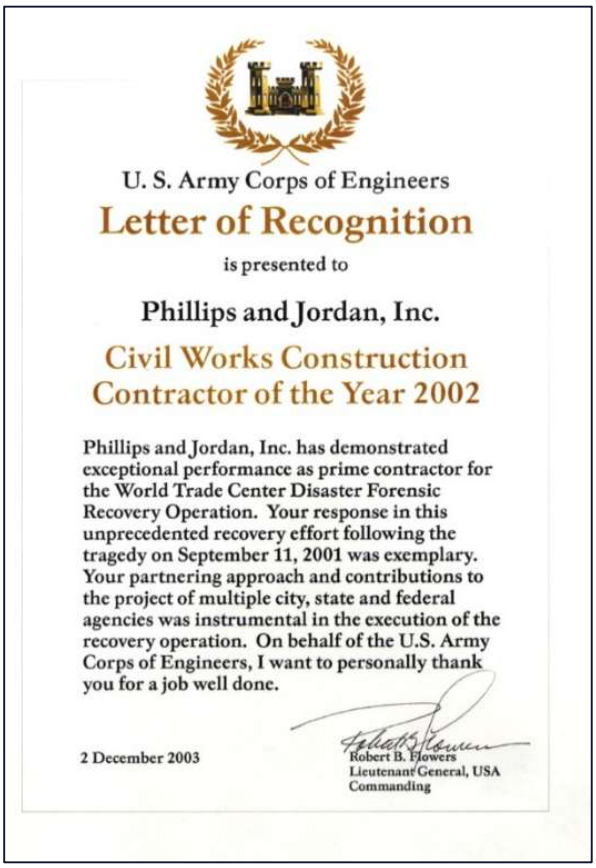
Tonya Mitchem Grindon, Organizer

State of Delaware
Secretary of State
Division of Corporations
Delivered 11:25 AM 11/02/2017
FILED 11:25 AM 11/02/2017
SR 20176902656 - File Number 6600163

9 ADDITIONAL INFORMATION

9.1 Awards and Recognition

Due to our superior execution of the challenging debris management missions following Hurricane Andrew in 1992 and Hurricane Fran in 1996 for the U.S. Army Corps of Engineers (USACE), Phillips & Jordan (P&J) was the first Advanced Contracting Initiative (ACI) contractor to be activated by the USACE to perform debris management and other support for recovery operations following the terrorist attacks at the World Trade Center (WTC) in 2001. P&J was subsequently activated to support three additional disaster events (Hurricane Ivan, Hurricane Katrina, and State of Alabama Tornado Super-Outbreak) – the most ACI activations of any disaster debris management contractor in the United States.



U. S. Army Corps of Engineers

Letter of Recognition

is presented to

Phillips and Jordan, Inc.

Civil Works Construction Contractor of the Year 2002

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

2 December 2003

Robert B. Flowers
Lieutenant General, USA
Commanding

In recognition of our outstanding support provided during the WTC recovery mission; which involved the most complex debris stream the nation had ever seen and required coordination of activities being conducted by FEMA, USACE, the Federal Bureau of Investigation (FBI), the New York Police Department (NYPD), the New York City Office of Emergency Management, 11 other government agencies, and 4 subcontractors; P&J received awards from the FBI and the NYPD, earned an Outstanding Performance Evaluation from the USACE, and was named the "Civil Works Contractor of the Year" (2002) by USACE for the exceptional performance and true partnering spirit with which we undertook this tasking – ***the only disaster response contractor to ever receive this honor.***



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

Certificate of Appreciation

Presented To

Phillips and Jordan, Inc.

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

Charles O. Smithers III
Colonel, EN
Commanding

May 9, 2007
Date

Michael F. Park
Director
Louisiana Recovery Field Office

Additionally, as a credit to P&J's commitment to safety and to the quality of our workforce, the USACE Louisiana Recovery Field office in New Orleans awarded P&J a safety Certificate of Appreciation following our Hurricane Katrina debris management mission for safely executing 4,329,000 man-hours without a lost-time accident from September 18, 2005, to January 9, 2006.

10 REQUIRED PROPOSAL FORMS

Please find the below required forms on the following pages:

- Submittal Checklist
- Signature Sheet
- Appendix A – Certification Regarding Lobbying
- 52.209.5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters
- 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment
- Drug Free Workplace Certificate
- Bidders List Forms
- Anti-Collusion Affidavit
- Anti-Kickback Affidavit
- Anti-Human Trafficking Affidavit
- Public Entity Crimes Statement
- Acknowledgement of Addenda

*As of the time of mailing this proposal, there have been no addendums posted by the City.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

ITEMS REQUIRED		DESCRIPTION OF ITEM REQUIRED	*Verify Document is attached by checking the box
1	Title Page	Must include RFB# 25-05-PW DISASTER DEBRIS MANAGEMENT	☒
2	Table of Contents	TAB 1	☒
3	Letter of Interest	TAB 2: Max 2 pages, Firm Overview, Commitment, Summary of Capabilities, why your Firm is the best fit	☒
4	Experience and Ability	TAB 3: Organizational Background, Staff Resumes, Relevant Certifications, Subcontractor Info, List of Current debris contracts	☒
5	Operational Plan	TAB 4: Approach to debris management, pre-planning, mobilization, training, QA/QC, etc.	☒
6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☒
7	Financial Capability	TAB 6: Financial Status, Line of Credit, Proof of Assets	☒
8	Project Cost/Rates	TAB 7: Exhibit “A” provided	☒
9	Business Structure & Registrations	TAB 8: Business Licenses, Proof of Registration of the State of Florida, Professional Certifications	☒
10	Additional Information	TAB 9: Any pertinent information not required above	☒
Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☒
13	Appendix A – Certification Regarding Lobbying	provided	☒
14	FAR 52.209-5 Certification Regarding Debarment	provided	☒
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☒
16	Drug-Free Workplace	provided	☒
17	Bidders List Form	provided	☒
18	Non-Collusion Affidavit	provided	☒
19	Anti-Kickback Affidavit	provided	☒
20	Public Entity Crimes	provided	☒

	Statement		
21	Acknowledgement of Addenda	provided	☒
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☒

*If any boxes are left unchecked bid is considered unresponsive.

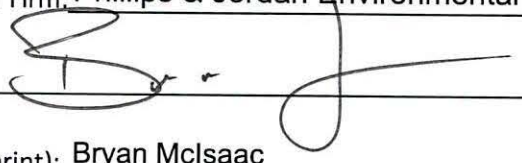
RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: Phillips & Jordan Environmental Services, LLC

Signature: 

Name (type/print): Bryan McIsaac

Title: Chief Financial Officer

Address: 10142 Parkside Dr. Ste 500

City: Knoxville State: TN Zip: 37922

Telephone: 865-688-8342 Fax No.: 865-699-8369 Date: 04/30/2025

Email Address: disasterservices@pandjenv.com

PHILLIPS & JORDAN
ENVIRONMENTAL

WRITTEN CONSENT OF SOLE MEMBER

July 10, 2023

The undersigned, being the sole Member (the "Member") of Phillips & Jordan Environmental Services, LLC, a Delaware limited liability company (the "Company"), acting by written consent without a meeting in accordance with the provisions of the Delaware Limited Liability Company Act, does hereby take the following action without a meeting and hereby directs that an executed copy of this document shall be filed with the official minutes of the proceedings of the Company:

Appointment of Officers

Pursuant to Section 5 of the Limited Liability Company Agreement of the Company, the undersigned Member of the Company hereby appoints the following individuals to serve as officers of the Company in the positions set forth beside their 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 be been removed in the manner provided in the Limited Liability Company Agreement of the Company:

William T. Phillips, Jr.	Chief Executive Officer
J. Patrick McMullen	President
Bryan McIsaac	Chief Financial Officer and Treasurer
James F. Rose	Secretary

The Officers listed above are the only officers of the Company as of the date hereof, any others previously serving having been hereby removed or no longer serving due to death or resignation.

The Officers listed above are each authorized by the Company to sign, execute and deliver construction proposals, construction contracts and other contracts related to the business of the Company, and any and all documents related thereto, on behalf of the Company. Further, the Officers listed above, or any one of them acting alone, are authorized to be a signer on any bank or investment account of the Company.

IN WITNESS WHEREOF, the undersigned sole member of the Company has duly executed this Written Consent as of the date first written above.

PHILLIPS INFRASTRUCTURE HOLDINGS, INC.,
a Delaware corporation

Avis A. Phillips, Chairperson

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, Phillips & Jordan Environmental Services, LLC, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official

04/30/2025
Date

Bryan McIsaac, Chief Financial Officer

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).
This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Phillips & Jordan Environmental Services, LLC Date: 04/30/2025

Authorized Signature: _____ Printed Name: Bryan McIsaac

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

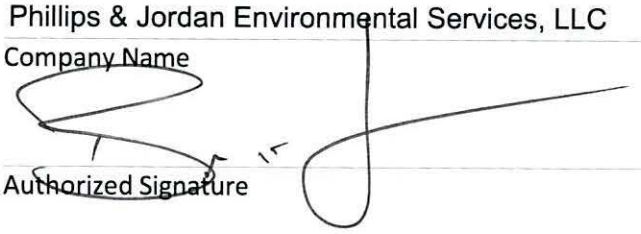
   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Phillips & Jordan Environmental Services, LLC
Company Name



Authorized Signature

Bryan McIsaac

Printed Name

04/30/2025
Date

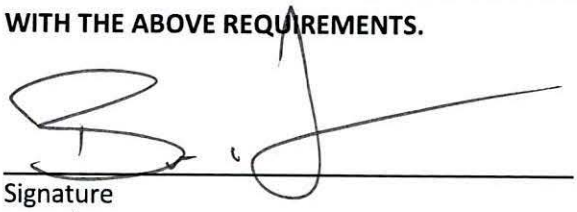
THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.



Signature

Bryan McIsaac

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Phillips & Jordan Environmental Services, LLC

Business Address: 10142 Parkside Dr. Ste 500 Knoxville, TN 37922

Street City State Zip

County Business is located in: Knox

Name of Contact Person: Brian Smallwood

Phone: (865) 688-8342 Fax: (865) 688-8369

Email Address: disasterservices@phillipsinc.com

Is this business certified as a Disadvantaged Business Enterprise? Yes (No)

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 7 Years 4 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Three-year pre-positioned contract for disaster debris management services

Will you subcontract any of your work? (Yes*) No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 04/30/2025

Printed Name: Bryan McIsaac Title: Chief Financial Officer

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: BKW INC

Business Address: 8130 PITTMAN AVE (Street) PENSACOLA (City) FL (State) 32534 (Zip)

County Business is located in: ESCAMBIA COUNTY

Name of Contact Person: BILL WEBB

Phone: ( ) 8504844344 Fax: ( ) 850844323

Email Address: KAREN@BKW-INC.COM

Is this business certified as a Disadvantaged Business Enterprise? ☐ Yes ☐ No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [■]Over $5,000,000

Age of Business: 21 Years 5 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

WE DO DEBRIS LOADING, HAULING, SITE MANAGEMENT, REDUCTION OF DEBRIS AND DISPOSAL OF DEBRIS.
WE ALSO HAVE LINE CERTIFIED TREE CREWS, BUCKET TRUCKS AND MAN LIFTS.

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Karen Webb Date: 5/2/25

Printed Name: Karen Webb Title: President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: LCS RESTORATION SERVICES LLC

Business Address: PO BOX 191495 MOBILE AL 36619

Street City State Zip

County Business is located in: MOBILE

Name of Contact Person: BRAD DAWKINS

Phone: ( ) 251-443-9502 Fax: ( )

Email Address: INFO@LCSTEAM.COM

Is this business certified as a Disadvantaged Business Enterprise? ☐ Yes ■ No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [■]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 16 Years 4 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

LCS Restoration Services, LLC has been providing a variety of contract services for the past 30 years combined with a 24-hour Nationwide emergency response disaster relief service for 16 years

LCS provides in- house professional project management teams along with an extensive owned equipment list, and work crews

as well as a wide variety of quality sub-contract crews that have worked with our team in the pastWe here at LCS recognize the importance of having all resources

necessary to efficiently execute the services we provide.

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: BRAD DAWKINS Date: 4/17/2025

Printed Name: BRAD DAWKINS Title: OWNER

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Specialized Services, LLC

Business Address: 2920 Wyndham Industrial Drive, Suite 9, Opelika, AL 36804

Street City State Zip

County Business is located in: Lee

Name of Contact Person: Brent C Gladden

Phone: (334) 444-8423 Fax: ( )

Email Address: bcgladden@specializedsvs.com

Is this business certified as a Disadvantaged Business Enterprise? ☐ Yes ■ No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ] $2,000,000 to $5,000,000 [■] Over $5,000,000

Age of Business: 10 Years 2 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Debris collection, debris hauling, leaner/hanger work, grinding, site management, mulch haul-out, waterway clean-up, sand screening and removal

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Date: 4/24/25

Printed Name: Brent C Gladden Title: President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: S&K Rome, LLC

Business Address: 54569 Highway 16, Bogalusa LA 70427

Street City State Zip

County Business is located in: Washington Parish

Name of Contact Person: Suzanne Rome

Phone: ( ) 985-775-2970 Fax: ( )

Email Address: Suzannerome@skromellc.com

Is this business certified as a Disadvantaged Business Enterprise? [X] Yes [ ] No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [X]Over $5,000,000

Age of Business: 11 Years 1 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Will you subcontract any of your work? Yes* (No)

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Suzanne Rome Date: 4/24/2025

Printed Name: Suzanne Rome Title: Co Owner

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Bryan McIsaac, being first duly sworn, deposes and says that:

1. (S)He is Chief Financial Officer of Phillips & Jordan Environmental Services, LLC, the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

(Signature)

Chief Financial Officer
(Title)

Subscribed and Sworn to before me of this 30 day of April, 2025.

(Notary's Signature) Melissa Michelle Graham

Melissa Michelle Graham
(Notary's Stamped or Printed Name)

MELISSA MICHELLE GRAHAM
STATE OF TENNESSEE NOTARY PUBLIC
COUNTY OF KNOX

Notary Public, in and for Knox County,
My commission expires: 9.10.28

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature) Bryan McIsaac

Chief Financial Officer
(Title)

Subscribed and Sworn to before me of this 30 day of April, 2025.

(Notary's Signature) Melissa Michelle Graham (Notary's Stamped or Printed Name) Melissa Michelle Graham

MELISSA MICHELLE GRAHAM
STATE OF TENNESSEE NOTARY PUBLIC
COUNTY OF KNOX

Notary Public, in and for Knox County,
My commission expires: 9-10-28

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. 25-05-PW

   for Disaster Debris Management.

2. This sworn statement is submitted by Phillips & Jordan Environmental Services, LLC
   [name of entity submitting sworn statement]

   whose business address is 10142 Parkside Dr. Ste 500 Knoxville, TN 37922
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 82-3396481

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Bryan McIsaac and my relationship to
   [please print name of individual signing]

   the entity named above is Chief Financial Officer.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

_Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) Chief Financial Officer (Title)

Subscribed and Sworn to before me of this 30th day of April, 2025.

(Notary's Signature) Melissa Michelle Graham (Notary's Stamped or Printed Name)

MELISSA MICHELLE GRAHAM
STATE OF TENNESSEE NOTARY PUBLIC
COUNTY OF KNOX

Notary Public, in and for Knox County,
My commission expires: 9.10.28

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Bryan McIsaac (insert name) as Chief Financial Officer (insert title) on behalf of Phillips & Jordan Environmental Services, LLC (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. Phillips & Jordan Environmental Services, LLC (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, Phillips & Jordan Environmental Services, LLC (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: Bryan McIsaac
Title: Chief Financial Officer
Nongovernmental entity: Phillips and Jordan Environmental, LLC
Date: 04/30/2025

STATE OF Tennessee
COUNTY OF Knox

SWORN TO AND SUBSCRIBED before me ✓ in person or _____ remote notarization by Bryan McIsaac as CFO on behalf of Phillips & Jordan Environmental, LLC, who is personally known to me or who produced _____ as identification this 30th day of April, 2025.

Notary Public

My Commission Expires September 10, 2028

(Notary Seal)

MELISSA MICHELLE GRAHAM
STATE OF TENNESSEE NOTARY PUBLIC
COUNTY OF KNOX

Proposal Response

RFP# 25-05-PW FOR THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Submitted to:
City of Destin, FL
4200 Indian Bayou Trail Destin, Florida, 32541
Attention: City Clerk

Due Date: May 8, 2025, at 2:00 p.m.



Submitted by:
Southern Disaster Recovery, LLC
93 Sonia Drive | Greer, SC 29650
POC: Al McClaran | Founder/CEO
864-469-9776 | al@gosdr.com

TITLE PAGE

Proposal in Response to: RFP# 25-05-PW - THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Destin City Hall

4200 Indian Bayou Trail Destin, Florida, 32541

Attention: City Clerk

Due date: 2:00 PM, May 8, 2025

Southern Disaster Recovery, LLC

Contact Person: Al McClaran

Corporate Office: 93 Sonia Dr., Greer, SC 29609

Florida Office: 390 North Orange Avenue Suite 2300, Orlando, FL, US 32801

Ph: (864)469-9776

Fax: (864)469-9642

al@gosdr.com

www.gosdr.com

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TAB 2 - LETTER OF INTEREST

LETTER OF TRANSMITTAL

Due: **May 8, 202 at 2:00 pm**
RE: THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Destin City Hall
4200 Indian Bayou Trail, Destin, Florida, 32541
Attention: City Clerk

Dear Sir or Madam:

Southern Disaster Recovery (SDR) is pleased to submit the enclosed proposal for the RFP - Positioned Contract for Disaster Debris Management Services for the City of Destin, Florida, which sets forth our ability to perform the services requested. We have included detailed information regarding SDR's organizational structure, qualifications, resources, and experience we bring to our clients. We strive for excellence and integrity in our business practices and recognize the seriousness of compliance with all laws, specifically FEMA regulations. It is our pledge to provide the City of Destin, Florida with the utmost in ethical and professional disaster debris management services.

Since its inception, SDR has delivered superior debris recovery and removal services for the entities to which we have been contracted. When a disaster strikes, communities want the assurance that the contractor they have chosen to aid in recovering their community will provide efficient and comprehensive services. SDR has the experience and reputation to accomplish the contract requirements to the satisfaction of all parties involved.

SDR has significant available resources to manage disaster debris operations for all entities to whom we are contracted. SDR personnel have over 300 years combined experience in disaster recovery and debris management. With our management staff and safety officers, assets of over $20 million, and annual sales exceeding $40 million, we are large enough to manage multiple contracts simultaneously, without sacrificing the hands-on attention required by every entity's unique situation. In the past ten years, SDR has safety and successfully completed over 150 disaster debris contracts managing and disposing of over 11 million cubic yards of debris, valued over $250 million.

SDR is a corporate member of the Florida Emergency Preparedness Association as well as the Disaster Recovery Contractors Association (a Washington, DC based trade organization). Chip Patterson, our project principle, has been an officer in the Florida association (FEPA) as well as having direct responsibility for administering FEMA public assistance programs in a neighboring county. Mr. Patterson was Florida's emergency manager of the year for 2005 in part due to disaster response and recovery leadership that year. Al McClaran, SDR's CEO, is a Board member of the Disaster Recovery Contractors Association and has provided key leadership on important FEMA recovery policy issues.

If awarded this contract, SDR will work closely with the City officials, Emergency Management, and Public Works to complete the project efficiently. Our commitment extends into the community with our intention to utilize the maximum amount of local resources to fulfil our contractual responsibilities. Once the Notice to Proceed is received, SDR will begin promptly with the debris recovery and removal process.

This proposal is in all respects fair and in good faith without collusion or fraud.

Al McClaran, the signer of this proposal, has the authority to bind Southern Disaster Recovery, LLC in all representations of this proposal.

SDR intends to be bound by the terms of this proposal and the prices provided herein. We look forward to the opportunity to be your supplier of Disaster Debris Management Services.

Sincerely,



Al McClaran, CEO
Southern Disaster Recovery, LLC

Below is the contact information for this contract:

Company Name	Southern Disaster Recovery, LLC
Address 1	93 Sonia Drive, Greer, SC 29650 (Corporate Office)
Address 2	390 North Orange Avenue Suite 2300, Orlando, FL, US 32801 (Florida Office)
Phone	(864)469-9776
Email	al@gosdr.com / Chip@gosdr.com
Contact Person	Al McClaran / Chip Patterson

TAB 3 - EXPERIENCE AND ABILITY

COMPANY BACKGROUND OVERVIEW

Southern Disaster Recovery (SDR) is a rapid-response contractor serving public and private clients. We are there for you in difficult times. Our service delivery includes:

- ☑ Disaster Debris Removal
- ☑ FEMA Public Assistance Expertise
- ☑ Environmental Response
- ☑ Hazardous Tree Mitigation,
- ☑ Utility Right of Way Services

Southern Disaster Recovery's (SDR) specializes in environmental disaster preparedness, response, and recovery. We are experts in disaster recovery project management and the Federal reimbursement programs that fund them. Our City, County and State customers are served out of our Greenville, SC Corporate office as well as regional offices in Orlando, Florida; Fairmount, Georgia; further strengthening our ability as a rapid-response contractor. SDR brings together the professionalism and combined strength of its associated companies to produce a disaster recovery division that meets the pressing needs of communities recovering from natural or man-made disasters.

SDR's significant range and breadth of technical and operational resources are applied to your disaster response and recovery. In the past twelve years, SDR has safely and successfully completed over 150 disaster debris contracts managing and disposing of over 11 million cubic yards of debris, valued over $250 million. SDR is large enough to successfully fulfill our contract obligations to the satisfaction of all parties.

SDR 's professional staff consists of:

- **Professional Engineers**
- **ISA Certified Arborists**
- **Former Local Government Public Works Directors**
- **Former State and Local Government Emergency Management Directors**
- **Certified Emergency Managers**
- **Licensed Landfill Operators**
- **Certified Public Accountant**

Corporate Information

- **Formed in 2012 as an LLC, SDR has been in disaster debris business for 12 years**
  FEIN: *45-5312400*
  DUNS: *078499137*
  Cage Code: *6TXC1*
- ***Al McClaran, CEO***
- **Headquartered in Greenville, SC**
  93 Sonia Drive
  Greer, SC 29650
- **Office in NC**
  6784 Waterstone Crossing SW
  Ocean Isle Beach, NC 28469
- **Office in GA**
  2448 US Highway 411 Fairmount, GA 30139
- **Office in Orlando, FL**
  390 North Orange Avenue Suite 2300,
  Orlando, FL, US 32801
- **Formed to provide excellent service in disaster recovery programs**
- **Have successfully completed over 150 Federally funded or Federally reimbursed projects for State and Local Government.**
- **SDR has 18 contract and full-time employees. Disaster project staffing is consistent with the size of the job; ranging from 20+ people to over 200 people working as subcontractors.**

We excel at mobilizing and getting to work quickly, following an aggressive project management plan that safely supported rapid disaster debris removal. Our project managers, superintendents and foremen are experienced in disaster debris removal in strict adherence to FEMA Public Assistance requirements.

Our technically diverse management team is uniquely equipped to address the complexity of issues in post disaster recovery work. In addition to SDR's expertise in disaster recovery; our management and supervision team has experience in leadership positions in Public Works, Solid Waste, Emergency Management, Public Safety and Disaster Recovery program monitoring.

SDR principals and leadership team have over 300 years collective experience in disaster recovery programs and program management dating to Hurricane Hugo in 1989. With the comprehensive abilities and experience of our principals, project managers, liaisons, and safety officer, assets of over $12 million, and annual sales exceeding $40 million, we are large enough to manage multiple contracts simultaneously, without sacrificing the hands-on attention required by every community's unique situation.

SDR has the broad experience needed to manage disaster recovery operations – program planning, project management, safety, quality control and un-paralleled success in project execution. Our staff are knowledgeable in all aspects of FEMA documentation and reimbursement criteria, thus ensuring that you receive all federal disaster funding to which they are entitled. SDR is committed to excellent business practices and pledges to conduct our endeavors safely, professionally, and ethically.

SDR is committed to excellence in our service delivery. We pledge to conduct business in a consistently safe, professional, and ethical manner.



ISNetworld® MEMBER CONTRACTOR

Avetta

Find us on Ariba Network

- **SDR vetted by 3rd party industry assessors.**
- **Health & Safety Issues; Workforce Qualification; Sustainability & ESF; Diversity & Inclusion; Liability; Financial Liability; Cyber Security**

"We enable and verify ongoing environmental, social and financial performance, helping companies build a strong and diverse supplier base…"

Company's Technical and Construction Capabilities

Contract management, Accounting, Administrative Practices

Southern Disaster Recovery, LLC

- ✓ Headquartered in the South Carolina Upstate in Greenville since 2012.
- ✓ Centrally located between Charlotte, North Carolina and Atlanta, Georgia.
- ✓ Near 3 international airports
- ✓ Satellite locations in Fairmount, GA, Orlando, FL, Ocean Isle Beach, NC and Virginia Beach, VA

Our strategic location enables us to respond quickly to the needs of our clients.

We specialize in environmental disaster preparedness, response, and recovery, and we have the resources, skills, and expertise to assist local, state, and federal entities. Southern Disaster Recovery, LLC's (SDR) management and support staff have the knowledge to assist entities with:

- ✓ Developing a Debris Management Plan
- ✓ Training appropriate entity staff in all aspects of debris disaster recovery
- ✓ Managing comprehensive debris recovery operations:

Response | Demolition | Collection | Reduction | Final disposal

SDR is skilled in all aspects of FEMA documentation criteria, which is paramount for entities to receive accurate and complete reimbursement. We ensure entities receive all federal disaster funding to which they are entitled. We have retired local EM Directors on staff who are deeply experienced in FEMA's PA program and a full-time CPA with a committed administrative staff to ensure compliance with all industry standards of superior debris operations. Rest assured, SDR is able to successfully fulfill our contract obligations to the satisfaction of all parties.

As a premier Disaster Debris Recovery and Removal Contractor, SDR is committed to:

- ✓ Excellent business practices
- ✓ Professional, ethical, and safe operations
- ✓ Strict adherence to all FEMA requirements for procurement, debris tracking & invoicing

Accurate records are paramount for entities to receive the maximum amount of funds available to facilitate a full economic recovery. To that end, SDR is reliant upon the records provided by the entity's monitoring company during any recovery project. We carefully review and verify all documentation provided since this information becomes the basis for our invoicing. If an entity chooses to self-monitor, we have an automated debris management system that can be used by the applicant for accurate tracking of billable items in debris operations.

SDR has refined our debris management processes to become a leading regional debris recovery and removal contractor. There are several factors that make SDR a noteworthy provider of debris recovery and removal services:

- ❖ Our principals and management have collective experience of over 300 years in disaster recovery and debris management.
- ❖ The comprehensive abilities and experience of our project managers and safety officers.
- ❖ Assets of over $20 million.
- ❖ Annual sales exceeding $40 million.

SDR has safely and successfully completed over 150 disaster debris contracts managing and disposing of over 11 million cubic yards of debris, valued over $300 million.

Since our beginning in 2012, SDR has experienced rapid, sustainable growth. Following a catastrophic 2014 ice storm in South Carolina, **SDR processed over 2,000,000 CY of debris valued at over $48 million**. Of that amount, we were the Prime Contractor for nearly 75 percent of the work. Hurricane Matthew provided opportunities for SDR to manage 19 separate contracts throughout North Carolina, Georgia, and South Carolina with a **combined debris total of over 1,000,000 CY**.

Following Hurricanes Irma and Florence in 2018-2019, SDR handled **nearly 1,845,000 CY of debris.** Simultaneously, we also successfully undertook a beach debris removal and berm restoration project in Florida valued at over $7.5 million and completed debris clearing as a result of the catastrophic California wildfires that has continued ongoing.

Hurricane Dorian made landfall in North Carolina and produced devastating storm surge in 2019, SDR operated 7 TDMS locations and reduced debris by grinding, air curtain incineration, and compaction for the total $7.5 million value and 316,890 CY.

In 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph, SDR was selected by **the City of Marion, IA for their debris collection & disposal efforts and Waterway Debris Remova**l. SDR has collected 730,000 cubic yards of debris and 289,188 cubic yards of waterway debris for this FEMA Public Assistance (PA) funded project, the total value is at $24,368,800.

After Georgia Tornados in 2021, SDR responded rapidly to support City of Newnan's disaster response and recovery efforts. From 3/29/2021 to 8/6/2021, SDR processed over 388,000 CYD of debris valued at $5,481,300.00.

Following 2021 Winter Storm Uri in KY, SDR operated Debris Removal for the 4 Counties in KY, SDR reduced debris for the total 641,800 CYD, 540 tons and the total value at $ 18,574,100.00.

2023 – GA Tornado, After Georgia Tornados in 2023, SDR responded to support Butts Co., City of Griffin and Spalding County's Debris Removal Services. From 1/18/2023 to 9/21/2023, SDR processed 303,877 CYD of debris valued at $5,026,758.00 in the City of Griffin. From 1/19/2023 to 8/1/2023, SDR processed 487,913 CYD of debris valued at $6,588,294.00 in Spalding County. From 1/21/2023 to 4/15/2023, SDR processed 127,737 CYD of debris valued at $3,002,290.00 in Butts Co.

2024-2025 Hurricane Helene Project Description for Simultaneous Contracts Within Four States and 35 Independent Political Jurisdictions, SDR successfully executed large-scale debris management across four states and Collected 9,400,000 cubic yards of debris within 35 jurisdictions. The project encompassed ROW debris collection, waterway debris removal, and private property debris removal. Utilized cutting-edge technology and specialized equipment to ensure efficiency and compliance with FEMA guidelines. Prioritized safety, financial integrity, and operational excellence throughout the project. Delivered results with unwavering commitment to subcontractor support and environmental stewardship

All our projects have been completed safely and prior to established deadlines.

FEMA REIMBURSEMENT PROCESSES

Southern Disaster Recovery (SDR) is highly experienced and qualified to assist the City of Destin with all aspects of FEMA reimbursement and documentation as it relates to disaster debris removal. We have the expertise to perform the tasks of the project to meet the needs of the entity and maximize funds reimbursement. Our operations are based on the Public Assistance Program as stipulated in The Stafford Act and clarified in 44 CFR, FEMA's Public Assistance Program and Policy Guide (PAPPG) and archived debris removal technical documents (FEMA's 325 Guide, the 9500 series) and various other FEMA publications on the subject of disaster debris management.

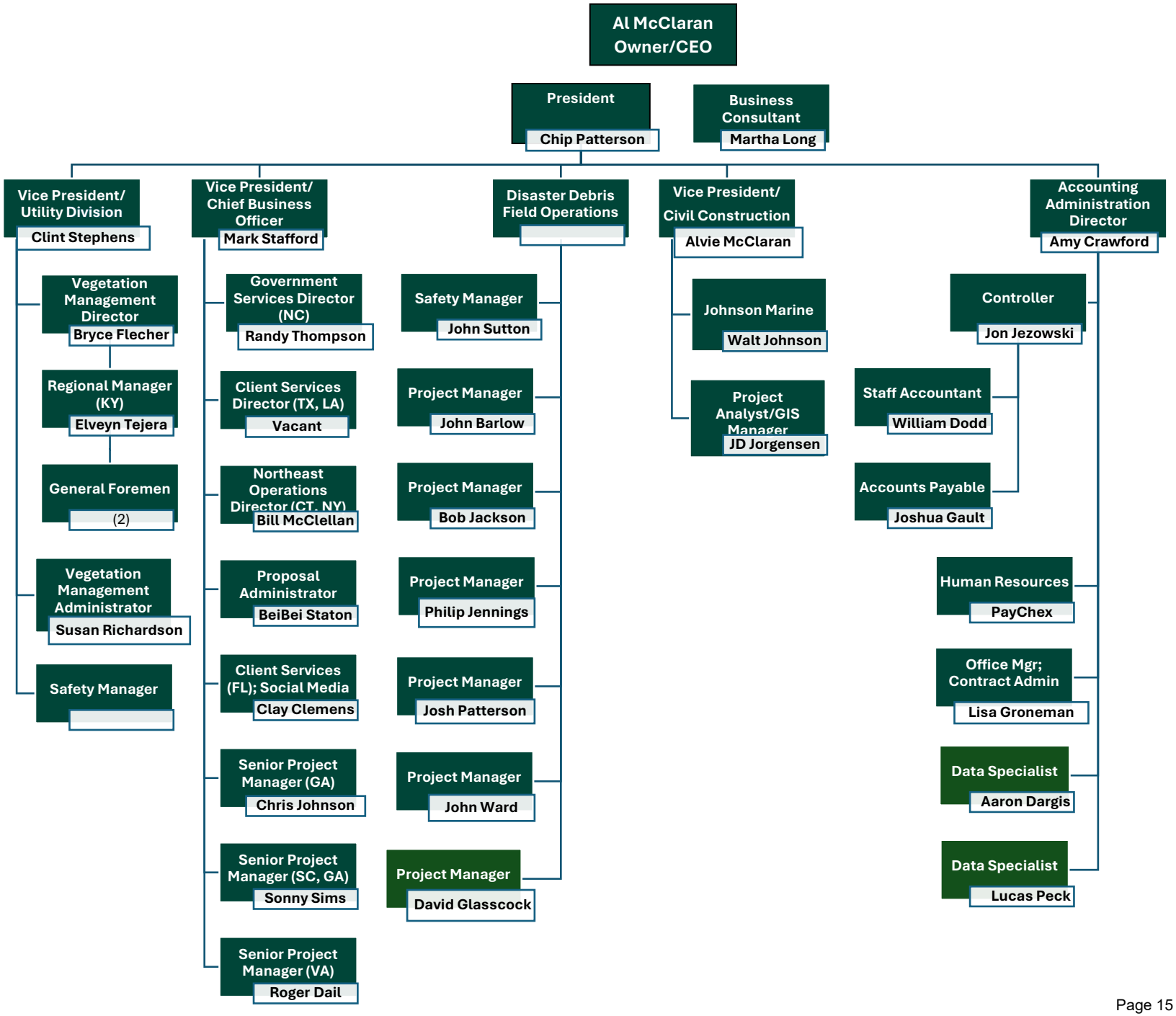
We have found that the best way to maximize your Federal reimbursement is to conduct and document our work that is fully in adherence with our contract, FEMA's Public Assistance program, national safety standards and state/federal environmental standards. As you will see in the following table; our company is aligned with this statement from top to bottom. Additionally, you will notice the expertise noted in this table is tremendous in addressing those issues that are a matter of interpretation by FEMA field reps and administrators; helping ensure your full eligible reimbursement!

To date, all SDR's clients have received their full eligible reimbursement from the FEMA Public Assistance program.

SDR EMPLOYEE	ROLE WITHIN COMPANY	SPECIFIC EXPERIENCE WITH FEMA PUBLIC ASSISTANCE REIMBURSEMENT AND OTHER GRANT PROGRAMS
Johnny Deloach	FEMA Liaison	• Retired FEMA employee, deputy for debris in FEMA Region IV • Consultant to states/counties • Consultant to US Army Corps of Engineers • Expertise in: Preliminary Damage Assessments (PDA's), preparation and review of Project Worksheets (PW's), securing Immediate Needs Funding and Expedited Funding
Al McClaran	CEO	• Written numerous disaster debris management plans organized to adhere to FEMA's Public Assistance program. • Has worked directly with local governments in their PDA, PW's and Immediate Needs Funding • Has Led and Managed over 90 disaster debris removal projects over the past nine (9) years
Chip Patterson	President	• Operations Chief and grants manager in two State emergency management organizations (NC, FL) • City/County Emergency Management Director (Jacksonville/Duval County, FL) and grants manager for over 10 years (FEMA PA, HMGP, FMAP, UASI, SHSGP, MMRS) • Technical writer for FEMA's CPG 201 program; Recovery/Public Assistance program; Disaster Debris Management Plan • Trainer for FEMA's CPG 201 program (Recovery, PA program, Debris Management) in urban cities • Lead technical expert debris removal in catastrophic planning in urban areas (SE FL, NY/NJ, TX) • Project Manager, Senior Project Manager, or Director on 27 jurisdictions' disaster debris removal contract activations
Randy Thompson	Government Affairs	• Certified Emergency Manager (CEM) with over 30 years' experience in emergency management planning, operational response, project/program management and disaster response/recovery. • Local government public safety experience (Fire/Law Enforcement/Emergency Management)

		• County Emergency Services Director (10 years) – readiness programs, PA, HMGP, SHSGP, EMPG grant management, disaster response/recovery. • County Elected Leader (County Commissioner) • Ten (10) years providing leadership and management in disaster debris removal contract activations.
John Ward	Quality Assurance Director	• John is SDR's QA Director; responsible for ensuring SDR provides exceptional service to all communities we serve. • John is a Certified Emergency Manager (CEM) • Served as Clay County, Florida's Emergency Management Director • Served on numerous State of Florida Incident Management Teams as the Team Lead to support local governments in response/recovery. Most recently served in the Town of Fort Myers Beach for over 9 weeks. • Established central grants management shop in Clay County housed in the EMA. FEMA Public Assistance, HMGP, HUD CDBG, Flood Mitigation Assistance Program
Sonny Sims	Sr. Project Manager	• Disaster Debris Removal Project Management ➢ 2023 Hurricane Idalia – Brooks Co. Clinch Co. GA, Gilchrist, FL ➢ 2023 Tornado – Newton, Elkin, Landis, NC ➢ 2022 Hurricane Ian - City of Cape Coral Florida PPDR ➢ 2021 Tornado - City of Newnan Ga ➢ 2021 Hurricane Ida – Plaquemines Parish, LA ➢ 2020 SC Tornado- Hampton Co, SC, SCDOT Barnwell County, SC; SCDOT Oconee County, SC ➢ 2020 Spartanburg Tornado- Spartanburg, SC ➢ 2018 Hurricane Florence- New Bern, NC ➢ 2017 Hurricane Irma- City of Miami & City of Deltona, Florida ➢ 2016 Hurricane Matthew- Marion County & Lumberton Co, NC ➢ 2014 Ice Storm Barnwell County, SCDOT, South Carolina2009 Ice Storm Dunklin County, Missouri ➢ 2008 Hurricane Ike- Liberty Co, San Jacinto, and Huntsville, Texas ➢ 2005 Hurricane Wilma- Coral Gables, Lauderdale by the Sea, City of Miami, University of Miami, Miramar, and Margate, Florida ➢ 2005 Hurricane Rita- Islamorada, Florida ➢ 2005 LDOT Boregard, Allan, Jefferson Davis Parish, Louisiana ➢ 2005 Hurricane Katrina- Coral Gables, City of Miami, University of Miami, *Islamorada*, Marathon and Dade County, Florida ➢ 2005 Hurricane Katrina- Gulf Breeze, Escambia Co, FL, Mobile AL ➢ 2004 Hurricane Francis and Charlie- Winter Park, Winter Springs, and Marion County, Florida ➢ 2003 Hurricane Isabel- Richmond, Chesterfield Co, and Henrico Co. VA ➢ 2002 Ice Storm Raleigh, North Carolina

SDR CORPORATE ORGANIZATION STRUCTURE – 2025



KEY PERSONNEL FOR CITY OF DESTIN, FL

Al McClaran – Chief Executive Officer
Mr. McClaran is responsible for the day-to-day operations of Southern Disaster Recovery (SDR). He is knowledgeable in all aspects of FEMA criteria for debris recovery operations and has completed numerous courses with FEMA's Emergency Management Institute Independent Study Program. He works closely with Emergency Management and other government agencies both before and after disaster events. Prior to an event, he helps with readiness planning and preparation, including developing debris management plans and training government personnel in debris recovery operations. After disaster strikes, Mr. McClaran coordinates all aspects of the recovery and the documentation process to assure that the applicant receives the funding to which they are entitled. He has overseen debris removal projects following hurricanes, tornados, floods, wildfires, and winter storm disasters.

Chip Patterson – President
Robert "Chip" Patterson has over 30 years of experience in disaster management. Chip's career includes service as Chief of Operations in State Emergency Operations Centers in two states North Carolina and Florida; organizing and leading disaster resources to support some of the largest natural disasters in the nation during the 90's. Chip also served as a local government appointed official for over 10 years where he was responsible for leading disaster operations and administering a number of grant programs including FEMA's Public Assistance Grant Program. His work in leading the nation's first local government to be accredited in emergency management and leading Incident Management Teams to support disaster operations in Hurricane Katrina and Hurricane Wilma. He has been leading disaster debris removal operations for the past 15 years and is responsible for SDR's disaster response and recovery operations.

John Ward - Quality Assurance Director
John Ward is ensuring that the SDR provides exceptional service to all communities we serve. He is experienced in public administration, operations management, and strategic planning and implementation. He is capable of analyzing processes to identify and address opportunities for improvement, assessing problems, and executing feasible solutions. Furthermore, he excels in hiring, training, and developing teams to ensure the attainment of goals and objectives.

John Sutton - Site Safety Health Officer
Experienced professional offering more than 25 years in health and safety management, with strengths in a broad range of areas. He has accomplished manager with a reputation for maintaining the highest safety standards, and keen ability to conduct root cause analysis, establish safety rules and codes of practice and monitor and implement environmental, health and safety programs and practices. Consistently achieves safety goals by establishing, maintaining and managing effective business relationships at all levels of the organization. Skillful in protecting workers, assets and the community in the most cost-effective manner.

Alvie McClaran – Vice President of Civil Division
Alvie McClaran, SDR VP of Civil Division, Registered Professional Engineer has 10+ years of experience in civil engineering design and project management. Experience with various government entities including EPA, FEMA, USACE, and DOT

Sonny Sims – Senior Project Manager
Sonny Sims, SDR's Senior Project Manager, an experienced and Disaster Debris Removal Project Manager who is consistent in delivering client satisfaction in our safe practices, quality control and pace of work. Mr. Sims is an ISA certified Arborist, and has completed over 89 disaster debris removal projects over 30 years.

Jon Jezowski – Controller
Mr. Jon Jezowski manages accounts payable and provides weekly progress payment reports to subcontractors ensuring on-time progress payments. Attentive to detail and committed to accuracy, ensuring SDR clients are served with integrity and efficiency. Oversees an office staff who supplement his skills, further extending the overall precision with which disaster response and recovery project records are maintained. The administrative operations of SDR often receive high praise from the clients served, stating records are correct, often requiring little review or oversight.

Name	Title	Years in Experience	Phone	Email address
Al McClaran	Owner/Chief Executive Officer	20+	864-591-7797	al@gosdr.com
Jon Jezowski	Controller/Data Tracking	8+	864-469-9776	jon@gosdr.com
Chip Patterson	President	30+	904-334-9690	chip@gosdr.com
John Ward	Quality Assurance Director	30+	904-219-0640	john@gosdr.com
John Sutton	Site Safety Health Officer	25+	251-583-6412	john.sutton@gosdr.com
Alvie McClaran	VP of Civil Division	10+	864-640-1403	alvie@gosdr.com
Sonny Sims	Senior Project Manager	30+	864-901-0283	sonny@gosdr.com



Al McClaran
CEO

PROFILE

- Focuses on integrity, honesty, efficiency, and the safe completion of any endeavors SDR undertakes Implementing strategies and operations for disaster recovery services.
- Oversaw the debris recovery and management of 15 projects because of Hurricane Irma and 19 projects from Hurricane Matthew.
- Provided the most economical and environmentally safe ways to manage debris to the complete satisfaction of the entity to which SDR is contracted.

CONTACT

864-561-7797

93 Sonia Drive
Greer, SC 29650

al@gosdr.com

CERTIFICATIONS

Over 40 FEMA Certifications
Mr. McClaran is thoroughly knowledgeable of all aspects of FEMA criteria for debris recovery operations.

EDUCATION

Bob Jones University, Greenville, SC
Master of Arts, 1983
Bob Jones University, Greenville, SC
Bachelor of Arts, 1980

WORK EXPERIENCE

Southern Disaster Recovery, LLC
CEO & Member, *2012 – Present*

- Responsible for the day-to-day operations of Southern Disaster Recovery.
- Works closely with Emergency Management and other government agencies both before and after disaster events
- Manages up to 100 debris hauling and cutting subcontractors during disaster events.
- Helps with readiness planning and preparation. This includes working on debris management plans and training government personnel in debris recovery operations.
- Coordinates all aspects of the recovery and the documentation process to assure that the applicant receives the funding to which it is entitled.

Disaster Events Worked:

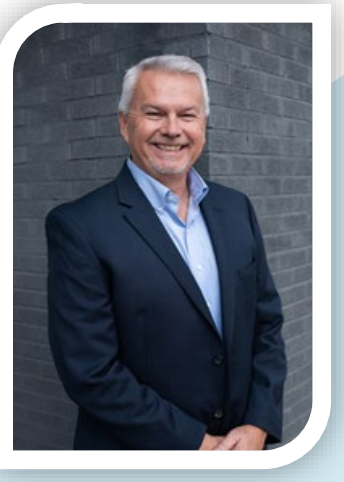
- 2021 Winter Storm Uri – 4 Counties in KY
- 2021 Tornado in GA – City of Newnan, GA
- 2020 Hurricane Zeta in NC
- 2020 Hurricane Isaias – 6 Contractors in NC
- 2019 Hurricane Dorian – 8 Contractors in NC
- 2018 Hurricane Florence – Various Counties and Cities in NC and NCDOT & SCDOT.
- 2017 Hurricane Irma – 15 contracts in Florida and Georgia
- 2016 Hurricane Matthew – 19 contracts in NC, SC and GA
- 2015 Butte Wildfires – San Andreas, California.
- 2015 Flooding Event – South Carolina Department of Transportation.
- 2014 Winter Storm Pax – South Carolina Counties: Aiken,
- Barnwell, Allendale, Williamsburg.

DTS – Greer, SC
Senior Project Manager, *2009 - 2012*

- Oversaw debris removal operations.
- Worked closely with Emergency Management and other government agencies both before and after disaster events.

Disaster Events Worked:

- 2012 Hurricane Isaac –St. John the Baptist Parish, Louisiana
- 2011 Winter Storm Alfred – Connecticut: Fifteen Townships of Western Connecticut
- 2011 Hurricane Irene – North Carolina Counties: Edgecombe, Wayne, and Halifax
- 2011 Tornado - Rabun County, Georgia



Robert "Chip" Patterson
President

PROFILE

- Has 35+ years of experience in Disaster Management.
- Implementing strategies and operations for disaster recovery services.
- 1st Disaster; 1989- Hurricane Hugo (Ops Technician)
- 1st FL Disaster; 1992- Hurricane Andrew (FEMA ESF 5 Ops Specialist)
- Served in a mayoral appointed position for 10 years as the City of Jacksonville, Florida's Director for Emergency Management.
- State of Florida EOC Director.
- State of North Carolina Chief of Operations for the Division of Emergency Management.
- Service as a Radiological Emergency Preparedness Planner in North Carolina and 6 years in the United States Navy nuclear propulsion program.

CONTACT

PHONE:
904-334-9690
ADDRESS:
93 Sonia Drive
Greer, SC 29650
EMAIL:
chip@gosdr.com

EDUCATION

University of the State of New York
Bachelor of Science in Sociology, 1989
Jacksonville University
Master's in Business Administration, 2002

Associations

Adjunct Instructor, University of NC/College of Public Health, *2000-2024*
Adjunct Instructor, Flagler College/Public Administration *2006 - 2017*
US Navy Postgraduate School, Center for Homeland Security and Defense
Mobile Executive Seminars *2006 - Present*
Florida Emergency Preparedness Association
Florida's Emergency Manager of the Year, *2005*
Board Member, Greater Jacksonville Agricultural Fair, 2010-2020
National Hurricane Conference, Response Committee *2006-Present*

WORK EXPERIENCE

Southern Disaster Recovery, LLC/ President
July 2024 – Present
Pivotal role in shaping SDR's strategic direction and leading sustainable growth and success. Responsible for overseeing all aspects of SDR's business operations, ensuring alignment with mission, vision, and values.

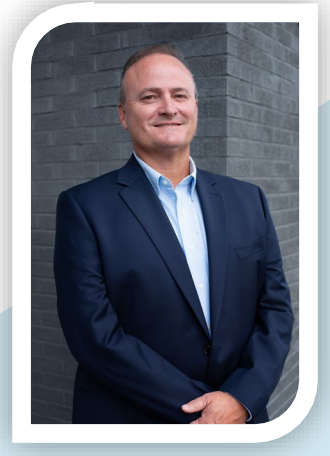
VP of Operations
February 2018 – June 2024
Responsible for fulfilling all contractual requirements in disaster response and recovery consistent with FEMA Public Assistance Program and Policy Guide and associated policy documents.

J. B. Coxwell Contracting, Inc / Director of Disaster Services
July 2006 to February 2018
Emergency management and homeland security business development and service delivery for a 300-person civil construction firm providing services in all phases of emergency management. Public Assistance activities included debris clearance and removal in eighteen (18) jurisdictions.

City of Jacksonville Emergency Preparedness Division Chief
Duval County Emergency Preparedness Director
January 1996 to July 2006
Responsible for a comprehensive emergency management program that included plans and procedures development; public education; disaster response and recovery management; facilities management; program development and marketing; personnel development; press availabilities; and, interacting with elected officials in a jurisdiction of 840 square miles with a population of over 800,000. NE FL Incident Management Team Lead. Oversight of disaster recovery programs for ten Presidential declared disasters; Managed disaster response and administered FEMA Public Assistance and Hazard Mitigation programs.

Florida Division of Emergency Management /Response Services Administrator
June 1993 to December 1995
Managed State of Florida delivery of disaster resources (equipment, personnel and programs). Non-disaster related activities included development and maintenance of the State's Comprehensive Emergency Management Plan. Disaster-related opportunities included managing the State Emergency Operations Center. Oversight during six Presidential declared disasters.

North Carolina Division of Emergency Management / Chief of Operations
March 1989 to June 1993
Managed State of North Carolina disaster resources delivery. aged the 24/7 State Warning Point. Planner for Radiological Emergency Preparedness.



John (Sonny) Sims
Operations Manager

PROFILE

- An experienced Disaster Debris Removal Project Manager who brings forth valuable experience in the industry with exceptional safety and client satisfaction.
- An ISA certified Arborist
- Has completed over 89 disaster debris removal projects over 30 years.
- Adept at managing multiple priorities; integrating various interests into a successful project for all
- Ornamental Horticulture Degree, 1992

CONTACT

PHONE:
864-901-0283

ADDRESS:
308 Edens Ridge Dr. Six Mile, SC 29682

EMAIL:
sonny@gosdr.com

EDUCATION

Certifications

- *IS- 00632.a Introduction to Debris Operations*
- *IS-00633 Debris Management Plan Development*
- *IS-00100.PWc Introduction to Incident Command System,*
- *ICS-200; Basic Incident Command System*
- *IS-00253.a Overview of FEMA Environmental and Historic Preservation Review Responsibilities*
- *HAZWOPER 40 HR*
- *ISA Board Certified Arborist*
- *Landfills and Land Application Sites 2020*
- *AT-TC3TS010-15-T1 - Maintenance of Traffic for Supervisors*

WORK EXPERIENCE

Southern Disaster Recovery, LLC

Operations Manager, 2014 – Present

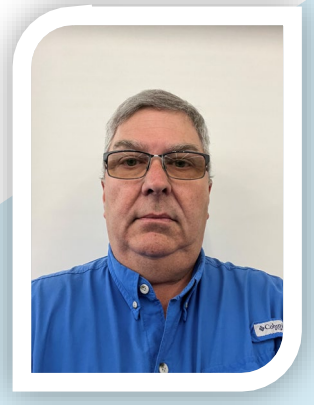
- Successfully led all daily operational aspects.
- Managed and evaluated workflow and productivity, making changes where necessary.
- Developed and implemented performance standards and procedural changes to drive productivity and quality.

Disaster Events Worked:

- 2023 Hurricane Idalia – Brooks Co. Clinch Co. GA, Gilchrist, FL
- 2023 Tornado – Newton, Elkin, Landis, NC
- 2022 Hurricane Ian - City of Cape Coral Florida PPDR
- 2021 Tornado - City of Newnan Ga
- 2021 Hurricane Ida – Plaquemines Parish, LA
- 2020 Hurricane Isaias – Brunswick Co. Holden Beach, Oak Island, Ocean Isle Beach, Caswell Beach, NC
- 2020 SC Tornado- Hampton Co, SC
- 2020 SC Tornado-SCDOT Barnwell Co, SC
- 2020 SC Tornado-SCDOT Oconee Co, SC
- 2020 Spartanburg Tornado- Spartanburg, SC
- 2009 Ice Storm Dunklin County, Missouri
- 2018 Hurricane Florence- New Bern, NC
- 2017 Hurricane Irma- City of Miami & City of Deltona, Florida
- 2016 Hurricane Matthew- Marion County & Lumberton Co, NC
- 2014 Ice Storm Barnwell County, SCDOT, South Carolina

Previous Experience

- 2008 Hurricane Ike- Liberty Co, San Jacinto, and Huntsville, TX
- 2005 Hurricane Wilma- Coral Gables, Lauderdale by the Sea, City of Miami, University of Miami, Miramar, and Margate, FL
- 2005 Hurricane Rita- Islamorada, Florida
- 2005 LDOT Boregard, Allan, Jefferson Davis Parish, Louisiana
- 2005 Hurricane Katrina- Coral Gables, City of Miami, University of Miami, Islamorada,
- Marathon and Dade County, Florida
- 2005 Hurricane Katrina- Gulf Breeze, Escambia Co, Florida, Mobile Alabama
- 2004 Hurricane Francis and Charlie- Winter Park, Winter Springs, and Marion County, Florida
- 2003 Hurricane Isabel- Richmond, Chesterfield Co, and Henrico County, Virginia
- 2002 Ice Storm Raleigh, North Carolina



John Sutton
Site Safety Health Officer

PROFILE

- Experienced professional offering more than 25 years in health and safety management, with strengths in a broad range of areas.
- Accomplished manager with a reputation for maintaining the highest safety standards.
- Keen ability to conduct root cause analysis, establish safety rules and codes of practice and monitor and implement environmental, health and safety programs and practices.
- Consistently achieves safety goals by establishing, maintaining and managing effective business relationships at all levels of the organization. Skillful in protecting workers, assets and the community in the most cost-effective manner.

SKILLS HIGHLIGHTS

- Has a working knowledge of 29 CFR 1910, 29 CFR 1915, 29 CFR 1926, and EM 385-1-1 USACE Safety and Health Manual.
- Certified Firefighter and Paramedic

CONTACT

251-583-6412

9391 Lakeview Rd., Bay Minette, AL 36507

john.sutton@gosdr.com

EDUCATION

PARAMEDIC | 1989 | UNIVERSITY OF SOUTH ALABAMA
Major: Paramedic/Emergency Medicine
Related coursework: Extrication. Confined Space Rescue, Wilderness First Aid
Bachelor Of Science In General Business | 1992 | University Of New York
Major: Business Management
Related coursework: Accounting, Business Finance
MASTER OF SCIENCE IN OCCUPATIONAL SAFETY AND HEALTH | 2011 | COLUMBIA SOUTHERN UNIVERSITY
Major: Occupational Safety and Health
Related coursework: Safety and health related theory and technology

WORK EXPERIENCE

Southern Disaster Recovery, LLC / Site Safety Health Officer
Since *2024 to Present*

Merit First / EH&S Manager 11/02/202204/24/2024

- *Project Management for clearing at PNAS*
- *Safety oversight of multiple subcontractors*
- *Quality Control*
- *Conducted risk assessments and safety audits to identify hazards and potential risks*
- *Evaluated processes, machinery, and work environments for safety compliance and improvement opportunities.*
- *Prepared detailed reports, ensuring that proper documentation was submitted in compliance with safety regulations.*
- *Ensured proper permits were obtained and procedures.*
- *Developed and maintained emergency response plans .*

PHILLIPS AND JORDAN, INC. / EH&S Manager / 08/01/2017-10/31/2022

- Safety Manager for NFRC (176-mile right of way clearing project for new power line construction)
- Safety Manager for Gateway West Project (Clearing project in Wyoming)
- Perform safety compliance observations on contractor vegetation workers
- Observe crews for adherence to mandated safety protocols and procedures.
- Capture findings and maintain records through web-based application.
- Communicate findings with crew and their leadership.
- Ensure compliance with OSHA.
- Ensure adherence to the Z-133 2017 safety standards.
- Determining individual and crew competency as it relates to job assignments and providing individual personal training recommendations.

SAFETY GUIDANCE SPECIALIST / Project Safety Manager
02/01/2010 – 08/01/2017

- *Oversee all project safety personnel.*
- *Perform safety compliance observations on contractor vegetation workers in the field*
- *Observe crews for adherence to mandated safety protocols and procedures*
- *Capture findings and maintain records through cloud-based application*
- *Communicate findings with crew and their leadership*
- *Ensure compliance with OSHA and Cal OHSA*
- *Ensure adherence to the Z-133 2017 safety standards*
- *Determining individual and crew competency as it relates to job assignments and providing individual personal training recommendations*
- *Corrective Action Plan Development*
- *Create project specific EAP's*
- *Programmatic safety planning*



John Ward
Quality Assurance Director

PROFILE

- Innovative and mission-focused director, with broad-ranging experience in public administration, operations management, and strategic planning and implementation.
- Areas Of Expertise: Emergency Management | Financial and Budget Administration | Grant Funding | Event Coordination Reports Generation | Public Speaking and Community Relations | Meeting Facilitation

HONORS AND AWARDS:

- Florida Professional Emergency Manager Award, 2010
- Florida Firefighter of the Year, 2008
- Various Military and Federal Citations (Emergency Response and Disaster Management)
- Various Local Recognitions (Associations and Constitutional Agencies)

CONTACT

PHONE:
904-219-0640
ADDRESS:
93 Sonia Drive
Greer, SC 29650

EMAIL:
john@gosdr.com

CERTIFICATIONS

Florida Professional Emergency Manager Advanced Professional Series
All-Hazards Incident Management Team (IMT) Certification
ICS Train-the-Trainer (Instructor)
Emergency Medical Technician,
Firefighting Minimum Standards
Various Training

EDUCATION

Bachelor of Science in Emergency and Disaster Management: 2013
American Public University System | Charles Town, WV
Coursework in Public Administration
Flagler College | St. Augustine, FL

WORK EXPERIENCE

Southern Disaster Recovery, LLC
Quality Assurance Director, August 2023 – Present

- Ensuring SDR provides exceptional service to all communities we serve.

Clay County Division of Emergency Management – Clay Co., FL
Director, 2015 – 2023 Retired

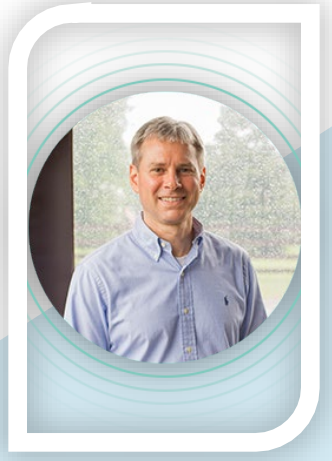
- Assume responsibility for the management of overall functions of emergency operations center (EOC) during EOC activations.
- Organize and facilitate a variety of public education events/speeches for emergency preparedness.
- Create and execute a number of large-scale multi-hazard and multi-jurisdictional training exercises for city, county, state, and federal levels.
- Hold accountability in managing multimillion-dollar budgets, grants, and recovery processes for the Emergency Management Division and County government.
- Serve as the incident commander lead for the State of Florida's Disaster Incident Management Team (IMT), responsible for the deployment of teams to areas affected by disasters all over the nations to support the state and local governments' response and recovery efforts for catastrophic events.
- Overseen 15 federally declared disaster events.

Key Highlight:

- Revamped the emergency management plans and structure upon relocation from a 900 sq. ft. EOC to a 12,000 sq. ft that enabled "normal" EOC functions.
- Received fast-track, progressive promotions for demonstrating excellent work performance.

Deputy Director, Public Safety 2010 - 2015

- Built strong relationships and work with all partner agencies involved with event management, response, and recovery within Clay County and throughout the state of Florida.
- Contributed to the development and execution of a number of large-scale multi-hazard and multi-jurisdictional training exercises for city, county, state, and federal levels.
- Developed and organized the county training programs for employees and partner agencies in a disaster response.
- Backfilled and supported the Director's duties as needed.



Jon Jezowski
Controller

PROFILE

- Financial Administrator with 28 years of experience managing the financial needs of a church that had grown in attendance from 500 to 800 with church revenue in 2021 of $1.9 million.

ACCOMPLISHMENTS

- Prepared documents for real property transactions and a construction loan.
- Disbursed payments and provided reporting on a $5 million church construction project and five building renovation projects.
- Negotiated and prepared documents for refinancing $4.5 million in debt.
- Provided information for debt-elimination plan.
- Researched employer-provided benefits for health care and retirement.
- Restructured chart of accounts to improve reporting and transitioned to new accounting software to increase efficiency and automation.

CONTACT

PHONE:
864-469-9776

ADDRESS:
93 Sonia Drive
Greer, SC 29650

EMAIL:
jon@gosdr.com

EDUCATION

Bachelor of Science in Accounting -- 1992
Bob Jones University, Greenville, SC
Master of Arts -- 1994
Bob Jones University, Greenville, SC

WORK EXPERIENCE

Southern Disaster Recovery, LLC
Controller, April 2023 – Present

- Review and reconcile company accounts according to GAAP.
- Manage client contracts and ensure compliance with all client on-boarding requirements.
- Supervise accounts payable, credit card charges, and expense reports including reconciliations and month-end closing process.
- Supervise weekly progress payment reports to subcontractors ensuring on-time progress payments.
- Supervise subcontractor onboarding and contracts.
- Oversee and facilitate SDR's procurement and contracting process.
- Analyze and review all company insurance policies and P&P bonds.
- Manage all company HR responsibilities including payroll, insurance, and 401(K).
- Review and issue annual 1099s to subcontractors.
- Prepare all supporting documentation for year-end review.

The Office of the Treasurer of Greenville County, SC
Financial Management Analyst, October 2022 to April 2023

Morningside Baptist Church, Greenville, SC
Financial Administrator, 1994 – October 2022

- Prepare monthly financial reports and submit reports for annually reviewed financial statements.
- Process multi-state payroll for 40 to 50 employees.
- Review time records of non-exempt employees and submit retirement contributions of employees to 403(b) retirement plan
- Process accounts payable, post general ledger entries, and reconcile bank statements.
- Review, report, and post contributions for donors and generate contribution statements.
- Prepare and process Form 1099s for non-employee compensation.
- Prepare annual budgets and present financial information to leadership and congregation.
- Managed the finances of a growing, full-service mission agency operating as a ministry of the church.
- Processed expense reports for foreign and home missionaries.

Bob Jones University Press, Greenville, SC
Sales Tax Return Processor 1992 – 1993

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ALVIE MCCLARAN

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

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

Issued this 6th Day of December, 2010

Tony Russell
Superintendent
Emergency Management Institute

0.3 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ALVIE MCCLARAN

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

IS-00704
NIMS Communications and Information Management

Issued this 6th Day of January, 2011

Tony Russell
Superintendent
Emergency Management Institute

0.2 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ALVIE MCCLARAN

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

IS-00100.a
Introduction to the Incident Command System,
ICS-100

Issued this 19th Day of April, 2010

Tony Russell
Superintendent
Emergency Management Institute

0.3 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

ALVIE MCCLARAN

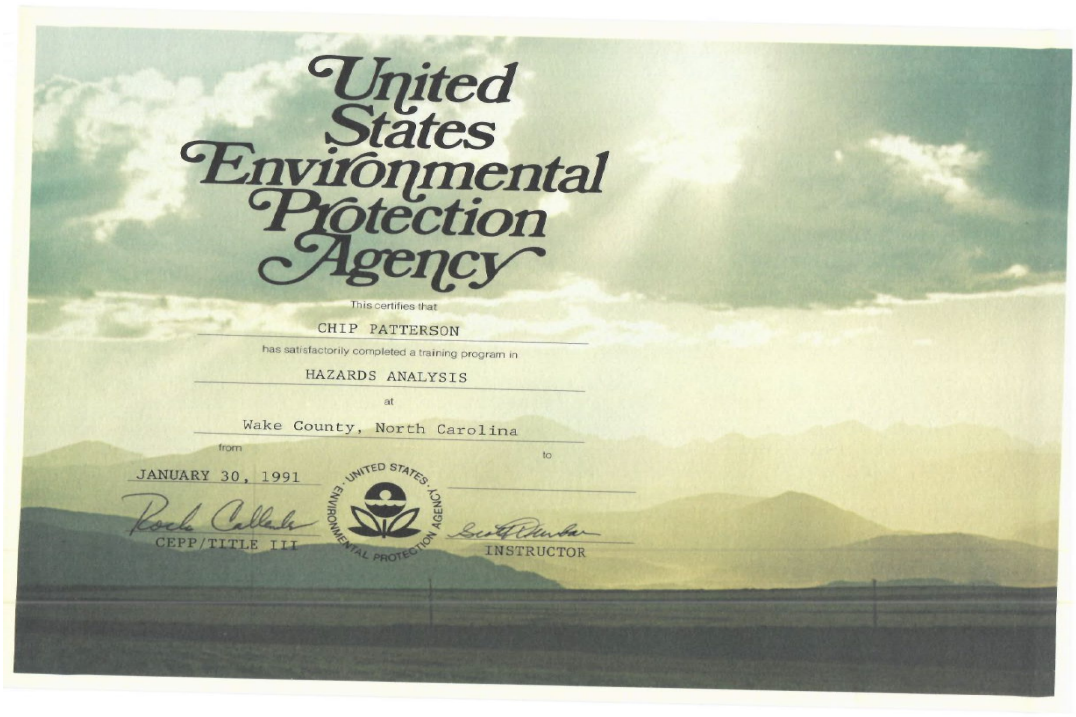
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00100.PWb
Introduction to the Incident Command System
(ICS 100) for Public Works

Issued this 24th Day of December, 2010

Tony Russell
Superintendent
Emergency Management Institute

0.3 IACET CEU



United States Environmental Protection Agency

This certifies that

CHIP PATTERSON

has satisfactorily completed a training program in

HAZARDS ANALYSIS

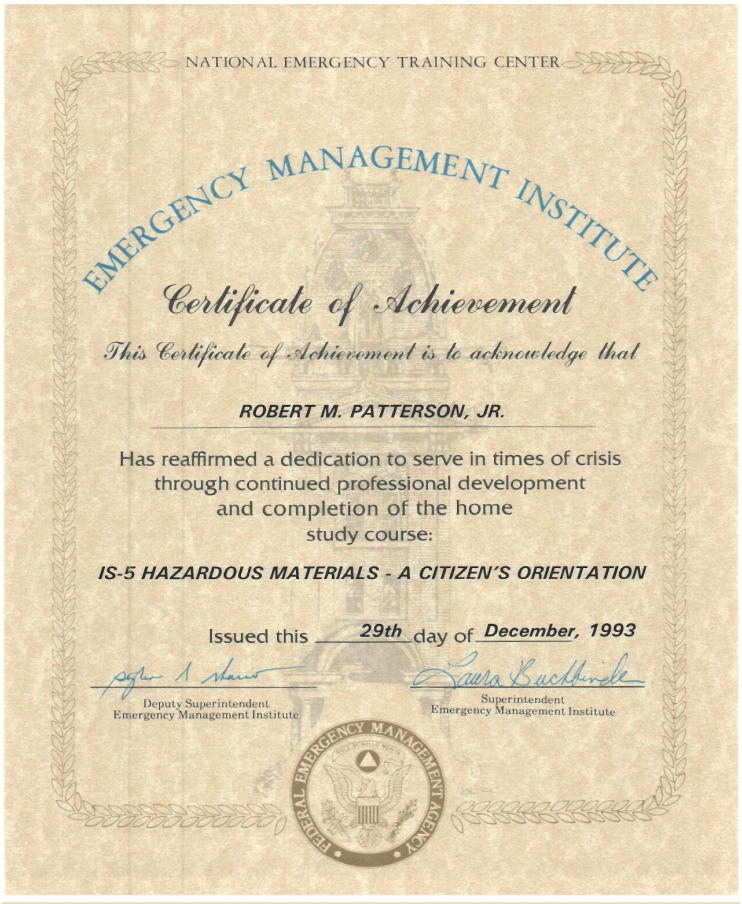
at

Wake County, North Carolina

from JANUARY 30, 1991 to

CEPP/TITLE III

INSTRUCTOR



NATIONAL EMERGENCY TRAINING CENTER

EMERGENCY MANAGEMENT INSTITUTE

Certificate of Achievement

This Certificate of Achievement is to acknowledge that

ROBERT M. PATTERSON, JR.

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

IS-5 HAZARDOUS MATERIALS - A CITIZEN'S ORIENTATION

Issued this 29th day of December, 1993

Deputy Superintendent
Emergency Management Institute

Superintendent
Emergency Management Institute

FEDERAL EMERGENCY MANAGEMENT AGENCY

State Of North Carolina
Department of Crime Control & Public Safety

This certifies that

ROBERT C. PATTERSON

has attended

The Division of Emergency Management

INCIDENT COMMAND SYSTEM (AWARENESS LEVEL)

on the 19 day of SEPTEMBER, 1991

Joseph W. Dean
Joseph W. Dean
Secretary of Crime Control & Public Safety

Joseph F. Myers
Joseph F. Myers
Director of Emergency Management

32 HRS

Department of Community Affairs

Jeb Bush
Governor

Division of Emergency Management

Certificate of Achievement

Robert M. Patterson, Jr.

HAS SUCCESSFULLY COMPLETED

Exercise Design G120, Controller/Simulator Workshop G609 and Exercise Evaluator Workshop G610

Training Manager

March 25, 1999
Date

Course Manager

Steven M. Seibert, Secretary
Department of Community Affairs

Joseph F. Myers, Director
Division of Emergency Management



United States Coast Guard

CERTIFICATE OF COMPLETION

This certifies that

Chip Patterson

Has successfully completed
NATIONAL INTERAGENCY INCIDENT MANAGEMENT
SYSTEM (NIIMS) INCIDENT COMMAND SYSTEM
ICS–400 Advanced ICS
Direct Access Course Code: 501378

PRESENTED IN
Jacksonville, Florida
December 8, 2004

Incident Command System
Instructor

Incident Command System
Instructor



Regional Domestic Security
Task Force
III

This Certificate is
awarded to

Robert Patterson

for successful completion

of I-200 and I-300, Intermediate Incident Command

June 5, 2003
DATE

INSTRUCTOR

Certificate of Training

FEMA

This Certificate of Achievement is to acknowledge that

ROBERT M. PATTERSON, JR.

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

IS-00700
National Incident Management System (NIMS) an Introduction

Issued this 19th Day of July, 2005

Stephen G. Sharro
Director, Training Division

0.3 CEU

NATIONAL EMERGENCY TRAINING CENTER

EMERGENCY MANAGEMENT INSTITUTE

Certificate of Achievement

This Certificate of Achievement is to acknowledge that

ROBERT M. PATTERSON JR.

Has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of:

INCIDENT COMMAND SYSTEM/
EMERGENCY OPERATING CENTER (ICS/EOC)
TRAIN-THE-TRAINER

MAY 20, 1994

Deputy Superintendent
Emergency Management Institute

Superintendent
Emergency Management Institute

16-30, NOV 93

NATIONAL EMERGENCY TRAINING CENTER

EMERGENCY MANAGEMENT INSTITUTE

Certificate of Achievement

This Certificate of Achievement is to acknowledge that

Robert M. Patterson Jr.

Has reaffirmed a dedication to serve in times of crisis
through continued professional development
and completion of:

(I-940)

INTEGRATED EMERGENCY MANAGEMENT COURSE
SPECIAL EVENT JACKSONVILLE, FLORIDA
January 13 - 17, 2003

Deputy Superintendent
Emergency Management Institute

Superintendent
Emergency Management Institute

FEDERAL EMERGENCY MANAGEMENT AGENCY

16-30, NOV 93

TRANSPORTATION CURRICULUM COORDINATION COUNCIL

TRAINING AASHTO

Transportation Curriculum Coordination Council (TC3)

CERTIFICATE OF TRAINING

Robert M Patterson

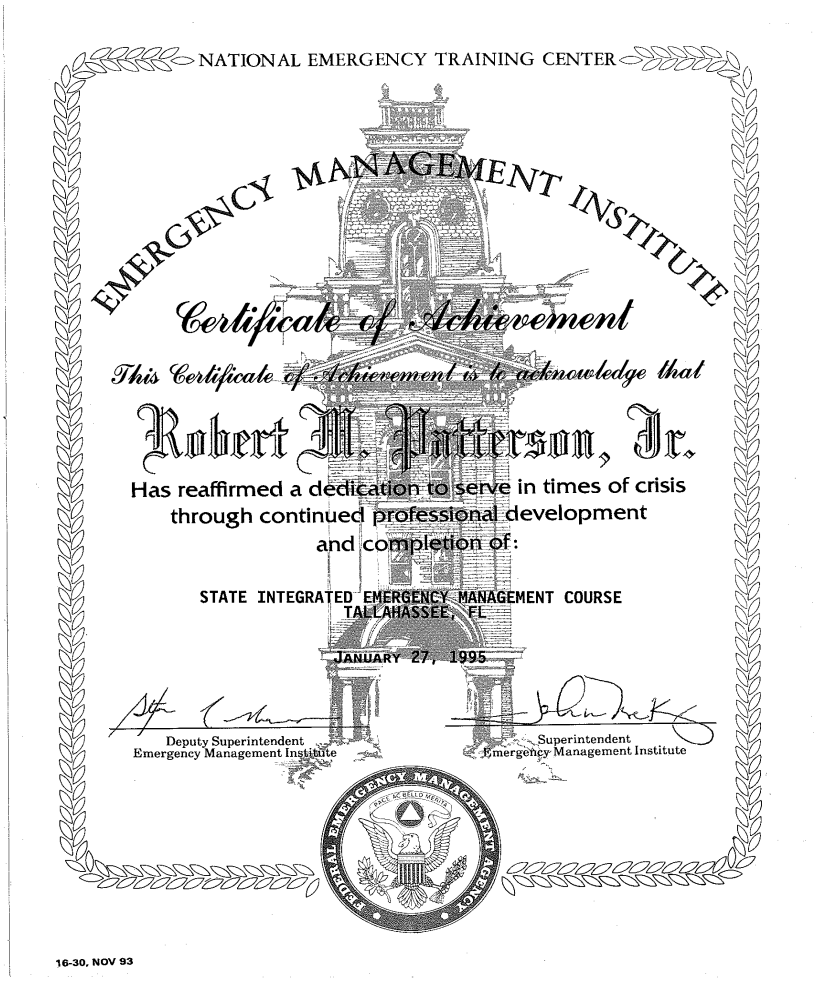
HAS PARTICIPATED IN:

AT-TC3TS010-15-T1
Maintenance of Traffic for Supervisors (5 PDHs)

WEB-BASED COURSE
7/27/2020
PDH 5.0 Hours

Jim McDonnell // AASHTO Director of Engineering

Dave Bernhardt // TC3, Chair; Commissioner of Maine Department of Transportation



NATIONAL EMERGENCY TRAINING CENTER

EMERGENCY MANAGEMENT INSTITUTE

Certificate of Achievement

This Certificate of Achievement is to acknowledge that

Robert M. Patterson, Jr.

Has reaffirmed a dedication to serve in times of crisis
through continued professional development
and completion of:

STATE INTEGRATED EMERGENCY MANAGEMENT COURSE
TALLAHASSEE, FL

JANUARY 27, 1995

Deputy Superintendent
Emergency Management Institute

Superintendent
Emergency Management Institute

FEDERAL EMERGENCY MANAGEMENT AGENCY

16-30, NOV 93



Certificate of Completion

This is to certify that

Robert Patterson

Has completed

HAZWOPER 8 hr Annual Refresher

Completion Date: 01/22/2019

Course Duration: 8.0

360training.com

6801 N Capital of Texas Hwy, Suite 150 ♦ Austin, TX 78731 ♦ 877.881.2235 ♦ www.360training.com

ISHM
Institute for Safety and Health Management

TRANSPORTATION CURRICULUM COORDINATION COUNCIL

TRAINING AASHTO

Transportation Curriculum Coordination Council (TC3)

CERTIFICATE OF TRAINING

John Sims

HAS PARTICIPATED IN:

AT-TC3TS010-15-T1

Maintenance of Traffic for Supervisors (5 PDHs)

WEB-BASED COURSE

7/25/2020

PDH 5.0 Hours

Jim McDonnell // AASHTO Director of Engineering

Dave Bernhardt // TC3, Chair; Commissioner of Maine Department of Transportation

360training.com®

Certificate of Completion

This certifies that

John Sims

Has completed

HAZWOPER 40 HR

Completion Date: 01/28/2019

Course Duration: 40.0

6801 N Capital of Texas Hwy, Suite 150 ♦ Austin, TX 78731 ♦ 877.881.2235 ♦ www.360training.com



NATIONAL NPDES .com STORMWATER CENTER

CERTIFIED EMPLOYEE TRAINING

Southern Disaster Recovery

The following person has successfully completed stormwater permit compliance training for the industrial point source sector identified below. This training covered all of the training requirements of the issued permit including, but not limited to, best management practices for the facility of concern, good housekeeping, pollution prevention, materials management, spill prevention and control, and inspections.

John Sims

Sector L - Landfills and Land Application Sites

Issue Date: 08-09-2020
Valid for one year from issue date.

John Penn Whitescarver, President

The National Stormwater Center
An independent, nonprofit organization providing stormwater compliance

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN M SIMS JR.

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

IS-00100.c
Introduction to Incident Command System, ICS-100

Issued this 2nd Day of January, 2020

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN M SIMS JR.

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

IS-00253.a
Overview of FEMA Environmental and Historic Preservation Review Responsibilities

Issued this 2nd Day of January, 2020

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.4 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN M SIMS JR.

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

IS-00632.a
Introduction to Debris Operations

Issued this 23rd Day of December, 2019

0.2 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN M SIMS JR.

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

IS-00633
Debris Management Plan Development

Issued this 23rd Day of December, 2019

0.6 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

The International Society of Arboriculture
Hereby Announces That
Has Earned the Credential
ISA Certified Arborist ®
By successfully meeting ISA Certified Arborist certification requirements through demonstrated attainment of relevant competencies as supported by the ISA Credentialing Council

21 June 2007
Issue Date

Expiration Date

Certification Number
31 December 2025

Caitlyn Pollihan CEO & Executive Director
John M. Sims

ANAB
ANSI National Accreditation Board
ACCREDITED
ISO/IEC 17024
PERSONNEL CERTIFICATION BODY
#0847 ISA Certified Arborist
SO-1846A

Sent from my iPhone

TRAINING AND CERTIFICATIONS HELD BY MANAGEMENT TEAM

Summary

Professional Engineer –	Alvie McClaran
ISA Certified Arborist –	Sonny Sims
Certified Emergency Manager –	Randy Thompson, Roger Dail, Ron Campbell
Licensed Landfill Operator (GA) –	Chris Johnson
NPDES Certifications –	Sonny Sims, Chris Johnson, Chip Patterson
MOT for Supervisors (ASHTO) –	Chip Patterson, Sonny Sims, Chris Johnson, Randy Thompson
USACE Contractor Quality Control –	Chip Patterson
Quality and Safety Manager –	John Ward

Al McClaran (CEO)

IS-1	Emergency Manager: An Orientation to the Position
IS-5.a	An Introduction to Hazardous Materials
IS-7	A Citizen's Guide to Disaster Assistance
IS-10.a	Animals in Disaster: Awareness and Preparedness
IS-15.b	Special Events Contingency Planning for Public Safety Agencies
IS-22	Are You Ready? An In-depth Guide to Citizen Preparedness
IS-26	Guide to Points of Distribution
IS-33.12	FEMA Initial Ethics Orientation
IS-35.12	FEMA Safety Orientation
IS-55	Household hazardous Materials-A Guide for Citizens
IS-100.a	Introduction to Incident Command
IS-100.Pwb	Introduction to the Incident Command System for Public Works
IS-208.a	State Disaster Management
IS-230.a	Fundamentals of Emergency Management
IS-235.b	Emergency Planning
IS-240	Leadership and Influence
IS-241.a	Decision Making and Problem Solving
IS-242.a	Effective Communication
IS-253	Coordinating Environmental and Historic Preservation Compliance
IS-271	Anticipating Hazardous Weather and Community Risk
IS-293	Mission Assignment
IS-324	Community Hurricane Preparedness
IS-340	Hazardous Materials Prevention
IS-403	Introduction to Individual Assistance
IS-630	Introduction to the Public Assistance Process
IS-632	Introduction to Debris Operations
IS-634	Introduction to FEMA's Public Assistance
IS-650.a	Building Partnerships with Tribal Governments
IS-700.a	National Incident Management System (NIMS), An Introduction
IS-800.b	National Response Framework, An Introduction
IS-801	Emergency Support Functions (ESF) #1- Transportation
IS-802	ESF #2 – Communications
IS-803	ESF #3 – Public Works and Engineering
IS-804	ESF #4 – Firefighting
IS-805	ESF #5 – Emergency Management
IS-806	ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services

IS-807	ESF #7 – Logistics Management and Resource Support Annex
IS-808	ESF #8 – Public Health and Medical Services
IS-809	ESF #9 – Search and Rescue
IS-810	ESF #10 – Oil and Hazardous Materials Response Annex
IS-811	ESF #11 – Agriculture and Natural Resources Annex
IS-812	ESF #12 – Energy
IS-813	ESF #13 – Public Safety and Security Annex
IS-814	ESF #14 – Long Term Community Recovery
IS-820	Introduction to NRF Support Annexes
EM16	Debris Management (G202 12.0 Credit Hours)

Chip Patterson (President)

Certified Emergency Manager (CEM) 2012-2017
USACE Contractor Quality Control
OSHA 30-hour Safety
OSHA HAZWOPER
ASHTO - Maintenance of Traffic for Supervisors
ICS – 100, 200, 300, 400
G-449 (FL) – ICS Curricula TtT
NIMS/ICS Instructor
Florida Professional Emergency Management (2001-2006)
IS 700.a - National Incident Management System (NIMS), An Introduction
IS630 - Introduction to the Public Assistance Process
IS631 - Public Assistance I & II
IS632 - Debris Operations in FEMA's PA Program
FEMA Instructor – Emergency Operations Center
FEMA Exercise Design Control Evaluate Certified
FEMA Integrated Emergency Management Course
Navy Postgraduate School Center for Homeland Defense and Security Mobile Executive Training SME 2006-2021
University of North Carolina, Gilling's School of Public Health, Emergency Preparedness Certificate, Adjunct Instructor 2006-present
Flagler College, Public Administration Program, Adjunct Professor, (Emergency Management; Fiscal Administration; Intergovernmental Relations) 2012-2017
North Carolina SERT Emergency Operations Chief; 1990-1993
Florida SERT Comprehensive Emergency Management Plan (CEMP) Administrator; 1993-1995
Florida SERT Emergency Operations Chief; 1993-1995
Florida SERT Hurricane Katrina Incident Management Team Lead (Harrison County, MS)
Florida SERT Hurricane Wilma Incident Management Team Lead (Lee County, FL)
Florida County (Duval) Emergency Management Director; 1996-2006
Florida's Emergency Manager of the Year - 2005
Florida Governor's Hurricane Conference 2018; Lead Trainer; "Evaluating Debris Management and Monitoring RFPs"
National Hurricane Conference; Response Planning Subcommittee; 2008-present.
US Army Emergency Operations Center Training Development Team; 2014-2016
US Army Emergency Operations Center Training Cadre; 2014-2019
Emergency Management Accreditation Program (EMAP); Standards Subcommittee; 2015-2018

John Ward (Quality Assurance Director)

Florida Professional Emergency Manager (FPEM) -- Certified 2010 to current
Federal Emergency Management Agency (FEMA) -- Advanced Professional Series (APS)
Division of Emergency Management (DEM):

- All-Hazards Incident Management Team (IMT) Certification
- Planning Section Chief Certification and Instructor
- Public Information Officer Certification

National Wildfire Coordinating Group (NWCG)

- All-Hazards Incident Management Team (IMT) Certification
- Planning Section Chief Certification and Instructor
- Public Information Officer Certification

Various Training:

- Government Management
- Disaster Management and Response
- Federal Recovery and Budget Processes
- Government Resiliency Leadership and Partnership Building
- Multiple FEMA independent study certifications

ICS Train-the-Trainer (Instructor)

IS-100.c	Introduction to the Incident Command System
IS-200.c	Basic Incident Command System for Initial Response
ICS-300	Intermediate ICS for Expanding Incidents O0465
ICS-400	Advanced Incident Command System
IS-700.b	Introduction to the National Incident Management System (NIMS)
IS-701.a	NIMS Multiagency Coordination System (MACS)
IS-702.a	NIMS Public Information Systems
IS-800.c	National Response Framework, An Introduction

Multiple Local, State and Federal IMT deployments, managing Federally Declared disasters

Randy Thompson (Government Affairs)

NC-1002.2	NCEMA Spring Conference
IS-00394.A	Protecting Your Home or Small Business from Disaster
IS-00453	Introduction to Homeland Security Planning
IS-00230.c	Fundamentals of Emergency Management
G-146	HSEEP - Homeland Security Exercise and Evaluation Program
IS-00548	Continuity of Operations (COOP) Manager
IS-00026	Guide to Points of Distribution
G-386	Mass Fatalities Incident Response
G191	ICS/EOC Interface
G-271	Hazardous Weather and Flooding Preparedness
G-400	ICS-400 - Advanced Incident Command System Command and General Staff - Complex Incidents
G-300	ICS-300 - Intermediate Incident Command System for Expanding Incidents
NC771	Brunswick WMD Training Exc
NC815.1	Incident Command System 200 TTT
NC714	WMD Radiological/Nuclear Awareness TTT
NC290	Basic Public Information Officers (PIO)
NC-999.3	Damage Assessment
G-288	Local Volunteer and Donations Management
NC654	Capstone Seminar
G280	Public Policy in Emergency Mgmt
G244	Developing Volunteer Resources

G652	Managing the Search Operation
G241.1	Basic Skills/Decision Making & Problem
G240.1	Basic Skills/Leadership & Influence
G-385	Disaster Response and Recovery Operations
G320	Fundamental Course for Radiological Monitor
G330	Refresher Course for Radiological Monitors
NC-601	Public Officials Conference (POC)
G326	Fundamental Course for Rad Response Teams
G305.7	Overview of the Incident Command System
NC-601	Public Officials Conference (POC)
G326	Fundamental Course for Rad Response Teams
G652	Managing the Search Operation
G-130	Exercise Evaluation
G120	Exercise Design Course
G242	Basic Skills/Effective Communications
G243	Basic Skills/Creative Financing
NC-999.3a	Damage Assessment
G230	Introduction to Emergency Mgmt
G-386	Mass Fatalities Incident Response
G346	Hospital Emergency Dept Mgmt of Rad Accident
G652	Managing the Search Operation
G235	Emergency Planning Course
G305.8	Hazmat Workshop for EMS Providers
G605	Family Preparedness
G651	Managing Emergency Operations
G650	New Coord/sec Workshop
G340	Radiological Monitor Instructor Course
G323	Fundamental Crs for Radiological Officer
G801	Hazmat 1st Responder
ASHTO	Maintenance of Traffic for Supervisors

John (Sonny) Sims (Senior Project Manager)

ISA Board Certified Master Arborist
IS -- 00632.a Introduction to Debris Operations
IS – 00633 Debris Management Plan Development
IS – 00100.PWc Introduction to Incident Command System, ICS-100
IS – 00253.a Overview of FEMA Environmental and Historic Preservation Review Responsibilities
Landfills and Land Application Sites 2020
HAZWOPER 40 HR
AT-TC3TS010-15-T1 - Maintenance of Traffic for Supervisors

Roger Dail (Project Manager)

IS-35.22	FEMA Safety Orientation 2022
ICS 300	Incident Command System
ICS 400	Advanced Incident Command System
ICS 402	Incident Command System for Executives / Senior officials
IS - 700	NIMS
IS – 01009	Conditions of the Public Assistance Grant
IS – 00632.a	Introduction to Debris Operations
IS – 00633	Debris Management Plan Development
IS – 01000	Public Assistance Program and Eligibility

IS – 01001 The Public Assistance Delivery Model Orientation
Hazardous Waste Site workers - 40 hours
Hazardous Materials Incidents - 40 hours
Chemistry of Hazardous Materials

Christopher Johnson (Project Manager)
IS-000.35.20 FEMA Safety Orientation 2020
IS-00632.a Introduction to Debris Operations
IS-00633 Debris Management Plan Development
IS-00037.20 Managerial Safety and Health
Various Training:
Management Training Level I, II, III
Basic Woodlands Operations
Survival Spanish for Public Safety Officers
Hazardous Materials Contingency Planning
Hazardous Weather and Flooding Preparedness

William (Bill) McClellan (Project Manager)
IS-01000 Public Assistance Program and Eligibility
IS-00633 Fundamentals of Emergency Management
IS-00632.a Introduction to Debris Operations

Jon Jezowski (Controller)
IS – 633 Debris Management Plan Development
IS – 00632.A Introduction to Debris Operations

SUBCONTRACTOR PROTOCOL

MBE | WBE | DBE | Local Participation

Southern Disaster Recovery (SDR) is committed to the localities we serve and pledge to further assist in their recovery by offering subcontracting opportunities to local contractors. To ensure we have the labor resources needed, we will reach out to other subcontractors who have previously worked for us if local resources are inadequate. Depending on the size of the project SDR may subcontract up to sixty percent of the debris operations.

Our highest priority is to provide the necessary resources for your entity's full physical and economic recovery.

SDR will enlist the services of subcontractors that have been carefully vetted. SDR subcontractors:

- ✓ Meet federal and contract standards of safety
- ✓ Are experience and highly skilled
- ✓ Have all necessary liability and workers compensation insurances
- ✓ Adhere to our strict safety and drug-free work zone policies

SDR contractors are our responsibility. All management, bonding, funding, safety compliance, and documentation of subcontractors are handled by SDR's administrative staff. We utilize a comprehensive subcontractor agreement, which must be signed and on file in our office before any subcontractor begins operations on a debris removal project. That mutual agreement subordinates the subcontractor to the entity's contract with SDR.

MBE | WBE | DBE | Local Participation

While we have a large fleet of debris removal equipment, we strive to use local, minority businesses, women's business enterprises, and labor surplus area firms are used when possible whenever possible. Upon award of a disaster debris removal contract, SDR will advertise locally announcing the opportunity for area contractors to join our efforts as a viable subcontractor. Respondents then begin SDR's vetting and training process.

SDR takes all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists.
2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources.
3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises.
4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises.

5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

The involvement of the entire community is crucial to the full economic and social recovery from a disaster situation. To the that end, we encourage all subcontractors in our employ to patronize and support other local businesses to further strengthen and revitalize the area throughout recovery operations.

Your satisfaction with SDR depends largely upon our subcontractors' performance. To ensure efficient and seamless operations, SDR provides:

- ✓ Quality control
- ✓ Teaming efforts with the monitoring firm
- ✓ Clear and frequent communication to ensure satisfactory outcomes

Subcontractor List:

1	Company Name	*Pride Contracting Inc*
	Business Type	*W/S/DBE*
	Address:	*12603 Camp Charles Rd. Bailey, NC 27807*
	Contract person	*Jamey Byrd*
	Phone	*252-245-0936*
	Email:	jamey@prideinc.net
	Type of work:	*Loading & Hauling*

EXISTING CONTRACTS

Entity	Contact Name and Title	Contract Type	Address	Telephone	Email Address	Termination Date
(NC Dept of Public Safety) North Carolina Emergency Management (NCEM)	Angie Dunaway Purchasing Director	Primary	3030 Hammond Business Place, RALEIGH, NC US 27603	919.324.6228	angie.dunaway@ncdps.gov	9/22/2020 to 7/31/2024
Aiken County, SC	Paul Matthews EMA Director	Primary	828 Richland Avenue, West Aiken, SC 29801	803.642.2561	pmatthews@aikencountysc.gov	5/23/2019 to 5/21/2027
Amelia Island Plantation,FL	Kenny Walczak	Primary	5542 First Coast HW Fernandina Beach, FL 32034	904.491.9850	kwalczak@castlegroup.com	8/7/2018 to 5/31/2025
Ashe County, NC	Patty Gambill	Primary	150 Government Circle Jefferson, NC 28640	336.846.5521	patty.gambill@ashecountygov.com	7/15/19 to 7/15/2027
Bartow County, GA	Paul Cuprowski EMS Director	Tertiary	10 Elizabeth Street Cartersville, GA 30120	770.547.8927	bartow.county@gema.ga.us	11/30/2021 to 5/31/2024
Bay County, FL	Karen Grindle Chief Procurement Officer	1 out of 6 contractor	840 West 11th Street Panama City, Florida 32401	850.248.8275	kgrindle@baycountyfl.gov	6/1/2021 to 5/31/2026
Beaufort County, NC	Lisa Respess Disaster Specialist	Primary	1420 Highland Drive Washington, NC 27889	252.946.2046	lisa.respess@co.beaufort.nc.us	9/22/2025
Bertie County, NC	Steve Biggs	Primary	106 Dundee St., Windsor NC 27983	252.794.5301	steve.biggs@bertie.nc.gov	10/15/20 to 6/30/2025
Brunswick County, NC	Micki Bozeman	Primary	179 March 9, 1764 Drive, NE Bolivia, NC 28422	910.253.2503	heather.murray@brunswickcountync.gov	9/15/2024 to 9/14/2029
Butts County, GA	Glenn Goens Director	Primary	625 W. 3th Street Suite 14 Jackson, Georgia 30233	770.227.8897	ggoens@buttscounty.org	1/1/2020 to 12/31/2024
Catawba County, NC	Bryan Blanton/EMD	Primary	100 B Southwest Blvd, Newton, NC 28658	828.465.8233	bblanton@catawbacountync.gov	7/1/19 to 6/30/2024
City of Apalachicola, FL	Leo Bebeau	Primary	192 Coach Wagoner Blvd Apalachicola, FL 32320	850.653.9319	lbebeau@cityofapalachicola.com	10/1/2021 to 9/30/2025
City of Edgewood, FL	Bea Meeks/City Clerk	Primary	405 Bagshaw Way, Edgewood, FL 32809	407.851.2920	bmeeks@edgewood-fl.gov	2/19/2020 to 2/19/2025
City of Hialeah, FL	Luis A. Suarez Purchasing Manager	Primary	501 PALM AVENUE HIALEAH, FL 33010 – 4719	305.883.5871	LASuarez@Hialeahfl.gov	8/25/2021 to 11/25/2026
City of Kissimmee, FL	Nagel Altrui/ Stormwater Engineerr	Secondary	101 Church St. Kissimmee FL 34741	407.518.2170	naltrui@kissimmee.org	3/6/2020 to 3/23/2025
City of Newnan, GA	Ray Norton Public Works Director	Primary	25 LaGrange St. Newnan, GA 30263	404.606.9140	morton@cityofnewnan.org	4/30/2021 to 4/29/2026
City of Pembroke Pines, FL	Eliezer "Eli" Diaz Contracts Specialist	1 out of 7 contractor	601 City Center Way, Pembroke Pines, FL 33025	954.392.9438	ediaz@ppines.com	1/12/22 to 5/26/2026
City of Venice, FL	James Clinch	Primary	221 S. Seaboard Ave. Venice, FL 34285	941.486.2422	jclinch@venicegov.com	8/14/19 to 8/14/2024
Nassau Co. FL	Lanaee Gilmore/ Procurement Director	Secondary	96135 Nassau Place Yulee, Florida 32097	904.530.6040	procurement@nassaucountyfl.com	10/9/2023 to 10/8/2028
City of Vidalia, GA	Nick Overstreet City Manager	Primary	114 Jackson Street Vidalia, GA 30474	912.537.8718	noverstreet@vidaliaga.gov	6/13/2022 to 6/12/2025
City of West Park, FL	W. Ajibola Balogun City Admin		1001 West Park Street, Parker, Florida 32404	954.989.2688	abalogun@cityofwestpark.org	6/18/2022 to 6/17/2025
Crisp County, GA	Clark Harrell Co. Administrator	Primary	210 South 7th Street Cordele, GA 31015	229.276.2600	charrell@crispcounty.com	4/12/2022 to 4/12/2027
Currituck County, NC	Brenda McQueen Public Works director	Primary	153 Courthouse Rd., Suite 302 Currituck,NC 27929	252.232.2504	Brenda.mcqueen@currituckcounty.gov	9/3/2019 to 9/3/2025
Dare County, NC	Dustin Peele ES Director	Primary	Driftwood Dr. Manteo, NC 27954	252.475.5897	dustin.peele@darec.com	6/1/2023 to 5/31/2026
DeBordieu Colony Community Association, SC	Kelly H. Floyd Executive Administrator	Primary	181 Luvan Boulevard Georgetown, SC 29440	843.527.4436	kfloyd@debordieucolony.org	7/21/2015 to Neverending as of now
Elbert County, GA	Chuck Almond EMA Director	Primary	45 Forest Ave. Elberton, GA 30635	706.283.2003	calmond@elberton.net	2/1/2023 to 1/31/2028
Escambia Co. FL	Paul Nobles Purchasing Manager	Primary	213 Palafox Place Pensacola, FL 32502	850.595.4980	prnobles@myescambia.com	8/3/2022 to 8/3/2025
Fannin County, GA	Robert Graham EMA Director	Primary	181 Church Street Suite B, Blue Ridge, GA 30513	706.632.1958	rgraham@fannincountyga.org	3/5/2019 to 12/31/2027
Franklin Co, FL	Jessica Gay	Primary	33 Market Street Apalachicola, FL 32320	850.653.8861		9/7/2021 to 9/6/2024
Gilchrist Co. FL	Ralph Smith/Emergency Management Director	Secondary	209 SE 1st Street Trenton, Florida 32693	386.935.5400	rsmith@gcfr.org	10/1/2020 to 10/1/2024
Gordon Co. GA	Regan Bramblett	Primary	200 South Wall Street Calhoun, GA 30701	706.879.2198	mvaughn@gordoncounty.org	3/2/2021 to 3/2/2025
Hampton County, SC	Susanne Peeples Director	Primary	703 2nd St West Hampton, SC 29924	803.914.2150	speeples@hamptoncounty.org	5/10/2016 to 5/10/2026

Harnett County, NC	Larry Smith	Primary	420 McKinney Parkway Lillington, NC 27546	910.893.7580	lsmith@harnett.org	12/19/19 to 12/29/2024
Lenoir County, NC	Roger Dail	Primary	Post Office Box 3289, Kinston, NC 28502	252.526.6666	rdail@co.lenpir.nc.us	9/3/2019 to 9/3/2024
Lowndes Co. GA	Ashley Tye	Tertiary	327 NORTH ASHLEY ST. VALDOSTA, GA 31601	229.671.2790	ashley.tye@lowndescounty.com	11/10/20 to 11/10/2025
Newberry County, SC	Tommy Long Director	Primary	1309 College St. Newberry, SC 29108	803.321.2135	tlong@newberrycounty.net	7/25/2023 to 7/24/2028
NW FL Water Management District	Lyn Shiver/ Asset Mgmt.	Primary	81 Water Management Dr. Havana, Florida 32333	850.539.5999 -308	Lyn.Shiver@nwfwater.com	7/10/2020 to 7/9/2025
Seminole Tribe, FL	Michael J. Gebhardt Purchasing Department Director	Primary	6300 STIRLING RD HOLLYWOOD, FL 33024	954.966.6300	michaelgebhardt@semtribe.com	
South Florida Water Management District , FL	Linda Yarrish Project Manager	Primary	3301 Gun Club Road West Palm Beach, FL 33406	561.682.6105	lyarrish@sfwmd.gov	8/25/2022 to 8/24/2025
Town of Kiawah Island, SC	Brian Gottshalk (Public Works Director	SDR & 1 other	4475 Betsy Kerrison PKW Kiawah Island, SC 29455	843.768.9166	bgottshalk@kiawahisland.org	6/7/2022 to 6/6/2027
Union Co. GA	Pam Hawkins Purchasing Director	Primary	65 Courthouse Street Blairsville, Georgia 30512	706.4396	purchasing@uniongov.com	1/4/2020 to 1/4/2029
USDA Forest Services Southern Region, GA	Shemeka Ricks	Primary	1720 Peachtree Rd. NW Atlanta, GA 30309	404.347.2788	dana.altmon-cary@usda.gov	10/23/19 to 10/23/2024
VA DGS	J. Peter Stamps CPPO, VCM, VCO Director	Primary	VA Department of General Division of Purchases and Supply	804.786-3842	brandon.amsel@dgs.virginia.gov	9/29/2022 to 9/28/2024
VDOT, VA	Kristy Jeter Contract Officer	Primary	87 Deacon Road Fredericksburg, VA 22405	540.899.4237	kristy.jeter@vdot.virginia.gov	3/7/2022 to 3/6/2027
Village of Pinecrest, FL	Eduardo Pozas	Multiple	12645 Pinecrest Parkway	305.234.212	epozas@pinecrest-fl.gov	8/16/2024to 8/16/2029
Washington County, NC	Ann Keyes	Primary	205 East Mail St. Plymouth NC 27962	252.793.4114	akeyes@washconc.org	9/22/2020 to 7/31/2024
White County, GA	David Murphy	Primary	1241 Jelen Hwy, Suite 160 Cleveland, GA30528	706.865.4858	dmurphy@whitecounty.net	11/1/2024 to 11/1/2029
Whitfield County, GA	Claude Craig	Primary	804 Professional Boulevard Dalton, GA 30720	706.876.2510	whitfield.county@gema.ga.gov	10/1/2019 to 10/1/2024
Wilkes Co. GA	Blake Thompson EMA Director	Primary	23 Court Street Washington, GA 30673	706.678.7837	wilkescountyems@lycos.com	03/15/2024 to 03/14/2028
Georgetown Co. SC	Nancy Silver	Primary	129 Screven St. Georgetown, SC 29440	843.545-3076	nsilver@gtcounty.org	4/19/2023 to 4/18/2028
Spalding Co. GA	TJ Imberger Public Works Director	Primary	119 E. Solomon Street Griffin, GA 30224	770.467-4226	tjmberger@spaldingcounty.com	2/24/2023 to 4/24/2028
City of Griffin, GA	Sherri Huggins PurchasingCoordinator	Primary	100 S HILL STREET GRIFFIN, GA 30224	770.229.6400	mailto:shuggins@cityofgriffin.com	3/24/2023 to 3/30/2028
City of Morehead, NC	Nick Cunningham Public Services/ GIS Specialist	SDR & 1 other	1100 Bridges Street Morehead City NC 28557	252.726.6848	nick.cunningham@moreheadcitync.org	10/2023 to 10/2026
Hernando Co. FL	Carla Rossiter-Smith Chief Procurement Officer	Multiple	15470 Flight Path Dr., Brooksville, FL 34604	352.754.4020	alisap@co.hernando.fl.us	7/30/2024 to 7/30/2029
Putnam Co. NY	John Tully Purchasing Director	Primary	40 Gleneida Ave., Carmel, NY 10512	845.808.1088		6/18/2024 to 7/15/2027
City of Lake Mary, FL	Danielle Koury Public Works Director	SDR & 1 other	100 N Country Club Rd, Lake Mary, FL 32746	407-585-1453	dkoury@lakemaryfl.com	5/17/2024 to 6/5/2027
y & County of Broomfield,	Tracy Stibitz Procurement Contracts		One DesCombes Drive Broomfield, CO 80020	303-469-3301	solicitations@broomfield.org	7/31/2024 to 7/31/2028
Levy County, FL	Alicia Tretheway Procurement Coordinator	SDR & 2 other	P.O. Box 310 Bronson Florida 32621	352-486-5218	levybocc@levycounty.org	7/30/2024 to 8/1/2027
Madison Co. FL	Leigh Basford/EMD	1th TFR / 2th SDR	229 SW Pinckney St. Madison, FL 32340	850-973-3698	madisonem@madisoncountyfl.com	9/30/2024 to 9/30/2029
Brazoria County, TX	Susan Serrano/Co. Purchasing Director		111 E. Locust Street, Angleton, Texas 77515	979-864-1825		7/11/2023 to 7/28/2025
City of Norman, OK	Joseph Hill Manager	SDR	225N. Webster, Norman OK 73069	405-329-2524	Joseph.hill@normanok.gov	12/9/2024 to 12/8/2029

PAST PERFORMANCE SUMMARIES

2024-2025 Hurricane Helene Project Description for Simultaneous Contracts Within Four States and 35 Independent Political Jurisdictions, SDR successfully executed large-scale debris management across four states and Collected 9,400,000 cubic yards of debris within 35 jurisdictions. The project encompassed ROW debris collection, waterway debris removal, and private property debris removal. Utilized cutting-edge technology and specialized equipment to ensure efficiency and compliance with FEMA guidelines. Prioritized safety, financial integrity, and operational excellence throughout the project. Delivered results with unwavering commitment to subcontractor support and environmental stewardship.



2023 – Hurricane Idalia, Hurricane Idalia was a late August, western Caribbean tropical system that threatened the entire western peninsular Florida and Big Bend Florida. SDR pre-staged Project Managers all along the projected impact area from the Tampa Bay region to Big Bend Florida and Southern Georgia. SDR was in place with our pre-event contract in Gilchrist County, FL and because of past years' training and exercises, we moved seamlessly with the County response and recovery. SDR provided emergency resources to Books County, GA and Clinch County, GA. Crews initially worked to "make safe" the transportation corridors and then begin the task of debris removal and the recovery process.

2023 – GA Tornado, After Georgia Tornados in 2023, SDR responded to support Butts Co., City of Griffin and Spalding County's Debris Removal Services. From 1/18/2023 to 9/21/2023, SDR processed 303,877 CYD of debris valued at $5,026,758.00 in the City of Griffin. From 1/19/2023 to 8/1/2023, SDR processed 487,913 CYD of debris valued at $6,588,294.00 in Spalding County. From 1/21/2023 to 4/15/2023, SDR processed 127,737 CYD of debris valued at $3,002,290.00 in Butts Co.

2022 – Hurricane Ian, City of Edgewood, FL: SDR responded to Hurricane Ian damage in the City of Edgewood, FL. Work included removal of woody/vegetative disaster debris as well as removal of dangerous leaning trees and hanging limbs as well as hazardous stumps. A later hurricane, Hurricane Nicole, caused additional damage in the City that was removed as well. These small projects were completed in record time and to the satisfaction of the City.

2022 – Mitigation and Repair Projects, FL: SDR completed mitigation and repair projects in the State of Florida. SDR conducted emergency Beach and Dune Restoration in St. Lucie County, FL. These work efforts restored the dune line in the southern end of St. Lucie County and mitigated the impact of future storm surge flooding events. SDR also completed road repair in the Northwest Florida Water Management District to restore access following damage from Hurricane Michael and subsequent storms.

2022 – Hurricane Ida, LA: SDR teamed with Dynamic Corporation to win disaster debris removal contracts in Plaquemines Parish and South LaFource Levee District, LA.

Construction & Demolition Debris

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- C&D collected as a separate waste stream and either direct hauled to final disposal or hauled to a TDMS for further segregation of materials and/or reduction

PAST PERFORMANCE SUMMARIES

Hurricane Ida made landfall as 1 of the 3 historical Category 4 hurricanes that have impacted Louisiana. Hurricane Ida made landfall at Port Fourchon; putting the strong side of the storm and storm surge to devastate Plaquemines Parish. SDR removed 549,000 CY of debris in Plaquemines Parish and 282,390 CY of debris in South Lafource Levee District. Waste streams included marsh grass, woody/vegetative, C&D, HHW, White goods.



2021 – Tropical Storm Fred, NC: SDR's NC State disaster debris removal contract was activated by Haywood County, Town of Clyde, Town of Canton and Buncombe County, NC to provide rapid debris removal from the devastating effects of the tropical system rains in mountainous terrain. Tropical Storm Earl produced extraordinary rainfall resulting in the Pigeon River swelled 19.6 feet above normal flow; the resulting flood and damage resulted in 6 deaths and over $300 million in damage. SDR removed over 66,000 CY of flood debris from the road ROW and river to protect property and help recover the community. Source location, debris type, and volumes were documented using ADMS supporting accurate invoicing and FEMA reimbursement.

2021 – Winter Storm Uri, KY: SDR was chosen by Carter Co., Boyd Co., Elliott Co and Lawrence Co. KY to help their Counties recover from the devastation of the ice storm Uri North – Eastern, KY in March 2021. From March 4th to August 30th, SDR removed in total 641,800 Cubic Yards and 540 tons of the debris valued at $18,574,100.00. Source location, debris type, source and documentation tracked using an ADMS system for 2 of the counties; the 3rd county self monitored and used the SDR paper ticketing system for documentation.

2021 – Oconee Co. Creek/Stream Debris Removal The project is limited to the area 40 feet of top of bank on the creek/stream and includes the removal of fallen/damaged trees within 2020's tornado path in the City of Seneca/Oconee County. From 4/22/2021 to 6/19/2021, SDR processed over 62,000 CYD of water debris valued at $1,575,300. Source location, debris type, source and documentation tracked using the SDR paper ticketing system for documentation.**2021 – GA Tornado, City of Newnan, GA:** After Georgia Tornados in 2021, SDR responded rapidly to support City of Newnan's disaster response and recovery efforts. SDR's contract with the City of Newnan including disaster debris removal of numerous waste streams (woody, vegetative; C&D, HHW, white goods/appliances, etc.) as well as removal of dangerous leaners, hangers and stumps. Woody, vegetative debris was reduced by grinding and then hauled for beneficial re-use. Source location, debris type, source and documentation tracked using an ADMS system. From 3/29/2021 to 8/6/2021, SDR processed over 388,000 CYD of debris valued at $5,481,300.00.

Household Hazardous Waste

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- HHW is typically collected following first pass of Vegetative and C&D material. HHW is manually loaded into a lined or non-permeable container on a trailer or truck and hauled to a County aggregation site or final processing site.
- In large scale C&D producing events; a field expedient HHW cell is constructed in the TDMS for any material that inadvertently arrives at the TDMS

PAST PERFORMANCE SUMMARIES

2020 – Iowa Derecho, Waterway Debris Removal, City of Marion, IA: After the Derecho hit much of central and eastern Iowa in August 2020, Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their Waterway Debris Removal. Source location, debris type, source and documentation tracked using an ADMS system From Dec. 1, 2020, to June 30, 2021, SDR has collected 289,200 cubic yards of waterway debris for this FEMA Public Assistance (PA) funded project debris at $11,379,600.00.

2020 -- SC Tornado Oconee Co. SC: In April of 2020, a strong line of storms went through Oconee County, SC and was later confirmed a tornado. SDR was selected by the South Carolina Department of Transportation (SCDOT) for debris grinding and haul out in Oconee County. Throughout the duration of the 10-week debris grinding and disposal project, from 4/21/2020 to 6/26/2020, In total, SDR processed over 501,504 cubic yards of debris valued at $2,748,000.

2020 – Iowa Derecho, Debris Removal, City of Marion, IA: On August 10, 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph that was sustained for nearly 30 minutes in many locations. Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their debris collection and disposal efforts. Source location, debris type, source and documentation tracked using an ADMS system From 8/17/2020 to 12/16/2020, SDR collected 730,000 cubic yards with a total project value of $12,988,800 of debris for this FEMA Public Assistance (PA) funded project.

2019 – Hurricane Dorian, BEACH BERM RESTORATION BREVARD COUNTY, FL: Due to damage to public beach access areas as a result of Hurricane Dorian in 2019, South Beaches from R-142 to R-213 in Brevard County, Florida shoreline required beach and dune restoration. From 10/15/2019 to 4/21/2020, SDR successfully completed the original unit price contract by placing 99,841 CY of sand, which was sourced from quality local mines, with a total project value of over $3.3 million. The scope of work mandated that only high-quality sand sources be utilized, and that the project's stringent timeframe be adhered to. Southern Disaster Recovery successfully met both criteria to the satisfaction of the client's Project Manager.



2019 – Hurricane Dorian Debris Removal; Outer Banks, North Carolina: Hurricane Dorian impacted Outer Banks North Carolina with significant storm surge flooding and wind damage. SDR had eight (8) local government contracts activated; Hyde County, Tyrrell County, Town of Columbia, Dare County, Currituck County, Town of Kill Devil Hills, Town of Duck, Town of Southern Shores. Each contract included debris management (ROW removal for woody, vegetative material; Construction and Demolition debris; Household Hazardous Wastes; White goods/Appliances). SDR operated seven (7) Temporary Debris Management Sites (TDMS); three (3) of them were in environmentally sensitive areas within the National Park Service boundaries. Source location, debris type, source and documentation tracked using an ADMS system. From Oct 2019 to May 2020, SDR processed over 316,890 CYD of debris valued at $7.5 million.

2018-2019 - California Wildfire Pacific Gas & Electric Utility Line Debris Removal: In November 2018, California suffered the most devasting wildfire in its history. The Camp Fire burned for approximately two weeks, until it was considered 100% contained. The ensuing tree debris caused perilous conditions in many areas serviced by Pacific Gas and Electric. As a result, Southern Disaster

PAST PERFORMANCE SUMMARIES

Recovery was contracted to remove debris from those areas. In an effort to be proactive in preventing subsequent property damage and power outages, From Nov 13, 2018 to April 30,2020 Southern Disaster Recovery completed dangerous tree removal projects for Pacific Gas and Electric in California. Thousands of trees have been cut using multiple work crews. The project total is valued at over $48 million.

White Goods

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- White goods are typically collected between 1st and 2nd pass. White goods are manually loaded onto a trailer or truck and hauled to a staging area for processing. White goods are inspected, putrescent material removed, and refrigerant removed by a certified technician.
- White goods taken to a recycler following processing.

2018 - Hurricane Michael Debris & Tree Removal Wiregrass Electric Cooperative, Inc., Hartford, AL: Following Hurricane Michael, Southern Disaster Recovery was contracted by the Wiregrass Electric Cooperative, Inc. (Wiregrass), with headquarters in Hartford, Alabama, to collect, remove, and dispose of hurricane generated debris along their 30-foot utility rights-of-way. The project scope included all the Wiregrass managed territory in Houston County, Alabama. In total, From March 12, 2019 to April 28 2019, SDR processed over 52,000 cubic yards of debris valued at nearly $2.1 million. Source location, debris type, source and documentation tracked using the SDR paper ticketing system for documentation.

2018 – Tree Removal, Alligator Creek & Sampson River Flood Abatement, Board of County, FL: Following Hurricane Irma in 2017, the Bradford County, Florida Alligator Creek and Sampson River waterways were obstructed with debris and uprooted and/or fallen trees/tree limbs. Southern Disaster Recovery successfully completed not only the original fixed price contract of 14.7 miles of waterway at $1.6 million, but also additional contract amendments, for a total project amount exceeding $2.5 million. The original project began in September 2018 and was to last no more than 220 days. With the added tributaries, the project completion date extended to April 2019.

2018 - Hurricanes Michael & Florence: Hurricane's Michael and Florence ravaged the Southeastern and Gulf Coasts. As the Prime Contractor for several debris removal projects, Southern Disaster Recovery (SDR) managed eleven contracts in North Carolina and South Carolina. From Sep 2018 to Jan 2019, SDR successfully processed over 248,200 cubic yards of Vegetative and C&D debris valued at over $5.2 million while also simultaneously performing debris removal as a result of the catastrophic California wildfires that has continued into 2019.



2017 - Hurricane Irma: Southern Disaster Recovery (SDR) managed multiple vegetative and C&D debris removal contracts resulting from Hurricane Irma. In Georgia, we were the prime contractor on five debris removal contracts and operated as the prime sub on eight contracts in Florida and Georgia. In total, From Oct 2017 to March 2018, SDR processed over 1,500,000 cubic yards of Vegetative and C&D debris on contracts totaling $18.7 million. Outside of debris recovery and removal, SDR completed a Florida beach berm restoration project hauling over 317,000 tons of sand with a total contract valued at over $7.5 million.

PAST PERFORMANCE SUMMARIES

2016 - Hurricane Matthew: Hurricane Matthew affected the coasts of Georgia, South Carolina, and North Carolina in October 2016. SDR managed multiple vegetative and C&D debris removal contracts in eight SCDOT Counties; Hunting Island, SC; the town of Summerville; the city of Lumberton, NC; and seven GDOT Counties. From Oct. 2016 to Feb 2017, SDR processed over 1,000,000 cubic yards of Vegetative and C&D debris on contracts totaling $16.5 million.

2015 - Historic SC Flooding: Severe flooding caused catastrophic damage in South Carolina during 2015. SDR managed debris removal contracts for C&D debris on state SCDOT roads in Horry and Georgetown counties, Georgetown County roads, and roads within the city of Georgetown, SC.



2015-2016 - Butte Wildfires, California: Following wildfires along utility lines in San Andreas, California, SDR was contracted to do a $3.5 million tree removal project employing and managing up to 100 laborers comprising 25 work crews. The completion date is from Oct 21, 2015, to Dec 23, 2015.

2014 - Winter Storm Pax: SDR simultaneously directed debris removal and hauling operations for seven different contracts in four South Carolina counties, including county and SCDOT maintained roads, school and county properties, and public service authority rights-of-way as well as creek debris removal. In total, from Feb 13, 2014 to Aug 8, 2014, SDR collected and processed over 2,000,000 cubic yards of debris valued at over $48 million.

2012 - Hurricane Isaac, Louisiana: Al McClaran oversaw vegetative, as well as construction and demolition (C&D) debris removal in parts of LaPlace, Louisiana (St. John the Baptist Parish). The C&D debris in the parish was the result of flooding from the hurricane. Approximately 25,000 cubic yards of debris was collected.

2011 - Winter Storm Alfred, Connecticut: Al McClaran, as Senior Project Manager, oversaw debris removal operations in fifteen townships of western Connecticut on DOT roads. This project lasting three months required the use of forty debris hauling units and thirty-two bucket truck crews. Approximately 100,000 cubic yards of debris were collected.

2011 - Hurricane Irene, North Carolina: Al McClaran, as Senior Project Manager, oversaw debris removal operations for North Carolina DOT in Edgecombe, Wayne, and Halifax counties. This operation involved the collection of vegetative debris and the removal of hazardous trees and stumps. Operations began in Edgecombe County but within a couple of weeks spread to additional counties because of the non-performance of other contractors. Debris operations in these counties were then conducted simultaneously. The work included all county roads and Federal Aid Highways (FHWA) including sections of Interstate 95. Operations on I-95 required lane closures. Debris collected was hauled directly to county landfills where it was later reduced by grinding. Nearly 20,000 tons of debris (roughly 100,000 cubic yards) was collected.



PAST PERFORMANCE SUMMARIES

2011 - April Tornado, Rabun County Georgia: Al McClaran, as Senior Project Manager, oversaw disaster debris recovery operations. Mr. McClaran and the County Project Manager reviewed the two TDRS sites prepared by the county near Lake Burton. Mr. McClaran advised the county that they would save money by using only one site nearest to the largest concentration of damage. Within forty-eight hours of the Notice to Proceed, debris pickup commenced. This operation was primarily the collection of vegetative debris (around 50,000 cubic yards) which was reduced by grinding. Most of the mulch produced was hauled to a biomass plant in Dillard, GA for the production of electricity.

DEBRIS MANAGEMENT SITE PLAN

1. General

Southern Disaster Recovery (SDR) will provide all management, equipment, operators, and laborers required for the establishment, operation, and maintenance to accept, process, reduce, incinerate, and dispose of disaster related debris. These Temporary Debris Management Sites (TDMSs) may utilize air curtain incineration and/or mechanical chipping/grinding to reduce vegetative and clean woody debris. The TDMSs may also be used as transfer points for depositing mixed Construction and Demolition (C&D) or reducing C&D material by compaction prior to reloading for final transport to an authorized landfill. SDR will manage the TDMSs to accept debris collected under other contracts.

2. Site Operations Plan

Following identification by the contracting authority of the TDMSs, SDR will develop a unique Site Operations Plan for each site.

The plan will address the following:

- ✓ Site management, to include point-of-contact and organizational chart
- ✓ Site ingress and egress
  - Tracking rock coming on/off roadway
- ✓ Site preparation, including clearing, erosion control, and grading
  - Silt fencing in those areas that require it.
- ✓ Traffic control procedures
- ✓ Site security
- ✓ Site safety and health
  - Fire Extinguisher
  - First Aid kit
  - personal sanitation (porta-a-let)
  - hand washing station
- ✓ Site layout/segregation plan, to include as appropriate: air curtain incineration areas, mechanical chipping/grinding areas, ash storage or disposal areas, hazardous waste containment area, contractor work area, inspection tower, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations, and 1000-foot clearance area from structures)
- ✓ Appropriate Heavy Equipment for the Operation
  - 1000 hp horizontal grinder
  - Air curtain incinerator (ACI)
  - Tracked or wheeled Excavator; bucket with thumb to load Grinder or ACI
  - D-4 or Greater Dozer for mulch pile management
  - For high capacity TDMS locations; a second tracked Excavator to stack woody, vegetative material
  - Water truck for dust control and for air curtain incineration operations
- ✓ Environmental mitigation plan, including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate

3. Worksite Evaluation

While an entity's Risk Management Department may employ the appropriate and available loss control resources to evaluate and identify any potential exposures to worksite safety or health vulnerabilities, Southern Disaster Recovery (SDR) is committed to practices that reduce or eliminate incidences of or exposure to falls, electrocution, noise, cut/laceration hazards, high ambient temperatures, hazardous substances, or infectious materials.

Standard Safety Training

SDR is committed to deliver comprehensive health and safety training prior to employees being deployed to a project. We provide:

- General hazard instruction, including site conditions and work expectations.
- Dialogue regarding the common stressors for response and recovery workers, such as extended work shifts, adaptation issues, less than ideal sleeping and eating conditions, and critical incident stress concerns.
- Site-specific training as to unique hazardous conditions and the proper identification of specialized controls, equipment, work practices, and the PPE required. (NOTE: The additional controls may be identified in a Job Hazard Analysis (JHA) specifically developed for the task or operation.)
- Daily job briefings for the work plan, anticipated hazards, and required exposure controls.

Hazard Control

In conjunction with the entity, we will employ all appropriate actions to mitigate hazards according to the hierarchy of controls listed below:

- **Elimination or substitution:** Eliminate the hazard from the work area (e.g., repair or remove fallen electrical power lines before allowing other work to proceed in the area). Although desirable, elimination and substitution may not be options for most airborne/chemical hazards created by a natural disaster.
- **Engineering controls:** Take steps to reduce or eliminate exposure to a hazard by guarding the pinch points associated with a machine's moving parts, providing ventilation to a permit-required confined space, using heavy equipment with temperature-controlled cabs, and placing barriers around the swing radius of rotating heavy equipment.
- **Work practice or administrative controls:** Implement work procedures that reduce the probability of exposure. For example, use well-rested crews and daylight hours to perform hazardous or unfamiliar tasks, take frequent breaks during hot weather, remove non-essential personnel from the area during certain task/operations, and decontaminate equipment and personnel after contact with contaminated floodwater or chemicals. When possible, use water to suppress dust and work up-wind in dusty conditions. Where extensive hot-work is performed in the form of cutting and burning, use extended length torch handles to increase the distance from the individual's breathing zone to the generation of toxic fumes.
- **Personal Protective Equipment (PPE):** As appropriate, use proper PPE for the hazard and level of exposure. SDR will provide all necessary PPE for its employees at no cost to the employee.

General PPE recommended for all response/recovery tasks:

- **Foot protection:** ANSI-approved protective footwear for the activity being performed. Give special consideration to water protection in wet or flooded areas.
- **Eye protection:** Have safety glasses with side shields for those tasks requiring this PPE..
- **Head protection:** Hard hats or helmets in areas where overhead or electrical hazards exist.

- **Appropriate work clothing:** Ensure protection where there is potential for cuts, abrasions, irritation, or overexposure to sunlight. Consideration should be given to heat and cold stress issues.
- **Hand protection:** Protection should be specific to job hazards (e.g., heavy-duty leather work gloves for handling debris with sharp edges and/or chemical protective gloves appropriate for chemicals potentially contacted).

Provide the following additional PPE, as required:

- **Eye and face protection (specialty):** Goggles, full-face shields, or other suitable protection as needed to protect against flying objects and liquid splash hazards.
- **High-visibility apparel:** High-visibility safety apparel and headwear along with other traffic safety measures, in areas where vehicles or heavy equipment are used. This is especially important when working in temporary roadway work zones.
- **Hand protection (specialty):** Appropriate gloves suitable for the tasks being performed (balancing dexterity with protection). Considerations include biological hazards (blood borne pathogens), chemical hazards, and physical hazards (abrasions, cuts, punctures, and heat). Vibration-dampening gloves should be used when vibration hazards exist (e.g., during jackhammer use).
- **Work clothing and gear (specialty):** Lanyards, harnesses, and supports for fall protection, and chemical protective clothing where contact with chemicals may occur.
- **Leg protection:** Snake boots or snake gaiters to protect against snakebites in areas where snakes are indigenous. Chaps when using chain saws.
- **Respiratory protection:** Appropriate respiratory protection necessary for the circumstances will be provided. **In all cases, surgical masks and dust masks that are not NIOSH-approved are not considered suitable respiratory protective devices.**
- **Hearing protection:** Earmuffs and/or earplugs should be utilized when working around potential noise sources. Hearing protection must be worn when noise levels exceed 90 dBA. (NOTE: If a conversation cannot be maintained in a normal speaking voice with a person who is standing at arm's length (approximately 3 feet), the noise level may exceed 90 dBA.)

Specialized PPE and procedures are required for employees who may be exposed to other hazards for which additional protection and procedures are needed (e.g., structural firefighting, confined-space entry, response to hazardous materials releases, asbestos or lead abatement, welding, cutting, and burning). If the evaluation of the work area/conditions reveals the presence of these explicit situations, the operation will be reassigned to a specialized contractor or employee(s) specifically trained and equipped to handle the hazard.

Training

Employees should be properly trained to recognize and avoid unnecessary hazards while performing any disaster debris related tasks. It is preferable to only use employees who are already trained and proficient in the required skills for the job; however, should other employees be needed, job-specific training will be provided prior to the assignment. This training will typically be provided by the appropriate supervisory personnel and includes specific safety training, selection and use of appropriate PPE, and any other instruction as deemed necessary for the task or operation.

Note: Contracts with private vendors will require that they adhere to all industry safety standards including, but not limited to OSHA regulations where applicable, as well as the above outlined standards. Entity and contractor personnel may participate in general training/briefings as the

situation warrants. Verification of any required training will be maintained by the appropriate personnel department and be available for inspection upon request.

Instances of observed non-compliance with any required procedure or regulation will be reported to the onsite Project Manager with appropriate remedial action taken as necessary

4. TDMS' Foreman -Day/Night Operations

SDR will provide working foremen for both day and night operations (if night operations conducted), who will be responsible for all oversight, including traffic control, dumping operations, segregation of debris, incineration and mechanical grinding operations, and site safety. This information will be compiled with other daily reporting data and will be provided to the contracting authority by the Debris Operations Manager.

5. Site Assessment

Immediately upon taking occupancy of any site, SDR will conduct an initial site assessment to determine baseline conditions. This assessment will include visual inspection in the presence of a Contracting Authority representative, documentation of any existing improvements to or on the site, aerial and/or ground photography/videography, random soil samples if warranted, water samples from any existing wells located on the site, and review for any volatile organic compounds if warranted. Spot soil samples will be taken at the areas considered for the temporary storage of household hazardous waste, ash, and fuel storage areas. Photographs and/or maps will be updated as the use and configuration of the site changes.

6. Site Design

The sites will be designed so that air curtain incinerators are located a minimum of 1,000 feet from the nearest occupied building or as specified by the applicable state or local environmental regulatory entity. The area within 50 feet of the burn pits will be cleared of vegetative cover to reduce fire hazard. If pit burning is utilized, and the pit is situated on pervious soils, an impervious layer of clay, limestone, or synthetic material will be provided.

Vegetative debris will be centrally stored near the air curtain incinerators, but at a minimum of 100 feet away from the air curtain incinerators to reduce potential fire hazard. Roads should be designed with separate ingress and egress, where possible, to expedite truck flow in and out of the site. If possible, large turnaround areas will be constructed to enable simultaneous movement of multiple trucks.

To reduce hazards from flying debris, wood chipping operations will be located a minimum of 250 feet from all areas where personnel are actively working. If needed, access roads will be constructed at each site. Crushed rock or gravel will be used to form a base that will prevent soil erosion, reduce dust generation, and provide truck access during inclement weather.

Additional applications of rock may be necessary for road maintenance as the project progresses.

7. Site Preparation

SDR will be responsible for preparing the TDMSs to accept debris. This preparation may include clearing, erosion control, grading, constructing and maintaining haul roads, entrances, dumping pads, and burn pits. SDR will provide portalets, if needed. SDR will protect existing structures at the site(s).

8. Site Security

The TDMS is not a public access site. SDR will place signs up identifying the purpose and nature of the site and that it is not open for public access.

9. Inspection Towers

SDR will construct and maintain one Inspection Tower at each TDMS site. SDR and Contracting Authority personnel will conduct inspections, load volume estimations, and photograph each load of debris delivered to the site from the tower. Existing structures serving this purpose may be utilized following coordination between SDR and the Contracting Authority. Tower locations may be changed to support the progression of debris storage and reduction as well as normal traffic patterns on the site.

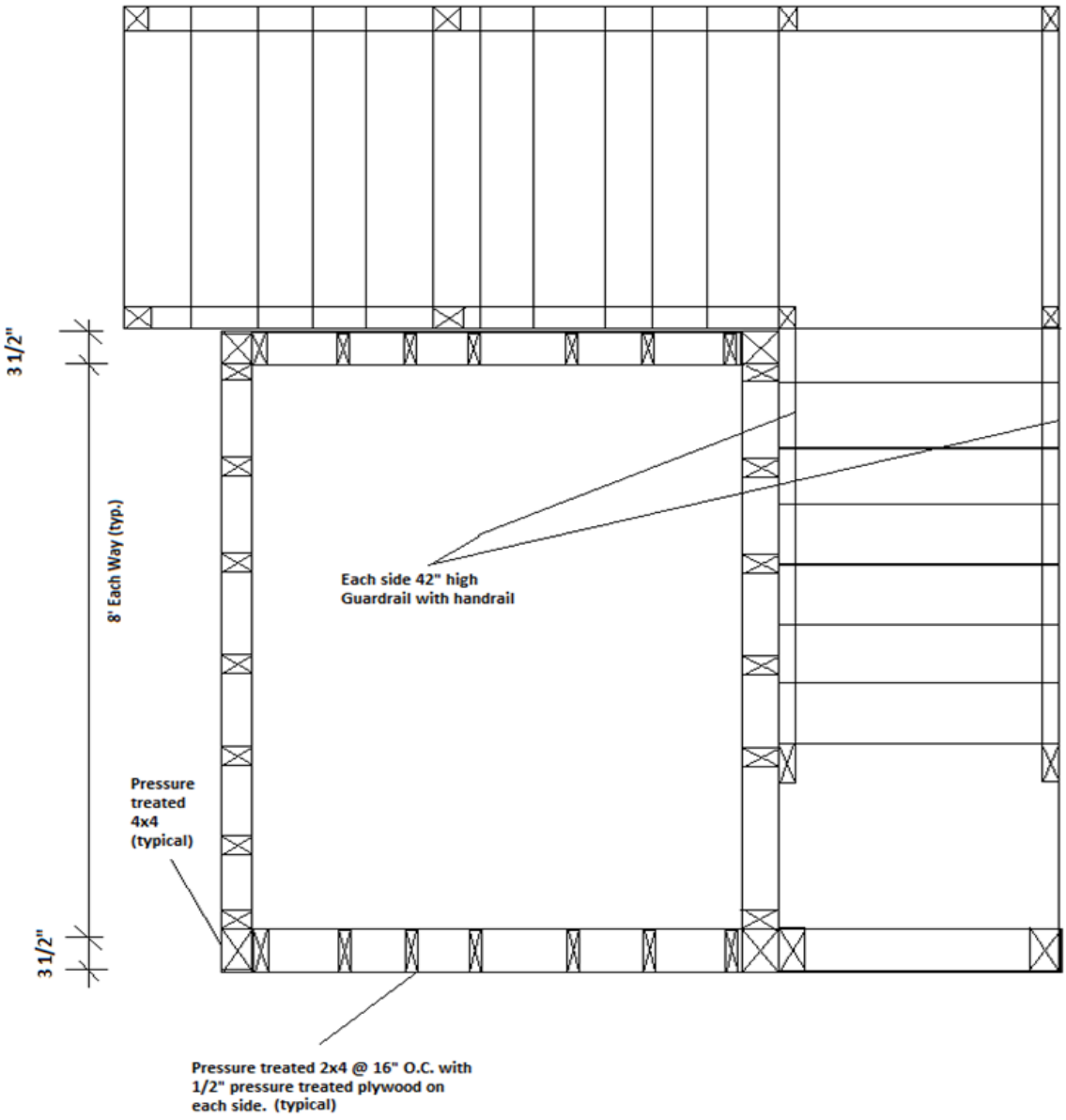
The towers may be constructed using pressure treated wood or metal scaffolding materials. The floor elevation of the tower will be such that it affords the Contracting Authority representative(s) and SDR personnel a complete view of the load bed of each piece of equipment that hauls debris to the site while allowing for the easy transfer of the debris removal load ticket between the Contracting Authority representative and the vehicle driver. The floor area will be a minimum of 8' x 8'. A 4' high wall, sturdily fastened to the structure to eliminate fall hazards, will protect the perimeter of the floor area. A roof will be constructed over the floor area, constructed to provide a minimum of 6'-6" of headroom. Steps with a handrail will provide access to the Inspection Tower.

In lieu of tower construction; properly sized all terrain scissor lifts may be used.

- ***(Tower design is shown in the following two pages)***

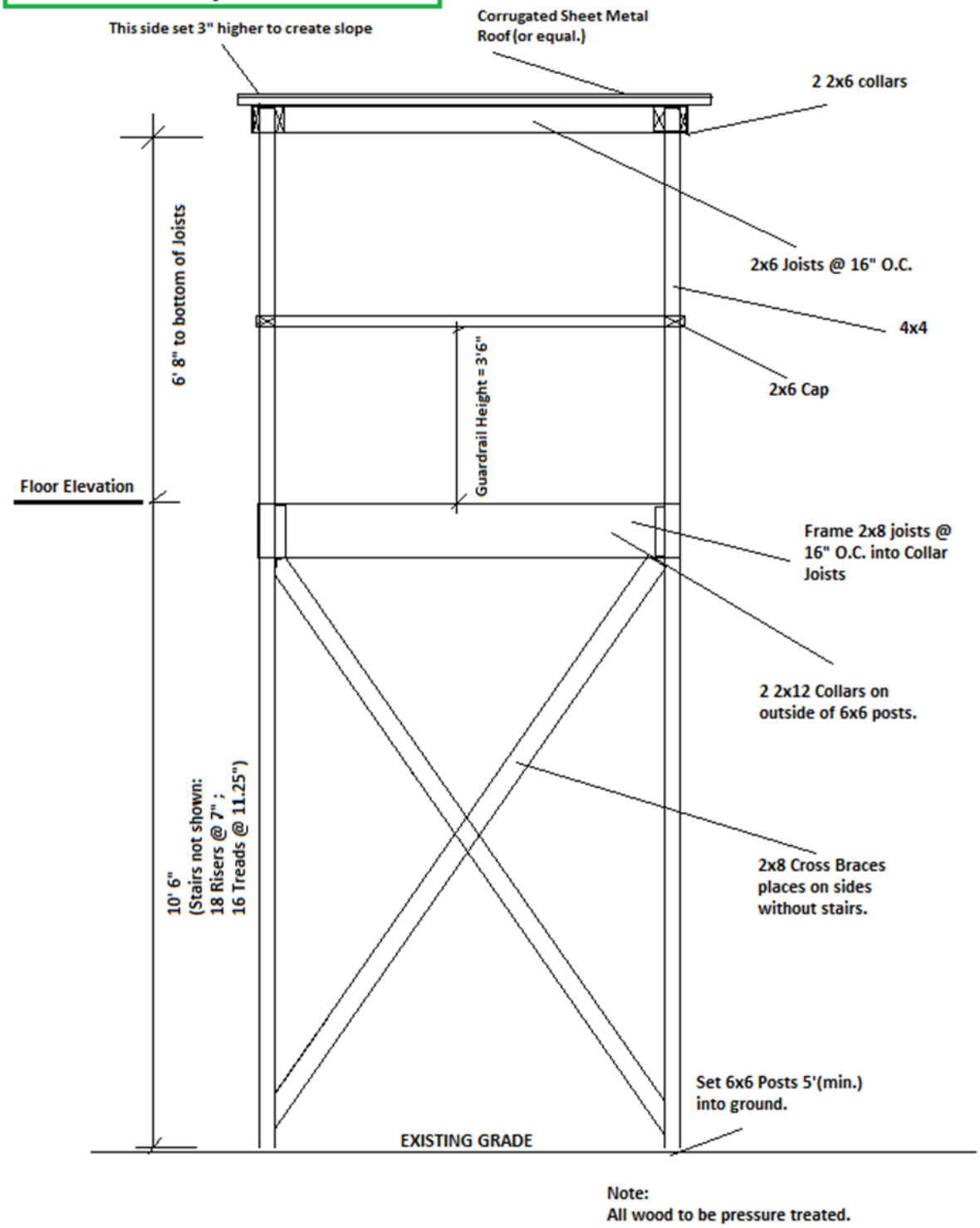
DEBRIS MANAGEMENT SITE PLAN

Plan View -
Standard Inspection Tower



DEBRIS MANAGEMENT SITE PLAN

Section View - Standard Inspection Tower



Note:
All wood to be pressure treated.

10. Debris Unloading and Segregation

Trucks containing any waste other than vegetative debris will be directed through the disposal site to the C&D debris area of the disposal site.

Trucks insufficiently loaded will be noted and reported. Photos and live video may be utilized to record actual hauling equipment.

Trucks containing vegetative debris will be directed to the debris depository areas of the sites in an orderly manner via the ingress. Upon obtaining clearance from the designated flag person at the depository area, the trucks will back up, dump their load, and exit the site via the egress.

Once the debris has been deposited at the base of the debris storage pile, dozers and track hoes will be used to move and pile the debris. Debris piles will be compacted and constructed with a slope to prevent loose debris from rolling or falling down the sides of the piles.

When feasible, effort will be made to salvage and/or recycle debris.

11. Debris Incineration

Debris eligible for incineration will be moved to the air curtain incinerator by a front-end loader. The air curtain incinerator will be loaded using a trackhoe. Burning will continue until the box/pit is approximately 1/3 full of ash. At that point, any large, partially burned logs will be removed and placed on an earthen area near the box/pit. After the ash has cooled, it will be removed and placed in an adjacent storage area. The storage area will be bermed or diked to prevent ash from being transported from the pit by storm water runoff during a rainfall event.

12. Debris Chipping

Horizontal grinders will be set up at each disposal site to convert some of the debris into wood chips suitable for use as mulch or fuel chips. A knuckleboom loader or trackhoe will be used to load debris into the grinder. The grinders will be primarily used for debris with high soil content such as stumps, which are not suitable for incineration. Due to the noise generated by the grinders and the hazard of debris being ejected from the tub, the grinders will be set up at least 150 to 200 feet from all other work areas. The 200-foot boundary will be marked by physical barriers, caution tape, and have appropriate signage.

A dozer should be used to stockpile mulch as it is processed by the tubgrinders. Large amounts of processed debris will produce large mulch piles. Consideration should be given to the amount of material that will be chipped and adequate space should be allotted for stockpiled mulch. The piles should be at least 50 feet away from the tubgrinder.

The temperature of the stockpiled mulch should be monitored to prevent spontaneous combustion. If the temperature approaches or exceeds 150 degrees Fahrenheit, the stockpile should be rolled to release the heat buildup. The environmental monitors will record the temperatures of all debris piles on a daily basis.

13. Fire Protection

SDR will manage all site operations to minimize the risk of uncontrolled/uncontained fire. Twenty-pound all-purpose fire extinguishers should be strategically stationed around the incinerators/burn pits and around the Monitor tower. The number of fire extinguishers will vary

depending on the size of the TDMSs. Site conditions may necessitate having additional water-filled extinguishers and readily available hand tools, such as fire rakes.

14. Ash Containment Area

SDR will contain, store, and remove ash from all incineration operations. The ash containment area will be wet down periodically for the duration of operations to prevent particles from becoming airborne.

15. Household Hazardous Waste Containment

SDR will construct a containment area at each TDMS for any hazardous waste inadvertently delivered to the site. The perimeter of the containment area will be constructed with an earthen berm or hay/straw bales that are staked in place. The area will be lined with a heavy gage, non-permeable plastic to provide a waterproof barrier. Additional heavy gage, non-permeable plastic sufficient in size to cover the entire containment area will be kept on site and used to prevent rain from entering the containment area. To direct run-off away from the protected area, the site will be sloped appropriately to provide necessary grading.

16. Site Closure

SDR will close each TDMS within 30 calendar days of completing the reduction or transfer all delivered debris to an authorized landfill. Site closure will include removing site equipment, debris, and all remnants from the processing operation; grading the site; and restoring the site to pre-occupancy conditions. The site(s) will be restored in accordance with all state, tribal, and local requirements.

SDR will be responsible for the proper disposal of non-burnable debris, ash, wood chips, and hazardous and toxic wastes.

SDR will conduct a final inspection of the site along with a Contracting Authority representative to receive final approval of the site closure.

TAB 4 - OPERATIONAL PLAN

Disaster Debris

MOBILIZATION AND OPERATIONS PLAN

READINESS – RESPOND - RECOVER

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Freon Removal
Demolition, Removal, and Disposal of Damaged or Condemned Structures Asbestos Removal

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  - Incident Action Plan (Work Plan)
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  - Personal Safety Statements (Draft)
  - Debris Removal Instructions (Draft)
  - Assistance with Private Property Debris Removal (Draft)
  - First/Second/Third Pass Notice (Draft)

❖ ***NOTE: This plan will be refined and updated following award in consultation with the City of Destin. This plan is written referencing and in full compliance with:***

- Archived Documents:
  - FEMA 321 Public Assistance Policy Digest
  - FEMA 322 Public Assistance Guide
  - FEMA 325 Public Assistance Debris Management Guide
  - FEMA 329 Debris Management Brochure
  - FEMA Disaster Assistance Policy
    DAP 9523.11: Hazardous Stump Extraction and Removal Eligibility
    DAP 9523.12: Debris Operations; Hand loaded trucks and trailers
    DAP 9523.13: Debris Removal from Private Property
    DAP 9523.4: Demolition of Private Structures
  - FEMA Fact Sheets
    9580.1 Public Assistance Debris Operations Job Aid
    9580.4 Debris Operations
    9580.201 Debris Removal – Applicant's Contracting Checklist
    9580.203 – Debris Monitoring
- FP 104-009-2 Public Assistance Program and Policy Guide (FEMA PAPPG)
- FEMA Stafford Act Sections 403 & 407
- FEMA Stafford Act Section 316
- 44 CFR 10.8(d)(2) Determination of requirement for environmental reviews
- 44 CFR 206.44 Implementing CoBRA
- National Environmental Protection Act (NEPA)
- FHWA/ER Program - 23 CFR 668 Subpart A
- USACOE EM 385-1-1 Safety Guidance/Accident Prevention Plan

SDR Actions to Support the City of Destin Readiness

This plan is prepared uniquely for the City of Destin and will be updated following contract award and consultation with the City.

PLANNING:

FEMA states that "applicants with a FEMA accepted Debris Management Plan at the time of an event can increase effectiveness of its debris management mission". SDR has written and supported planning for numerous FEMA approved plans. Our management team includes experienced State and Local government emergency managers who are deeply experienced in disaster debris removal operations. We will support the City of Destin in all debris removal planning activities.

TRAINING:

SDR is proficient in leading training and workshops to improve disaster readiness. We teach the FEMA Debris Management Course and conduct readiness workshops for our customers. SDR would lead or support debris management training efforts of the City of Destin.

EXERCISES:

Disaster debris management operations are a multi-discipline effort for most jurisdictions. Tabletop exercises (scenario-based discussions) are an important readiness activity to reinforce principles learned in Planning and Training. SDR would lead or support tabletop exercise (TTX) development and conduct for the City of Destin and the debris management team.

TEMPORARY DEBRIS MANAGEMENT SITE ASSESSMENTS:

Detailed site assessment for Temporary Debris Management Sites and "pre-permitting", if possible, are important pre-cursers to starting disaster debris removal operations rapidly. If TDMS locations are not properly permitted and constructed, debris removal operations cannot commence. SDR uses a very thorough documentation tool to organize TDMS assessments and document site conditions for proper permitting and construction. SDR will lead or support the City of Destin in conducting TDMS site assessments.

Mobilization and Operations Plan Objectives

- **Debris Clearance** – Roadways shall be cleared of debris as soon as possible to enable emergency and relief organizations to complete their missions in serving the public.
- **Debris Removal** – Debris shall be removed quickly and efficiently to support the community's social and economic efforts by adhering to federal funding/reimbursement requirements to maximize recovery funds for the City.

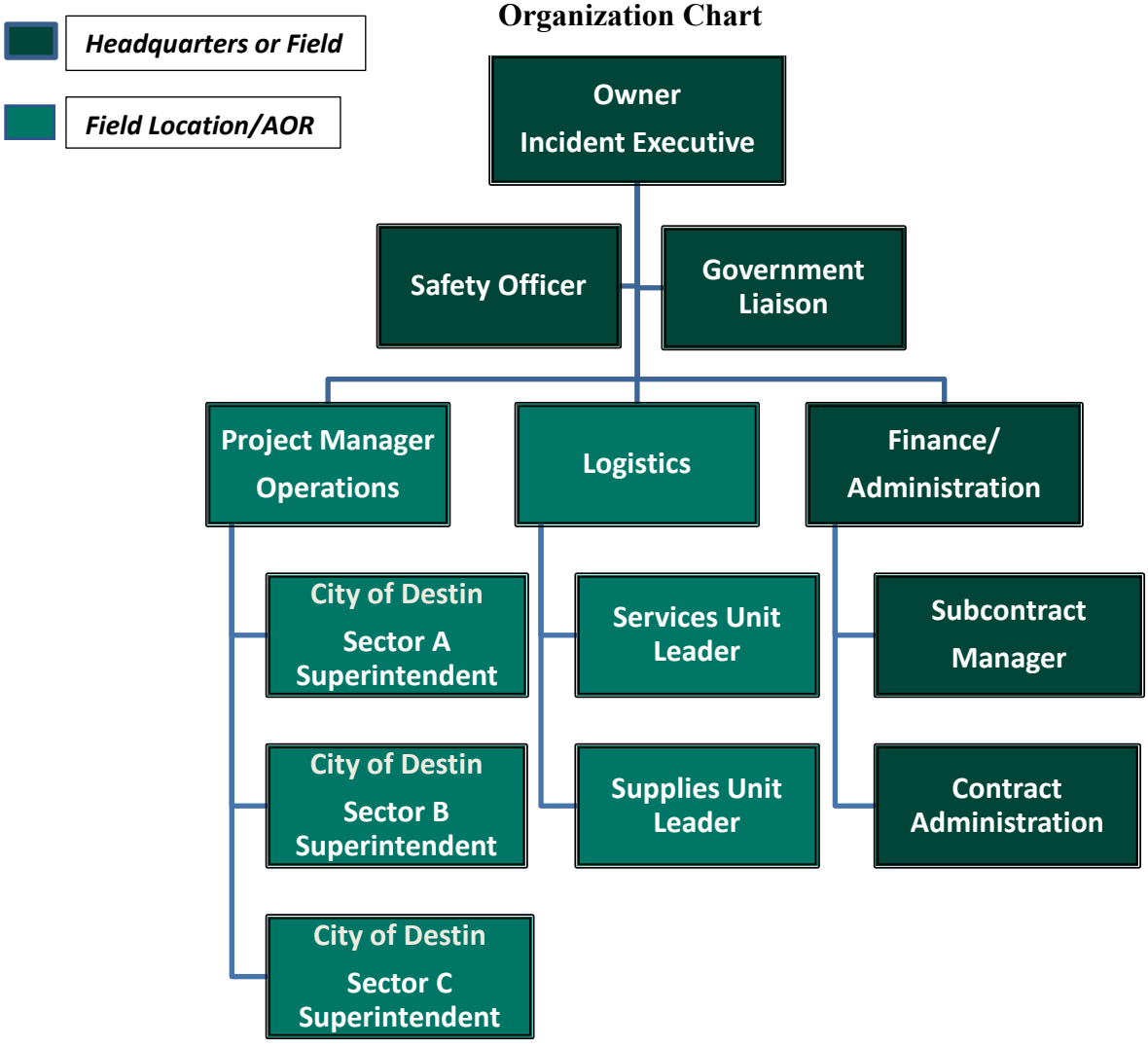
SDR Organizational Structure to Support the City of Destin Disaster Recovery

SDR uses incident command system principles to organize and manage our mission to clear disaster debris in the City of Destin. Important ICS principles in our concept of operation include; a manageable span of control, unity of command, an action planning process (work plan) and an organization structure that can expand or contract based on the work plan's objectives. The following Organization Chart illustrates our disaster operations organization chart that is then tailored to the specific disaster size and complexity.

Experienced Management Team

SDR has successfully managed to completion over 60 separate debris contracts in the Northeast US, Southeast US, Mississippi Valley and California exceeding over $120M in revenue!

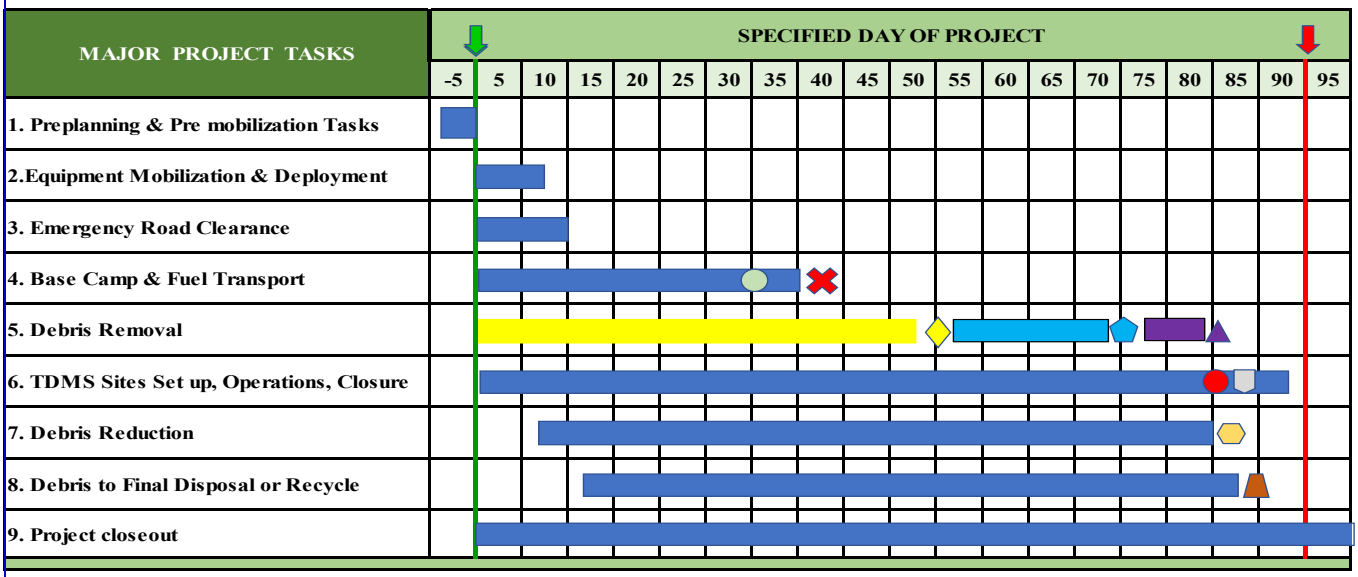
SDR Project Management Organization Chart



Disaster Debris Removal Mission General Process Map

This General Process Map (Gantt Chart) illustrates major aspects of the Scope of Work, their scheduling and timing relationship. The significance of the disaster and the interests of the City of Destin will dictate the actual length of the disaster debris removal mission.

Sample Task Order Timeline



Legend
First Pass Work
Second Pass Work
Third Pass Work

Key Dates					
Day 0		Notice to Proceed	Day 82		TDMS Closure for Receiving Debris
Day 30		Fuel Available Locally	Day 82		Debris Reduction Complete
Day 35		Base Camp Closes	Day 82		TDMS Clear of Debris
Day 50		First Pass Complete	Day 83		TDMS Final Inspection Complete
Day 70		Second Pass Complete	Day 92		Project Comopletion Date
Day 80		Third Pass Complete	Day 104		Ongoing Project Closeout Ends

Post-Storm Emergency Clearance of Roads and Rights-of-Way:

EMERGENCY ROAD CLEARANCE

Actions pertaining to the mobilization of SDR personnel, equipment and coordination with the City. In disaster response "with notice" much of this effort will occur before the disaster strikes to facilitate a minimum of 24 hours response time:

- Available personnel staffing in the local area.
- Identify and confirm landfill, transfer station locations, debris management sites, hours of operation, and availability in the local area.
- Initial notification/contact of major subcontractors committed to Team SDR.
- Establish coordination with the City and other local officials important to mission execution.

Typical Debris Clearance Crew

- Front end loader (150 hp) with operator
- Equipment transport
- 2 chainsaw men
- Foreman with communications

- Identify streets with limited access – small width, dead end, proximal ditches.
- Project Administration and Accountability – Advance coordination with subcontractors.
- Payroll and Equipment Inventory Status updates.
- Test and verify all communications.

DEBRIS CLEARANCE CREWS

SDR and Subcontract Debris Clearance Crews Committed

w/in Region	Reach Back
15 Loaders	58 Loaders
49 Chainsawmen	110 Chainsawmen
22 Equipment Transports	33 Equipment Transports

After the event has passed, SDR will immediately mobilize to the affected area. The Project Manager will arrive at the designated Post-Storm meeting location and initiate recovery activities as conditions permit within 8 hours of notice to proceed.

SDR will provide a minimum of 5 crews to commence debris clearance operations within 24 hours of issuance of a notice to proceed.

Team SDR will begin debris clearance along the primary transportation routes, rights-of-way, easements, streets, and roads identified and directed by the City. Crews will be deployed from the pre-arranged staging areas to clear debris from roads, bridges and emergency vehicle paths as required. Absent specific guidance:

- **First priority** will be given to main arterial roadways and access routes leading to EOC's, fire, police and health care facilities.
- **Second priority** will be given to streets and thoroughfares providing access to major utility systems and services, such as electric, water and gas.
- **Third priority** will be given to major highways and commercial streets, followed by residential streets and alleyways.

Quality Check

- **Five fully equipped crews operational within 24 hours.**
- **Pre work safety checks of equipment and work site completed.**
- **Crew members trained in the use of equipment.**
- **100% use of appropriate Personal Protective Equipment.**
- **Timely tracking and accounting for hourly equipment.**

DEBRIS REMOVAL OPERATIONS MOBILIZATION:

Upon receiving the *Notice to Proceed*, Southern Disaster Recovery (SDR) will immediately mobilize resources and initiate actions item as per the contract kick-off meeting and the *Notice to Proceed*.

Examples of kick off meeting expectations include:

- Establish City priorities
- Establish City clean-up goals
- Establish City's point of contact
- Establish contractor project management points of contact
- Determine how project monitoring will be accomplished
- Establish debris monitor points of contact
- Discuss any additional reporting requirements

Immediate action and planning requirements to be accomplished:

- Develop the initial Operational Period Action Plan
- Mobilize and stage equipment
- Organize debris removal assignments (Sectors and Zones)
- Establish temporary debris management site(s) (TDMS)
  - ✓ Confirm proper permitting and/or acquire permits
  - ✓ Establish site layout as per permit(s)

EQUIPMENT - Size and type determined by overall accessibility of rights-of-way and the location overhead utilities.
For maximum and safety and efficiency, SDR will apply the following standards:

Loading Equipment – All loading and moving equipment will be operated from the roadway, streets, alleys, or rights-of-way using clam shell loaders, booms, or grapple devices to collect and load debris into collection vehicles. No equipment will be operated behind the curb or outside the defined roadway shoulder/swale section or in an area that may endanger operators or work crews, unless specifically directed to do so by emergency officials.

Hauling Equipment – All trucks and trailers used to haul debris will be capable of rapidly and independently dumping loads, and, will be equipped with a tailgate. Trucks will be equipped with a tarp or net to secure loose materials during transport to the disposal facility or site. The tarp/net will not exceed the truck body/trailer measurements.

LOAD/HAUL CREWS

SDR and Subcontract Load/Haul Equipment Committed

w/in Region	Reach Back
18 Grapple Trucks	248 Grapple Trucks
49 Trailers	110 Trailers
15 Loaders	58 Loaders

Truck Measurements and Signage – Trucks will be measured accurately and identifying data will be fully documented. The inspection/measuring will be performed by City and SDR representatives, documented, and signed-off by the jurisdiction. The dimensions will be the inside measurements of the trailer. The truck specifications will be on file with the jurisdiction. Signage and vehicle numbers will be prepared and ready prior to deployment. SDR identification placards will be affixed to the sides of each piece of heavy equipment and trucks.

Hours of Operation – Debris removal operations that generate excessive noise levels will take place during daylight hours, seven days a week. Adjustments to the hours of operation, based on working conditions and scope of work, may require a coordinated change with the approval of the City's designated official.

SUBCONTRACTING PRACTICES AND PROCEDURE

- ✓ As per our written *Subcontractor Protocol*, we often use subcontractors to ensure our resources are sufficient to complete operations efficiently for prompt emergency debris removal and restoration operations. We have an extensive pool of dependable subcontractors that can mobilize immediately upon notification. SDR ensures: Our subcontractors are fully vetted as to insurance, safety procedures, experience, pricing, and resources.
- ✓ We will pursue local and MBE/WBE/DBE as it is economically feasible to do so.

STRATEGY TO RETAIN RESOURCES

Our disaster experience has proven that subcontractors remain on the project and maintain high production levels as long as they are properly incentivized.

- ✓ **On the Positive Incentive Side**
  - **SDR pays subcontractors weekly**
  - **Production incentives associated with Sector assignments**
  - **SDR pays a wage where a crew can make a living**
- ✓ **On the Negative Incentive Side**
  - **By contract, leaving a project without completion and/or a release results in retainage being held.**
  - **Poor production, safety or quality performance results in less desirable sector assignment**

TEMPORARY DEBRIS MANAGEMENT SITE SET-UP AND OPERATION

1. General

Southern Disaster Recovery (SDR) will provide all management, equipment, operators, and laborers required for the establishment, operation, and maintenance to accept, process, reduce, incinerate, and dispose of disaster related debris. These Temporary Debris Management Sites (TDMSs) may utilize air curtain incineration and/or mechanical chipping/grinding to reduce vegetative and clean woody debris. The TDMSs may also be used as transfer points for depositing mixed Construction and Demolition (C&D) debris prior to reloading for final transport to an authorized landfill. SDR will manage the TDMSs to accept debris collected under other contracts.
Site selection will be done by the Contracting Authority at its own cost.

2. Site Operations Plan

Following identification by the contracting authority of the TDMSs, SDR will develop a Site Operations Plan for each site.

The plan will address the following:

- ✓ Site management, to include point-of-contact and organizational chart
- ✓ Site ingress and egress
- ✓ Site preparation, including clearing, erosion control, and grading
- ✓ Traffic control procedures
- ✓ Site security
- ✓ Site safety
- ✓ Site layout/segregation plan, to include: air curtain incineration areas, mechanical chipping/grinding areas, ash storage or disposal areas, hazardous waste containment area, contractor work area, inspection tower, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations, and 1000-foot clearance area from structures)
- ✓ Environmental mitigation plan, including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate

TEMPORARY DEBRIS MANAGEMENT

SDR and Subcontract TDMS Equipment Committed

w/in Region	Reach Back
20 Grinders	34 Grinders
34 Trackhoes/Excavators	50 Trackhoes/Excavators
16 Dozers	29 Dozers

3. TDMS Foreman - Day/Night Operations

SDR will provide site foremen for both day and night operations, who will be responsible for all oversight, including traffic control, dumping operations, segregation of debris, incineration and mechanical grinding operations, and site safety.

Both foremen will be responsible for monitoring and documenting all equipment and labor utilized on the site. This information will be compiled with other daily reporting data and will be provided to the contracting authority by the Debris Operations Manager.

If multiple TDMSs are in operation, SDR will assign a site manager for all necessary oversight.

4. Site Assessment

Immediately upon taking occupancy of any site, SDR will conduct an initial site assessment to determine baseline conditions. This assessment will include visual inspection in the presence of a Contracting Authority representative, documentation of any existing improvements to or on the site, aerial and/or ground photography/videography, random soil samples, water samples from any existing wells located on the site, and review for any volatile organic compounds.

Spot soil samples will be taken at the areas considered for the temporary storage of household hazardous waste, ash, and fuel.

Photographs and/or GPS based maps of the site will be updated as the use and configuration of the site changes.

5. Site Design

The sites will be designed so that air curtain incinerators are located a minimum of 1,000 feet from the nearest occupied building or as specified by the applicable state or local environmental regulatory entity. The area within 50 feet of the burn pits will be cleared of vegetative cover to reduce fire hazard. If pit burning is utilized, and the pit is situated on pervious soils, an impervious layer of clay, limestone, or synthetic material will be provided.

Vegetative debris will be centrally stored near the air curtain incinerators, but at a minimum of 100 feet away from the air curtain incinerators to reduce potential fire hazard. Roads should be designed with separate ingress and egress, where possible, to expedite truck flow in and out of the site. If possible, large turnaround areas will be constructed to enable simultaneous movement of multiple trucks.

To reduce hazards from flying debris, wood chipping operations will be located a minimum of 250 feet from all areas where personnel are actively working.

If needed, access roads will be constructed at each site. Crushed rock or gravel will be used to form a base that will prevent soil erosion, reduce dust generation, and provide truck access during inclement weather. Additional applications of rock may be necessary for road maintenance as theproject progresses. Additional reserves of rock should be maintained on site road to repair and rebuild roads for road relocation, mud accumulation, and compression of rock as a result of heavy truck traffic.

6. Site Preparation

SDR will be responsible for preparing the TDMSs to accept debris. This preparation may include clearing, erosion control, grading, constructing and maintaining haul roads, entrances, dumping pads, equipment washing areas, and burn pits. SDR will provide utility clearance and sanitary facilities, if needed. SDR will protect existing structures at the site(s) and repair any damage caused by our operations at no additional cost to the City.

7. Site Security

SDR will provide and maintain site security measures for all operations conducted at the TDMSs.

8. Inspection Towers

SDR will construct and maintain one Inspection Tower at each TDMS site. SDR and the City personnel will conduct inspections, load volume estimations, and photograph each load of debris delivered to the site from the tower. Existing structures serving this purpose may be utilized following coordination between SDR and the City. Tower locations may be changed to support the progression of debris storage and reduction as well as normal traffic patterns on the site.

The towers may be constructed using pressure treated wood or metal scaffolding materials. The floor elevation of the tower will be such that it affords the City representative(s) and SDR personnel a complete view of the load bed of each piece of equipment that hauls debris to the site while allowing for the easy transfer of the debris removal load ticket between the City representative and the vehicle driver. The floor area will be a minimum of 8' x 8'. A 4' high wall, sturdily fastened to the structure to eliminate fall hazards, will protect the perimeter of the floor area. A roof will be constructed over the floor area, constructed to provide a minimum of 6'-6" of headroom. Steps with a handrail will provide access to the Inspection Tower.

To prevent falls, all personnel on the tower must be “tied-off” to the tower at all times.

9. Debris Unloading and Segregation

Trucks containing any waste other than vegetative debris will be directed through the disposal site to the C&D debris area of the disposal site.

Trucks insufficiently loaded will be noted and reported. Photos and live video may be utilized to record actual hauling equipment.

Trucks containing vegetative debris will be directed to the debris depository areas of the sites in an orderly manner via the ingress. Upon obtaining clearance from the designated flag person at the depository area, the trucks will back up, dump their load, and exit the site via the egress.

Once the debris has been deposited at the base of the debris storage pile, dozers and track hoes will be used to move and pile the debris. Debris piles will be compacted and constructed with a slope to prevent loose debris from rolling or falling down the sides of the piles.

When feasible, maximum effort will be made to salvage and/or recycle debris.

Only vegetative debris will be brought to the air curtain incinerator section of the disposal site. All non-vegetative debris will be segregated according to its type. Debris sorting will be done when it is picked up for transport to the burning pits. The vegetative waste at each site will be segregated into three basic categories: stumps, logs, and brush.

10. Debris Incineration

Debris eligible for incineration will be moved to the air curtain incinerator by a front-end loader. The air curtain incinerator will be loaded using a trackhoe. Burning will continue until the box/pit is approximately 1/3 full of ash. At that point, any large, partially burned logs will be removed and placed on an earthen area near the box/pit. After the ash has cooled, it will be removed and placed in an adjacent storage area. The storage area will be bermed or diked to prevent ash from being transported from the pit by storm water runoff during a rainfall event.

11. Debris Chipping

Tub grinders will be set up at each disposal site to convert some of the debris into wood chips suitable for use as mulch or fuel chips. A knuckleboom loader or trackhoe will be used to load debris into the grinder. The grinders will be primarily used for debris with high soil content such as stumps, which are not suitable for incineration. Due to the noise generated by the grinders and the hazard of debris being ejected from the tub, the grinders will be set up at least 150 to 200 feet from all other work areas. The 200-foot boundary will be marked by physical barriers, caution tape, and have appropriate signage.

A dozer should be used to stockpile mulch as it is processed by the grinders. Large amounts of processed debris will produce large mulch piles. Consideration should be given to the amount of material that will be chipped and adequate space should be allotted for stockpiled mulch. The piles should be at least 50 feet away from the grinder.

The temperature of the stockpiled mulch should be monitored to prevent spontaneous combustion. If the temperature approaches or exceeds 150 degrees Fahrenheit, the stockpile should be rolled to release the heat buildup. The environmental monitors will record the temperatures of all debris piles on a periodic basis.

12. Fire Protection

SDR will manage all site operations to minimize the risk of uncontrolled/uncontained fire. Twenty-pound all-purpose fire extinguishers should be strategically stationed around the incinerators/burn pits and specifically around the debris piles with the heaviest concentration of debris. The number of fire extinguishers will vary depending on the size of the TDMSs. At no time should a fire extinguisher be located further than a 1-minute round-trip walking distance from any point on the site. Site conditions may necessitate having additional water-filled extinguishers and readily available hand tools, such as fire rakes.

13. Ash Containment Area

SDR will contain, store, and remove ash from all incineration operations. The ash containment area will be wet down periodically for the duration of operations to prevent particles from becoming airborne.

14. Household Hazardous Waste Containment

SDR will construct a containment area at each TDMS for any hazardous waste inadvertently delivered to the site. The containment area will be a minimum of 30" x 30". The perimeter of the containment area will be constructed with an earthen berm or hay/straw bales that are staked in place. The area will be lined with a heavy gage, non-permeable plastic to provide a waterproof barrier. Additional heavy gage, non-permeable plastic sufficient in size to cover the entire containment area will be kept on site and used to prevent rain from entering the containment area. To direct run-off away from the protected area, the site will be sloped appropriately to provide necessary grading.

15. Site Closure

SDR will close each TDMS within 30 calendar days of completing the reduction or transfer all delivered debris to an authorized landfill. Site closure will include removing site equipment, debris, and all remnants

from the processing operation; grading the site; and, restoring the site to pre-occupancy conditions. The site(s) will be restored in accordance with all state, tribal, and local requirements.

SDR will be responsible for the proper disposal of non-burnable debris, ash, wood chips, and hazardous and toxic wastes.

SDR will conduct a final inspection of the site along with the City representative to receive final approval of the site closure.

DEBRIS COLLECTION AND TRANSPORTATION

Removal Activities – From the grid/zone assignments, areas are categorized by priority and accessibility. The zones will be equitably established to ensure timely progression throughout the affected area. A "clean as you go" process will be implemented for the waste stream being worked, with crews working from street to street through each zone. Crews and resources will be adjusted as needed during this phase.

Debris Segregation – Initial storm/event debris will be separated when feasible.

- Crews will attempt to segregate materials, where feasible, into constituent piles for collection and disposal. Hazardous materials will be segregated and properly stored for future collection.
- Mixed debris will be collected as C&D.

Debris collection passes will continue up to the point where the remaining debris consists of light litter that can be easily collected using raking and sweeping methods of operation.

FINAL DISPOSAL OF DEBRIS AND DEBRIS BY-PRODUCTS

Disposal of all eligible debris, reduced debris, ash residue, and other products of debris management will be in accordance with all applicable state, federal, and local laws. Associated related costs will be "pass-through" with no additional charges to the City. SDR will ensure disposed debris is properly documented in accordance with FEMA protocol by using approved collection/disposal and tipping tickets. Activities will be done in coordination with the City's Debris Manager.

DISPOSAL/RECYCLING HAULING

SDR and Subcontract Disposal/Recycling Trucks Committed

w/in Region	Reach Back
18 Trackhoes	38 Trackhoes
49 Trailers	110 Trailers

REMOVAL OF LEANERS, HANGERS, AND STUMPS

SDR will ensure the location and removal of all approved leaners, hangers, and stumps is properly documented as per FEMA. Any holes remaining after stump removal will be backfilled appropriately.

HOUSEHOLD HAZARDOUS WASTE (HHW) REMOVAL, TRANSPORT, AND DISPOSAL

HHW removal will be organized as a unique, separate mission from the debris removal passes. The equipment and specialized training (HAZWOPER training) combine to make this a unique debris removal operation. Consistent with the level of damage from the disaster, an initial pass may be conducted by HAZWOPER qualified personnel to visually inspect disaster debris piles and take action to segregate the HHW from woody, vegetative and C&D material. At a later date, coordinated with the City, specially trained crews will move the hazard area to remove the HHW. In heavily damaged areas with a significant amount of HHW, the HHW may be placed in a temporary containment cell constructed at a properly permitted TDMS. Otherwise HHW will be taken directly to a proper disposal location.

ABANDONED VEHICLE REMOVAL

Abandoned vehicle removal will be a unique, separate mission from the debris removal passes. The City will identify abandoned vehicles to be removed, SDR removes the vehicles and takes them to a City identified location.

ANIMAL CARCASS REMOVAL AND DISPOSAL

As identified by the City, animal carcasses will be removed and transported to a properly permitted disposal location.

ROW WHITE GOODS DEBRIS REMOVAL

A separate debris mission will be organized to remove White Goods in the disaster areas. The removal of white goods will take place using a flat deck, stake body truck with an equipment lift gate. All loading of White Goods will be done manually so as not to disturb any Freon containing lines. Each White Good will be evaluated for its use of freon. Those white goods without freon may be hauled directly to final disposal or recycler. White goods with freon will require the work of a freon technician to remove the ozone depleting gas.

FREON REMOVAL

A Section 608 certified technician will maintain, repair or dispose of equipment that could release ozone depleting refrigerants into the air.

DEMOLITION, REMOVAL, AND DISPOSAL OF DAMAGED OR CONDEMNED STRUCTURES

As required and directed by City officials, demolition and removal of condemned structures and buildings resulting from the disaster, will be performed by SDR to reduce or eliminate an immediate threat to life or enhance safety and health to the public. Each demolition will have a site inspection report (including a site plan), right-of-entry agreement, and proper permits. Demolition, removal and disposal of damaged or condemned structures will be considered a special mission within the daily action plan and will unique heavy equipment resources and qualified personnel to complete the mission.

DOCUMENTATION AND RECOVERY PROCESS

SDR's Project Manager and Site Superintendents have complete responsibility for quality assurance/quality control (QA/QC) of work performed by SDR and all subcontractors. As with any project, effective QA/QC starts with initial identification of project roles, which is a key element to our standard QA/QC program. Further, oversight and support will be provided from three levels within our organization, including SDR's Principal-In-Charge, Project Manager, and Site Superintendents. The cornerstone of our approach is the assignment of a strong Project Manager capable of integrating each sub-discipline required as part of this project. The Project Manager will have first-line responsibility for performance. Continuity of tasks will be maintained by the Project Manager's oversight of and participation in all contract activities.

By the close of business each day of the contract, the Project Manager will submit a report with the following to the Contracting Officer:

- Contract number
- Daily and cumulative hours for each piece of equipment and personnel
- By unit cost or daily and cumulative CY removed

SDR will reconcile all units of work daily, thereby reducing the occurrence of erroneous or disputed data later in the project, and commits to the following:

- Maintenance of recovery process documents
- Preparation of written and oral status reports as requested by the City

- Assistance with claim document preparation as required by the FEMA Public Assistance Program for submittal to the state and the FEMA Public Assistance program

DEBRIS TAKEN TO LANDFILL

Should it be more cost effective to transport the eligible debris directly to a permitted landfill for disposal, field procedures will be implemented to ensure that each load ticket prepared at the loading area is properly manifested to the landfill for proper confirmation of truck capacity and disposal information.

REDUCED DEBRIS/FINAL HAUL OUT TO DISPOSAL FACILITY

The same procedure listed above will be implemented for debris taken to a TDMS. However, during the final haul out, a separate ticket will be issued for the reduced debris hauled to the final disposal site. Documentation will include haul out time, cubic yards, disposal location and time.

INCIDENT ACTION PLAN

The Incident Action Plan (much like a daily work plan) is the process by which the Debris Management Team (City, Contractor and Debris Monitor) agree to the objectives for the next operational period (day or next series of days); and, by which the rest of the SDR Incident Management Team ensures the Project Manager has the resources to accomplish the objectives.

DOCUMENTING AND REPORTING DAMAGE

SDR's ***Customer Service Plan*** is a tiered system consisting of:

Tier 1: Conduct business in a manner that is professional, ethical, and sensitive to the area in which we work, to prevent damage, and to facilitate positive interactions with the public. Should any damage to property or detrimental public interaction occur, our personnel are trained to solve problems speedily to the mutual satisfaction of all parties involved, including the immediate repair of property if necessary.
Tier 2: Adds the inclusion of the Project Manager's in the problem-solving process. Also, any customer service issues, including damage and repairs, are added to the daily situation report, so the entire operation may learn from the activities.
Tier 3: At this level, any issues identified by the City are addressed. The City may have an ongoing citizen complaint system that properly identifies issues and tracks them to resolution. SDR command staff ensures the complaint is included as an action item within the daily Incident Action Plan (IAP) development. All necessary personnel will be apprised of any action items ensure speedy and complete resolution.

INVOICING AND DATA MANAGEMENT

All our processes and procedures are designed to ensure each project is carried in such a way that the City's federal reimbursement is maximized.

Key elements of our systems include:

- Proper certification of haul vehicles with City signatures and approvals
- Proper field documentation of each load hauled by identifying the precise/certified vehicle, the driver, and location of eligible debris removed
- Proper field documentation of each disposed or reduced load, including disposal location and the safe, permitted operation of that disposal or reduction site location
- Daily reports, which may also include the updated loads-hauled database (if available), to ensure ongoing transparency and communication of work outcomes
- Reports and databases that are fully supported by accurate field documentation

Our project management documentation process also provides for positive identification and control of work on FHWA and other federal aid eligible roads.

The client may choose to utilize the SDR Disaster Recovery Load Ticket to record the debris collected and transported from the rights-of-way to the designated disposal sites. SDR captures 15 key data points described in FEMA's Debris Management Guide. The six-part load ticket allows project participants to accurately maintain documentation of billable activities.

At a minimum, the load tickets used will be posted to a weekly spreadsheet and/or database with both a hard copy and electronic version provided to the client. The following ticket information is included in the database:

- Date
- Preprinted ticket number
- Hauler's name
- Truck number and truck capacity in cubic yards
- Total load percentage, as assigned by the client representative in the tower
- Load amount in billable cubic yards
- Debris classification as burnable, non-burnable, mixed, or other
- Point of origin for debris collection, time loaded and unloaded, including location of the temporary disposal site

Since the load ticket data is the basis for invoicing, SDR works with the City's monitoring firm to ensure all data is complete and accurate.

TECHNICAL SUPPORT FOR REIMBURSEMENT

In addition to utilizing the industry's best practices for debris removal documentation, SDR will provide comprehensive Public Assistance technical support for reimbursement. SDR's Disaster Recovery Services Director will coordinate and set up all necessary meetings. SDR will meet with the City to review and update the information required for FEMA reimbursement submittals as well as assist with item checklists required for each FEMA category.

SDR's Program Assistance includes:

- Coordination with the City for their submission of the official request for state assistance and FEMA inspection.
- Review of the FEMA Project Worksheet (PW) for accurate scope of work and unit costs.
- Recovery process documentation, including creating a process to capture the daily log and tickets from the field/contractor and data entry of the recovery process. (Perform daily, weekly ticket reconciliation, and final reconciliation of debris removal ticket ledgers and disposal ledgers (TDMS to final disposal), per FEMA requirements. Provide FEMA Category A submittals including final inspection reports.)
- Review project documentation for consistency, compliance, and completeness. Assist with submission of requests for payment, if needed.
- Make recommendations to City representatives for reimbursement tasks.
- Assist the City in negotiations with federal and state agencies and verify completion of work task items for FEMA Category A-B for contract closeout.

PUBLIC NOTICES

SDR will work with City public information efforts to inform residents about disaster recovery, debris management tasks, and how residents can participate in the community's debris management and the expectations for the upcoming period.

SDR will participate in any established joint information center and provide materials and information to ensure the public is aware of debris clearance disaster recovery endeavors.

SDR can provide weekly public notices of the debris removal schedule to keep those affected by the processes informed. All public notices shall be approved by the City prior to release and will contain a description of the proposed work and how debris should be placed in the right-of-way for removal as well as a description of eligible debris and the schedule for removal.

Specific information will include:

- Cleanup instructions
- Status of cleanup
- Locations of drop-off or collection sites
- How to source separate
- Projected cleanup locations for the coming week

SDR will participate with the City with any other public information efforts including providing information for a telephone hotline and/or a flyer to hand out or to be inserted into utility bills/mailouts.

Consistent with the City's desires, available information will include recycling/diversion programs for the disaster debris such as point of collection, hours, materials to be collected, method of collection (drop-off, curbside, bins, etc.).

Statements for Disaster Debris Information:

The following written statements are given as examples of what we can provide to assist entities with disseminating information to their constituents and are designed to be modified as needed. They may be used in flyers, newspaper articles, or read over television and/or radio. The statements are intended to fit into an overall public information strategy and may be used in conjunction with other messages about the disaster recovery process.

PERSONAL SAFETY STATEMENTS

EVERYONE INVOLVED IN DEBRIS CLEAN-UP IS ENCOURAGED TO WEAR PROPER CLOTHING AND RESPIRATORY PROTECTION*. Protect yourself with gloves, hard-soled shoes or boots, and respiratory masks as necessary. If you have a cut or a scratch that is not healing properly, seek immediate medical attention.*

POWER EQUIPMENT CAN BE DANGEROUS. *If you are not familiar with or haven't operated power equipment such as chain saws or grinders, consider hiring a licensed, qualified contractor to assist you.*

STAY AWAY FROM UTILITY AND DEBRIS CREWS WORKING IN YOUR AREA. *All utility and debris crews working for the City are licensed and qualified for the work they are performing. They maintain safety programs to reduce the occurrence of injuries in their work locations. However, you must stay clear of utility and debris crew operations because of the inherent dangers in operating heavy equipment.*

DEBRIS REMOVAL INSTRUCTIONS

HELP SPEED UP DEBRIS REMOVAL *by placing debris in the right of way.*

Follow these key steps:

- *Keep debris at least three feet from electrical utility poles and boxes, fire hydrants, and water and gas meters.*
- *Separate woody (limbs and leaves) debris; construction and demolition debris and household hazardous waste into separate piles.*
- *Garbage pickup will resume on your regular schedule on _____. Separate garbage from your disaster debris*
- *Call _____ with debris removal questions at _____.*
- *Debris removal will be ending soon, so residents are encouraged to take advantage of the free removal service.*

DISASTER DEBRIS THAT WILL BE PICKED UP

- *Woody, vegetative debris: Limb and leaf debris created by the storm event.*
- *Construction and demolition (C&D) debris: Debris such as 2X4's, dry wall, shingles, paneling, insulation, etc. that was created by the storm event. Do not place C&D debris at the roadside if your insurance company pays for a contractor to clear your C&D debris from your home.*
- *White goods: appliances and other household devices that were damaged/destroyed by the storm event.*
- *Household hazardous waste: Material that includes such things as paint, fuels, insecticides, pesticides, sprays with petroleum distillates, etc. These will only be picked up if they are associated with damage from the storm event.*

Each of these will need to be separate from the other at the roadside. Some of the materials will be processed for recycling and some of these materials will go to immediate disposal. Your assistance is necessary for debris clearance to progress rapidly and correctly.

ASSISTANCE WITH PRIVATE PROPERTY DEBRIS REMOVAL

Anyone who needs assistance with debris removal, such as senior citizens, and those that need help with activities of daily living may call _____ to schedule a volunteer to assess your needs. Assistance will be provided by volunteer groups working in our area and will be prioritized for those that do not have insurance coverage to pay for the cleanup.

FIRST/SECOND/THIRD PASS NOTICE

The City's contractor will be in _____ (add in neighborhoods or street designations) for a (first/second/third) pass at picking up disaster debris from the road right of way. Only eligible debris will be picked up.

NOTE:

City should insert the appropriate debris and/or safety statements above to assist residents and business owners with the safe and efficient removal of debris.

EQUIPMENT LIST

Company Name	Equipment Type/Name	OwnedLeased Sub	SOW Mission
SDR	Self Loader Debris Truck - **150 CY (Truck/Tandem)-Qty 9**	Leased	Load/Haul, Parks, PPDR
SDR	Self Loader Debris Truck - **65 CY**	Leased	Load/Haul
SDR	Dump Truck - **35 CY**	Leased	Haul
SDR	Bucket Truck - **Qty 3**	Owned	Hazardous Trees; Parks, PPDR
SDR	Bucket Truck with **forestry package** - **Qty 2**	Owned	Hazardous Trees, Parks, PPDR
SDR	Brush/ Chipper unit- **Vermeer- BC-1000 74HP** - **Qty 2**	Owned	Hazardous Trees, Debris Clearance
SDR	Walking Floor - **110 CY**	Leased	Haul
SDR	Lowboy Trailer - **50 Ton**	Leased	Mobilization
SDR	Skid Steer Loader **(CAT-236)**	Leased	Debris Clearance, Loading, Site Mgt, Parks, PPDR
SDR	Skid Steer Loader **(CAT-242)**	Leased	Debris Clearance, Loading, Site Mgt, Parks, PPDR
SDR	Skid Steer Loader **(CAT- 299D2)**	Leased	Debris Clearance, Loading, Site Mgt, Parks, PPDR
SDR	Skid Steer Loader **(CAT-299D3)** - **Qty 2**	Leased	Debris Clearance, Loading, Site Mgt, Parks, PPDR
SDR	Semi Tractor Truck - **Qty 3**	Leased	Haul
SDR	End Dump Trailers - **30 CY** - **Qty 7**	Leased	Haul
SDR	Belly Dump Trailer - **Qty 2**	Leased	Haul
SDR	John Deere tractor 85HP **w/ loader and all implements**	Leased	Load
SDR	Cat Excavator - 312	Leased	Debris Clearance, Loading, Site Mgt
SDR	Cat Bulldozer D3K2LGP	Leased	Site mgt
SDR	Wheel Loader WA3205	Leased	Debris Clearance, Loading, Site Mgt
SDR	Command/Maintenance Center	Leased	Logistics
SDR	F-550 flatbed prime mover, with 20' gooseneck trailer	Leased	Logistics
SDR	F-250 pickup	Leased	Logistics
SDR	Excavators, Wheel Loaders, Bull Dozers	Leased	Debris Clearance, Loading, Site Mgt
SDR	Multiple Equipment Trailers- goosenecks, tags and pindle hitch	Leased	Transport
SDR	Shallow Draft barges	Leased	Waterway Debris
SDR	JON Boat - 10-14 FT to 17 FT	Leased	Waterway Debris
SDR	Utility Boat - 1-24 FT	Leased	Waterway Debris
Pride Contracting, Inc	Grapple Truck w/Palfinger Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9332	Sub	Load/Haul

Company Name	Equipment Type/Name	OwnedLeased Sub	SOW Mission
Pride Contracting, Inc	Grapple Truck w/ Palfinger Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9325	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Serco Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9326	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Serco Loader 82 Cyds / Peterbilt 567	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9327	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Rotobec Loader 82 Cyds / Peterbilt 379	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 86 Cyds / Homebuilt 9328	Sub	Load/Haul
Pride Contracting, Inc	Grapple Truck w/ Rotobec Loader 69 Cyds / Sterling 9500	Sub	Load/Haul
Pride Contracting, Inc	Debris Pup Trailer 67 Cyds / Homebuilt	Sub	Load/Haul
Pride Contracting, Inc	Road Tractor / Peterbilt 379	Sub	Load/Haul
Pride Contracting, Inc	55 Ton Air Ride Lowboy Trailer / Kaufman - FRDT55	Sub	Mobilization
Pride Contracting, Inc	Aluminum Framed Dump Trailer 76 Cyds / Rhodes - DUM-SE	Sub	Haul
Pride Contracting, Inc	Fuel/Lube Truck / International - 8100	Sub	Maintenance
Pride Contracting, Inc	Chipper Truck / Freightliner M2106	Sub	Hazardous Trees
Pride Contracting, Inc	Chipper Truck / Ford F550	Sub	Hazardous Trees
Pride Contracting, Inc	Bucket Truck / International 4700	Sub	Hazardous Trees, Parks, PPDR
Pride Contracting, Inc	Bucket Truck / Ford F550	Sub	Hazardous Trees, Parks, PPDR
Pride Contracting, Inc	Bucket Truck / Ford F550	Sub	Hazardous Trees, Parks, PPDR
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Ford F550	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Dodge 2500	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Chevy 1500	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck / Chevy 1500	Sub	Transport
Pride Contracting, Inc	Crew Cab 4x4 Work Truck Chevy 3500	Sub	Transport
Pride Contracting, Inc	7x16 Utility Trailer /Utility World	Sub	Logistics
Pride Contracting, Inc	20' Tilt Top Equipment Trailer /Kaufman - Utility World	Sub	Logistics
Pride Contracting, Inc	20' Tilt Top Equipment Trailer /Big Tex - BT20TT	Sub	Logistics
Pride Contracting, Inc	20' Tilt Top Equipment Trailer /Big Tex - BT20TT	Sub	Logistics
Pride Contracting, Inc	All Terrain Aerial Trimmer /Kershaw - Skytrim 75G2	Sub	Hazardous Trees
Pride Contracting, Inc	All Terrain Aerial Trimmer /Kershaw - Skytrim 75G2	Sub	Hazardous Trees
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 8752	Sub	Debris Clearance, Loading, Site Mgt, Parks, PPDR
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 8011	Sub	Debris Clearance, Loading, Site Mgt, Parks, PPDR
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 5332	Sub	Debris Clearance, Loading, Site Mgt, Parks, PPDR
Pride Contracting, Inc	Skidsteer w/ Attachments /Kubota - SVL-75 - 9223	Sub	Debris Clearance, Loading, Site Mgt, Parks, PPDR
Pride Contracting, Inc	Utility Tractor w/ Attachments / Kubota - M-5111	Sub	Debris Clearance, Loading, Site Mgt, Parks, PPDR
Pride Contracting, Inc	Compact Wheel Loader w/ Attachments /Kubota - R-640R	Sub	Debris Clearance, Loading, Site Mgt, Parks, PPDR

Company Name	Equipment Type/Name	OwnedLeased Sub	SOW Mission
Pride Contracting, Inc	UTV / Kubota - RTV-1140	Sub	Logistics
Pride Contracting, Inc	18" Chipper /Vermeer - 18 XL	Sub	Hazardous Trees
Pride Contracting, Inc	22" Chipper / Morbark - 2230	Sub	Hazardous Trees
Pride Contracting, Inc	19" Chipper /Bandit - 19XPC	Sub	Hazardous Trees
Pride Contracting, Inc	Tracked Excavator w/ Attachments /Doosan - 225	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Rotating Grapple Saw / Ryan - RGPS	Sub	Hazardous Trees
Pride Contracting, Inc	Tracked Excavator w/ Attachments / Doosan - DX225	Sub	Debris Clearance, Loading, Site Mgt
Pride Contracting, Inc	Rotating Grapple Saw / Ryan - RGPS	Sub	Hazardous Trees
Pride Contracting, Inc	Stump Screw /Terex - XP-St	Sub	Hazardous Stumps
Pride Contracting, Inc	All Terrain Forwarder / Ponsee - Gazelle	Sub	All Terrain Haul
Pride Contracting, Inc	All Terrain Forwarder / Ponsee - Bison	Sub	All Terrain Haul
Pride Contracting, Inc	All Terrain Forwarder /Valmet - 840.2	Sub	All Terrain Haul
Pride Contracting, Inc	Forestry Mulcher / ASV - RT-120F	Sub	Hazardous Trees
Pride Contracting, Inc	30' Camper / Keystone	Sub	Logistics
Pride Contracting, Inc	35'x12'x3' Debris Barge w/AM230 Log Loader/Durapoly Boats 35DB-1.361	Sub	Waterway Debris
Pride Contracting, Inc	35'x12'x3' Debris Barge w/AM230 Log Loader/Durapoly Boats 35DB-1.362	Sub	Waterway Debris
Pride Contracting, Inc	Peterbilt / Grapple Truck w/ Serco 32 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Edgewood Welding / Debris Pup Trailer 92 Cyds	Sub	
Pride Contracting, Inc	Peterbilt/ Grapple Truck w/ Serco 32 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Edgewood Welding / Debris Pup Trailer 92 Cyds	Sub	
Pride Contracting, Inc	Peterbilt / Grapple Truck w/ Palfinger M13A98 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Edgewood Welding / Debris Pup Trailer 92 Cyds	Sub	
Pride Contracting, Inc	Peterbilt / Grapple Truck w/ Serco 8500 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Cooley Homebuilt / Debris Pup Trailer 92 Cyds	Sub	
Pride Contracting, Inc	Peterbilt Grapple / Truck w/ Palfinger M13A98 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Edgewood Welding / Debris Pup Trailer 92 Cyds	Sub	
Pride Contracting, Inc	Peterbilt Grapple / Truck w/ Palfinger M13A98 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Edgewood Welding / Debris Pup Trailer 84 Cyds	Sub	
Pride Contracting, Inc	Peterbilt Grapple / Truck w/ Palfinger M13A98 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Cooley Homebuilt / Debris Pup Trailer 92 Cyds	Sub	
Pride Contracting, Inc	Peterbilt / Grapple Truck w/ Palfinger M13A98 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Cooley Homebuilt / Debris Pup Trailer 92 Cyds	Sub	
Pride Contracting, Inc	Peterbilt / Grapple Truck w/ Palfinger M13A98 Loader 82 Cyds	Sub	
Pride Contracting, Inc	Cooley Homebuilt / Debris Pup Trailer 92 Cyds	Sub	

CONTRACTOR QUALITY CONTROL PLAN

Our CQCP addresses contractor monitoring and control as it relates to debris removal, reduction, and disposal operations, including work done by subcontractors. The CQCP is comprised of the detailed procedures and organization required to ensure the performance of all debris recovery and removal processes complies with the contract requirements. The CQCP encompasses both on-site and off-site operations. Ultimately, our Operation Manager and Site Superintendents are solely responsible for quality control of the work performed by the project team and all subcontractors.

Our CQCP Plan consists of the following individuals, procedures and responsibilities:

CQC System Manager

- Reports directly to the Incident Executive.
- Has authority to stop work for non-compliance with the contract.
- Coordinates all potential QC issues with the Operations Chief.
- Coordinates with Plans Chief as required.
- Coordinates with the Safety Officer as required.
- Resolves technical or operational issues with the ADMS system.

CQC Area Manager

- Reports directly to the CQC System Manager.
- Reports contract non-compliance issues to the CQC Area Manager.
- Resolves CQC issues identified throughout the area of operations.
- Has authority to stop work for safety violations.

CQC Sector Manager

- Reports contract non-compliance issues to the CQC Area Manager.
- Resolves CQC identified operational issues.
- Has authority to stop work for safety violations.
- Provides oversight of the TDMS/Disposal Site Ticket Manager

CQC Site Manager

- Reports directly to the CQC Area Manager.
- Reports directly to the CQC Sector Manager.
- Reports contract non-compliance issues to the CQC Sector Manager.
- Resolves CQC loading site issues.
- Has authority to stop work for safety violations.
- Provides oversight of the load site Ticket Manager.

Paper-Load Ticket Process

Should there be a time delay with implementing the Automated Debris Management System (ADMS), Southern Disaster Recovery (SDR) will provide and utilize paper load tickets as needed. Our CQC team will also oversee this process, which will be as follows:

- ✓ The load tickets will be a minimum four-part form used for recording the cubic yard volume of debris removed for disposal. Debris Load Tickets will be sequentially numbered and will be issued by the SDR CQC team at the debris loading sites.

- ✓ The Monitoring team is responsible for filling out all the information through the “LOADING” section of these tickets at the debris loading site prior to giving the four-part load ticket to the truck driver and releasing them from the loading site.

- ✓ The Monitoring team will fill in the remaining information at the “DROP-OFF” location, where they will verify the hauler and equipment and establish a percentage of truck capacity, or actual cubic yards, of the eligible cubic yardage of debris load at the reduction or disposal site. If documenting percentage, the Monitor will calculate the actual cubic yardage of the load. The actual cubic yards will be recorded on the load ticket by the Monitor to the nearest cubic yard and document the data on the load ticket.

- ✓ The Monitoring team will maintain the original copy of every load ticket. One copy will be given to the truck driver, one copy is for the prime contractor, and one copy for the landfill operator.

- ✓ All paper load tickets will be transferred to the Automated Debris Management System (ADMS) once it is brought online.

TRAINING PHILOSOPHY & COURSE OUTLINE

Training is an integral component of disaster preparedness and readiness, both for entities which may experience the results of the disaster, and for the companies who will respond to assist entities in the aftermath.

Southern Disaster Recovery (SDR) takes pride in the quality of services we provide and the requirements we have for those working under our purview. SDR can support our clients by providing the following training to augment their ongoing emergency management and disaster readiness program. We believe that joint training increases the effectiveness we have as a team during a disaster.

To ensure our employees and entities are fully educated and prepared, SDR assures the following criteria:

Facilitate Courses

IS – 631 – FEMA Public Assistance Program
IS - 632 – FEMA Intro to Debris Operations in the PA program
IS - 100 – Introduction to the Incident Command System
IS - 200 – Basic Incident Command System
IS - 700 – National Incident Management System
IS - 800 – National Response Plan

Teach[1]

I-300 – FEMA Intermediate Incident Command System
I-400 – FEMA Advanced Incident Command System
G775 – EOC Management and Operations
Debris Monitoring – independent course for field monitoring and audit

4.1 TRAINING OUTLINE[2] FOR SDR EMPLOYEES

Table 8: Training Summary

Training Summary			
Course #	**Course Name**	**Method of Delivery**	**Who Should Take It**
I-700	National Incident Management System	Internet/proctored locally	Supervisors and above
IS-800	National Response Plan	Internet/proctored locally	Supervisors and above
IS-100 IS-200	Incident Command System Intro Basic Incident Command System	Internet/proctored locally	Supervisors and above
I-300	Intermediate ICS	Classroom/delivered locally	Elective/managers
I-400	Advanced ICS	Classroom/delivered locally	Elective/managers
IS-630	Intro to PA Process	Internet	Accounting

[1] ICS and EOC courses taught by qualified instructor to FEMA standards
[2] Training outline excerpted from SDR Disaster Debris Removal Procedures

IS-631	PA Operations	Internet	Accounting
IS-632	Intro to Debris Operations in the PA Program	Internet/proctored locally	Supervisors and above
CQC[3]	Debris Quality Control Training (in-house developed)	Classroom/Field expedient	All
USACE CQC	US Army Corps of Engineers Contractor Quality Control Training	Classroom	Project Managers
OSHA Disaster Worker	OSHA Disaster Worker	Classroom	Managers and Supervisors
Command Center	Command Center	Classroom/Field expedient	All working in Command Center

4.2 DEBRIS OPERATIONS QUALITY CONTROL PROGRAM TRAINING OUTLINE

SDR Disaster Debris Removal Procedures Overview
Quality Control Chain of Command
Debris Eligibility
Non-compliance issues
Ethics
Stewardship of Tax Dollars
Professionalism
QC Site Manager Training
Debris loading
Segregation
Reduction
Disposal sites
Household hazardous waste orientation
HTRW (Hazardous, Toxic and Radiological Waste)

4.3 FIELD OFFICE AND CONTRACT INITIATION TRAINING

Field Office “Go” Boxes
Forms
References
Contract information
Subcontract management
Project Kick off Meeting with Owner
Debris Clearance documentation
TDMS Permits
Truck Certification documentation
Safety Orientation(s)
Debris Removal Documentation

[3] CQC – CONTRACTOR QUALITY CONTROL

4.4 DEBRIS ELIGIBILITY TRAINING MODULE[4]

General

For debris removal to be eligible, the work must be necessary to:

- Eliminate immediate threats of significant damage to improved public or private property
- Ensure the economic recovery of the affected community to the benefit of the community at large
- Mitigate the risk to life and property by removing substantially damaged structures and associated appurtenances as needed to convert property acquired through a FEMA hazard mitigation program to uses compatible with open space, recreation and wetlands management practices.

Examples include:

- Debris removal from a street or highway to allow safe passage of emergency vehicles.
- Debris removal from public property to eliminate health and safety hazards.

Eligibility[5]

Public Assistance funds are available to eligible applicants for debris clearance, removal and disposal operations. Eligible applicants include State and local governments, Indian tribes, and certain private nonprofit organizations. In order to be eligible for FEMA funding, the debris removal work must:

- Be a direct result of a Presidentially declared disaster;
- Occur within the designated disaster area; and
- Be the responsibility of the applicant at the time of the disaster.

In addition, at least one of the following must apply:

- Removal eliminates immediate threats to human lives, public health and safety;
- Removal eliminates immediate threats of significant damage to improved public and private property; and/or
- Removal ensures economic recovery of the affected areas to the benefit of the community-at-large.

Debris located on public property and rights-of-way is eligible. Eligible debris can include downed trees, sand, building wreckage, and damaged personal property.

Generally, debris removal from private property is not eligible under the Public Assistance Program; however, FEMA may approve debris removal from private property on a case-by-case basis when extenuating circumstances exist. Applicants should contact their State Emergency Management officials prior to debris removal for specific eligibility requirements. Debris that threatens private homes may be eligible under FEMA's Individual Assistance Program.

[4] FEMA Report 321 Oct. 2001 p. 28
[5] FEMA Report 327; PAPPG

Emergency Phase Restoration of Access

Our contract with a client may include restoring access to privately owned driveway, road or bridge. This type of work is eligible for the client's reimbursement under the FEMA Public Assistance program in the emergency phase. When this is eligible, this will be briefed as a part of the Incident Action Plan and daily briefing.

4.5 Ethics Training Module[6]

As an employee, you are a direct representative of Southern Disaster Recovery. If you are a sub-contractor, you are a representative of not only your company, but of SDR as well. All personnel performing work on the job are, by extension, representatives of our client. Our company's reputation is important. Your individual ethics and conduct impact our reputation and service to our client. Your decisions matter.

We all are interested in performing the highest quality job possible and preserving the reputation of our client and our company. We all will work to avoid even the appearance of impropriety.

Characteristics of Ethical Conduct

- Work performed should be to the highest craftsmanship possible
- All safety issues are immediately reported to a supervisor
- All real or perceived violations of our company's procedures or policies are immediately reported to a supervisor.
- All real or perceived violations of our contracts are immediately reported to a supervisor.
- Supervisors will identify the issues and work to resolve any violations of our company's procedures, policies or contracts.
- Our Customer Service Plan outlined in the SDR Disaster Procedures is followed.
- Accept no gifts or other like service for work performed outside procedures, policies, contracts or the daily Incident Action Plan
- Make no commitments outside of that the company cannot fulfill. Procedures, policies, contracts and the daily IAPs are guides to our commitments.
- When in doubt, seek advice of a supervisor; if not resolved the Quality Control Manager or Deputy Quality Control Manager should be consulted.

You are expected to seek advice regarding this standard. A duty to report under this standard does not absolve an individual or organization the duty to report under other federal, state or local laws.

SDR EMPLOYEE ACKNOWLEDGEMENT

As an employee of Southern Disaster Recovery (SDR), I agree to adhere to the training received regarding disaster response and debris recovery and removal and ethical conduct.

I acknowledge this ethics training and agree to perform to the standards described herein.

_____ _____

Signature Date

[6] US Office of Government Ethics Standards of Ethical Conduct for Employees of the Executive Branch Oct. 2002 used as reference

TAB 5 - PREVIOUS EXPERIENCE

Past Project References

Project	Date	Total CY/ Tons	Total Dollar Amount	Contact	Brief Description
REFERENCE					
2024 Hurricane Helene Coffee County, Georgia	10/02/2024 – present	3,500,000	$66,500,000.00	Name: Wesley Vickers Title: County Administrator Phone: 912-384-4799 Email: wesley.vickers@coffeecounty-ga.gov Address: 101 South Peterson Ave. Douglas, GA 31533	ROW; Waterway
REFERENCE					
2024 Hurricane Helene Atkinson County, Georgia	10/02/2024 – present	876,223	$15,800,000.00	Name: Nina Lott Title: County Clerk Phone: 912-422-3391 Email: n.lott@atkinson-ga.org Address: 86 Main St. S PO Box 518 Pearson GA 31642	ROW
REFERENCE					
2024 Hurricane Helene Rutherford County, NC	10/03/2024 – present	854,622	$22,500,000.00	Name: Paula Roach Title: Finance Director Phone: 828-287-6348 Email: paula.roach@rutherfordcountync.gov Address: 3040 Hammond Business Place, Raleigh, NC 27603-3666	ROW; Waterway
REFERENCE					
2024 Hurricane Helene Henderson County, NC	10/03/2024 – present	587,716	$24,950,000.00	Name: Marcus Jones Title: County eEngineer Phone: 828-694-6560 Email: mjones@hendersoncountync.gov Address: 1 Historice Courthouse Square, Hendersonville, NC 28792	ROW; PPDR; Waterway
REFERENCE					
2024 Hurricane Helene Town of Biltmore Forest, NC	10/04/2024 – present	504,316	$23,500,000.00	Name: Jonathan Kanipe Title: Town Manager Phone: 828-274-0824 Email: jkanipe@biltmoreforest.org Address: 355 Vanderbilt Rd, Biltmore Forest, NC 28803	ROW; PPDR; Waterway
REFERENCE					
2023 HURRICANE IAN PRIVATE PROPERTY DEBRIS REMOVAL (PPDR), FL Division of Emergency Management, FL	11/03/2022 to 11/3/2023	47,414	$5,968,692.00	Name: Kevin Guthrie Title: Executive Director Phone: 850-298-8250 Email: kevin.guthrie@em.myflorida.com Address: 2555 Shumard Oak Blvd. Tallahassee, Florida 32399	FEMA funding PPDR; TDMS; Titled Property Staging area; multiple waste streams
REFERENCE					
2021-2024 (12) contract activations on North Carolina Department of Public Safety state contract	08/27/2021 to 6/3/2023	116,737	$ 3,538,640.00	Name: Joe Stanton Title: Assistant Director Phone: 919-218-6325 Email: joe.stanton@ncdps.gov Address: 512 North Salisbury Street, Raleigh, NC 27699	12 Projects for Flash Flooding; ROW, FEMA PA Funded ROW & Emerg. Waterway Debris
REFERENCE					
2023 HURRICANE IDALIA Brooks County, GA	09/01/2023 to 11/15/2023	149,640	$3,656,735.00	Name: LaToya Hampton Title: Director of Emergency Services Phone: 229-263-4262 Email: lhampton@brookscountyga.gov Address: 610 S Highland Rd, Quitman, GA 31643	Woody/Veg, C&D, HHW, White Goods Debris Removal Dangerous Leaners/Hangers/Stumps TDMS Operations
REFERENCE					
2023 HURRICANE IDALIA Gilchrist County, FL	09/01/2023 to 11/15/2023	36,923	$839,170.00	Name: Ralph Smith Title: Emergency Management Director Phone: 386-935-5400 Email: rsmith@gilchrist.fl.us Address: 3250 N.U.S. Highway 129 Bell, FL 32619	Woody/Veg, C&D, HHW, White Goods Debris Removal Dangerous Leaners/Hangers/Stumps TDMS Operations
REFERENCE					
2023 GA Tornados/Debris Removal Services; City of Griffin, GA	01/18/2023 to 9/21/2023	303,877	$5,026,760.00	Name: Mariza Eller Title: Director of Public Works Phone: 770-229-6603 Email: meller@cityofgriffin.com Address: 100 South Hill Street, Griffin, GA 30223	Debris Collection / Removal Debris Management FEMA Reimbursement
REFERENCE					
2023 GA Tornados/Debris Removal Services; Spalding County, GA	01/19/2023 to 08/01/2023	487,913	$6,588,294.00	Name: Glenn Polk Title: Emergency Management Director Phone: 770-228-2129 Email: gpolk@spaldingcounty.com Address: 1005 Memorial Drive, Griffin, GA 30223	Debris Collection / Removal Debris Management FEMA Reimbursement
REFERENCE					
2023 GA Tornados/Debris Removal Services; Butts Co, GA	01/21/2023 to 04/11/2023	127,737	$3,002,291.00	Name: Brad Johnson Title: County Manager Phone: 770-775-8200 Email: bjohnson@buttscounty.org Address: 625 West 3rd Street, Jackson, GA 30233	Debris Collection / Removal Debris Management FEMA Reimbursement
REFERENCE					
2021 Tropical Storm Fred/ Flash Flooding; ROW and Emergency Waterway Debris Removal Haywood Co. NC	08/27/2021 to 4/1/2022	78,540	$1.8 million	Name: Kris Boyd Title: Deputy County Manager Phone: 828-507-9081 Email: kris.boyd@haywoodcountync.gov Address: 285 N. Main Street, Waynesville, NC 28786	FEMA PA Funded ROW & Emerg. Waterway Debris Removal
REFERENCE					

Past Project References

Project	Date	Total CY/ Tons	Total Dollar Amount	Contact	Brief Description
2021 Tropical Storm Fred/ Flash Flooding; Emergency Waterway Debris Removal Buncombe Co. NC	09/12/2021 to 11/15/2021	5,095	$231,454.00	Name: Dane Pederson Title: Solid Waste Director Phone: 828-250-5460 Email: dane.pederson@buncombecounty.org Address: 281 Panther Branch Road, Alexander, NC 28701	FEMA PA Funded Emerg. Waterway Debris Removal
REFERENCE					
2021 Creek / Stream Debris Oconee Co. SC	4/22/2021 to 6/19/2021	62,000	$1,575,300.00	Name: Scott Krein Title: Emergency Management Director Phone: 864-638-4200 Email: skrein@oconeesc.com Address: 300 South Church Street Walhalla, SC 29691	Creek/Stream Debris Removal
REFERENCE					
2021 Winter Storm Uri Carter Co. KY	3/4/2021 to 8/17/2021	135,000	$4,272,400.00	Name: Mike Malone Title: Judge/Executive Phone: 606-474-5366 Email: cartercountyky@gmail.com Address: 300 W Main St STE 227, Grayson, KY 41143	Debris Collection / Removal Debris Management FEMA Reimbursement
REFERENCE					
2021 Georgia Tornadoes City of Newnan, GA	3/29/2021 to 8/6/2021	388,000	$5,481,300.00	Name: Ray Norton Title: Public Works Director Phone: 404-606-9140 Email: rnorton@cityofnewnan.org Address: 25 Lagrange St. Newnan, GA 30263	Woody/VEG; C&D; HHW White Goods Debris Removal Dangerous Leaners/Hangers/Stumps TDMS Operations
REFERENCE					
2020 SC TORNADO Oconee Co. SC	4/21/2020 to 6/20/ 2020	491,504	$2,748,000.00	Name: Jeffrey Terry Title: P.E. SCDOT Phone: 803-737-1291 Email: terryjs@scdot.org Address: 955 Park St. Columbia, SC 29202	Debris Collection / Removal Debris Management FEMA Reimbursement
REFERENCE					
2020 Hurricane Zeta White Co, GA	Nov 2020 to Dec 2020	6,200	$107,500.00	Name: David Murphy Title: EM Director Phone: 706-864-9500 Email: dmurphy@whitecounty.net Address: 1241 Helen Hwy Ste 100, Cleveland, GA 30528	Vegetative and C&D Debris Removal
REFERENCE					
2019 Hurricane Dorian Dare County, NC	9/30/2019 to 1/23/2020	111,000	$ 2.05 million	Name: Shanna T. Fullmer Title:Public Works Director Phone: 252-475-5844 Email: shanna@darenc.com Address: 1018 Driftwood Dr. Manteo, NC 27954	Vegetative and C&D Debris Removal
REFERENCE					
2019 Brevard Beach Berm Restoration Brevard Co. FL	10/15/2019 to 4/21/2020	99,841	$ 3.3 million	Name: Mike McGarry Title: Beaches, Boating & Waterways Program Manager Phone: 321-537-1779 Email: mike.mcgarry@brevardfl.com Address: 2725 Judge Fran Jamieson Way Building A, ROOM 219 Viera, FL 32940	Florida shoreline required beach and dune restoration
REFERENCE					
2019 Hurricane Dorian Tyrrell County, NC	10/10/2019 to 12/5/2019	36,070	$648,000.00	Name: David Clegg Title: County Manager Phone: 252-796-1371 Fax: 252-796-1188 Email: dclegg@tyrrellcounty.net Address: 108 S Water Street, Columbia NC 27925	Vegetative and C&D Debris Removal
REFERENCE					
2019 Hurricane Michael Mitchell Co. GA	3/21/2019 to 4/30/2019	43,600	$536,000.00	Name: Clark Harrell Title:County Administrator Phone: 229-276-2672 Email: charrell@crispcounty.com Address: 210 S 7th St., Cordele, GA 31015	Debris & Tree Removal Flood Abatement Environmental Constraints
REFERENCE					
Brevard Beach Berm Restoration	12/4/2017 to 5/30/2018	235,000	$ 7.6 million	Name: Mike McGarry Title: Beaches, Boating & Waterways Program Manager Phone: 321-537-1779 Email: mcgarry@brevardfl.com Address: 2725 Judge Fran Jamieson Way Building A, ROOM 219 Viera, FL 32940	Placed Beach Quality Sand to Restore over 22 miles of Beach
REFERENCE					
2018 Hurricane Florence North Carolina DOT Pamlico Co.&Craven Counties	9/30/2018 to 01/23/2019	150,900	$ 4.3 million	Name: Jeremy Stroud Title: Division 2 Maintenance Engineer Phone: 252-775-6100 Email: jdstroud@ncdot.gov Address: 105 Pactolus Hwy (NC 33) Greenville, NC 27835	Vegetative and C&D Debris Removal
REFERENCE					
2017 Hurricane Irma Macon-Bibb, GA	10/12/2017 to 02/23/2018	97,400	$ 1.9 million	Name: Spencer Hawkins Title: EM Director Phone: 478-832-6301 Email: shawkins@maconbibb.us Address: 700 Poplar St. Macon, GA 31201	Vegetative and C&D Debris Removal
REFERENCE					
				Name: Jeffrey Terry	

Past Project References

Project	Date	Total CY/ Tons	Total Dollar Amount	Contact	Brief Description
2016 Hurricane Matthew South Carolina DOT 4 Counties	10/15/2016 to 03/28/2017	642,000	$ 9.5 million	Title: P.E. SCDOT Phone: 803-737-1291 Email: terryjs@scdot.org Address: 955 Park St. Columbia, SC 29202	Vegetative and C&D Debris Removal
REFERENCE					
2014 Ice Storm Aiken County, SC Aiken, SC - Roads	02/13/2014 to 08/8/2014	1,433,000	$29.8 million	Name: Paul Matthews Title: EMA Director Phone: 803-642-2561 Email: pmatthews@aikencountysc.gov Address: 1930 University PKW Suite 3000 Aiken, SC 29801	Vegetative and C&D Debris Removal
REFERENCE					
2014 Ice Storm Barnwell County, SC SC DOT- Barnwell Co.	02/13/2014 to 07/20/2014	1,000,000	$11.5 million	Name: Roger Riley Title: Director of Emergency Management Phone: 803-541-1001 Email: rriley@barnwellsc.com Address: 57 Wall St. Barnwell, SC 29812	Vegetative and C&D Debris Removal
REFERENCE					
Aiken Co. Facilities, School District, Public Service Authority, Horse Creek water Trail.	02/13/2014 to 08/8/2014	500,000	$6 million	Name: Paul Matthews Title: EMA Director Phone: 803-642-2561 Email: pmatthews@aikencountysc.gov Address: 1930 University PKW Suite 3000 Aiken, SC 29801	Removed and Processed Debris

Disaster Debris

2024-2025 HURRICANE HELENE PROJECT



CLIENT / OWNER

SIMULTANEOUS CONTRACTS WITHIN FOUR STATES（SC, NC, GA, FL AND 35 INDEPENDENT POLITICAL JURISDICTIONS

VALUE

Collected 9,400,000 cubic yards

PROJECT FEATURES

Right of Way Debris Collection
Waterway Debris Removal
Private Property Debris Removal (PPDR)

COMPLETION

2024-2025

PROJECT DESCRIPTION

Right of Way (ROW) Debris Collection



- Collected 9,400,000 cubic yards of debris within 35 jurisdictions.
- Operated within FEMA Public Assistance guidelines.
- Utilized over 530 collection crews.
- Managed 94 Debris Management Sites (DMS).
- Implemented multiple debris processing methods, including air curtain incineration, grinding and mulching, double grinding for horticultural reuse, and conversion into fuel for power plants.
- Employed specialized equipment (Sennebogens) for hazardous tree and limb removal in mountainous terrain in Western North Carolina.
- Removed misplaced sand, silt, and dirt deposits.
- Ensured weekly subcontractor payments, with a payroll exceeding $5 million.
- Executed extensive traffic control (MOT) techniques on high-traffic roadways and challenging mountainous terrain.
- Held weekly status meetings with FEMA and State Emergency Management personnel.

Waterway Debris Removal



- Conducted debris removal across 11 jurisdictions in North Carolina and Georgia.
- Utilized drone technology for FEMA and EHP permitting and the production of programmatic surveys.
- Obtained and managed (ROEs) rights of entry for property adjoining the waterways.
- Deployed specialized equipment, including Sennebogens, skidders, marine equipment, and low-impact mini excavators, particularly in mountainous areas.
- Cleared debris from over 1,200 miles of stream banks, tributaries, and major rivers.
- Managed debris categories including vegetative, construction and demolition materials, vehicles, vessels, and hazardous household waste.
- Operated over 50 DMS (debris management sites) dedicated to waterway debris removal.

Private Property Debris Removal (PPDR)

- Provided PPDR services to several thousand homes across multiple jurisdictions in Western North Carolina.
- Assisted residents unable to move debris from private property to the public ROW by securing Rights of Entry (ROE) agreements.
- Ensured indemnification for local, state, and federal governmental agencies through homeowner agreements.
- Conducted initial property surveys to outline work scope, property boundaries, utility locations, and sewer outlets.
- Utilized low-impact specialized equipment to minimize property damage.



Safety Management

- Led by an experienced safety professional, SDR maintained a rigorous safety agenda.
- Conducted detailed Job Safety Analyses (JSA) before each assignment to assess and mitigate risks.
- Developed specific safety policies and procedures pertaining to removal of tree debris impacting homes and structures.
- Promoted total team involvement with safety as the primary operational priority.

Financing, Bonding, and Management

- Maintained consistent weekly payments to subcontractors despite unpredictable payment schedules from contracting jurisdictions.
- Managed a weekly subcontractor payroll exceeding $5 million.
- Ensured robust cash management strategies.
- Provided 100% Payment and Performance bonding for the estimated contract value.
- Never failed to meet financial obligations, including timely payments to subcontractors and employees.

Contract Summary

- SDR successfully executed large-scale debris management across four states and 35 independent jurisdictions.
- The project encompassed ROW debris collection, waterway debris removal, and private property debris removal.
- Utilized cutting-edge technology and specialized equipment to ensure efficiency and compliance with FEMA guidelines.
- Prioritized safety, financial integrity, and operational excellence throughout the project.
- Delivered results with unwavering commitment to subcontractor support and environmental stewardship

HURRICANE IAN
STATE OF FLORIDA
PRIVATE PROPERTY DEBRIS REMOVAL (PPDR)
LEE COUNTY, FL
DIVISION OF EMERGENCY MANAGEMENT, FL



CLIENT / OWNER

State of Florida; Division of Emergency Management

VALUE

$5,968,692.00
47,414 CY

PROJECT FEATURES

FEMA funding PPDR; TDMS; Titled Property Staging area; multiple waste streams

COMPLETION

Nov 30. 2022- Nov 3. 2023

REFERENCE

Kevin Guthrie
Executive Director
850-298-8250
kevin.guthrie@em.myflorida.com
2555 Shumard Oak Blvd.
Tallahassee, Florida 32399

KEY STAFF ASSIGNED TO PROJECT

Alvie McClaran-Project Manager
Sonny Sims – Project manager

PROJECT DESCRIPTION

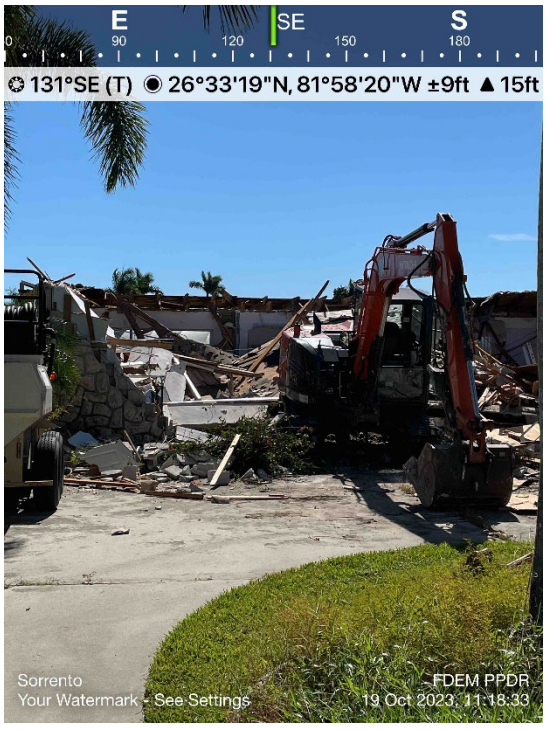
Hurricane Ian made landfall in Southwest Florida producing catastrophic storm surge and wind damage in Lee and Charlotte County, Florida.

SDR was awarded an emergency contract by the State of Florida (Division of Emergency Management) to conduct Private Property Debris Removal in North Fort Myers and the City of Cape Coral. The scope of work entailed woody, vegetative material; construction & demolition material; vessels and other titled property; household hazardous wastes, white goods and structure demolitions.

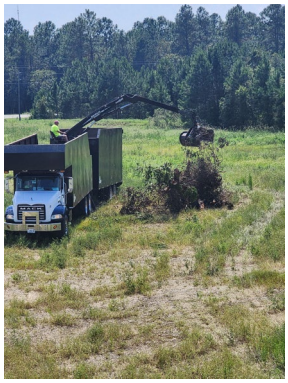
SDR had approximately 520 properties with completed Rights of Entry agreements to assess, develop debris management strategies and remove the debris.

The operation necessitated the removal of 35 Vessels that were “upland”; many of which were perched on lawns, seawalls, docks and against buildings. Vessels were stabilized, hauled, staged (as needed) and after a proper period, crushed and disposed of.

There were 23 properties where total demolitions necessitating SDR to obtain permits, coordinate with utility providers, disconnect utilities, demolish the structure and slabs, load/haul material to the TDMS or final disposal and restore properties per the local building code.



2023 HURRICANE IDALIA
WOODY/VEG, C&D, HHW, WHITE GOODS DEBRIS REMOVAL
DANGEROUS LEANERS/HANGERS/STUMPS
TDMS OPERATIONS



CLIENT / OWNER

Gilchrist County, FL
Brooks County, GA
Clinch County, GA

VALUE

$5,163,535.00
CY: 210,553

PROJECT FEATURES

Debris Removal
Debris Management
FEMA PA Reimbursement

COMPLETION

Sep.1,2023 – Nov. 15, 2023

REFERENCE

Gilchrist County, FL
Ralph Smith/EMD
386.935.5400/Cell 352.317.1076
rsmith@gilchrist.flus
3250 N.U.S. Highway 129
Bell, FL 32619
Brooks County, GA
Jessica J. McKinney/Co. ADMIN
229.560.2967
jmckinney@brookscountyga.gov

KEY STAFF ASSIGNED TO PROJECT

Sonny Sims – Project Manager

PROJECT DESCRIPTION

Hurricane Idalia was a late August, western Caribbean tropical system that threatened the entire western peninsular Florida and the Big Bend Florida. SDR pre-staged Project Managers all along the projected impact area from the Tampa Bay region to Big Bend Florida and Southern Georgia.

Hurricane Idalia made landfall as a Category 3 (Major) hurricane in Big Bend Florida and quickly moved NE through southern GA.

Storm impacts and consequences resulted in home and business damage; some destroyed, many with major damage from high winds and flooding. Extensive tree damage resulted in blocked roadways, electrical distribution and transmission line damage and additional home/business damage.

SDR was in place with our pre-event contract in Gilchrist County, FL and because of past years' training and exercises, we moved seamlessly with the County response and recovery. SDR provided emergency resources to Books County, GA and Clinch County, GA. Crews initially worked to "make safe" the transportation corridors and then begin the task of debris removal and the recovery process.

SDR's Project Managers and Quality Assurance Director established debris removal operations consistent with contractual and FEMA PA requirements. SDR's Quality Assurance Director provided continual information and briefings to senior appointed officials to support the Counties' positioning for FEMA PA reimbursement.

PROJECT HIGHLIGHTS

Throughout this two-month FEMA (PA)-funded debris removal and disposal project, SDR utilized:

- 12 Bucket Trucks
- 14 Self-Loaders (doubles)
- 4 Skidsteers
- 3 Horizontal Grinders



2023 GEORGIA TORNADOES
WOODY/VEG, C&D, HHW, WHITE GOODS DEBRIS REMOVAL
DANGEROUS LEANERS/HANGERS/STUMPS
TDMS OPERATIONS
UTILITY ROW DEBRIS REMOVAL



CLIENT / OWNER

Butts County, GA
Spalding County, GA
City of Griffin, GA

VALUE

$14,617,344.00
CY: 919,527

PROJECT FEATURES

Debris Removal
Debris Management
FEMA PA Reimbursement

COMPLETION

Jan. 18,2023 – Sep. 1, 2023

REFERENCE

Spalding County, GA
Glenn Polk/EMD
770-228-2129
gpolk@spaldingcounty.com
City of Griffin, GA
Mariza Eller/Public Works Director
770-229-6603
meller@cityofgriffin.com

KEY STAFF ASSIGNED TO PROJECT

Chris Johnson – Project manager

PROJECT DESCRIPTION

An early-season tornado outbreak impacted the Southeastern United States on January 12, 2023. The result of a mid-level trough moving through, moisture and the presence of a strong low level jet aided in the development of numerous severe and tornadic thunderstorms. The National Weather Service confirmed 2 Tornados in Spalding County, GA (an EF-3 and an EF-2). The EF-2 hit the northern side of the City of Griffin.

Storm impacts and consequences resulted in tremendous home and business damage; some destroyed, many with major damage. Extensive tree damage resulted in blocked roadways, electrical distribution and transmission line damage and additional home/business damage.

SDR responded immediately to support our pre-event contract in Butts County, GA and provide emergency resources to Spalding County, GA and the City of Griffin, GA. Crews initially worked to “make safe” the transportation corridors and then begin the task of debris removal and the recovery process.

SDR implemented our Daily Incident Action Planning in conjunction with the impacted communities as an important quality control feature to make best use of resources in the impacted areas. We continued with ongoing updates to ensure contractual and FEMA Public Assistance program compliance.

PROJECT HIGHLIGHTS

Throughout this FEMA (PA)-funded debris removal and disposal project, SDR utilized:

- 22 Bucket Trucks
- 28 Self-Loaders
- 12 Skidsteers
- 4 Horizontal Grinders



2021 GEORGIA TORNADOES
WOODY/VEG, C&D, HHW, WHITE GOODS DEBRIS REMOVAL
DANGEROUS LEANERS/HANGERS/STUMPS
TDMS OPERATIONS



CLIENT / OWNER

City of Newnan, Georgia

VALUE

$5,481,300
CY: 388,000

PROJECT FEATURES

Debris Removal
Debris Management
FEMA PA Reimbursement

COMPLETION

Mar. 9, 2021 – Aug. 6, 2021

REFERENCE

City of Newnan, GA
Ray Norton
Public Works Director
morton@cityofnewnan.org
404.606.8140
25 Lagrange St.,
Newnan, GA 30263

KEY STAFF ASSIGNED TO PROJECT

Sonny Sims – Project manager

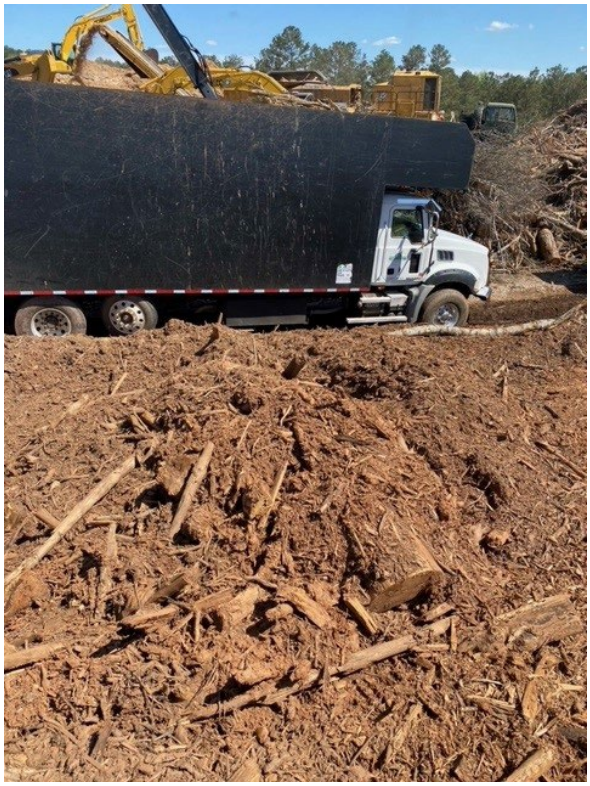
PROJECT DESCRIPTION

Southeastern U.S. tornadoes produced F3 and F4 tornadoes, one of which hit Newnan, Georgia (an Atlanta suburb). The tornado storm system destroyed homes and caused major home and infrastructure damage to over 40% of the community. SDR responded rapidly to support the city of Newnan's disaster response and recovery efforts. Initial emergency clearance efforts were geared toward opening roadways for passage of public safety vehicles and other infrastructure restoration crews. The disaster debris removal was initiated immediately after the emergency phase to start early disaster recovery efforts for the community. SDR's contract with the city of Newnan including disaster debris removal of numerous waste streams (woody, vegetative, C&D, HHW, white goods/appliances, etc.) as well as removal of dangerous leaners, hangers and stumps. Woody, vegetative debris was reduced by grinding and then hauled for beneficial re-use after Georgia tornadoes in 2021.

PROJECT HIGHLIGHTS

Throughout this two-month FEMA (PA)-funded debris removal and disposal project, SDR utilized:

- 14 Bucket Trucks
- 23 Self-Loaders
- 11 Skidsteers
- 2 Horizontal Grinders



Disaster Debris

2021 WINTER STORM URI
DEBRIS REMOVAL
CARTER CO, KY





CLIENT / OWNER

Carter County, KY

VALUE

$ 4,272,400

CY: 135,000

PROJECT FEATURES

Debris Removal (Veg.)
Hazardous Tree Removal
TDMS Mgmt. and Burning
Ash Haul-out
FEMA PA Reimbursement

COMPLETION

Mar. 4, 2021 – Aug. 17, 2021

REFERENCE

Mike Malone
Judge/Executive
Carter Co, KY
cartercountyky@gmail.com
606.474.5366 (work)
300 W. Main St, Ste. 227
Grayson, KY 41143

KEY STAFF ASSIGNED TO PROJECT

Roger Dail – Sr. project manager
Chris Johnson – Sr. project manager

PROJECT DESCRIPTION

A winter storm in southeastern United States caused severe icing conditions in eastern Kentucky. Carter County, along with many other eastern Kentucky counties, found themselves in a disaster situation with iced over roads and crippling ice that brought trees and power lines down.

SDR was immediately put to work to support restoring access to the roadway system and thus support the community's recovery.

SDR assigned a project manager, project superintendents and safety officers and deployed over 107 crews over the life of the project. Crews hauled 135,000 CY of storm debris and removed over 28,000 dangerous leaning trees or hangers.

PROJECT HIGHLIGHTS

Throughout this six-month debris collection and disposal project, SDR utilized:

- 23 Bucket Trucks
- 84 Self-Loaders
- Skidsteer Loaders
- 4 Trackhoes

TAB 6 - FINANCIAL CAPABILITY

February 21, 2025

To Whom It May Concern:

SDR's 2023 Reviewed Financial statements attached.

During its twelve-year history, SDR has maintained all deposit accounts and loan obligations with no exceptions. SDR has established a strong relationship with HomeTrust Bank and has partnered with Disaster Relief Strategies to provide a high level of financing for project needs.

SDR has the financial strength to mobilize, manage, sustain, and finance multimillion-dollar projects without interference or a slow-down in the work. In fact, due to SDR's financial strength and strong banking relationships, **in 2021 SDR funded a disaster debris removal project exceeding $18 million for over 275 days before any progress payments were received**. During this time SDR's crews worked until the project was complete with no interruption to the debris removal efforts, and SDR paid all its financial obligations on time.

SDR has the financial capacity to respond to a disaster debris removal project of any size.

Sincerely,

Jon D. Jezowski
Controller
Office: 864-469-9776
Fax: 864-469-9642
93 Sonia Drive, Greer SC 29650

World Wide Bonding Agency
2846 William Street, Buffalo, NY 14227
888- 681-7685 Fax 681-7683
Wwbagency.com

03/13/2025

Southern Disaster Recovery, LLC.
93 Sonia Drive
Greer, SC 29650

ATTN: Bond Capability Letter

Please let this letter serve as confirmation that Southern Disaster Recovery, LLC has surety bond capacity of $100,000,000 aggregate job limit with Markel Insurance Company.

Our final decision will be based upon satisfactory review of contract documents, evidence of financing for the work and our overall financial review of Southern Disaster Recovery, LLC at the time the bonds are required.

Southern Disaster Recovery, LLC has continually demonstrated the ability to deliver projects on time and within budget. We have the utmost confidence in their management and project delivery; thereby, highly recommend Southern Disaster Recovery, LLC

This is neither consent of surety nor a bid bond and we assume no liability to you or any other third party if for any reason we decline to execute a bond for Southern Disaster Recovery, LLC. This letter is not to be used as a prequalification factor for any type of subcontractor default insurance.

If you have any questions regarding this account, please do not hesitate to call (888) 681-7685.

Sincerely,

Gary Cardinale, President / Attorney-In-Fact Markel Insurance Company
World Wide Bonding Agency
Cell Phone: (716)-583-3968
PH: 888-681-7685 - Fax: 716-681-7683
gary@wwbagency.com

HomeTrust Bank

February 21, 2025

To Whom it May Concern:

Southern Disaster Recovery, LLC established an active banking relationship with HomeTrust Bank in November 2023, consisting of a corporate deposit account with low-7 figures, a secured line of credit in the amount of mid-8 figures, and other banking services.

All accounts are in good standing and are managed in a full satisfactory manner.

If you need additional information, please contact me.

Sincerely,

Robert Moore

Robert Moore
Senior Vice President
Senior Commercial Relationship Manager
HomeTrust Bank
499 Woodruff Rd
Greenville, SC 29607
(864) 680-7450

Confidential

SOUTHERN DISASTER RECOVERY, LLC

FINANCIAL STATEMENTS

As of December 31, 2023 and for the Period January 1, 2023 through June 30, 2023 (Unit Redemption) and the Period July 1, 2023 through December 31, 2023

And Independent Accountant's Review Report

Cherry Bekaert LLP
Your Guide Forward

SOUTHERN DISASTER RECOVERY, LLC
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Statements of Changes in Members' Equity 4
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Cherry Bekaert LLP
Your Guide Forward

Confidential

Independent Accountant's Review Report

To the Members
Southern Disaster Recovery, LLC
Greer, South Carolina

We have reviewed the accompanying financial statements of Southern Disaster Recovery, LLC (the "Company"), which comprise the balance sheet as of December 31, 2023, and the related statements of operations, changes in members' equity, and cash flows for the period January 1, 2023 through June 30, 2023 (unit redemption date) and the related notes to the financial statements. We have also reviewed the accompanying statements of operations, changes in members' equity, and cash flows for the period July 1, 2023 through December 31, 2023, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Cherry Bekaert LLP

Greenville, South Carolina
April 26, 2024

SOUTHERN DISASTER RECOVERY, LLC
BALANCE SHEET

DECEMBER 31, 2023
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

Confidential

ASSETS		
Current Assets:		
Cash	$	356,377
Accounts receivable		4,001,274
Other receivables		4,497
Prepaid expenses		120,946
Total Current Assets		4,483,094
Long-Term Assets:		
Intangibles, net of accumulated amortization		18,911,665
Total Assets	$	23,394,759
LIABILITIES AND MEMBERS' EQUITY		
Current Liabilities:		
Accounts payable	$	986,062
Accrued expenses		130,332
Accrued distributions		25,754
Line of credit		2,625,000
Note payable, current portion		1,000,000
Total Current Liabilities		4,767,148
Long-Term Liabilities:		
Notes payable, net of current portion		2,000,000
Due to related party		7,888,942
Total Long-Term Liabilities		9,888,942
Total Liabilities		14,656,090
Members' Equity		8,738,669
Total Liabilities and Members' Equity	$	23,394,759

The accompanying notes to the financial statements are an integral part of these statements.

SOUTHERN DISASTER RECOVERY, LLC
STATEMENT OF OPERATIONS

PERIOD JANUARY 1, 2023 THROUGH JUNE 30, 2023 (UNIT REDEMPTION)
AND PERIOD JULY 1, 2023 THROUGH DECEMBER 31, 2023
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

Confidential

	July 1, 2023 through December 31, 2023	January 1, 2023 through June 30, 2023
Revenue	$ 6,991,122	$ 20,358,219
Costs of revenue	5,135,353	14,912,035
Gross Profit	1,855,769	5,446,184
General and administrative	2,670,641	1,692,008
(Loss) Income from Operations	(814,872)	3,754,176
Other Income (Expense):		
Interest income	1,438	402,343
Miscellaneous income	15,515	15,728
Interest expense	(169,701)	-
Other income	17,755	22
Total Other (Expense) Income	(134,993)	418,093
Net (Loss) Income	$ (949,865)	$ 4,172,269

The accompanying notes to the financial statements are an integral part of these statements.

SOUTHERN DISASTER RECOVERY, LLC
STATEMENT OF CHANGES IN MEMBERS' EQUITY

PERIOD JANUARY 1, 2023 THROUGH JUNE 30, 2023 (UNIT REDEMPTION)
AND PERIOD JULY 1, 2023 THROUGH DECEMBER 31, 2023
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

Confidential

	Members' Equity
Balance, January 1, 2023	$ 13,452,993
Net income	4,172,269
Members' distributions	(17,532,277)
Balance, June 30, 2023	$ 92,985
Balance, July 1, 2023	$ 10,000,000
Net loss	(949,865)
Members' distributions	(311,466)
Balance, December 31, 2023	$ 8,738,669

The accompanying notes to the financial statements are an integral part of these statements.

SOUTHERN DISASTER RECOVERY, LLC
STATEMENT OF CASH FLOWS

PERIOD JANUARY 1, 2023 THROUGH JUNE 30, 2023 (UNIT REDEMPTION)
AND PERIOD JULY 1, 2023 THROUGH DECEMBER 31, 2023
(SEE INDEPENDENT ACCOUNTANT'S REVIEW REPORT)

Confidential

	July 1, 2023 through December 31, 2023	January 1, 2023 through June 30, 2023
Cash flows from operating activities:		
Net (loss) income	$ (949,865)	$ 4,172,269
Adjustments to reconcile net income to net cash flows from operating activities:		
Amortization	995,350	-
Changes in operating assets and liabilities:		
Accounts receivable	(876,079)	2,066,339
Other receivables	(4,497)	120,987
Prepaid expenses	(80,248)	80,436
Other assets	-	400
Accounts payable	(1,816,921)	(657,163)
Accrued expenses	(1,224,668)	740,125
Accrued retirement plan	-	(36,000)
Net cash flows from operating activities	(3,956,928)	6,487,393
Cash flows from investing activities:		
Unit redemption, net of cash assumed	(1,914,925)	-
Proceeds from sale of marketable securities	-	311,334
Net cash flows from investing activities	(1,914,925)	311,334
Cash flows from financing activities:		
Payment on member payable	-	(208,000)
Proceeds from due to related parties	888,942	-
Proceeds from notes payable	3,000,000	
Proceeds on line of credit, net	2,625,000	-
Member distributions	(285,712)	(5,713,810)
Net cash flows from financing activities	6,228,230	(5,921,810)
Net change in cash	356,377	876,917
Cash, beginning of period/year	-	208,158
Cash, end of year	$ 356,377	$ 1,085,075
Supplemental disclosures of cash flow information:		
Cash paid for interest	$ 169,701	$ -
Supplemental disclosure of noncash transactions:		
Member taxes accrued for distribution	$ 25,754	$ -
Debt incurred for redemption	$ 7,000,000	$ -
Non-cash equity rollover	$ 10,000,000	$ -
Receivables distributed to members	$ -	$ 12,108,467

The accompanying notes to the financial statements are an integral part of these statements.

Confidential

Note 1—Organization

Southern Disaster Recovery, LLC (the "Company") is a rapid-response contractor specializing in environmental response and disaster recovery to commercial enterprises and all levels of governmental entities. The Company offers guidance in formulating debris management plans, training clients in debris disaster recovery, and managing debris recovery operations, including response, demolition, collection, reduction, and final disposal.

Note 2—Summary of significant accounting policies

Basis of Accounting – The Company's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"). The Financial Accounting Standards Board ("FASB") has established the Accounting Standards Codification ("ASC") as the single source of authoritative accounting principles to be applied to the preparation of financial statements in accordance with U.S. GAAP.

Revenue and Cost Recognition – The Company utilizes the provisions of FASB ASC Topic 606, *Revenue from Contracts with Customers.* The Company enters into contracts with customers that specify the rates charged for providing certain services to the customer with payment terms of 30 days. Each service is considered a performance obligation and is satisfied upon the completion of the service. The Company also enters into separate contracts with subcontractors for debris removal. These contracts specify rates charged based on cubic yards of debris removed from a specified site. Third party, independent monitors track the cubic yards of debris delivered to the waste disposal site. Revenue is recognized at a point in time when the debris has been delivered and all services have been rendered.

From time to time, the Company will enter into a fixed-price contract. Revenue is recognized over time using the percentage of completion method (cost-to-cost input approach), measured by the percentage of costs incurred to date to the total estimated costs for each contract. Revenue recognition commences only after contract progress reaches a state whereby experience is sufficient to estimate a profit on the contract. At the time a loss on a contract becomes known, the entire amount of the estimated loss is recognized.

For the period January 1, 2023 through June 30, 2023 and the period July 1, 2023 (unit redemption) through December 31, 2023, the Company had no revenues recognized over a period of time.

Contract costs include all direct material, labor and employee benefit costs, and certain indirect costs related to contract performance, such as indirect labor, equipment rentals, insurance, and tools. Selling, general, and administrative costs are expensed as incurred. Changes in job performance, job conditions, and estimated profitability may result in revisions to costs and revenues and are recognized in the period in which the revisions are determined.

Cash and Cash Equivalents – The Company considers all cash and short-term investments with a maturity of three months or less when acquired to be cash and cash equivalents. At December 31, 2023, the Company held no cash equivalents.

Accounts Receivable – Accounts receivable consist of trade receivables stated at cost. The Company reviews receivables on a periodic basis and considers accounts delinquent after 90 days. The Company has not recorded an allowance for doubtful accounts as of December 31, 2023, as management believes all such amounts are collectible.

Prepaid Expenses – Prepaid expenses consist of amounts paid in advance by the Company for services that have not yet been provided to the Company. These prepaid expenses consist of insurance premiums, bond premiums, and other miscellaneous expenses paid by the Company for services that will be rendered after December 31, 2023.

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Note 2—Summary of significant accounting policies (continued)

Intangible Assets – The Company has applied the standards under ASC 805-20, *Business Combinations (Topic 805)*, related to the transaction described in Note 4. Under this standard, separately identifiable intangible assets are recorded based upon their fair values. Under the accounting alternative for business combinations, the valuation of certain customer related intangibles are no longer required for qualifying businesses and can be, instead, subsumed into goodwill. The Company amortizes goodwill on a straight-line basis over the useful life of the goodwill, determined to be 10 years, in accordance with FASB Accounting Standards Update ("ASU") 2014-02, *Accounting for Goodwill, a Consensus of the Private Company Counsel (Topic 350)*. The remaining intangible relates to the Company's trade name and is amortized over its estimated useful life of 10 years. The Company also adopted ASU 2021-03, under which impairment is assessed at the end of the reporting period. No indicators of impairment were identified as of December 31, 2023 (see Notes 4 and 5).

Accounts Payable – Accounts payable consist of amounts due to various subcontractors and vendors for services provided in the ordinary course of business.

Treasury Units – When units recognized as equity are repurchased, the amount of the consideration paid, which includes directly attributable costs, is recognized as a deduction from equity. Repurchased units are classified as treasury units and are presented net with members' equity. When treasury units are sold or reissued subsequently, the amount received is recognized as an increase in equity and the resulting surplus or deficit on the transaction is presented within unit premium. Treasury units are carried at cost.

Income Taxes – The Company is not directly subject to federal and state income taxes. Instead, the members are liable for individual federal and state income taxes on their respective share of taxable income. Management has evaluated all other tax positions that could have a significant effect on the financial statements and determined the Company had no uncertain income tax positions at December 31, 2023. The Company paid certain taxes on behalf of its members and presents within distributions.

Advertising Costs – The Company expenses advertising costs as they are incurred. Advertising costs totaled $4,093 and $2,009 for the period July 1, 2023 (unit redemption) through December 31, 2023 and for the period January 1, 2023 through June 30, 2023, respectively, and are included in general and administrative expenses on the statements of operations.

Concentrations – For the period July 1, 2023 (unit redemption) through December 31, 2023, the Company's four largest customers accounted for approximately 84% of the Company's total revenue for that period. These customers also represented approximately 91% of gross accounts receivable at December 31, 2023. For the period January 1, 2023 through June 30, 2023, the Company's four largest customers accounted for approximately 93% of the Company's total revenue for that period.

For the period July 1, 2023 (unit redemption) through December 31, 2023, the Company's four largest vendors accounted for approximately 67% of purchases and 66% of total accounts payable at December 31, 2023. For the period January 1, 2023 through June 30, 2023, the Company's three largest vendors accounted for approximately 73% of the Company's total revenue for that period.

Use of Estimates – The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the amounts reported in the financial statements and the accompanying notes. Actual results could differ from those estimates and those differences may be material. Management believes the estimates used in the financial statements are reasonable based on the information currently available.

Distributions to Members – As described in the Company's Operating Agreement (the "Agreement") dated September 30, 2015 and restated as of June 30, 2023, distributions shall be made to members at the discretion of the managing members of the Company, as defined in the Agreement. Distributions to members shall be paid in accordance with the allocation of membership interests, subject to certain terms and restrictions as defined in the Agreement.

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Note 2—Summary of significant accounting policies (continued)

Change in Accounting Principle and Adoption of New Accounting Pronouncements – In June 2016, FASB issued ASU 2016-13, *Financial Instruments – Credit Losses (Topic 326)*, and subsequently related amendments (ASU 2018-19, ASU 2019-04, ASU 2019-05, ASU 2019-10, ASU 2019-11, and ASU 2022-02). This guidance replaces the existing incurred loss impairment guidance and establishes a single allowance framework for financial assets carried at amortized cost based on expected credit losses. The estimate of expected credit losses requires the incorporation of historical information, current conditions, and reasonable and supportable forecasts. The Company adopted this new accounting standard effective January 1, 2023 and all of the related amendments using the modified retrospective method. The Company applied the new credit loss standard to its trade accounts receivables. There was no significant impact to the Company's financial position or operating results for the current period due to this standard update.

Note 3—Cash risk of loss

The Company places its cash and cash equivalents on deposit with financial institutions in the United States. The Federal Deposit Insurance Corporation covers $250,000 for substantially all depository accounts. The Company from time to time may have amounts on deposit in excess of the insured limits. At December 31, 2023, the Company had $547,825 which exceeded these insured amounts.

Note 4—Membership unit redemption transaction

Effective June 30, 2023, the Members executed a Membership Unit Redemption Agreement (the "Agreement") whereby the Company repurchased 475,000 of the 950,000 outstanding membership units for $10,000,000. The repurchased units were classified as treasury units and may be cancelled or reissued upon member approval. The transaction met the change of control requirements under U.S. GAAP. Under such transactions, U.S. GAAP requires the recognition of the assets and liabilities at their fair values as of the date of the transaction. The following table summarizes the fair value of the identifiable assets acquired and liabilities assumed at the redemption date:

Cash and cash equivalents	$ 1,085,075
Accounts receivable	3,125,195
Prepaid expenses	40,698
Tradename	1,343,000
Goodwill	18,564,015
Accounts payable	(2,802,983)
Accrued wages	(719,381)
Other liabilities	(187,633)
Billings in excess of costs and estimated earnings	(447,986)
Purchase price	$ 20,000,000

The fair value of the consideration is as follows:

Cash	$ 3,000,000
Debt acquired	7,000,000
Rollover equity	10,000,000
Total fair value of consideration	$ 20,000,000

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Note 5—Intangibles

As a result of the transactions disclosed in Note 4, the Company held the following intangible assets at December 31, 2023:

	Goodwill	Trade Name	Accumulated Amortization	Net Intangibles
July 1, 2023	$ 18,564,015	$ 1,343,000	$ -	$ 19,907,015
Current period amortization	-	-	(995,350)	(995,350)
December 31, 2023	$ 18,564,015	$ 1,343,000	$ (995,350)	$ 18,911,665

The estimated amortization expense expected to be charged to income over the next five years and, thereafter, is as follows:

2024	$ 1,990,700
2025	1,990,700
2026	1,990,700
2027	1,990,700
2028	1,990,700
Thereafter	8,958,165
	$ 18,911,665

Note 6—Line of credit

In November 2023, the Company executed a line of credit agreement with a bank that allowed for maximum borrowings up to $5,000,000 with a variable interest of the highest prime rate published by the Wall Street Journal plus .75% (9.25% as of December 31, 2023). Interest is payable monthly, and all outstanding principal is due on November 27, 2024. At December 31, 2023, availability amounted to $564,004. All outstanding balances are collateralized by the assets of the Company, and are personally guaranteed by the members. Furthermore, the line of credit agreement is subject to both financial and nonfinancial covenants. Total interest expense amounted to $9,674 for the period July 1, 2023 (stock redemption) through December 31, 2023.

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Note 7—Notes payable

Notes payable consist of the following at December 31, 2023:

Note payable to former member in the original amount of $4,000,000, principal is due upon the earlier of collection of certain receivables or $1,000,000 annually through July 2026, interest is payable monthly at the greater of the prime rate or of 6% (8.25% at July 31, 2023), collateralized by a personal guarantee of an existing member and the equity of the Company. This note was fully satisfied during the period July 1, 2023 (unit redemption) through December 31, 2023.	$ -
Note payable to former member in the original amount of $3,000,000, principal is due in annual payments of $1,000,000 through July 2026, interest is payable monthly at the greater of the prime rate or of 6% (8.50% at December 31, 2023), collateralized by a personal guarantee of an existing member and the equity of the Company.	3,000,000
	3,000,000
Less current maturities	(1,000,000)
	$ 2,000,000

As of December 31, 2023, future maturities were as follows:

2024	$ 1,000,000
2025	1,000,000
2026	1,000,000
	$ 3,000,000

Total interest expense amounted to $160,027 for the period July 1, 2023 (unit redemption) through December 31, 2023.

Note 8—Retirement plan

The Company maintains a profit-sharing plan under Section 401(k) of the Internal Revenue Code for all employees who have completed the eligibility requirements stated within the Plan document. Plan contribution expense totaled $37,389 and $13,112 for the period July 1, 2023 (stock redemption) through December 31, 2023 and for the period January 1, 2023 through June 30, 2023, respectively.

Note 9—Related party transactions

The Company is obligated to a current member in the amount of $7,888,942. This arrangement is uncollateralized, verbal, bears no interest, and is due on demand. The individual has assured the Company they do not intend to seek repayment during the next twelve months.

Note 10—Leases

The Company rents office space under a verbal month-to-month lease agreement. In addition, various equipment is rented on a daily or monthly basis based on current open customer projects. These leases qualify for short-term treatment under ASC 842, *Leases*, and are expensed as incurred.

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Note 11—Commitments and contingencies

The Company is from time to time subject to various claims, legal actions, and other matters arising out of the normal conduct of the Company's operations. Based on prior experience and available information, the Company does not anticipate any lawsuits to be material to the financial statements.

Note 12—Subsequent events

The Company has evaluated subsequent events through April 26, 2024, the date which the financial statements were available to be issued.

TAB 7 - PROJECT COST

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$7.25	3,940,000	$28,565,000.00
16-30 miles	$7.40	500,000	$3,700,000.00
31-60 miles	$7.50	50,000	$375,000.00
61+ miles	$7.55	10,000	$75,500.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$7.30	50,000	$365,000.00
16-30 miles	$7.50	700,000	$5,250,000.00
31-60 miles	$7.95	700,000	$5,565,000.00
61+ miles	$8.66	50,000	$433,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$24.00	10,000	$240,000.00
16-30 miles	$26.00	90,000	$2,340,000.00

31-60 miles	$26.75	90,000	$2,407,500.00
61+ miles	$27.00	10,000	$270,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$24.00	10,000	$240,000.00
16-30 miles	$26.00	90,000	$2,340,000.00
31-60 miles	$26.75	90,000	$2,407,500.00
61+ miles	$27.00	10,000	$270,000.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$3.35	4,400,000	$14,740,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.48	50,000	$174,000.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$2.48	50,000	$124,000.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$4.85	100,000	$485,000.00
16-30 miles	$6.68	450,000	$3,006,000.00
31-60 miles	$7.70	450,000	$3,465,000.00
61+ miles	$8.95	120,500	$1,078,475.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	$125.00	200	$25,000.00
13” to 24” diameter	$300.00	500	$150,000.00
25” to 36” diameter	$425.00	200	$85,000.00
37” to 48” diameter	$625.00	100	$62,500.00
49” and larger diameter	$800.00	50	$40,000.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$275.00	100	$27,500.00
37" to 48" diameter	$345.00	50	$17,250.00
49" and larger diameter	$525.00	50	$26,250.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound		$7.25	

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$74.00	500	$37,000.00
All other white goods	$49.00	500	$24,500.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$58.00	500	$29,000.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$1.75	950	$1,662.50
Large animals more than 101 pounds	$2.25	50	$112.50
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY * $125.00	Estimated Total Units	TOTAL $1,250,000.00	* From the Water
Cubic yard	** $78.00	10,000	$780,000.00	** From the Land

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$69.50	1000	$69,500.00

EXHIBIT "A" Price Proposal **PROPOSER:** Southern Disaster Recovery, LLC

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES
FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: 05/06/2025

Name: Al McClaran	Address: 93 Sonia Drive
Title: CEO	City: Greer, SC 29650 State: SC
Telephone: 864-469-9776	Fax: 864-469-9642
Email: al@gosdr.com	

TAB 8 - BUSINESS STRUCTURE & PROFESSIONAL REGISTRATION CERTIFICATES

State of Florida
Department of State

I certify from the records of this office that SOUTHERN DISASTER RECOVERY, LLC is a South Carolina limited liability company authorized to transact business in the State of Florida, qualified on May 30, 2017.

The document number of this limited liability company is M17000004656.

I further certify that said limited liability company has paid all fees due this office through December 31, 2025, that its most recent annual report was filed on February 24, 2025, and that its status is active.

I further certify that said limited liability company 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 March, 2025

Secretary of State

Tracking Number: 7582888317CU

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

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

COLLECT. VERIFY. CONNECT.

Certificate of ISNetworld® Membership

Southern Disaster Recovery, LLC

319 Garlington Rd Ste C7 | Greenville, South Carolina 29615

ISN ID Number: 400-630719

A member of ISNetworld since August 15, 2018



Joseph Eastin, CEO

5 YEARS



Brian Callahan, PRESIDENT & COO

Avetta | **Safety Star** Award 2023

THIS CERTIFICATE IS PROUDLY PRESENTED TO

Southern Disaster Recovery

8/15/2023

DATE

SIGNATURE

04/20/23

Avetta

Southern Disaster Recovery

Became a member of the Avetta Consortium on:

02/17/21

This document certifies that the company above is a Member of the Avetta Consortium. Being an Avetta Consortium Member significates that you are part of a global effort to advance company and worker safety, sustainability, and operational excellence. Consortium Members represent a pursuit of excellence in delivery, safety and sustainability.

Arshad Matin

Arshad Matin, President and CEO



Taylor Allis

Taylor Allis, Chief Product Officer

TAB 9 - ADDITIONAL INFORMATION

DISASTER DEBRIS REMOVAL

SAFETY PLAN

DEBRIS REMOVAL SAFETY

R. Chip Patterson
chip@southerndr.com

OSHA Job Related Injuries: Facts and Requirements

Over the past four decades, employers, safety and health professionals, and the Occupational Safety and Health Association (OSHA), along with their state partners, have had a dramatic effect on workplace safety. Worker deaths have decreased on average from about 38 worker deaths per day in 1970 to 14 per day in 2016. Worker injuries and illnesses are down from 10.9 incidents per 100 workers in 1972 to 2.9 per 100 in 2016. Nevertheless, we must remain diligent in our efforts to educate employees on proper work behaviors to ensure the maximum level of safety for all concerned.

OSHA is working with employers and employees to move toward zero injuries and illnesses in U.S. workplaces by utilizing the following criteria:

- Reporting Catastrophes – When a worker is killed in the job and/or three or more workers are hospitalized, the employer covered by OSHA must report to the agency within 8 hours.
- Providing First Aid – Employers who cannot reach a hospital, infirmary, or clinic within a reasonable amount of time must be prepared to provide first aid to workers who experience injuries or illnesses on the job. OSHA requires that first aid supplies be readily available and that someone must be adequately trained to render first aid.
- Recording Injuries and illnesses – Most employers in high hazard industries are required to keep records of injuries and illnesses experienced by their employees. Those with 10 or fewer employees are exempt from recordkeeping requirements in most cases.
- One of the hallmarks of an effective safety and health management system is a commitment to investigate EVERY incident that results in a worker injury or illness, including the near-misses. By immediately following up, employers can identify root causes and take corrective steps to prevent future problems.

When it comes to injuries and illnesses, the best defense is a good offense – a pro-active safety and health management systems that focuses on finding and fixing hazards before they can lead to problems.

Proper safety can mean the difference between no injuries, a minor injury, and a major incident with severe injuries or even death.

Safety During Disaster Cleanup and Recovery

Hurricanes and major storms often result in widespread flooding and damage to property and infrastructure. Clean up and recovery activities involve hazards that can cause serious injuries or death.

- It is important that you assess the potential for hazardous conditions and/or exposures *before* you engage in any cleanup activities.
- Based on initial assessment of hazards, employers need to provide workers with the appropriate personal protective equipment (PPE), training, and information to safely perform the work.
- Workers' Rights – The Occupational Safety and Health Act of 1970 (OSHA Act) was passed to prevent workers form being killed or seriously harmed at work. The law requires that employers provide their employees with working conditions that are free of known dangers. OSHA sets and enforces protective workplace safety and health standards. Workers may file a complaint to have OSHA inspect their workplace if they believe their employer is not following OSHA standards.

OHSA provides the following hazards and safety measures:

	Possible Hazards	Protective Measures
Contaminated Floodwaters	• Bacteria and other infectious organisms (from sewage) in water and soil. • Toxic substances from flooded industrial and waste sites. • Mold and fungi in the air. 	• Ventilate enclosed spaces with fresh air. • Assume that floodwater is contaminated unless proven otherwise. • Allow only trained workers with the proper personal protective equipment to clean up toxic chemicals, other hazardous waste, and mold. • Be up-to-date with a tetanus shot (within the last 10 years). • Discard water-damaged and visibly contaminated materials. • Use waterproof boots, latex or rubber gloves and other protective clothing. Consider using special chemical-resistant outer clothing and protective goggles. • Use an N-95 NIOSH-approved disposable respirator, at a minimum, when handling mold-contaminated materials. • Keep an adequate supply of clean water available for drinking and washing.
Downed Power Lines	• Burns and electrocution from contact with energized lines or objects, including tree limbs, in contact with downed power lines.	• Assume that all power lines are live or energized. • Establish and clearly mark a danger zone around downed lines. Stay at least 10 feet from all downed lines. • Allow only properly trained and equipped workers to repair electrical wires.
Tree Trimming and Debris Removal	• Electrocution from contact with power lines or tree limbs in contact with power lines. • Being struck or crushed by falling tree limbs. • Injuries from equipment, such as chain saws and chippers. • Strains and sprains from lifting or moving tree limbs and other debris.	• Contact the utility company to de-energize and ground or shield power lines. All tree trimming/removal within 10 feet of a power line must be done by trained tree trimmers. • Establish and clearly mark a danger zone where tree debris may fall onto workers. Stay alert at all times. • Use work gloves, a hard hat, work boots, hearing protection and eye/face protection. Wear chaps when using a chainsaw. • Watch out for chainsaw kickback. Do not cut with saw tip. • Do not get too close to a chipper. Never reach into an operating chipper. • Use mechanical equipment to lift heavy objects. If not possible, use extra people and proper lifting techniques.

(Continued on next page)

	Possible Hazards	Protective Measures
Falls	• Falls from aerial lifts, ladders, roofs, and other elevated work surfaces. • Slippery and uneven working surfaces that can create injuries due to slips, trips and falls.	• Use safe procedures to prevent aerial lift tip-overs. Use a body harness or restraining belt with a lanyard attached to the boom or basket of the lift. • Use proper ladder safety (e.g., set on firm and stable ground, maintain "three-point" contact, do not stand on top rung). • Be aware of wet or slippery surfaces, obstacles, or uneven surfaces on the site.
Portable Generators	• Shocks and electrocution from gas- and diesel-powered generators. • Toxic carbon monoxide (CO) from generator exhaust. • Fires from improper refueling and fuel storage.	• Never run a portable generator inside a house or in an enclosed space like a garage. • Inspect electric cords to ensure they are in good condition and free of defects. Use a ground-fault circuit interrupter (GFCI). • Ensure that spaces where generators are used are properly ventilated. • Shut down the generator before refueling. Never store fuel or the generator indoors.
Work Zones	• Transportation incidents (injuries and deaths) in work zones where workers are struck by moving vehicles and mobile equipment.	• Wear high-visibility clothing and headwear compliant with ANSI/ISEA 107-2004. • Use proper traffic controls (i.e., signs, cones, barriers). • Use proper lighting, flaggers and worksite communications. • Make sure that vehicle operators are properly trained. • Always use seat belts and rollover protection.
Construction Activities	• Exposure to asbestos-contaminated materials during the demolition of buildings and structures. • Spaces with limited access, suffocation hazards, or which are confined spaces. • Trenching and excavation accidents (cave-ins). • Risk of back, knee and shoulder injuries from manual lifting and handling of building materials and fallen tree limbs.	• Properly select and use PPE (personal protective equipment) which may include respiratory protection, along with other procedures detailed in 29 CFR 1926.1101. • Do not enter permit-required confined spaces without training and a permit to enter. See 29 CFR 1910.146 for more information. • Prevent cave-ins by benching, sloping, shoring, or shielding the soil. See 29 CFR 1926.651 and 1926.652 for more information. • Use proper lifting techniques and teams of two or more to move bulky or heavy items.

Work Zone Traffic Safety

There must be a traffic control plan for the movement of vehicles in areas where there are also workers conducting other tasks. The authority in charge: federal, state, or local, will determine the configuration of the temporary traffic control zone for motorists and pedestrians. The project manager will determine the internal traffic control plan within the construction/demolition worksite.

- Signs – standard highway signs for information, speed limits, and work zones will assist drivers in identifying, in designated traffic paths.
- Traffic Control Devices – standard traffic control devices, signals, and message boards such as cones, barrels, barricades, and delineator posts will instruct drivers to follow a path away from where work is being done.
- Flagging - Flaggers and others providing temporary traffic control should wear high visibility clothing with a background of fluorescent orange-red or yellow-green and retroreflective material of various colors. These will make the worker visible against the background for at least 1,000 feet from any direction.
- Drivers should have advanced warning with signs that there will be a flagger ahead. Flaggers should use STOP/SLOW paddles, paddles with lights, or flags.
- Lighting – Flagger stations should be illuminated. Lighting for workers on foot and equipment operators is to be at least 5 foot-candles or greater. Where available lighting is not sufficient, flares or chemical lighting should be used. Glare affecting workers and motorists should be controlled or eliminated.
- Driving – Seat belts and rollover protection should be used on equipment and vehicles as stated by the manufacturer.

Flagger Safety

As a flagger, you have a crucial job to do. Safely controlling the flow of traffic around services vehicles and work sites ensures the safety of the operators, equipment and passing motorists. You must tell them when they need to stop, slow down or the direction in which they should proceed.

Basic rules for flagger safety are:

- Stay alert. Keep your mind on your job.
- Stand on the shoulder. Stay off the roadway and out of the way of traffic.
- Face traffic—so you can check the path and speed of approaching vehicles.
- Protect yourself.
- Have an escape route planned.
- Leave your post ONLY when you have been relieved.
- Always wear high-visibility safety apparel that meets the requirements of ANSI/ISEA 107-1999 for class 2 risk exposure. All workers on a Federal-Aid or Texas state highway must wear safety apparel that meets the requirements of ANSI/ISEA 107-2004 for Class 2 or Class 3 exposure: A hardhat, safety footwear, and safety eyewear is also recommended.

For your safety, you should pay close attention to the flow of traffic, and to the placement and condition of signs and other traffic control devices. Be especially alert for the following:

- Unusual driving behavior, such as sudden braking and stopping.
- Skid marks, a warning sign of motorist confusion.
- Signs and other traffic control devices out of place.
- Faded, stained or damaged signs and other traffic control devices.
- Traffic problems caused by the weather or by changed road or pavement conditions.
- For your safety, report all problems to your supervisor immediately. Traffic control adjustments may be needed.

For your safety, it is extremely important for drivers to see you in time to respond to your signals and to stop at the intended stopping point. To make certain the motorists see you, stand out from your surroundings and:

- Stand alone, not with other workers.
- Do not stand in the shade.
- Do not stand in front of construction equipment or signs.
- Keep your vehicle away from your flagger station.

Speed	Distance
20 mph	115 feet
25 mph	155 feet
30 mph	200 feet
35 mph	250 feet
40 mph	305 feet
45 mph	360 feet
50 mph	425 feet
55 mph	495 feet
60 mph	570 feet
65 mph	645 feet
70 mph	730 feet
75 mph	820 feet

Personal Protection Equipment (PPE)

Using personal protective equipment (PPE) is often essential but is generally the last line of defense after engineering controls, work controls, and administrative controls.

- Protection from head injuries – hard hats can protect from head impact, penetration injuries and electrical injuries such as falling or flying objects, fixed objects or contact with electrical conductors.
- Protection from foot and leg injuries – foot guards, safety shoes, industry leggings protects from falling or rolling objects, sharp objects, wet and slippery surfaces, molten metals, hot surfaces and electrical hazards.
- Protection from eye and face injuries – goggles, face shields, and spectacles with side shields protect against flying fragments, large chips, hot sparks, optical radiation, splashes, sand, dirt, mists, dusts and glare.
- Protection from hearing loss – high noise levels can cause irreversible hearing loss or impairment.
- Protection from hand injuries – protects against harmful substances, severe cuts and lacerations, severe abrasions, chemical burns, thermal burns and harmful temperature extremes.
- Protection from respiratory injuries – appropriate and properly fitted respirators and masks must be worn at times to protect against harmful dusts, fumes, fogs, mists, gases, smokes, sprays or vapors.

**Note: Required respirators must be NIOSH-approved and medical evaluation and training must be provided before use.*

OSHA Hurricane Cleanup PPE Matrix

- Workers engaged in hurricane cleanup and recovery activities may be exposed to a variety of hazards. A comprehensive list of potential hazards and controls are provided in OSHA'S Hurricane Matrix to assist employers in determining the PPE needed for specific task.
- In addition to PPE, proper sanitation and hygiene are essential for minimizing the spread of contaminants and disease. Hand washing is a critical component of good hygiene. In the absence of suitable facilities, workers should be provided with hand sanitizer.
- It is essential that employers and employees assess each site and operation individually to determine the actual or potential hazards based on site-specific conditions. Employees must always be trained to recognize hazards and take necessary precautions.
- Workers relying on PPE must be trained to recognize these limitations, as well as the safe ways to put on and remove PPE, properly store it, take care of it, and when it's time to replace it.

PPE / Task		Normal Cleanup Activities	Working in Wet Conditions	Working with Chain Saws	Working Near/Over Water	Working at Heights Over 6 ft.	Working Near Loud Noise
Head	Hard Hat	X	X	X	X	X	X
Eyes	Safety Glasses	X		X	X	X	X
	Safety Goggles		X				
Face	Face Shield			X			
Ears	Hearing Protection			X			X
Hands	Work Gloves	X		X	X	X	X
	Latex/Rubber Gloves		X				
Body	Hi-Visibility Garment	X	X	X	X	X	X
	Impervious Body Suit		X				
	PFD and Life Ring				X		
	Chaps			X			
	Fall Protection					X	
Feet	Steel Toe Boots	X		X	X	X	X
	Waterproof Boots		X				
Other PPE	Workboat/Skiff				X		

Respiratory Protection: The employer must assess site-specific conditions for potential respiratory contaminants and protection.

- Where mold is known to be or potentially may be present, use an approved respirator. See the OSHA fact sheet (OSHA FS-3619).
- Where asbestos is known to be or potentially may be present and disturbed, higher levels of protection are required. In addition, the requirements of OHSA's Asbestos standard, 29 CFR 1910.1001, also need to be followed.
- Where chemical contaminates are present, such as organic chemicals, different cartridges or filters are required depending on the chemical.
- Common respirators do not protect workers from carbon monoxide (CO), which is present in the exhaust from generators and other internal combustion engines.
- Training regarding the limitations of respirators, proper fitting, when they should be replaced, and medical considerations for the user is essential.

Vehicle Safety

It is the responsibility of the user/operator to read and understand the safety and users' manuals for the vehicle and equipment in which they are operating. Safety policies and procedures protect the individual

operator, the employer and the people around you. A copy of the user's manual must be kept in the vehicle at all times as a reference guide.

- Equipment required - User manual, chock blocks (2), fire extinguisher, traffic cones w/stripes (4), first aid kit, full body harness, lanyard - < 2" in length, appropriate protective clothing. Loose fitting clothing, hair and the like must be restrained to prevent accidental introduction into electrical or mechanical.
- Additional safety equipment includes a portable radio for communication when operator is alone, safety glasses for face shields if required, head protection, and equipment and tools used on the work site must be compatible with the environment.

Vehicle Safety - Vehicle Inspection

Daily safety checks – As required, the operator of the vehicle for that particular day shall conduct a *"safety circle check"* of the vehicle to determine hazards, identify damage and leaks and report same to the vehicle maintenance supervisor.



A quick walk-around inspection will help you identify safety-related problems before you begin your trip.

– Courtesy of Evergreen Safety Council

Daily check shall include but is not limited to:

- A visual inspection of the vehicle exterior, including: broken, damaged, loose or missing parts, tire bulges, cuts and pressure, oil and hydraulic leaks; weld integrity, such as cracks and rust, lighting (beam, directional and safety), all required decals and stickers on or around the articulating boom must be in place, legible and understandable. A complete vehicle inspection form and the identified deficiencies shall be provided to the Supervisor or the Vehicle Maintenance Department as soon as possible for corrective action.
- Vehicle placement and operation – prior to starting the vehicle walk around to verify safe operation; remove cone from the front or rear of the vehicle depending on weather you are backing or heading in a forward direction; whenever possible (in accordance with vehicle safety policy) a “spotter” shall be used when the vehicle is being set into reverse.

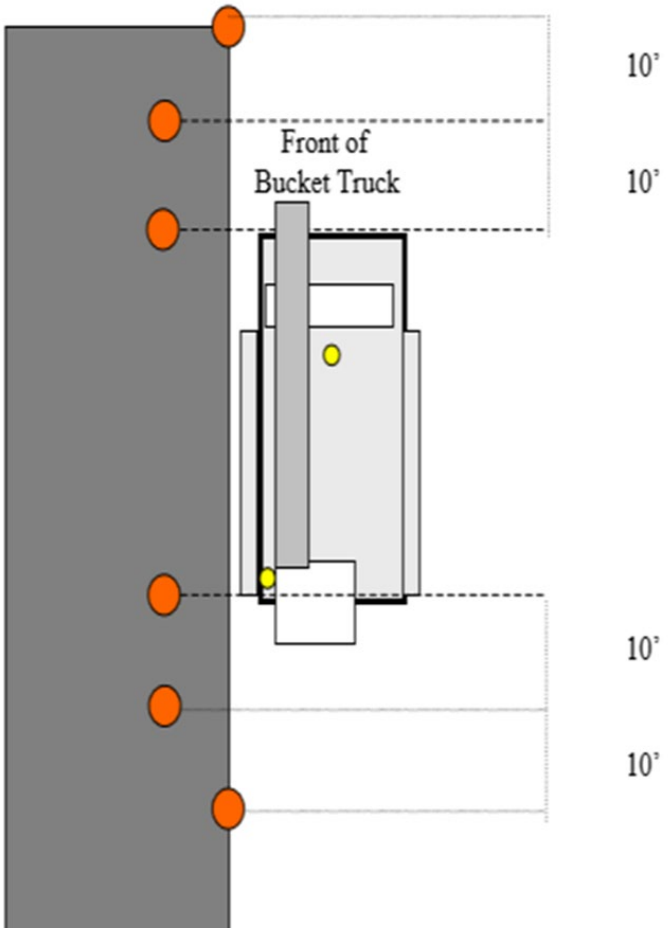
Work Site Safety (vehicle related):

- Identify the most level grade from which to operate – the slope should not exceed 5 degrees. If operation of bucket must be performed on an include > 5 degree, then the bucket shall only be sued on the high side of the vehicle.
- Set emergency brake - the aerial platform should not operate until the brake has been engaged.
- Position both wheel chocks, one on each side of the tire
- Set barricades and cones around the vehicle. If the operator will be working in a pedestrian area then barricades, “Caution” tape or fencing shall be utilized; cones are NOT permitted.
- Maintain proper distance from electrical power lines
- Do not operate an articulating boom if the wind gusts exceed 30 mph and/or there is or could be an electrical storm.
- Verify that the area under and around the work site is free of passers-by.
- Check out overhead clearances – building design, fixtures and set-up, equipment, lights, sprinkler heads and tree limbs.

Traffic Safety and Cone Placement:

- Special planning for traffic control is necessary on a case by case basis. Maintenance work that takes place either on or near the roadway creates a potentially hazardous situation, which shall require the use of traffic controls. It is the responsibility of the person in charge or their designee to establish and maintain safe and efficient controls.
- All necessary traffic control devices shall be installed before maintenance work begins and must be maintained during the entire work period
- Traffic control devices (i.e. barricades, cones etc.) provide proper drivers with sufficient advanced warning, provide proper protection for the motorists and our employees and advise motorists of proper travel path
- When parked, a cone shall be placed at the rear of the vehicle when the truck will be backed up or out of spot and at the front of the vehicle when the truck will be driven forward.
- The Speed Limit on Campus is 15 mph, therefore a minimum of (2) cones shall be placed behind and in front of the bucket truck when use in the street is required and each cone must be separated by a distance of not less than 10”.

Vehicle Safety: Cone Placement



Crane, Boom and Bucket Truck Safety

As reported in the 2012 Safety Leader's Discussion Guide, the average number of incidents involving the use of cranes killed 50 US workers per year.

Although OSHA may exempt knuckle boom and articulating boom trucks that make deliveries to construction sites form the stringent regulations affecting cranes, companies using these trucks still must take steps to ensure safe use.

It's important that we empower and authorize the operator to refuse to make any lift that he or she determines he or she cannot make safely.

Acceptable Lift Conditions

- Position the boom truck in a manner that the boom will maintain a minimum of 10 feet from the power lines or 10 feet, plus 4 inches for ever increase in 10Kv Power intensity.
- Position the boom truck in a manner which ensures stability. (For example. Both stabilizers can fully extend and lower; the surface is such that the operator can use the stabilizers with or without additional padding, etc.)
- Position the boom truck in a manner to avoid striking any object or person.

Unacceptable Lift Conditions

- DO NOT position the boom truck in a manner that the boom cannot maintain the required distance specified by OSHA.
- DO NOT position the boom truck in a manner in which the operator cannot ensure stability. (For example, both stabilizers cannot fully extend and lower; the surface is so soft that the operator cannot use the stabilizers even with additional padding, etc.
- DO NOT position the boom truck in a manner in which the operator cannot avoid striking an object or person.
- The wind is judged to be blowing hard enough to prevent a safe lift.
- Any other situation in which the operator does not believe he or she can run the boom truck safely.

Critical Lift Conditions

The National Institute for Occupational Safety and Health (NIOSH) and others have identified certain types of hoisting operations that require special considerations to ensure worker safety. The operator judges if the wind is blowing hard enough to affect the safety of the lift. A critical lift generally identifies hoisting operations for which the margin for error is reduced. A critical lift occurs when either one or both of the following conditions exist:

- A lift that exceeds 75 percent of the rated capacity of the crane or derrick.
- Requires the use of more than one crane or derrick.

Bucket trucks are used in many industries and can be seen alongside roads every day. These trucks come in a variety of sizes and shapes, each designed to help you complete your work in a comfortable, safe, and efficient manner. While your bucket truck can make your job easier to complete, it is still a large piece of equipment with many inherent hazards including tip overs, falling objects, danger of electrocution and falls. Bucket truck operators must be trained to use them properly and comply with the OSHA standard for aerial lifts (1926.453).

Safety Tips

- The operator of the vehicle should conduct a safety/circle check of the vehicle to determine hazards, identify damage and leaks
- The daily check includes but is not limited to a visual inspection of the vehicle exterior, including: broken, damages or loos parts; tire bulges, cuts and pressure; oil and hydraulic leaks; weld integrity such as cracks and rust; lighting, all required decals and stickers on or around the articulating boom must be in place legible and understandable.
- Do not park on uneven ground.
- Keep an eye out for drops offs, holes and debris.
- Do not operate the boom if wind gusts exceed 30 mpg or there is a threat of an electrical storm.
- Set emergency brake.
- Position wheel chocks.
- Look out for overhead obstructions.
- Always keep feet on the floor of the bucket.
- Do not sit, stand or climb on the edge of the basket.
- Do not try place any item in the bucket for the purpose of increasing work height (ladders, step stools).
- Do not try to climb down from the bucket when it is raised.
- Make sure the bucket floor is clear of debris.

- Always Wear Fall Protection!
- Do not push or pull anything while raised in the bucket.
- Do not carry ladders, etc. in bucket
- Do not exceed the load capacity.
- Do not move the truck when bucket is raised.
- Make sure outriggers are positioned properly.
- Never use the bucket truck as a crane.
- Watch for traffic and beware of blind spots when driving the truck – take it SLOW.
- Travel very slow on bumpy or sloped ground and when driving near other workers or pedestrians.
- Never leave a truck unattended unless the key is taken out and the truck is secured from unauthorized users.
- Never refuel the truck when the engine is running.
- NEVER USE A DAMAGED MACHINE!

Tree Care Work: Falls and Falling Object Hazards

Falling Object Incident:

A tree care worker was dragging trimmed branches to a mobile wood chipper. A second worker, a trimmer, was working from a mobile bucket truck. The trimmer was piecing out a large maple tree
scheduled for removal from the rear of a residence. The trimmer cut a piece of a limb that was approximately one foot in diameter and 20 inches long. When the limb fell, it struck the tree care worker on the head, killing him. An investigation of this incident determined that ground personnel should not have been in the tree- trimming area, or “drop zone”, while the trimmer was performing overhead work. The employer was required to establish a system of verbal and visual communications that the trimmer could use to inform ground personnel to stand clear when an overhead hazard existed.

Fall Incident:

A worker climbed a large hickory tree to remove the top of the tree. After he cut one section off the top of the tree and was roping down a second section, the trunk of the tree he was working from snapped in half. This caused the worker and the entire top of the tree to fall approximately 65 feet to the ground, killing the worker. The employer could have prevented this incident by performing a preliminary examination of the tree before starting work. A thorough preliminary examination would have shown that the tree could not support the forces resulting from rigging and roping down cut tree sections.

Tree Care Work Hazard Prevention

- Assess the work site for all and falling object hazards – Assess the sloped ground where ladders or equipment will be used to prevent falls from equipment overturns and ladder slippage: nearby overhead objects or structures; and weather-related hazards.
- Determine if rigging is necessary and, if so, that workers can use it safely.
- Determine if workers will need to climb or use areal lifts. Make sure that ladders and lifts are securely positioned and in good condition.
- If workers cannot remain at least 010 feet from electric lines to perform tree care operations, contact the utility company to de-energize and ground the lines.

- Establish and mark drip zones with equipment, such as cones, where there is a hazard of objects falling.
- Ensure that all workers follow safety training procedures when entering the drop zone.
- Ensure that ground workers maintain a distance away from the tree-felling operations that is at least two times the height of the tree.
- When using a rope to fell a tree, workers must be at a distance of at least one-and-a-half times the height of the tree being felled.
- Establish a visual or audible communication system between overhead workers and workers on the ground before starting rigging operations for piecing out the tree. They system must effectively communicate when employees who are beneath overhead tree workers should stand clear of the drop zone, and when it is safe to approach a drop zone.
- Provide traffic and pedestrian traffic control around the jobsite prior to the start of the tree care operation.
- Have emergency procedures in place prior to the start of the tree care operation.

Tree Trimming Hazard Prevention

- Determine the felling direction and how to deal with forward lean, back lean, and/or side lean.
- Provide a retreat path so the logger can reach safety while the tree is falling.
- Determine the proper hinge size to safely guide the tree in it's fall.
- Look out for hazards and make sure you know where everyone is located.
- Always use proper PPE as recommended by the manufacturer
- Broken or hanging branches, attached vines, or a dead tree that is leaning.
- If you must cut a dead tree, be careful. The top could break off.
- If the tree is broken and under pressure, make sure you know which way the pressure is going. If not sure, make small cuts to release some of the pressure before cutting up the section.
- Be careful of young trees that other trees have fallen against. They act like spring poles and can propel back. (Many professional loggers have been hurt in this manner.)
- A tree may have not fallen completely to the ground and be lodged against another tree. Extreme care must be taken to safely be taken to safely bring the trees to the ground.
- If possible, avoid falling into other trees or objects. Don't turn your back on the tree as it fills and hide behind a standing tree if possible.
- As trees fall through other trees or objects, branches and objects may get thrown back towards logger.
- More people are killed while felling trees that during any other logging activity.

Cleanup Hazards – Floods

- Cleanup work of any kind is hazardous, but flood conditions make it even more so. Following the procedures listed below will help to keep you safe and healthy while cleaning up after natural disasters that involve flooding.
- Healthy tips – take frequent rest breaks when lifting heavy, water-laded objects. Avoid overexertion and practice good lifting techniques. To help prevent injury, use teams of two or more to move bulky objects; avoid lifting any materials that weigh more than 50 pounds per person, and use proper automated lifting assistance devices if practical.
- Be sure that a first aid kit is always available to disinfect any cuts or abrasions and wrap them in protective dressings.
- Use a wooden stick or pole to check flooded areas for pits, holes and protruding objects before entering.

- Conduct a preliminary worksite inspection before entering a flooded or formerly flooded building. Be sure all buildings have been examined and certified as safe before working around or in them.
- Have plenty of clean water available for eyewash and other first-aid treatments.
- Washouts, trenches, excavations, and gullies must be supported, or their stability verified prior to entry.
- All trenches should be supported (e.g. with a trench box); if no support is available, the trench must be sloped at the proper angles for the ground/soil type.
- Establish a plan for contacting medical personnel in the event of an emergency.
- Report any obvious hazards to appropriate authorities
- Use life vests when engaged in activities that could result in deep water exposure.
- Use extreme caution when handling containers holding unknown substances or known toxic substances.
- DO NOT use improvised surfaces (e.g., refrigerator racks) for cooking food or for boiling water to avoid exposure to heavy metals.
- Always wear watertight boots with a steel toe and insole, gloves, long pants, hard hat and safety glasses. Sneakers should not be warning because they will not prevent punctures, bites or crush injuries.

Working Safely Around Downed Electrical Wires

Electrical hazards exist in some form in nearly all occupations. However, those hazards multiply for workers involved in cleanup and recovery efforts following major disasters and weather emergencies. One particular life-threatening danger exists around downed and low-hanging electrical wires.

Safety First – above all else, always consider all equipment lines and conductors to be energized. Be cautious and if you notice downed wires or damaged electrical equipment, contact appropriate utility personnel. Remember that circuits do not always turn off when a power line falls into a tree or onto the ground. Even if they are not sparking or humming fallen power lines can kill you if you touch them or even the ground nearby.

Energy – Downed wires can energize other objects, including fences, water pipes, bushes and trees, buildings, telephone/CATV/fiber optic cables and other electric utilities. Even manhole castings and reinforcement bars (re/bar) in pavement can become energized by downed wires. During storms, wind-blown objects such as canopies, aluminum roofs, siding, sheds, etc., can also be energized by downed wires.

Back feed – When electrical conductors are inadvertently energized by other energy sources, back feed occurs. Some of those sources include: circuit ties/switch points, lightning, generators and downstream events Simply testing for energy sources is not sufficient since hazardous electrical events can happen without warning. Ensure that proper lockout/tagout procedures are always followed.

Rules to live by:

- Do NOT assume that a downed conductor is safe simply because it is on the ground or is not sparking.
- Do NOT assume that all coated, weather-proof or insulated wire is just telephone, television or fiber-optic cable.

- Low-hanging wires still have voltage potential even if they are not touching the ground. So, “don’t touch them.” Everything is energized until tested to be de-energized.
- Never go near a downed or fallen electric power line. Always assume that it is energized. Touching it can be fatal.
- Electricity can spread outward through the ground in a circular shape from the point of contact. As you move away from the center, large differences in voltages can be created.
- Never drive over downed power lines. Even if they are not energized, downed lines can become entangled in your equipment or vehicle.
- If contact is made with an energized power line while you are in a vehicle, remain calm and do not get our unless the vehicle is on fire. If possible, call for help.
- If you must exit any equipment because of fire or other safety reason try to jump completely clear, making sure that you do not touch the equipment and the ground at the same time. Land with both feet together and shuffle away in small steps to minimize the path of electric current and avoid electrical shock. Be careful to maintain our balance

Trenching and Excavation Safety

Two workers are killed every month in trench collapses. The employer must comply with the trenching and excavation requirements of 239 CFR 1926.651 and 1926.652 or comparable OSHA-approved state plan. An excavation is any man-made cut, cavity, trench, or depression in an earth surface formed by earth removal. Trench excavation means a narrow excavation (in relation to its length) made below the surface of the ground; in general, the depth is greater than the width.

Cave-ins pose the greatest risk and are much more likely than other excavation-related accidents to result in worker fatalities. Other potential hazards include falls, falling loads, hazardous atmospheres, and incidents involving mobile equipment. *One cubic yard of soil can weigh as much as a car. DO NOT enter an unprotected trench.

Trenches 5 feet deep or greater require a protective system unless the excavation is made entirely of stable rock. Trenches 20 feet deep or greater require that the protective system be designed by a registered professional engineer or be based on tabulated data prepared and/or approved by a registered professional engineer in accordance with 1926.652(b) and (c).

OSHA standards require that employers inspect trenches daily and as conditions change by a competent person before worker entry to ensure elimination of excavation hazards. A competent person is an individual who is capable of identifying existing and predictable hazards or working conditions that are hazardous, unsanitary, or dangerous to workers, soil types and protective systems required, and who is authorized to take prompt corrective measures to eliminate these hazards and conditions.

OSHA standards require safe access and egress to all excavations, including ladders, steps, ramps or other safe means of exit for employees working in trench excavations 4 feet or deeper. These devices must be located within 25 feet of all workers.

- Trenching and Excavation Safety
- Keep heavy equipment away from trench edges.
- Identify other sources that might affect trench stability.
- Keep excavated soil (spoils) and other materials at least 2 feet from trench edges.
- Know where underground utilities are located before digging.

- Test for atmospheric hazards such as low oxygen, hazardous fumes and toxic gases when greater than 4 feet deep.
- Inspect trenches at the start of each shift.
- Inspect trenches following a rainstorm or other water intrusion.
- Do not work under suspended or raised loads and materials.
- Inspect trenches after any occurrence that could have changed conditions in the trench.
- Ensure that personnel wear high visibility or other suitable clothing when exposed to vehicular traffic.

Trenching and Excavation Safety - Protective Systems

- Designing a protective system can be complex because you must consider many factors: soil classification, depth of cut, water content of soil, changes caused by weather or climate, surcharge loads (e.g., spoil, other materials to be used in the trench) and other operations in the vicinity.
- Benching – a method of protecting workers from cave-ins by excavating the sides of an excavation to form one or a series of horizontal levels or steps, usually with vertical or near vertical surfaces between levels. Benching cannot be done in Type C soil.
- Sloping – involves cutting back the trench wall at an angle inclined away from the excavation.
- Shoring – requires installing aluminum hydraulic or other types of supports to prevent soil movement and cave-ins.
- Shielding – protects workers by using trench boxes or other types of supports to prevent soil cave-ins.

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DOCUMENTATION, REPORTING, AND RECONCILIATION

PROPRIETARY NOTICE

This document includes data that shall not be disclosed outside the Government, and shall not be duplicated, used, or disclosed in whole or in part for any purpose other than for evaluation of company capabilities in conjunction of any proposal or award, without consent from Southern Disaster Recovery (SDR).

Onsite monitoring of disaster debris during a recovery project is typically managed by a firm specializing in debris monitoring and tracking. Should an entity require self-monitoring by the debris recovery and removal contractor during a declared disaster, Southern Disaster Recovery (SDR) has access to a leading storm management software system, STORMadms™, which was designed to streamline debris tracking and ticketing. STORMadms™ applications and reporting work together to support overall management of a project, drive down costs, increase efficiency, and easily integrates with SDR's QuickBooks and Microsoft Office applications.



SDR's current electronic protocol for debris data management easily supports the importing of any data output from a Monitoring Firm's Automated Debris Management System (ADMS). The integration of our selected software choices provides intelligent, flexible, and accessible methodology to manage complex work.
In the absence of a Monitoring Firm's ADMS, SDR has a robust field documentation system that has proven its reliability as source documentation for FEMA and other federal funding program reimbursements.
SDR recognizes the importance of, and the details required, for documenting and reporting disaster recovery services throughout the entire recovery process. Our project management documentation process is built to exceed related federal guidance including:

- Archived Documents Include:
    - FEMA 321 Public Assistance Policy Digest
    - FEMA 322 Public Assistance Guide
    - FEMA 325 Public Assistance Debris Management Guide
    - FEMA 329 Debris Management Brochure
    - FEMA Disaster Assistance Policy
      DAP 9523.11: Hazardous Stump Extraction and Removal Eligibility
      DAP 9523.12: Debris Operations; Hand loaded trucks and trailers
      DAP 9523.13: Debris Removal from Private Property
      DAP 9523.4: Demolition of Private Structures
    - FEMA Fact Sheets
      9580.1 Public Assistance Debris Operations Job Aid
      9580.4 Debris Operations
      9580.201 Debris Removal – Applicant's Contracting Checklist
      9580.203 – Debris Monitoring

- FP 104-009-1 Public Assistance Program and Policy Guide
- FEMA Stafford Act Sections 403 & 407

DOCUMENTATION, REPORTING, AND RECONCILIATION

- FEMA Stafford Act Section 316
- 44 CFR 10.8(d)(2) Determination of requirement for environmental reviews
- 44 CFR 206.44 Implementing CoBRA
- National Environmental Protection Act (NEPA)
- FHWA/ER Program - 23 CFR 668 Subpart A
- USACOE EM 385-1-1 Safety Guidance/Accident Prevention Plan

SDR structures our service delivery, plans/procedures, and training to ensure we conduct a disaster recovery project for the greatest federal government reimbursement to our client. Our plans and procedures include the field deployed, command center, and administrative tools to ensure proper documentation of the removal of eligible debris. Our protocols assure the entities to which we are contracted that their federal reimbursement will be fully maximized.

Our system is built upon:

- ✓ Proper certification of haul vehicles with entity signatures and approvals.
- ✓ Proper field documentation of each load hauled with identification of the particular certified vehicle, driver and location of eligible debris removed.
- ✓ Proper field documentation of each load disposed of (or reduced) with specific information concerning the disposal location and the safe, permitted operation of that disposal (or reduction site) location.
- ✓ Daily reports (including access to those reports) of the updated loads hauled database to ensure ongoing transparency and communication of work accomplished.
- ✓ Field documentation fully supported by detailed reports and up-to-date databases that describe eligible debris removed from eligible roadways.

Additionally, SDR's project management documentation process provides for positive identification and control of work on FHWA and other federal aid eligible roads.

Most jurisdictions anticipate receiving disaster recovery funding from various state and/or federal agencies, which necessitates strict adherence to established guidelines and the provision of required documentation. In addition, systems must validate the exact level of effort provided by the contractor in order to properly control and verify the work effort. To that end, SDR has established a catalog of forms and documentation, which successfully provides the required information for full reimbursement from the various funding agencies, as well as the essential documents to secure payment to the contractor.

The following pages detail SDR's forms and processes for each step of the project.

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Disaster Debris

DOCUMENTATION, REPORTING, AND RECONCILIATION

HOURLY TIME SHEETS

The *Hourly Push Time Sheet* is used during the 70-hour "push" or "cut and toss" phase to properly identify who worked, their job classification, work performed, and any equipment utilized. The connectivity between labor hours and equipment run-time is very important in final documentation and FEMA reimbursement.

SDR

SOUTHERN DISASTER RECOVERY
109 White Oak Road
Greenville, SC 29609
www.southerndr.com
P. (864) 469-9776 F. (864) 469-9642

TIME SHEET

APPLICANT	Subcontractor	Crew Number	LOCATION/SITE

NOTES

Personnel / Equipment	OPERATOR'S NAME	DATE AND HOURS WORKED EACH DAY								
INDICATE MAKE, MODEL, AND JOB DESCRIPTION AS APPROPRIATE		DATE								TOTAL HOURS
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		HOURS								
		INITIALS								

CERTIFIED BY:	TITLE	DATE

***SDR Hourly Push Time Sheet* (Document shown smaller than actual size)**

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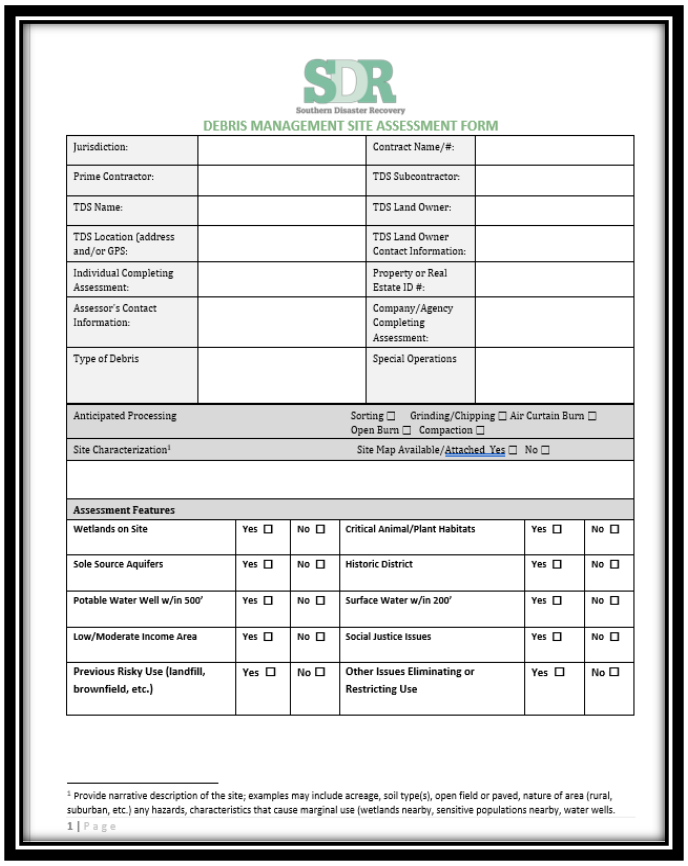
DOCUMENTATION, REPORTING, AND RECONCILIATION

DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Concurrently, during the 70-hour “push” or “cut and toss” phase, entity officials and SDR will be preparing for the debris removal phase of the operation. Typically, before the debris removal phase can start, Temporary Debris Management Sites (TDMS) must be established. The sample form below is designed to document the site assessment; gather information to complete any state and/or local permits; and, document the completion of the site as a TDMS.



Southern Disaster Recovery

DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Jurisdiction:		Contract Name/#:	
Prime Contractor:		TDS Subcontractor:	
TDS Name:		TDS Land Owner:	
TDS Location (address and/or GPS:		TDS Land Owner Contact Information:	
Individual Completing Assessment:		Property or Real Estate ID #:	
Assessor's Contact Information:		Company/Agency Completing Assessment:	
Type of Debris		Special Operations	

Anticipated Processing — Sorting ☐ Grinding/Chipping ☐ Air Curtain Burn ☐ Open Burn ☐ Compaction ☐

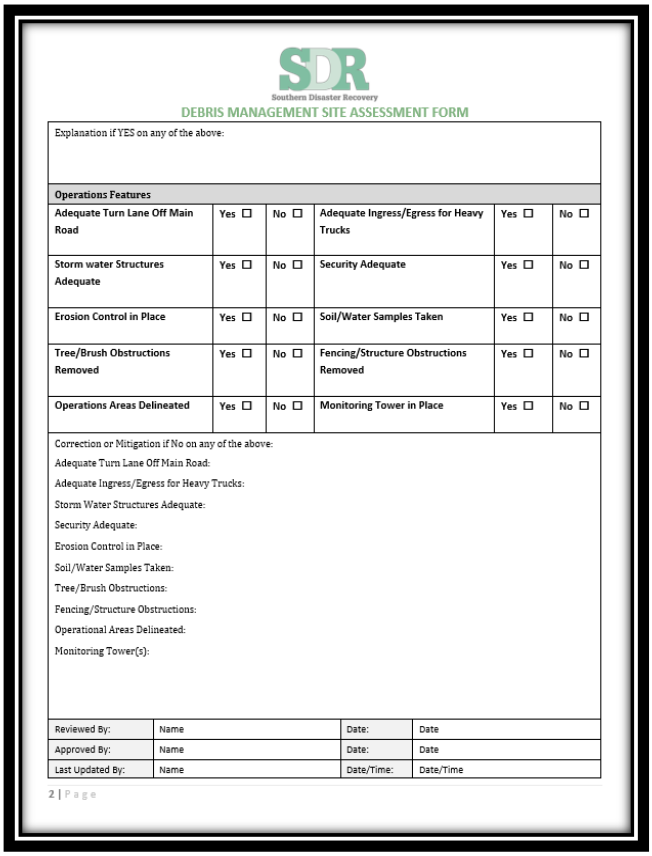
Site Characterization[1] — Site Map Available/Attached Yes ☐ No ☐

Assessment Features

Wetlands on Site	Yes ☐	No ☐	**Critical Animal/Plant Habitats**	Yes ☐	No ☐
Sole Source Aquifers	Yes ☐	No ☐	**Historic District**	Yes ☐	No ☐
Potable Water Well w/in 500'	Yes ☐	No ☐	**Surface Water w/in 200'**	Yes ☐	No ☐
Low/Moderate Income Area	Yes ☐	No ☐	**Social Justice Issues**	Yes ☐	No ☐
Previous Risky Use (landfill, brownfield, etc.)	Yes ☐	No ☐	**Other Issues Eliminating or Restricting Use**	Yes ☐	No ☐

[1] Provide narrative description of the site; examples may include acreage, soil type(s), open field or paved, nature of area (rural, suburban, etc.) any hazards, characteristics that cause marginal use (wetlands nearby, sensitive populations nearby, water wells.

1 | Page



Southern Disaster Recovery

DEBRIS MANAGEMENT SITE ASSESSMENT FORM

Explanation if YES on any of the above:

Operations Features

Adequate Turn Lane Off Main Road	Yes ☐	No ☐	**Adequate Ingress/Egress for Heavy Trucks**	Yes ☐	No ☐
Storm water Structures Adequate	Yes ☐	No ☐	**Security Adequate**	Yes ☐	No ☐
Erosion Control in Place	Yes ☐	No ☐	**Soil/Water Samples Taken**	Yes ☐	No ☐
Tree/Brush Obstructions Removed	Yes ☐	No ☐	**Fencing/Structure Obstructions Removed**	Yes ☐	No ☐
Operations Areas Delineated	Yes ☐	No ☐	**Monitoring Tower in Place**	Yes ☐	No ☐

Correction or Mitigation if No on any of the above:

Adequate Turn Lane Off Main Road:

Adequate Ingress/Egress for Heavy Trucks:

Storm Water Structures Adequate:

Security Adequate:

Erosion Control in Place:

Soil/Water Samples Taken:

Tree/Brush Obstructions:

Fencing/Structure Obstructions:

Operational Areas Delineated:

Monitoring Tower(s):

Reviewed By:	Name	Date:	Date
Approved By:	Name	Date:	Date
Last Updated By:	Name	Date/Time:	Date/Time

2 | Page

***SDR DEBRIS MANAGEMENT SITE ASSESSMENT* (Document shown smaller than actual size)**

As TDMS’s are being constructed or modified per the permit requirements, the entity officials and SDR will certify trucks to prepare for the “load/haul” stage of disaster debris recovery/management.

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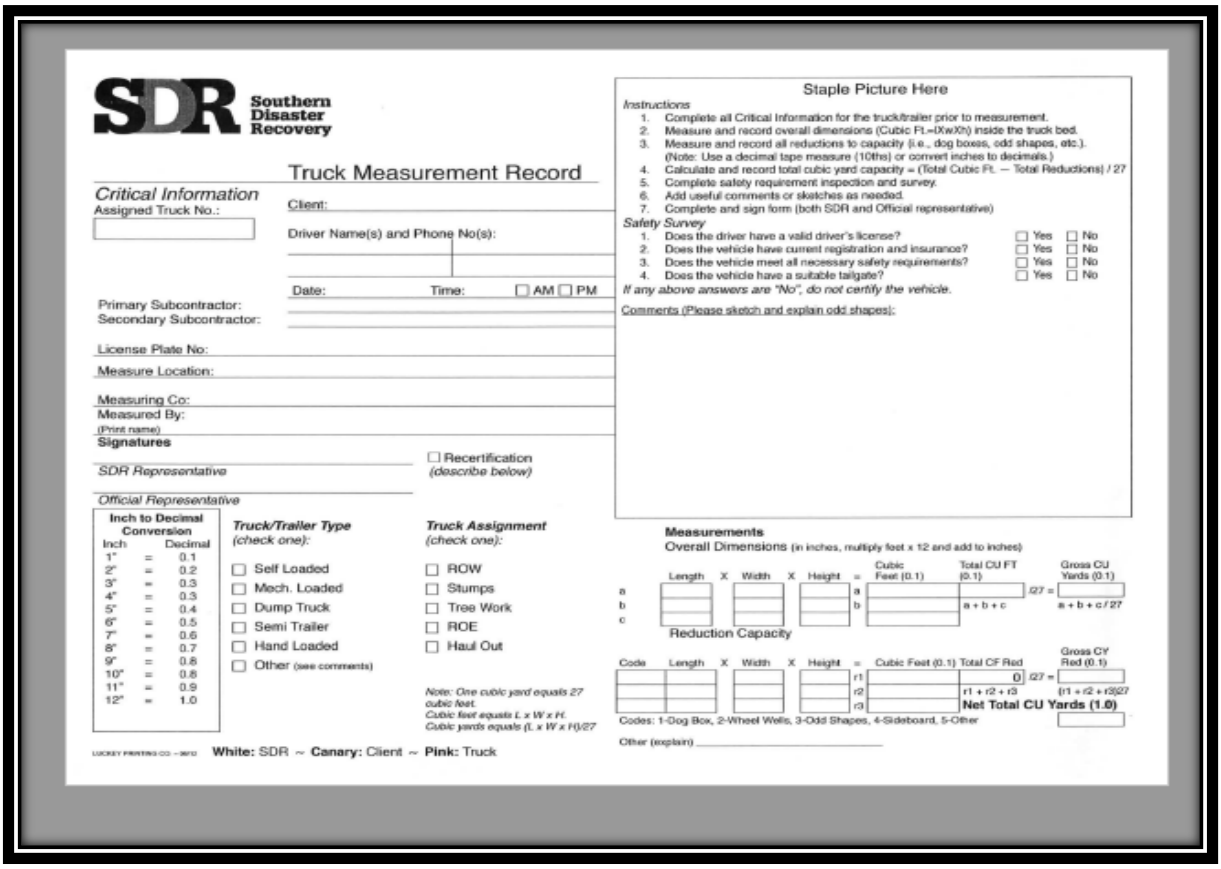
DOCUMENTATION, REPORTING, AND RECONCILIATION

TRUCK CERTIFICATION FORM

The *Truck Certification Form* documents that the truck and/or trailer is safe, properly licensed, insured, and operated by a licensed driver. The form also certifies the load carrying or volume capacity of the truck and/or trailer, which is a necessary component in determining the total load haul amount for use in the federal reimbursement and contractor compensation process.



SDR Southern Disaster Recovery

Truck Measurement Record

Critical Information
Assigned Truck No.:

Client:
Driver Name(s) and Phone No(s):
Date: Time: ☐ AM ☐ PM
Primary Subcontractor:
Secondary Subcontractor:
License Plate No:
Measure Location:
Measuring Co:
Measured By:
(Print name)
Signatures
SDR Representative
Official Representative
☐ Recertification (describe below)

Staple Picture Here

Instructions
1. Complete all Critical Information for the truck/trailer prior to measurement.
2. Measure and record overall dimensions (Cubic Ft.=(XwXh) inside the truck bed.
3. Measure and record all reductions to capacity (i.e., dog boxes, odd shapes, etc.). (Note: Use a decimal tape measure (10ths) or convert inches to decimals.)
4. Calculate and record total cubic yard capacity = (Total Cubic Ft. — Total Reductions) / 27
5. Complete safety requirement inspection and survey.
6. Add useful comments or sketches as needed.
7. Complete and sign form (both SDR and Official representative)

Safety Survey
1. Does the driver have a valid driver's license? ☐ Yes ☐ No
2. Does the vehicle have current registration and insurance? ☐ Yes ☐ No
3. Does the vehicle meet all necessary safety requirements? ☐ Yes ☐ No
4. Does the vehicle have a suitable tailgate? ☐ Yes ☐ No

If any above answers are "No", do not certify the vehicle.

Comments (Please sketch and explain odd shapes):

Inch to Decimal Conversion

Inch		Decimal
1"	=	0.1
2"	=	0.2
3"	=	0.3
4"	=	0.3
5"	=	0.4
6"	=	0.5
7"	=	0.6
8"	=	0.7
9"	=	0.8
10"	=	0.8
11"	=	0.9
12"	=	1.0

Truck/Trailer Type (check one):
☐ Self Loaded
☐ Mech. Loaded
☐ Dump Truck
☐ Semi Trailer
☐ Hand Loaded
☐ Other (see comments)

Truck Assignment (check one):
☐ ROW
☐ Stumps
☐ Tree Work
☐ ROE
☐ Haul Out

Note: One cubic yard equals 27 cubic feet.
Cubic feet equals L x W x H.
Cubic yards equals (L x W x H)/27

Measurements
Overall Dimensions (in inches, multiply feet x 12 and add to inches)

	Length	X	Width	X	Height	=	Cubic Feet (0.1)	Total CU FT (0.1)		Gross CU Yards (0.1)
a						a			/27 =	
b						b		a + b + c		a + b + c / 27
c										

Reduction Capacity

Code	Length	X	Width	X	Height	=	Cubic Feet (0.1)	Total CF Red		Gross CY Red (0.1)
						r1		0	/27 =	
						r2		r1 + r2 + r3		(r1 + r2 + r3)/27
						r3		Net Total CU Yards (1.0)		

Codes: 1-Dog Box, 2-Wheel Wells, 3-Odd Shapes, 4-Sideboard, 5-Other

Other (explain) _____

White: SDR ~ Canary: Client ~ Pink: Truck

***SDR Truck Certification Form* (Document shown smaller than actual size)**

LOAD TICKET

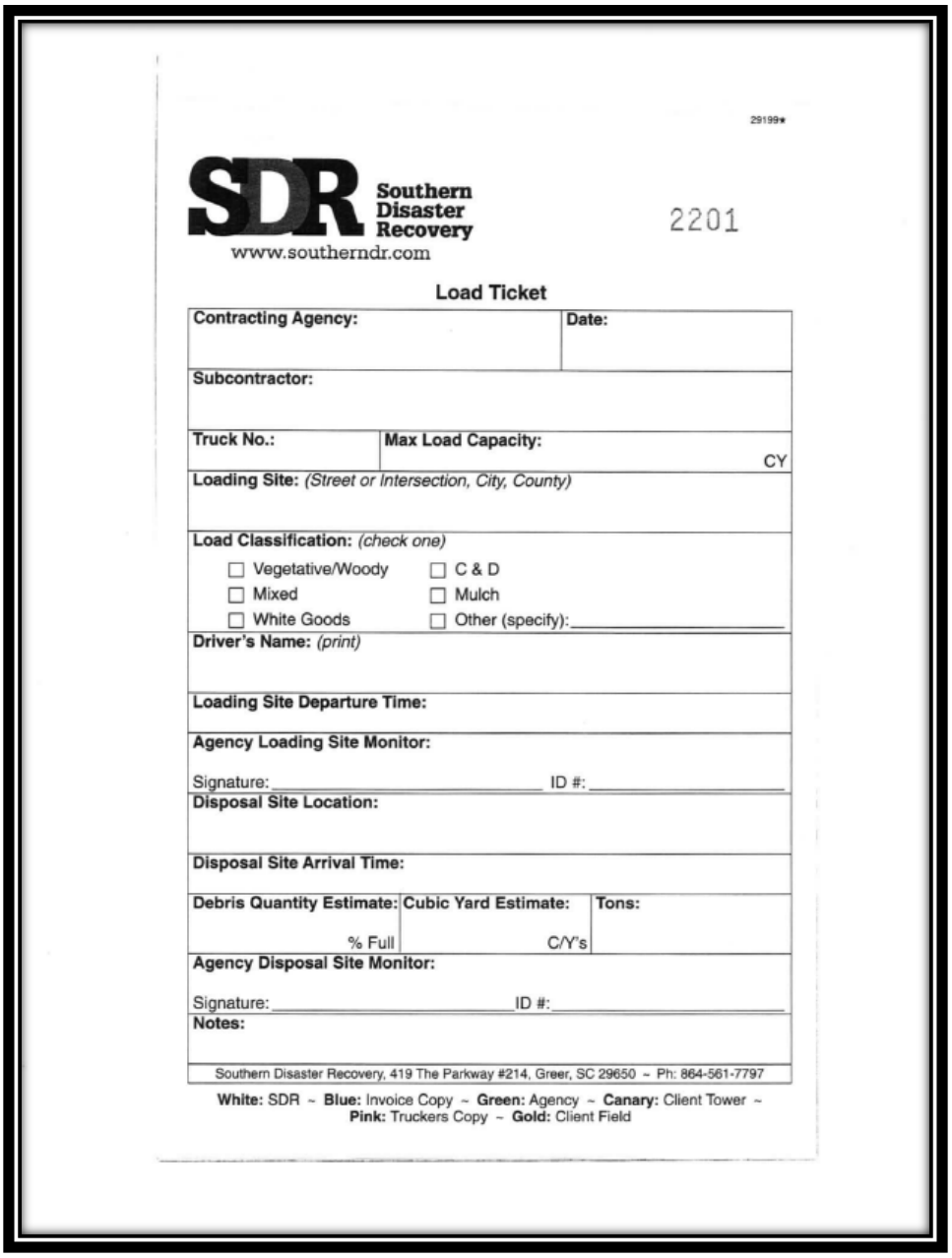
SDR's *Load Ticket* may also be utilized by the Client to record the debris collected and transported from rights-of-way to the designated disposal sites. SDR captures 15 key data points described in the Debris Management Guide (FEMA). The six-part load ticket allows all recovery participants to accurately maintain documentation of their billable activities during the recovery project.

Each week, or more frequently if deemed necessary by the severity of the storm, the load tickets used will be posted to a spreadsheet and/or database and electronically submitted to the Client.
The database includes the following information from each load ticket:

- Date
- Preprinted ticket number

DOCUMENTATION, REPORTING, AND RECONCILIATION

- Hauler's name
- Truck number
- Truck capacity in cubic yards
- Load percentage full, as assigned by the Client Representative in the tower
- Load amount in billable cubic yards
- Debris classification as burnable, non-burnable, mixed, other
- Point of origin for debris collection, time loaded and unloaded, including location of the temporary disposal site



29199★

SDR Southern Disaster Recovery
www.southerndr.com

2201

Load Ticket

Contracting Agency:	**Date:**
Subcontractor:	
Truck No.:	**Max Load Capacity:** CY
Loading Site: *(Street or Intersection, City, County)*	
Load Classification: *(check one)* ☐ Vegetative/Woody ☐ C & D ☐ Mixed ☐ Mulch ☐ White Goods ☐ Other (specify):_____	
Driver's Name: *(print)*	
Loading Site Departure Time:	
Agency Loading Site Monitor: Signature:_____ ID #:_____	
Disposal Site Location:	
Disposal Site Arrival Time:	
Debris Quantity Estimate: % Full	**Cubic Yard Estimate:** C/Y's **Tons:**
Agency Disposal Site Monitor: Signature:_____ ID #:_____	
Notes:	

Southern Disaster Recovery, 419 The Parkway #214, Greer, SC 29650 ~ Ph: 864-561-7797

White: SDR ~ **Blue:** Invoice Copy ~ **Green:** Agency ~ **Canary:** Client Tower ~ **Pink:** Truckers Copy ~ **Gold:** Client Field

SDR 6-part Sequentially Numbered Load Ticket **(Document shown smaller than actual size**

DOCUMENTATION, REPORTING, AND RECONCILIATION

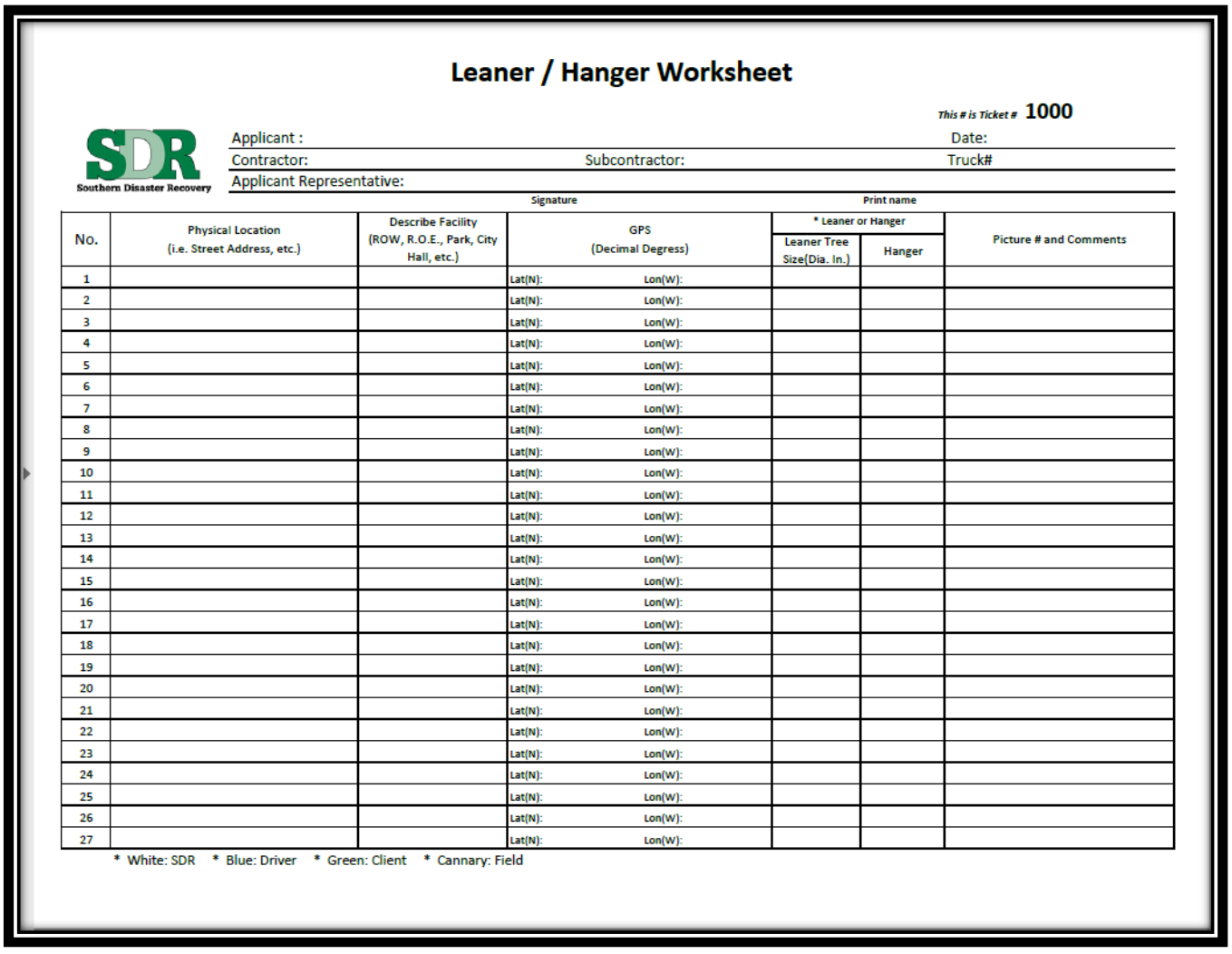
As demonstrated in the preceding example, the load ticket records all necessary identifying data to expedite data processing, compensation, and reimbursement.

The distribution of all ticket copies for the various type of debris will be determined by the contractor and the designated Project Officer.

Entity officials may authorize other debris recovery tasks during debris management for which the Load Ticket is not suitable. Specifically, leaners and hangers have unique documentation requirements.

LEANER/HANGER WORKSHEET

The *Hanger/Leaner Worksheet* documents the eligible work effort of the assigned crew in the field in a manner consistent with the FEMA Public Assistance Program and Policy.



Leaner / Hanger Worksheet

This # is Ticket # **1000**

Southern Disaster Recovery

Applicant : Date:

Contractor: Subcontractor: Truck#

Applicant Representative:

Signature Print name

No.	Physical Location (i.e. Street Address, etc.)	Describe Facility (ROW, R.O.E., Park, City Hall, etc.)	GPS (Decimal Degress)	* Leaner or Hanger		Picture # and Comments
				Leaner Tree Size(Dia. In.)	Hanger	
1			Lat(N): Lon(W):			
2			Lat(N): Lon(W):			
3			Lat(N): Lon(W):			
4			Lat(N): Lon(W):			
5			Lat(N): Lon(W):			
6			Lat(N): Lon(W):			
7			Lat(N): Lon(W):			
8			Lat(N): Lon(W):			
9			Lat(N): Lon(W):			
10			Lat(N): Lon(W):			
11			Lat(N): Lon(W):			
12			Lat(N): Lon(W):			
13			Lat(N): Lon(W):			
14			Lat(N): Lon(W):			
15			Lat(N): Lon(W):			
16			Lat(N): Lon(W):			
17			Lat(N): Lon(W):			
18			Lat(N): Lon(W):			
19			Lat(N): Lon(W):			
20			Lat(N): Lon(W):			
21			Lat(N): Lon(W):			
22			Lat(N): Lon(W):			
23			Lat(N): Lon(W):			
24			Lat(N): Lon(W):			
25			Lat(N): Lon(W):			
26			Lat(N): Lon(W):			
27			Lat(N): Lon(W):			

* White: SDR * Blue: Driver * Green: Client * Cannary: Field

SDR Leaner/Hanger Worksheet **(Document shown smaller than actual size)**

DOCUMENTATION, REPORTING, AND RECONCILIATION

DATA VERIFICATION AND REPORTING

Just as in the Field Ticketing for Loads and Time/Material Tickets, the third-party independent monitor signature is an important validation for the County to document for disaster reimbursement purposes.

Following the collection of data in the field via Load Tickets or Leaner/Hanger Worksheets, all documents are entered into a spreadsheet for subsequent reports and invoicing. Entity officials and will receive daily reports and updates
that are integrated into the entity's situation reporting, enabling the production of any manner of report for daily briefings, weekly rollups, or work reconciliation. Reports are tailored to support the unique needs of each client.

In addition to the aforementioned forms, SDR may provide the following source documentation in conjunction with the entity's monitoring firm:

1. Monitored Time and Materials Tickets and Summary Spreadsheets
2. Debris estimate reports
3. TDMS
    a. Lease Agreement (if warranted)
    b. Property Owner Releases
    c. Pre-cleanup pictures of site
    d. Site Characterization Report; Soil samples
    e. State Environmental Agency Permit
4. Truck Certification Forms, Photos, Summary Spreadsheets
5. Daily Action Plan(s), Damage Reports, Customer Contact Reports
6. Monitored Load/Haul Tickets, Summary Spreadsheets, Daily Reports
7. Monitor Tower Log Sheets, Daily Reports
8. Monitor Tower Log Sheets, Monitored Haul Out Load Tickets/Tipping Tickets, Sales Receipts (if warranted); disposal locations permits/name, addresses, contact information
9. Monitor Geo-locate, Review/inspection prior to work
10. TDMS Closeout Report

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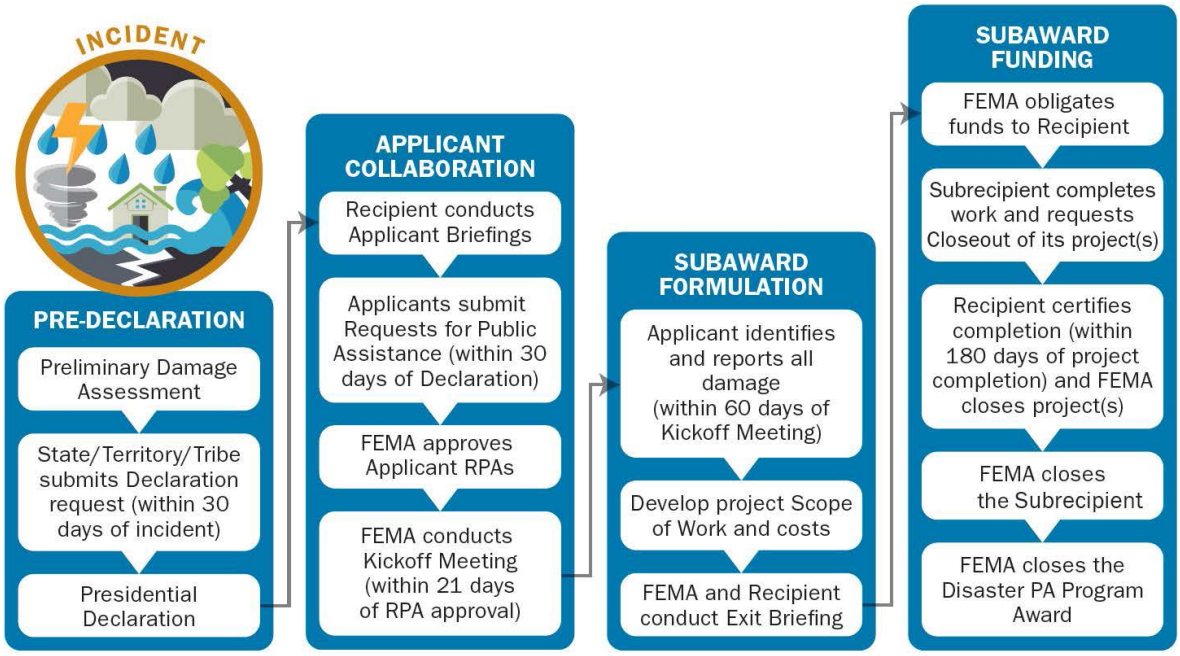
DOCUMENTATION, REPORTING, AND RECONCILIATION

FEMA PROGRAM ASSISTANCE COORDINATION

SDR's FEMA Program Director can set up and coordinate necessary meetings. The Program Director will meet with the entity to review and/or update existing information that may be required for FEMA reimbursement submittals, and detail item checklists required for each FEMA categories A and B.



SDR's Program Assistance will include the following:

- Coordination with the entity to submit an official request for State assistance and FEMA inspection.
- Local government representation: SDR can train and assist the entity's personnel with submittal forms for force labor accounts and equipment inventory data sheets.
- Evaluation of the entity's FEMA Project Worksheet (PW) for accurate scope of work and unit costs.
- Recovery process documentation: SDR can assist the entity in formulating a plan to process all daily logs, tickets from the field/contractor, and enter data of the recovery process. Perform daily and/or weekly ticket reconciliation, and final reconciliation of debris removal ticket ledgers and disposal ledgers (TDMS to final disposal), per FEMA requirements. Provide FEMA Category A submittals, including final inspection reports.
- Examination of project documentation for consistency, compliance, and completeness. Assist with submission of Requests for Payment, if necessary.
- Recommendations to entity representatives for reimbursement tasks.
- Negotiation assistance with state and/or federal entities, if needed. Verification of work-item tasks completion for FEMA Category A-B for contract closeout.

TAB 10 - REQUIRED PROPOSAL FORMS

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

ITEMS REQUIRED		DESCRIPTION OF ITEM REQUIRED	*Verify Document is attached by checking the box
1	Title Page	Must include RFB# 25-05-PW DISASTER DEBRIS MANAGEMENT	☒
2	Table of Contents	TAB 1	☒
3	Letter of Interest	TAB 2: Max 2 pages, Firm Overview, Commitment, Summary of Capabilities, why your Firm is the best fit	☒
4	Experience and Ability	TAB 3: Organizational Background, Staff Resumes, Relevant Certifications, Subcontractor Info, List of Current debris contracts	☒
5	Operational Plan	TAB 4: Approach to debris management, pre-planning, mobilization, training, QA/QC, etc.	☒
6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☒
7	Financial Capability	TAB 6: Financial Status, Line of Credit, Proof of Assets	☒
8	Project Cost/Rates	TAB 7: Exhibit “A” provided	☒
9	Business Structure & Registrations	TAB 8: Business Licenses, Proof of Registration of the State of Florida, Professional Certifications	☒
10	Additional Information	TAB 9: Any pertinent information not required above	☒
Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☒
13	Appendix A – Certification Regarding Lobbying	provided	☒
14	FAR 52.209-5 Certification Regarding Debarment	provided	☒
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☒
16	Drug-Free Workplace	provided	☒
17	Bidders List Form	provided	☒
18	Non-Collusion Affidavit	provided	☒
19	Anti-Kickback Affidavit	provided	☒
20	Public Entity Crimes	provided	☒

	Statement		
21	Acknowledgement of Addenda	provided	☐
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☒

*If any boxes are left unchecked bid is considered unresponsive.

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: Southern Disaster Recovery, LLC

Signature: 

Name (type/print): Al McClaran

Title: CEO

Address: 93 Sonia Drive

City: Greer State: SC Zip: 29650

Telephone: 864-469-9776 Fax No.: 864-469-9642 Date: 05/06/2025

Email Address: al@gosdr.com

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, Southern Disaster Recovery, LLC, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

AMcM

Signature of Contractor's Authorized Official

05/06/2025

Date

Al McClaran / CEO

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).
This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Southern Disaster Recovery, LLC Date: 05/06/2025

Authorized Signature:  Printed Name: Al McClaran

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

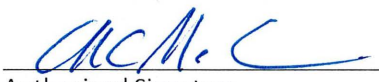
   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Southern Disaster Recovery, LLC
Company Name


Authorized Signature

Al McClaran
Printed Name

05/06/2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.



Signature

Al McClaran

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Southern Disaster Recovery, LLC

Business Address: 93 Sonia Drive (Street) Greer (City) SC (State) 29650 (Zip)

County Business is located in: Greenville

Name of Contact Person: Al McClaran

Phone: ( ) 864-469-9776 Fax: ( ) 864-469-9642

Email Address: al@gosdr.com

Is this business certified as a Disadvantaged Business Enterprise? Yes [No]

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [X]Over $5,000,000

Age of Business: 12 Years 11 Months

Part B: Project and Work Description

RFP # RFP# 25-05-PW Project Name: DISASTER DEBRIS MANAGEMENT SERVICES

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

For the detail, Please see Tab 4 - Operational Plan and Equipment List

Will you subcontract any of your work? [Yes*] No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: AlMcC Date: 05/06/2025

Printed Name: Al McClaran Title: CEO

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: PRIDE CONTRACTING, INC.

Business Address: 9200 STONE HERITAGE RD, MIDDLESEX, NC 27557

Street City State Zip

County Business is located in: Nash

Name of Contact Person: Eric S. Wainwright

Phone: ( ) 252-702-9609 Fax: ( ) 866-416-8960

Email Address: eric@prideinc.net

Is this business certified as a Disadvantaged Business Enterprise? Yes ☐ No ☐

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000

[ ] $1,000,000 to $2,000,000 [ ] $2,000,000 to $5,000,000 [✓] Over $5,000,000

Age of Business: 13 Years _____ Months

Part B: Project and Work Description

RFP # RFP# 25-05-PW Project Name: DISASTER DEBRIS MANAGEMENT SERVICES

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Will you subcontract any of your work? Yes* ☐ No ☐

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: May 6, 2025

Printed Name: Eric S. Wainwright Title: Corporate Secretary/VP Operations

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Al McClaran, being first duly sworn, deposes and says that:

1. (S)He is CEO of Southern Disaster Recovery, LLC, the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

AM McC — (Signature)

CEO — (Title)

Subscribed and Sworn to before me of this 6 day of May, 2025

SCrd — (Notary's Signature)

Amy Crawford — (Notary's Stamped or Printed Name)

AMY CRAWFORD
My Commission Expires
NOTARY PUBLIC
January 30, 2035
STATE OF SOUTH CAROLINA

Notary Public, in and for Greenville County,
My commission expires: 1-30-35

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. RFP# 25-05-PW

   for THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES.

2. This sworn statement is submitted by Southern Disaster Recovery, LLC
   [name of entity submitting sworn statement]

   whose business address is 93 Sonia Drive, Greer SC 29650
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 45-5312400

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Al McClaran and my relationship to
   [please print name of individual signing]

   the entity named above is CEO.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) Al McClaran

CEO
(Title)

Subscribed and Sworn to before me of this 6 day of May, 2025.

(Notary's Signature)

Amy Crawford
(Notary's Stamped or Printed Name)

AMY CRAWFORD
My Commission Expires
NOTARY PUBLIC
January 30, 2035
STATE OF SOUTH CAROLINA

Notary Public, in and for Greenville County,
My commission expires: 1-30-35

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

Al McClaran — CEO

(Signature) (Title)

Subscribed and Sworn to before me of this 6 day of May, 2025

(Notary's Signature) Amy Crawford (Notary's Stamped or Printed Name)

AMY CRAWFORD
My Commission Expires
NOTARY PUBLIC
January 30, 2035
STATE OF SOUTH CAROLINA

Notary Public, in and for Greenville County,
My commission expires: 1-30-35

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Al McClaran (insert name) as CEO (insert title) on behalf of Southern Disaster Recovery, LLC (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. Al McClaran (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, Al McClaran (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Al McClaran
Printed Name:
Title: CEO
Nongovernmental entity:
Date: 05/06/2025

STATE OF South Carolina
COUNTY OF Greenville

SWORN TO AND SUBSCRIBED before me X in person or _____ remote notarization by _____ as Al McClaran on behalf of Southern Disaster Recovery LLC, who is personally known to me or who produced N/A as identification this 6 day of May, 2025.

Notary Public

(Notary Seal)

AMY CRAWFORD
My Commission Expires
NOTARY PUBLIC
January 30, 2035
STATE OF SOUTH CAROLINA

Client#: 1588397 15SOUTHDIS1

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/03/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: SC Certificates	
McGriff, a MMA LLC Company 47 Airpark Court (29607) P.O. Box 27149 Greenville, SC 29616-2149	PHONE (A/C, No, Ext): 864 297-4444	FAX (A/C, No):
	E-MAIL ADDRESS: sccertificates@mcgriff.com	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
Southern Disaster Recovery LLC 93 Sonia Drive Greer, SC 29650	INSURER A : Westchester Surplus Lines Insurance	10172
	INSURER B : Old Republic Insurance Company	24147
	INSURER C : Lloyds	
	INSURER D : Selective Insurance Company of SC	19259
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			G47407497002	06/01/2024	06/01/2025	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$100,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$2,000,000
	OTHER:							$
D	AUTOMOBILE LIABILITY			S2030879	06/05/2024	06/05/2025	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	UMBRELLA LIAB OCCUR			G47407503002	06/01/2024	06/01/2025	EACH OCCURRENCE	$5,000,000
	X EXCESS LIAB X CLAIMS-MADE						AGGREGATE	$5,000,000
	DED X RETENTION $10000							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N: Y	N / A	MWC31205225	01/01/2025	01/01/2026	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
A	Pollution Liab			G47407497002	06/01/2024	06/01/2025	1,000,000 10K ded	
C	Maritime EL			N12MLB16652524	12/15/2024	12/15/2025	1,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

** Workers Comp Information **

USLH ; Other States Coverage

This certificate is for bidding purposes only. When/If the contract is awarded, we can issue with the specific certificate holder information listed.

CERTIFICATE HOLDER

Southern Disaster Recovery LLC
93 Sonia Dr
Greer, SC 29650

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Chandler O. Griffith

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Original + USB



CROWDER GULF

City of Destin, FL

RFP# 25-05-PW
Disaster Debris Management Services

Thursday,
May 08, 2025 @ 2:00 PM

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

Ashley Ramsay-Naile, President

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

Phone 800-992-6207
Fax 251-459-7433
jramsay@crowdergulf.com
www.crowdergulf.com

Tax ID: 01-0626019
Sam UEI Number: TTNUYNSBDQU4
FL Business License # CGC1532476



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- *Addenda Acknowledgement - None*

CROWDER GULF

ADMINISTRATIVE OFFICE
5629 Commerce Blvd East
Mobile, AL 36619

OFFICE : 800-992-6207
FAX : 251-459-7433

May 6, 2025

Destin City Hall
Attn: City Clerk
4200 Indian Bayou Trail
Destin, FL 35241

Re: RFP# 25-05-PW for Three-Year Pre-Positioned Contract for Disaster Debris Management Services

CrowderGulf is pleased to submit the enclosed proposal as a firm and irrevocable offer in response to the bid referenced above. We want to express our desire to enter into an agreement City of Destin for Disaster Debris and Management Services. We believe we are the best company to provide the City with the requested services based on our many years of experience and capabilities as synopsized below and demonstrated in the attached proposal.

CrowderGulf is a national full-service debris management firm with over fifty-five (55) years' experience helping communities like the City of Destin recover from disasters. Having successfully managed debris removal operations in sixteen (16) states, **including Florida**, we have developed one of the most capable recovery management teams in the Country. Our disaster experience includes the successful completion of **over six hundred (600) disaster recovery projects**, removing, reducing and disposing of **over four hundred twenty-five (425) million cubic yards of debris.** This is testament to our ability to meet the scope of work established by the City of Destin.

Highlights of Past Projects in Florida

- **2024 Hurricanes Milton & Helene $307,063,266 – 12,937,101Cubic Yards**
- 2023 APWA Award of Excellence
- 2022 Hurricanes Ian & Nicole – 44 Contracts Activated- 62 DMS Managed- $412,363,005 – 19,160,671 Total Cubic Yards
- 2018 Hurricane Michael (FL, GA) – 16 Activations - $252,281,133 Invoice Amount – 12,256,345 Total Event Cubic Yards
- 2017 Hurricane Irma – American Public Works Association – **2018 Contractor of the Year** (City of Punta Gorda, FL)
- 2017 Hurricanes Irma and Harvey – Completed 91 Activations across 3 States (FL, TX, GA)
- 2016 Hurricane Michael (SC, FL, VA, NC, GA) - 39 Contracts Activated - $82,267,725 Invoice Amount - 5,675,560 Total Event Cubic Yards

Recent Project Highlights

- **2024 Hurricanes Milton, Helene, Francine, Debby & Beryl & Straight-line winds (Activations in: FL, GA, NC, SC, LA, TX) - $261,202,800 – 13,768,701 Cubic Yards**
- 2023 Hurricane Idalia (FL), Tornados (AR & TX), Ice Storm (TX) - $32,431,478 - 1,910,145 Total Event Cubic Yards
- 2022 Hurricanes Ian & Nicole (FL) - $412,363,005 - 19,160.671 Total Event Cubic Yards
- 2020 Hurricanes Sally & Laura – 20 Contracts Activated (AL, FL, LA, TX) - $451,900,191 – 21,443,612 Total Event Cubic Yards (**includes special waterway and drainage lateral projects**)
- 2020 Tornado – 2 Activations (TN) - $12,292,233 Invoice Amount – 896,815 - Total Event Cubic Yards
- 2018 Hurricane Florence – 18 Activations (NC, SC) - $29,884,238 Invoice Amount – 1,862,022 Total Event Cubic Yards

CrowderGulf's management team includes previous FEMA Directors, Emergency Managers and qualified Debris Specialists with 55+ years of training and "boots on the ground" field experience. You will find our team fully knowledgeable in all aspects of debris removal, reduction, and disposal, from operational methodology to quality control and FEMA public assistance reimbursements. We recognize that an efficient, orderly and safe debris management operation can only be achieved by experienced on-site personnel. Our key management and field staff have obtained numerous FEMA and OSHA certifications in emergency management, safety and environmental compliance and remain with you from contract activation to closeout.

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

CrowderGulf is committed to responding to any event in the City regardless of size or type, with utmost promptness. **Don Madio, Florida Regional Director**, is a long time Florida resident and has significant first-hand experience working disaster declarations within the State of Florida. He recently managed multiple contracts after Hurricanes Helene, and Milton devastated the State. In addition, **Joe Hayes, Project Manager and Regional Manager,** has been assigned to meet the needs and requests of the **City** throughout the year. Both he and Don can provide valuable knowledge and experience with an inherent commitment and dedication to the City. Don Madio can be reached at 813-285-8749 or dmadio@crowdergulf.com and Joe Hayes can be reached at jhayes@crowdergulf.com. You may also contact the CrowderGulf Disaster Assistance office at 1-800-992-6207.

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

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

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

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

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

Our Disaster Management Services include the following:

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

We greatly appreciate the opportunity to submit this proposal. **We assure you that our professional disaster debris team will exceed the expectations of the City**. We will be pleased to provide any additional information that would assist the City of Destin in its deliberations and look forward to your favorable response.

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

Best Regards,



Ashley Ramsay-Naile, President
jramsay@crowdergulf.com / knoll@crowdergulf.com

Qualifications of CrowderGulf

CrowderGulf At-A-Glance

CrowderGulf is a leading disaster debris management and response company with over 55 years of successful experience in debris management, removal, and disposal services. We utilize the best management practices to reduce risk, enhance productivity, and provide cost effective project delivery to all clients. CrowderGulf manages a self-sustaining, well-organized, efficient operation during all contract activations.

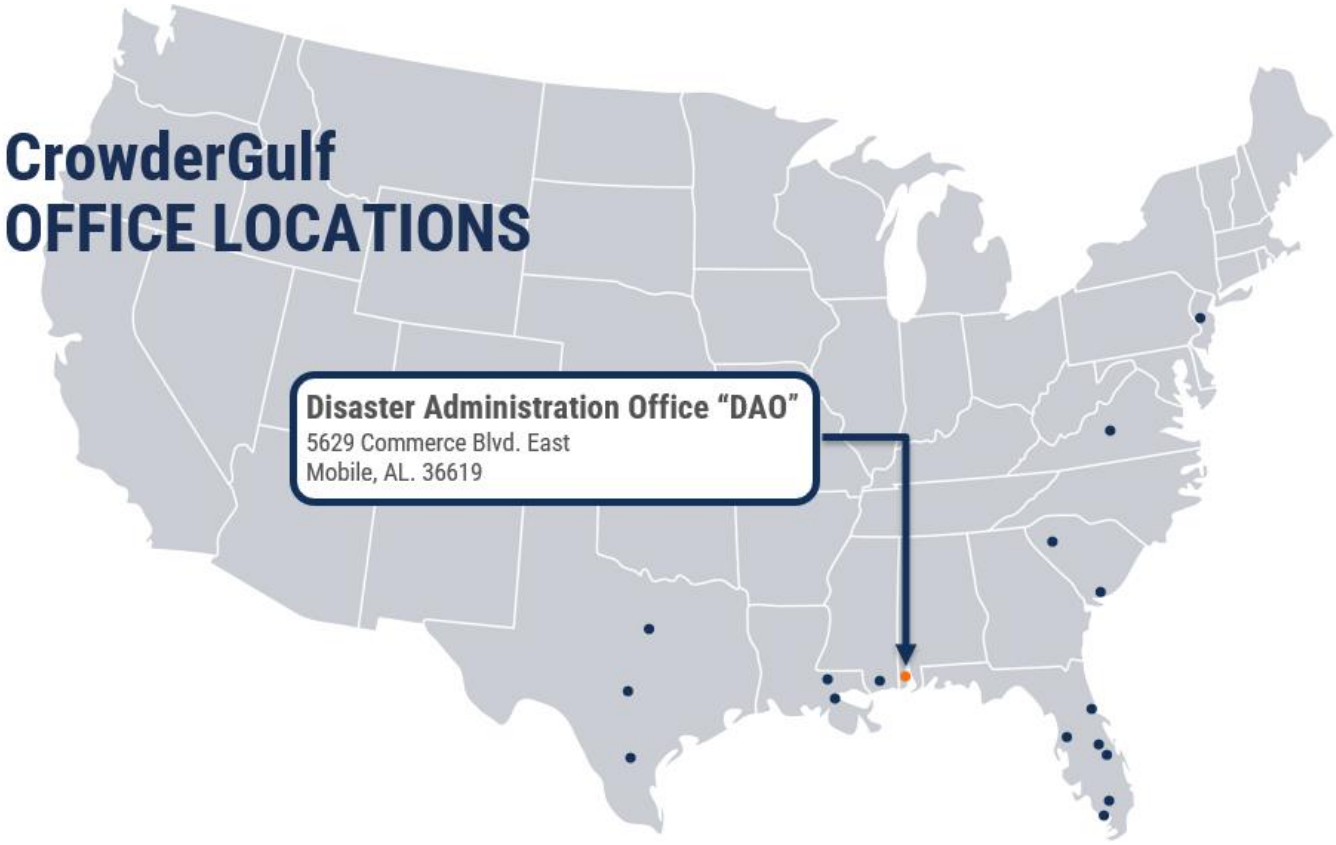
- **Bases of Operation:**

Primary — **Mobile, Alabama**

Satellite Offices — Palm Harbor, West Palm Beach, Winter Garden, Wellington, New Smyrna Beach, Miami, **Florida**
D'Iberville, Mississippi
Robbinsville, New Jersey
New Orleans, Baton Rouge, Louisiana
Hilton Head Island, Laurens, South Carolina
Denton, Portland, and Austin, Texas
Richmond, Virginia

- **Never failed to complete** all contract obligations and never defaulted on a contract.
- Committed to the **same highly skilled qualified Project Management Team remaining with the project** from start to finish.
- Large cadre of management personnel with extensive disaster debris training and experience.
- **Completed simultaneous** debris projects after all major hurricanes **since 1969.**
- Successfully completed over **600 FEMA funded** disaster recovery projects.
- Effectively removed, managed and disposed of over **425 million cubic yards of debris.**
- Industry leader in **waterway debris removal**, including work from New Jersey to Texas.
- Fully committed to using local citizens and qualified local subcontractors to the maximum extent, including Minority Business Enterprise (MBE) owners.
- **No lawsuits, liens or judgments by clients ever** filed or pending and no bankruptcy proceedings filed or pending.
- **No lawsuits, liens or judgments by CrowderGulf** to clients **ever** filed.
- Over **$150 million** of company-owned/leased equipment available for rapid response.
- Experienced in always providing unlimited support and accurate FEMA compliant documentation to ensure that no clients are denied reimbursement.
- CrowderGulf offers a well-developed, adaptable, and proven Debris Management Plan that is reviewed and revised after every event.
- Quality Control always maintained to reinforce the "Clean as You Go" policy for debris removal.
- Technical advice and training available to all clients throughout the contract term, at no cost to client.
- Significant financial strength:

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



"Despite the inevitable challenges of managing a disaster, every contact I made with Crowder Gulf consistently went above and beyond. They promptly addressed every phone call and concern, and our professional relationship has led to multiple referrals to other organizations. Every member of Crowder Gulf has made a lasting impact on our city."

Jamie Praslicka
Emergency Management Coordinator
City of Angleton, TX (Hurricane Beryl – 2024)



CROWDER GULF

Tab 3 - Experience & Ability



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

TAB 3 – Experience and Ability

Over Fifty-five Years of Debris Management Experience

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

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

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

During the last five decades, the Company has managed over **600 disaster recovery projects in 16 states and has successfully removed, reduced and disposed of over 425 million cubic yards of debris.** CrowderGulf's current and past performance, as highlighted in this proposal, demonstrates our expertise in successfully completing multiple contracts simultaneously, regardless of their locations or the amount of damage.

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

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

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

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

CrowderGulf Services Available to the City

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

Pre-Planning & Training

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

Aerial Damage Assessment via Helicopter Flyover

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

Emergency Road Clearance "PUSH"

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

Right of Way (ROW) Debris Removal

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

Private Property Debris Removal (PPDR)

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

Development and Operation of Temporary Debris Management Sites (TDMS)

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



Final Debris Disposal

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

Stump Removal

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

Tree Trimming & Removal (Leaners and Hangers)

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

Arborist Program

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

In-House Arborist:

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

Demolition

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

Derelict Vehicle and Vessel Removal

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

Removal & Disposal of White Goods & E-Waste

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

Waterway Debris Removal & Shoreline Restoration

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



Sonar Scanning

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

Technical Disaster Recovery Assistance

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

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

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

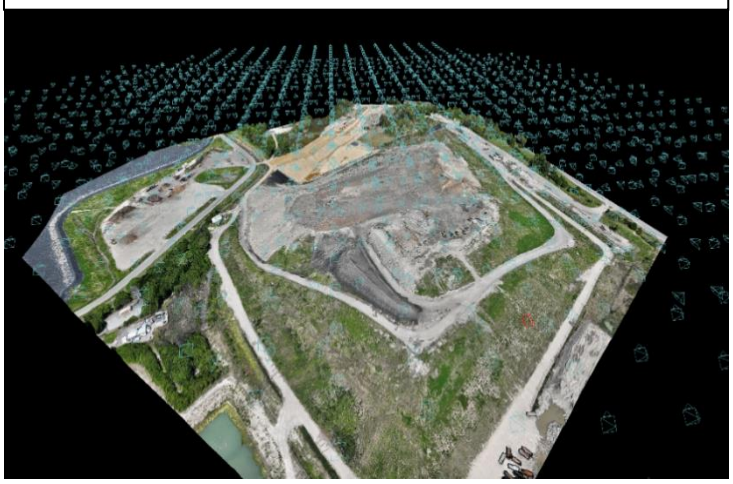
Drone Capabilities

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

Benefits of Drone Technology:

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

3D Modeling of PDR Assessment



Contract Management - Ability to Execute Concurrent Contracts Across Multiple Regions

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

The Summary Table below provides a snapshot of CrowderGulf's relevant disaster work experience. It reflects the Company's ability to successfully complete multiple simultaneous disaster projects by providing the personnel and equipment resources needed, regardless of size, location, number of active projects, or the nature and severity of the disaster. Over 98% of the 615 disaster projects listed in the table below were the result of pre-event contracts that were activated after a disaster and were FEMA reimbursable projects. Throughout our many years in business, **CrowderGulf has always successfully provided every Client with all the detailed, accurate and timely documentation required by FEMA to receive reimbursement.**

SUMMARY TABLE OF SIMULTANEOUS DISASTER DEBRIS PROJECTS

Year	Hurricanes & Storm Disasters	Simultaneous Contract Activations	# of DMS Managed	Invoice Amt	Approx. Cubic Yards (CY)
2024	Hurricanes Milton, Helene, Francine, Beryl, Debby, & Straight Line Winds, Severe Storms	80	117	$352,230,154	16,181,699
2023	Hurricane Idalia; Ice Storm, Tornados,	19	8	$34,270,393	2,003,207
2022	Hurricanes Ian & Nicole, Severe Storms	45	82	$413,321,806	19,454,567
2021	Hurricanes Ida, Nicholas; Tornados, Storms	25	26	$56,594,407	2,772,654
2020	Hurricanes Laura, Sally, Zeta; Tropical Storm (TS) Cristobal, Hanna, Tornados	39	91	$572,126,410	32,237,626
2019	Hurricane Dorian, TS Imelda, Tornado,	7	4	$4,558,359	169,827
2018	Hurricanes Florence & Michael, Red Tide	40	56	$284,507,351	19,311,887
2017	Hurricanes Irma, Harvey, Nate, TS Cindy	98	144	$298,172,017	18,559,759
2016	Hurricanes Hermine & Matthew; Severe Storms, Flooding, Tornado	53	36	$100,501,633	6,725,538
2015	Severe Storms, (Flood & Tornados)	10	0	$2,311,844	109,578
2014	Ice Storms Pax & Ulysses, Severe Storms	14	5	$9,866,559	669,314
2012	Hurricanes Isaac & Sandy	13	4	$60,627,670	972,993
2011	Hurricane Irene	31	13	$14,754,641	1,673,821
2008	Hurricane Ike	36	27	$178,318,425	16,933,904
2005	Hurricanes Dennis, Katrina, Rita, Wilma	69	41	$281,418,949	19,441,656
2004	Hurricanes Charley, Frances, Ivan, Jeanne	36	61	$292,426,233	16,800,678
2003	Hurricane Isabel	16	19	$66,344,733	5,447,815

Past Performance and Experience

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

2024 Straight-Line Wind. Hurricane Beryl, Hurricane Debby

Hurricane Season in 2024 was very active along both the Gulf Coast and the East Coast. Five hurricanes made landfall in the U. S.: three in Florida, one in Texas, and one in Louisiana. Over 350 lives were lost and according to FEMA the cost of more than $90 billion. The second storm of the season, on July 8, 2024, was Hurricane Beryl. It made landfall along the Southeast Texas Coast as a re-intensified Hurricane 1. The Texas coast suffered extensive flooding and wind damage with Brazoria County being affected by the east side of the eyewall. There was widespread damage from downed trees and power lines, with flooding and infrastructure damage occurring throughout numerous other coastal communities as well as many communities further inland in the Houston region.

Prior to Beryl coming ashore in Texas, CrowderGulf's operational team was pre-staged near our clients to immediately begin assisting them with their needs. One day after landfall, on July 9, 2024, CrowderGulf was activated to provide push crews to the City of Angleton for emergency clearing of priority roads. City and County governments received mounting pressure from state and federal officials (FEMA) to help provide a complete picture of the statewide damage based on their damage assessments.

CrowderGulf assisted clients with this task by mobilizing multiple assessment crews which coordinated with each of our clients to provide individualized debris removal quantity and cost estimates and develop specific debris removal timelines. While CrowderGulf teams were developing debris estimates, simultaneously, other team members worked with Clients to identify, permit and develop Temporary Debris Management Sites (TDMS) throughout the damaged areas. By the end of the first week after Beryl's destructive path, CrowderGulf had been activated by 20 Clients (municipalities and counties) and crews were removing debris from the rights-of-ways. CrowderGulf developed and managed nineteen (19) Temporary Debris Management Sites (TDMS) to reduce the debris produced by Hurricane Beryl.

On September 26th, Hurricane Helene, a Category 4 storm made landfall. More than 230 people were killed from this violent storm's devastation across Florida, Georgia, South Carolina, North Carolia, Virginia and Tennessee. CrowderGulf responded to 16 client activations resulting in the removal of 1.2 million Cubic Yards of debris. Two weeks into the cleanup efforts for Hurricane Helene, Hurricane Milton made landfall on the eastern side of the Gulf of Mexico at Siesta Key, Florida. This powerful category 3 hurricane resulted in 32 client activations. CrowderGulf removed over 3.5 million cubic yards of debris with project totals reaching over 100 million dollars for the debris removal and recovery work.

2024 Straight-Line Winds, Hurricane Beryl, Hurricane Debby, Hurricane Helene, Hurricane Milton												
88 Total Clients	**Number of Clients in 2024 Utilizing Tasks Listed Below**											
Contract Amt	DMS Sites	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	Freon	E-waste	HHW	ADMS Utilized	Waterway Debris
$352,230,154	**94**	**82**	**53**	**49**	**29**	**9**	**13**	**2**	**10**	**12**	**76**	**0**

2022 Hurricanes Ian and Nicole

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

- **Immediate Response**: As the day broke and Ian's winds had weakened, the devastation was unimaginable. One of the first things reported to the team was the destruction of the Sanibel Causeway, cutting the City of Sanibel off from the mainland. CrowderGulf immediately recognized the need to set up barging for the City. We coordinated with the City and mobilized barges the following day. On October 1, 2022, just three days after Ian's landfall, CrowderGulf got the first barge on the scene.

- **Barge Operations**: Barge operations involving five large barges supplied by CrowderGulf, supported transporting fire, police, EMC, power companies to the island for approximately three weeks.

- **Emergency PUSH Operations:** In the first hours after Hurricane Ian's devastation, while barge operations were being set up for Sanibel, CrowderGulf was also performing emergency PUSH operations in Lee County, Fort Myers, Fort Myers Beach, Estero, and Bonita Springs. All combined, CrowderGulf had approximately 200 PUSH crews operating within the State of Florida.

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

2022 Hurricanes Ian & Nicole												
39 Total Clients	**Number of Clients in 2022 Utilizing Tasks Listed Below**											
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	Freon	E-waste	HHW	ADMS Utilized	Waterway Debris
$413,321,806	**11**	**37**	**52**	**38**	**18**	**8**	**7**	**6**	**7**	**6**	**38**	**4**

2021 Hurricanes Ida and Nicholas

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

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

CrowderGulf's Management team immediately mobilized all personnel, support equipment, and assets for the initial PUSH on all essential roadways. Simultaneously, resources were mobilizing for the Rights-of-Way (ROW) debris removal. Three Debris Management Sites (DMS) were immediately developed to accept incoming storm debris. This project activated approximately 30 self-loading grapple trucks as well as several wheel loaders, skid-steers and other supporting equipment required to perform all necessary actions. After six months, the final pass was initiated, and the debris removal portion of the Parish project was completed on May 15, 2022.

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

2021 Hurricanes Ida and Nicholas; Flooding and Tornado												
15 Total Clients	**Number of Clients in 2021 Utilizing Tasks Listed Below**											
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	Freon	E-waste	HHW	ADMS Utilized	Waterway Debris
$56,594,407	**2**	**15**	**13**	**15**	**4**	**3**	**3**	**2**	**1**	**10**	**11**	**1**

2020 Hurricanes Laura and Sally, Tornados

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

Hurricane Laura made landfall near Cameron, LA, on August 27, 2020, as a Category 4 Hurricane with peak sustained winds of over 150 mph. Within a few hours after the dangerous winds passed, the CrowderGulf Team was on the ground in Calcasieu Parish and the cities of Lake Charles, Sulphur, Dequincy, Vinton, Westlake and Iowa. CrowderGulf executed the pre-storm response plans and immediately began debris assessment and removal operations.

Due to the widespread destruction, CrowderGulf dispatched over 500 Emergency Road Clearance crews (aka Push Teams) to clear the roads for emergency vehicles to access the citizens in need. Simultaneously with the Emergency Road Clearance operation, the CrowderGulf Management Team located, leased, permitted and developed 16 Debris Management Sites (DMS) to store and reduce the hurricane generated debris.

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

2020 Hurricanes Hanna, Laura, Sally, and Zeta, TS Cristobal and Tornados												
34 Total Clients	**Number of Clients in 2020 Utilizing Tasks**											
Contract Amt	PUSH Ops	ROW Haul	Debris Reduction	DMS	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
$572,126,410	**5**	**25**	**20**	**49**	**25**	**23**	**13**	**10**	**8**	**9**	**24**	**2**

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

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

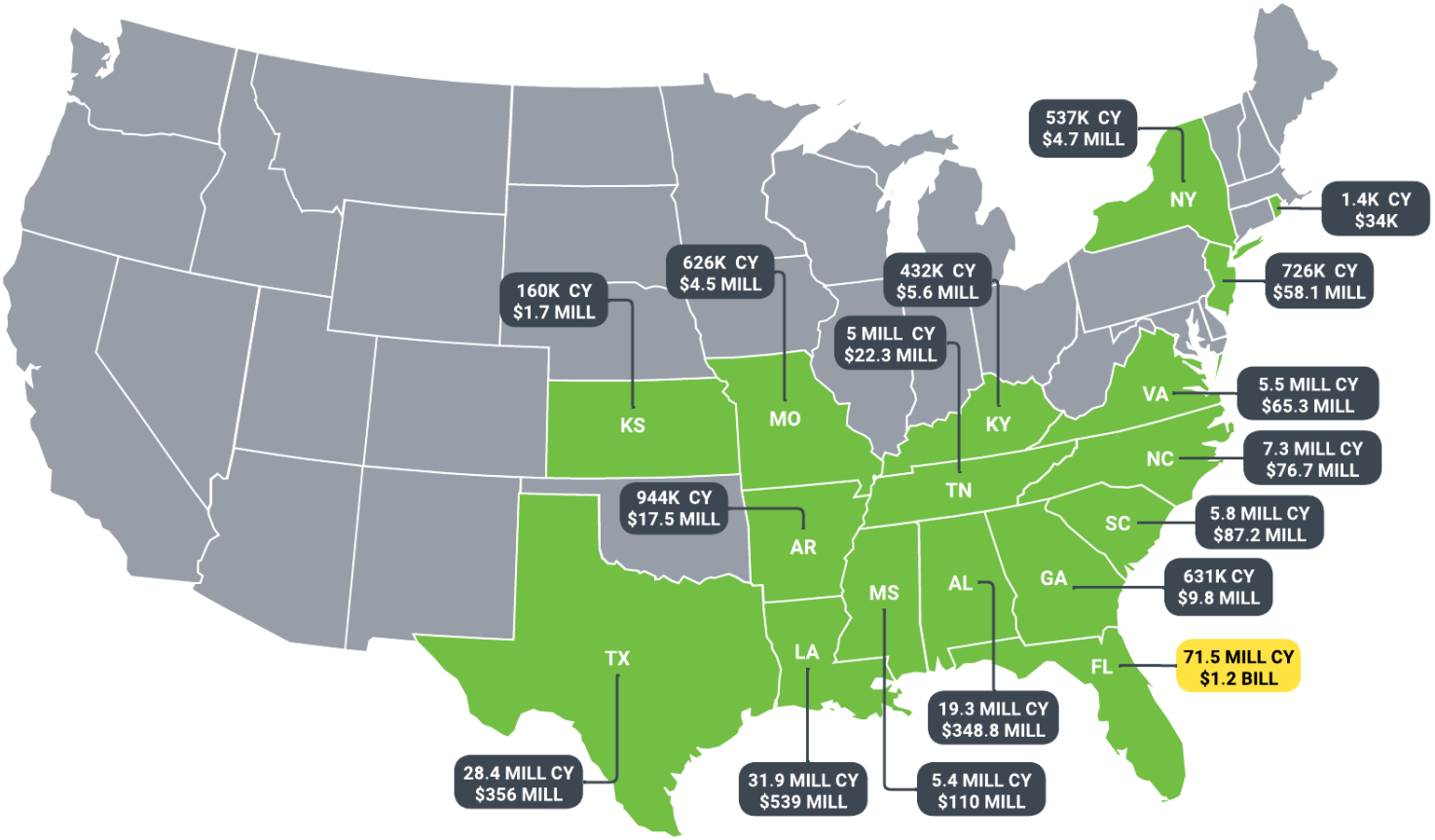
CrowderGulf completed the Push activation for Hilton Head in less than 24 hours and removed, reduced and disposed of over 31,294 cubic yards of debris for Dorchester County within 30 days. Although these were the only two contract activations, CrowderGulf performed numerous damage assessments for clients stretching from Florida to Virginia. In addition,–CrowderGulf performed several miscellaneous projects, one of which was for the City of Dickinson, Texas. CrowderGulf removed and disposed of waterway debris that was deposited in Dickinson Bayou following the 2017 Hurricane Harvey. This special Project resulted in the removal of 27,872 cubic yards of debris. CrowderGulf utilized self-loading barges, floating empty box barges and chain saw crews remove the debris from the waterway. Additional work included bank and ditch clearing in which CrowderGulf utilized picker barges and forestry mulchers along with chain saw crews.

The work in North Carolina and Virginia primarily involved ROW debris removal, reduction and disposal of C&D and vegetative debris, right-of-entry debris removal, tree removal, demolition of structures, sand screening, rebuilding and replanting sand dunes and white goods removal and disposal.

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

"I would like to thank you and your staff for the outstanding service provided to the County in 2017 due to Hurricane Irma."

Russell A. Rowland, Assistant to County Administrator, Okeechobee County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FL
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19.3 MILL CY
$348.8 MILL
28.4 MILL CY
$356 MILL
31.9 MILL CY
$539 MILL
5.4 MILL CY
$110 MILL


OVER $1.4 BILLION
IN DEBRIS REMOVAL
COMPLETED IN THE
LAST FIVE YEARS
2024
$310,000,000+
2023
$316,287,263
2022
$295,147,479
2021
$161,476,405
2020
$332,929,355

Key Personnel

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

▪ Project Management Team Member Bios

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

Name	Position	Email	Phone	Years' Experience
Ashley Ramsay-Naile	President	jramsay@crowdergulf.com	(646) 872-1548	28
Reid Loper	Senior Vice President	rloper@crowdergulf.com	(678) 477-3755	16
Jacob "Matt" Tate	National Director / Response and Recovery	mtate@crowdergulf.com	(251) 402-4696	26+
Nick Pratt	Director of Operations	npratt@crowdergulf.com	(251) 402-5566	19
Barrett Holmes	Regional Director – East Coast - NY, NJ, CT	bholmes@crowergulf.com	(864) 569-6611	26+
Don Madio	Regional Director – FL	dmadio@crowdergulf.com	(813) 285-8749	24
Bill Doran	Director of Government Programs and Policy / Regional Director - LA	bdoran@crowdergulf.com	(225) 456-1752	26
Leigh Anne Ryals	Regional Director – AL, MS & TX	lryals@crowdergulf.com	(251) 751-8660	26+
Drew Sprinkle	Regional Manager-AL, MS	dsprinkle@crowdergulf.com	(251) 423-1100	7
Joe Hayes	Regional Manager – FL	jhayes@crowdergulf.com	(561) 315-1360	7
Barton Holmes	Regional Manager – East	barton@crowdergulf.com	(864) 906-1671	6
Valerie Gonzalez	Regional Manager – TX	vgonzalez@crowdergulf.com	(361) 704-2548	13
Clayton Young	Regional Manager - TX	cyoung@crowdergulf.com	(940) 206-6996	13
Wilber Ledet	Assistant Operations Manager / Senior Project Manager	wledet@crowdergulf.com	(228) 326-5915	13
Matt Lucas	Senior Project Manager, East Coast	mlucas@crowdergulf.com	(609) 731-2858	26+
Lew Najor	Project Manager	lnajor@crowdergulf.com	(850) 393-9985	28
Howard Turner	Project Manager - East Coast	hturner@crowdergulf.com	(804) 814-6197	20
Isam Brisco	Project Manager	ibrisco@crowdergulf.com	(512) 373-0586	9
Jim Frye	Project Manager	jfrye@crowdergulf.com	(228) 990-1965	10
Marian Banks	Project Manager	mbanks@crowdegulf.com	(706) 968-1943	7
Margaret Wright	Documentation Director / PhD	mwright@crowdergulf.com	(251) 604-6346	24
John Campbell	Senior Director – East	jcampbell@crowdergulf.com	(859) 963-8672	26+
Buddy Young	Senior Director - West	byoung@crowdergulf.com	(940) 597-4252	26+
Jeff Zemlik	Safety Manager	jzemlick@crowdergulf.com	(251) 509-9422	13
Wesley Naile	Contracts Manager	wnaile@crowdergulf.com	(251) 533-5585	19
Jesus Carretie	Program Manager	jcarretie@crowdergulf.com	(512) 375-0229	9

▪ Corporate Management Team / Top Level Management Personnel

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

Ashley Ramsay-Naile – President – Florida Work Experience



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

Reid Loper –Senior Vice President – Florida Work Experience



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

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

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

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

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

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

Jacob "Matt" Tate – National Director of Response and Recovery – Florida **Work Experience**



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

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

Nick Pratt – Director of Operations – Florida Work Experience



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

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

Nick initially handled all the logistics for the Oil Spill project, putting hundreds of pieces of CrowderGulf equipment in place and directing and training hundreds of CrowderGulf employees throughout the operation. Nick has continued to assist our team by providing his expert knowledge and leadership in the field to complete any assignment given to him on or ahead of schedule. Nick has played a vital role as project manager for our large waterway debris removal contract with the New Jersey Dept. of Environmental Services, because of Hurricane Sandy in 2012. From 2012- 2018, Nick has worked numerous disaster responses for CrowderGulf providing Project Management and asset coordination assistance for multi-state responses. In 2017, Nick worked to secure subcontractors, field personnel, equipment and assets after Hurricane Harvey struck the Texas Coast.

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

In 2018, Mr. Pratt provided leadership and resource assets for CrowderGulf's simultaneous activations in North Carolina following Hurricane Florence, in which CrowderGulf had 20 contract activations and in the Florida Panhandle for 11 additional contract activations following the devastating Category V, Hurricane Michael. Mr. Pratt worked to secure necessary subcontractors, field personnel and equipment to approximately 11 Clients after Hurricanes Laura and Delta struck Louisiana and Hurricane Sally severely damaged the Alabama Coast. **Most recently Mr. Pratt worked in the States of Florida, Georgia, North Carolina and South Carolina after Hurricanes Milton and Helene caused severe damage and historic flooding. These activations were historic in nature because the storms damages areas not prone to typical hurricane winds and flooding.** His ability to assess each project's needs, assign personnel, and inventory assets has been instrumental in our ability to meet each contract activation with the necessary resources to quickly and efficiently respond to each client. Mr. Pratt attended the University of South Alabama. He also holds certificates in CPR and First Aid, 40-hour HAZWOPER and refresher and in 30 HR OSHA Construction. (NIMS Trained)

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



Dr. Wright has over 25 years of professional training and managerial experience. As a vital member of CrowderGulf's Senior Management Team, her roles have included technical proposal writing, training developer and facilitator, regulations compliance, management of record keeping, including day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects.

Dr. Wright worked in field operations, 2003 – 2010, setting up and managing field offices, hiring and training personnel to work with all required documentation, and at CrowderGulf's Disaster Assistance Office (DAO) after all major disasters since 2010. Her work in the field began several years before monitoring companies were prevalent and before ADMS was developed. All ticket data were entered into CrowderGulf's unique and strong database that was developed by a retired engineer on staff.

After Hurricane Ike in 2003, Dr. Wright developed an Orientation Training Program for Hurricane Preparedness and FEMA Regulations. She and Mr. Young presented training courses throughout Florida, Virginia, South Carolina and Texas for CrowderGulf Clients with pre-event contracts. As an example of CrowderGulf's commitment to Clients, in 2017, Dr. Wright worked **onsite** for over six weeks with our client and their monitoring firm to assure that documentation and FEMA reimbursement went smoothly after Hurricane Hermine. She worked to properly invoice and document approximately 9 million dollars for the City of Tallahassee and Leon County.

Dr. Wright currently assists with proposal writing and mentoring new employees on disaster debris operations. (NIMS Trained)

John Campbell – Senior Director – Florida Resident & Florida Work Experience



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

Raymond "Buddy" Young – Senior Director – Florida Work Experience



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

▪ Regional Directors and Regional Managers

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



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

Following his service in Iraq, Colonel Holmes was selected to command the Japan Engineer District in Tokyo, Japan. As the District Engineer, he led the design and construction agency for all Unites States forces and federal agencies in Japan and was responsible for a multinational construction program valued at over $975 million. Colonel Holmes then served as the Defense Coordinating Officer (DCO), the Principal Department of Defense representative with the Federal Emergency Management Agency (FEMA) Region IV. He coordinated Department of Defense resources for numerous disasters to include Hurricanes Earl, Isaac, and Sandy and provided extended support for the United States Coast Guard during the Gulf Coast clean-up following the Deep Water Horizon oil spill. Since Barrett joined the CrowderGulf Team, he has deployed to 16 activations and managed over 65 projects that include hurricanes, floods, tornadoes and ice storms. In 2022 when Hurricane Ian devastated Florida's Gulf coast, Barrett managed CrowderGulf's complex recovery operation on Sanibel Island, Florida. Sanibel's causeway and bridges breeched in multiple locations; CrowderGulf rapidly established barging operations and transported over 1,200 pieces of equipment to expedite recovery.

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

Don Madio – Regional Director (FL) – Florida Resident & Florida Work Experience



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

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

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

Bill Doran – Director of Government Programs and Policy / Regional Director (LA)



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

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

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

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

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



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

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

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

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



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

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

Joe Hayes - Regional Manager (FL) – Florida Resident & Florida Work Experience



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

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

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



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

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

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

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



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

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

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

▪ Field Personnel and Project Management Team

Jeff Zemlik – Safety Manager – Florida Work Experience



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

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

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

Wilber Ledet – Assistant Operations Manager / Senior Project Manager – Florida Work Experience



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

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

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

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

Matt Lucas – Senior Project Manager – Florida Resident and Florida Work Experience



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

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

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

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

Howard Turner - Project Manager – Florida Work Experience



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

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

Isam Brisco – Project Manager – Florida Work Experience



Mr. Brisco is a Graduate of the University of North Texas. He began working with CrowderGulf in 2017 as a field supervisor. His excellent work ethic, communication and job skills allowed him to take on more responsibilities as a Project Manager. After flooding from Hurricane Harvey in 2017, Isam managed the debris removal operation in Dickinson, TX. He located a suitable temporary DMS for increased efficiency of haul in and reduction of C&D. He communicated with the city daily to give updates on progress, organized and communicated with subcontractors daily to assign debris pickup zones, Isam also worked with the Monitoring Company to ensure the job ran smoothly.

Mr. Brisco has been one of CrowderGulf's excellent Project Managers after every major disaster since 2017. Projects he has managed include Hurricane Michael, October 2018, Project Manager in West Bay County Florida, Hurricane Laura, August 2020, Project Manager in Calcasieu Parish, LA. He also managed the debris removal operations from drainage laterals Calcasieu Parish, removing over 2.2 million cubic yards of storm debris from over 800 miles of drainage laterals.

Mr. Brisco continues to work as a Project Manager in all activations (NIMS Trained) (Certified Asbestos Supervisor)

Robert Lewis Najor – Project Manager & Quality Control -- Florida Work Experience



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

Jim Frye – Project Manager – Florida Work Experience



Mr. Frye's debris management career spans 20 years working throughout the United States. He began working for CrowderGulf as a Project Manager in 2017after Hurricane Irma. Since then, he has been involved in every CrowderGulf activation and has worked hurricanes, red tide events, tornadoes and floods. His communication skills and multi-tasking abilities make him an excellent project manager. Jim is well versed in ensuring a well-run project, from managing assigned assets, subcontractor coordination, locating staging areas and debris sites, to working with Clients to ensure that project is completed to their satisfaction. Most recently, Jim completed a project in Greenville, SC after Hurricane Helene and currently, he is in Mitchell County, NC as the assigned Project Manager. (NIMS Trained)

Projects that Jim has managed for CrowderGulf include Fort Myers in 2017 after Hurricane Irma, Lee County in 2018 after Red Tide, Leland in 2018 after Hurricane Florence, Hurricane Michael Panama 2018-2020, Hurricane Laura Sulphur 2020-2022, Hurricane Ian Fort Myers 2022-2024, Wind Event 2024 Texas (Richardson, Coppell, Carrollton), Hurricane Helene Greenville, SC 2024 and Mitchell County, NC 2025.

Marian Banks – Project Manager – Florida Work Experience



Mr. Banks has worked in the debris removal industry for almost 10 years. He has extensive background in tornado, hurricane and wildfire activations. His excellent communication skills and dedication to each project he is assigned increases his success. He has worked in Florida, Iowa, Kentucky and Texas for CrowderGulf. And had previously handled multiple activations in Louisiana, Florida and in California after the Camp Fire in Butte County.

Before joining CrowderGulf, he had a successful career in law enforcement as a lead detective in the Cornelia Police Department for over 10 years. (NIMS Trained)

▪ Disaster Administration Office Team

Wesley Naile - Contracts Manager – Florida Work Experience



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

Jesus Carretie – Program Manager--Florida Resident & Florida Work Experience



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

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

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

Amber Ramsay – Public/Community Relations and Marketing Manager – Florida Resident & Florida Work Experience



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

Lauren Bell – Controller



Lauren joined CrowderGulf in 2022 as Controller where she is responsible for overseeing financial reporting and accounting operations. During a disaster, her role helps to ensure CrowderGulf maintains adequate capital reserves for field operations to move without economic interruption.

Prior to joining CrowderGulf, Lauren served as Assistant Controller for The American Equity Underwriters, Inc, where she led a team responsible for financial operations including consolidated financial statement preparation, corporate analysis, forecasting and budgeting. Lauren began her career in public accounting at KPMG LLP in Birmingham, serving audit clients in a variety of industries. She holds a Bachelor of Science in Commerce and Business Administration and a Master of Accountancy from The University of Alabama.

Marcus Lund – Systems Engineering Manager



During his many years of experience in IT consulting, implementation and cyber security, Marcus Lund has developed the skills and knowledge necessary to manage and secure IT networks of all sizes. He started his career in 2008 with a Managed Service Provider where he began learning every aspect of network management, security and recovery needs. Some of his certifications include VMWare Certified Professional (VCP), Microsoft Certified Professional (MCP), Certified Systems Analyst, Certified Sonicwall Security Admin (CSSA) along with other network certifications.

Managing many businesses across several fields has created a learning environment for Marcus to adapt his skills with IT security regardless of the requirements. Fields in which Marcus has implemented and managed IT security include government, industrial, medical, construction, logistics and finance.

Over the years Marcus has been recruited many times to assist with cyber security issues such as ransomware and data loss. With his experience he has learned what it takes to handle any IT emergency and therefore has learned the skills needed to implement the needed measures to help prevent these disasters from occurring.

In addition to managing all IT needs for CrowderGulf, Marcus is also leading our digital disaster recovery and prevention efforts for our clients. He can run a full network risk assessment and provide a full managed services solution with backups and security to protect a client as needed. Along with the added protection he is also able to work with clients to assist them by providing IT consulting services for other IT needs such as cyber liability insurance applications, Active Directory, VMWare, Citrix, Microsoft Exchange and many more.

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



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

Jenny Todd Weaver – Subcontractor SMBE Compliance Manager – Florida Work Experience



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

Resumes have been provided by the RFP Requirements.

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

Additional Personnel

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

Full Time and DAO Personnel

Last Name	First Name	Position
Teofilo	Tiffany	Accounts Payable Asst
Lund	Marcus	Systems Engineering Manager
Wright	Kerry	Warehouse Manager
Simon	Paris	Accounting Clerk
Suters	Donna	Executive Administrative Assistant / Accounts Receivable
Turner	Mary	Logistics, Contract Management
Edwards	Melinda	Executive Administrative Assistant
Noll	Kerrie	Proposal Manager
Snell	Brandi	Receptionist
Melton	Madi	Administrative Assistant
Holmes	Betsey	Executive Administrative Assistant
Simmons	Cadie	Accounting Clerk
Kessler	Kurtis	Logistics & Facilities Administrator

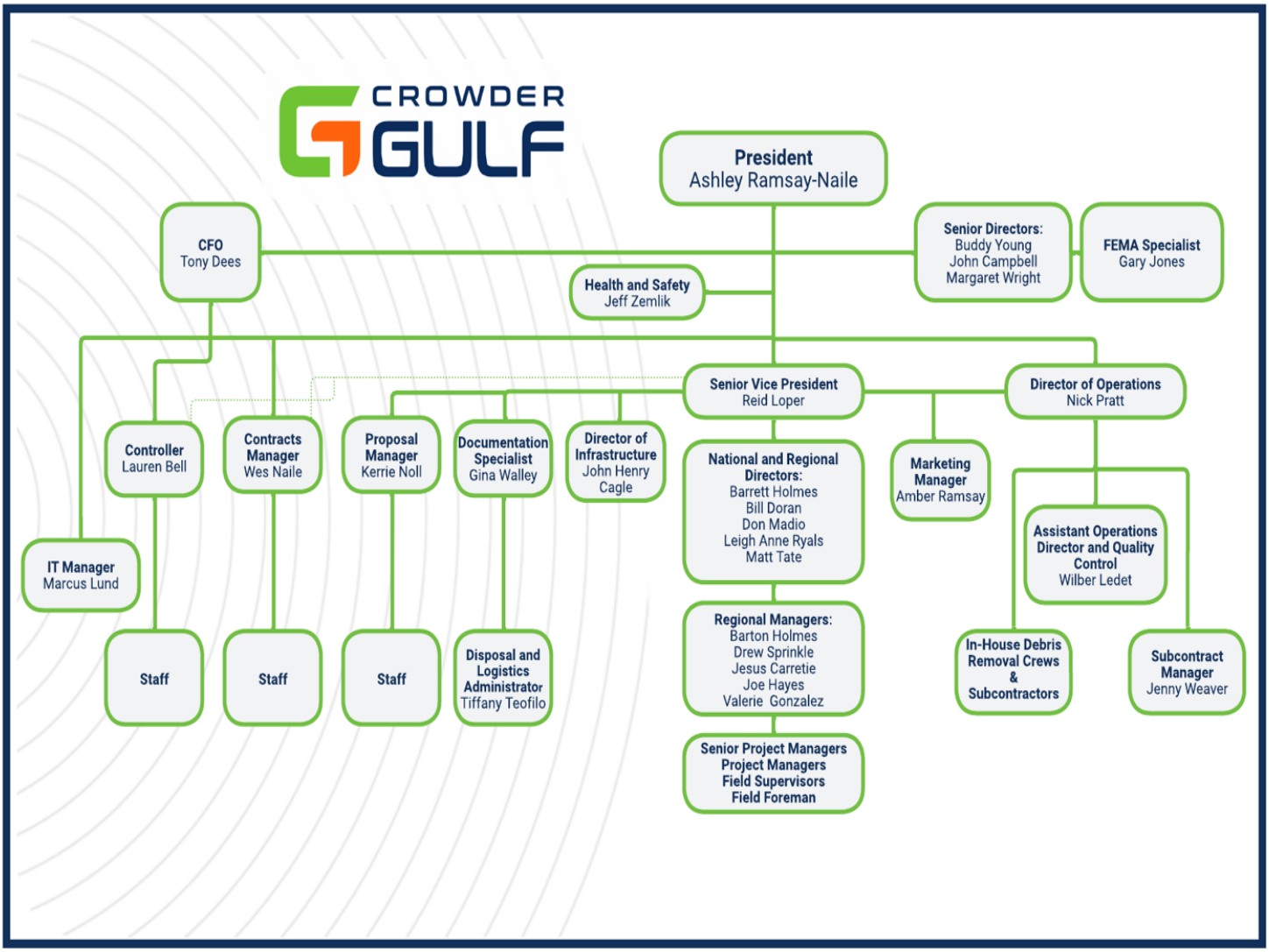
Additional Field Personnel

PROJECT MANAGERS			
Last Name	**First Name**	**Last Name**	**First Name**
Bell	Brad	**Loper**	Leigh
Bender	Jay	**Lund**	Barry
Bishop	Anthony	**Matlack**	Desiree
Blackston	John	**Pearson**	Josh
Brewer	James	**Pfeifur**	Joseph
Cox	JD	**Powell**	Mark
DeHart	Vance	**Renley**	Brandon
Edge	Ron	**Rich**	Holiday
Frye	Jim	**Roberts**	Sam
Gill	Ray	**Robinson**	Tom
Gilman	Ken	**Ryan**	Chris
Gittens	Brian	**Schley**	Joseph
Hall	Eric	**Sharpe**	Matt
Hayes	Dan	**Thorson**	Ron
Hayes	Roy	**Van Vactor**	Joe
Hill	Philip	**Wimberly**	Mike
Johnson	Curt	**Wright**	Andy

FIELD SUPERVISORS			
Last Name	**First Name**	**Last Name**	**First Name**
Anderson	Paul	**Lee**	Brandon
Baldwin	Lisa	**Leggett**	Dee & Jan
Bell	Maria	**Loper**	Leigh
Brewer	Jacob	**Loper**	Mark
Brewer	Lapa	**Luteri**	Rodney
Cade	Victor	**Mosby**	Jacob
Campbell	Tony	**Nelson**	Brian
Crigler	Eric	**Perkins**	Megan
Cruz	Lisa	**Rackley**	Rodney
Drinkwater	Cliff	**Sabasie**	Dalisia
Frye	Jake	**Scantlebury**	Clement
Giffens	Brian	**Spann**	Gregory
Gittens	Margaret	**Tompkins**	Alyssa
Henry	Curn	**VanVactor**	Joe
Holiday	Richard	**Whitten**	Brent
Hope	Gene	**Widgeon**	Pam
Laurent	Zakiya	**Widgeon**	Paul

Organizational Chart

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



Key Personnel Storm Chart

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

Key Personnel Past Storm Experience	2005			2006		2008		2009		2010		2011			2012		2013	2014			2015	2016				2017		2018		2019	2020		2021				2022			2023			2024			
	Hurricane Katrina	Hurricane Rita	Hurricane Wilma	Ice Storm	TS Ernesto	Hurricane Gustav	Hurricane Ike	Ice Storm	TS Ida	BP Oil Spill	Hurricane Earl	Hurricane Irene	Tornado	Hurricane Isaac	Hurricane Sandy	TS Debbie	Blizzard Nemo	Ice Storm Pax	Ice Storm Ulysses	Severe Storms & Flooding	Ice Storm	TX Severe Storms	LA Severe Storms	Hurricane Hermine	Hurricane Matthew	Hurricane Harvey	Hurricane Irma	Hurricane Florence	Hurricane Michael	Texas Tornado	Hurricane Laura / Delta/Zeta	Hurricane Sally	Hurricane Ida	Hurricane Nicholas	Kentucky Tornado	Severe Storms & Flooding	Florida Tornado	Ice Storm	Hurricane Ian	Tornados – AR/NC/VA/TX	TX Ice Storms	Hurricane Idalia	Texas Tornado	Hurricane Beryl	Hurricane Helene	Hurricane Milton
Ashley Ramsay-Naile, President	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nick Pratt, Dir. of Operations	✓		✓	✓			✓			✓		✓		✓	✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Reid Loper, Vice President										✓				✓	✓					✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Raymond "Buddy" Young, Senior Director		✓	✓		✓		✓	✓		✓		✓	✓		✓		✓					✓		✓	✓	✓			✓	✓	✓		✓						✓	✓	✓			✓	✓
John Campbell, Senior Director			✓				✓					✓	✓	✓	✓			✓		✓					✓		✓		✓										✓					✓	✓
Mate Tate, National Director *	×					×	×	×	×	×			×	×	×		×	×		×		×	×	×	×	×	×	×	×		×	×	×		×				×			×		×	×
Barrett Holmes, Regional Director																		✓				✓	✓	✓	✓		✓	✓				✓	✓		✓				✓	✓		✓			✓	✓
Bill Doran, Director	×	×				×	×			×				×								×				×	×		×		×		×						×	✓		✓		✓	✓
Don Madio, Regional Director **						×	×	×	×		×	×		×	×	×	×	×	×					×	×	✓	✓		✓			✓					✓			✓			✓	✓
Leigh Anne Ryals, Regional Director	×					×	×		✓			✓		✓				✓				✓	✓	✓	✓	✓		✓	✓	✓		✓								✓	✓		✓		✓	✓
Margaret Wright, Ph.D., Documentation Dir.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Clayton Young, Regional Manager												✓														✓	✓		✓	✓	✓	✓	✓	✓												
Valerie Gonzalez, Regional Manager																																							✓	✓	✓	✓	✓		
Drew Sprinkle, Regional Manager							✓			✓																✓	✓	✓	✓		✓	✓	✓						✓	✓		✓	✓	✓	✓	✓
Barton Holmes, Regional Manager																								✓	✓	✓	✓	✓				✓		✓	✓		✓	✓	✓	✓		✓		✓	✓
Wilber Ledet, Senior Project Manager							✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓	✓
Howard Turner, Project Manager			×									×													✓		✓	✓				✓	✓		✓				✓	✓			✓	✓	✓
Joe Hayes, Project Manager																										✓	✓		✓		✓					✓			✓	✓		✓		✓	✓	✓
Matt Lucas, Project Manager																									✓	✓		✓	✓			✓		✓			✓			✓	✓		✓			
Isam Brisco, Project Manager																												✓	✓	✓	✓	✓	✓	✓			✓					✓	✓	✓	✓	✓	✓
Lew Najor, Project Manager																												✓	✓	✓	✓	✓	✓	✓							✓				✓	✓	✓
Jesus Carretie, Program Manager																		✓	✓	×				×		×														✓	✓		✓			✓	✓
Jeff Zemlik, Safety Manager										✓		✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gary Jones, FEMA Specialist **														✓	✓		✓	✓	✓	✓		✓			✓	✓				✓									✓		✓			✓	✓
Wesley Naile, Contracts Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Amber Ramsay, Public & Com. Relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓					✓			✓	✓	✓	✓	✓	✓	✓									✓	✓	✓	✓			✓	✓
Gina Walley, Accounts Receivable Mgr.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Jenny Todd Weaver, Subcontracts Mgr.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

Understanding of Governmental Programs

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

Additional Courses that are relevant to Debris Management that are held by staff members include the following:

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-2	Emergency Preparedness in the USA
IS-5	Intro to Hazardous Materials	IS-10/11	Animals in Disaster
IS-26	Guide to Points of Distribution	IS-27	Orientation to FEMA logistics
IS-30/31	Mitigation e-Grants training	IS-30/31	Mitigation e-Grants training
IS-35.10	FEMA Ethics	IS-45.11	FEMA Safety Orientation
IS-55	Household Hazardous Materials	IS-75	FEMA Military Resources and EMA
IS 100	Intro to ICS	IS-111	Livestock in Disaster
IS-111	Livestock in Disaster	IS-101/102	Deployment Basics
IS-120	Introduction to exercises	IS-139	Exercise Design
IS 200	ICS for single resources & Initial Action Incidents	G-202	Debris Management
K-202	Debris MGT Planning Course for State Tribal / locals	IS-208	State Disaster Management
IS-230	Principals of Emergency Management	IS-235	Emergency Planning
IS-240	Leadership & Influence	IS-242	Effective Communications
IS-241	Decision Making and Problem Solving	IS-250	Emergency Support Functions
IS-250	Emergency Support Functions	IS-253b	Overview of FEMA'S Environmental and Historic Preservation Review
E-257	State Director's Training	IS-288	Role of Vol. Agencies in Emer. Mgt.
L-269	Managing FEMA Staff on Disaster Ops.	L-292	Disaster Field Operations Mgt.
IS-300	Intermediate ICS	IS-317	Intro to Community Emergency Response Teams
IS-324a	Community Hurricane Preparedness	IS- 363	Hurricane Readiness
G-363	Hurricane Readiness	L-382	Public Assistance Coordinator (PAC) Crew Leader
G-385	Disaster Response and Recovery Operations	IS-393	Intro. Hazard Mitigation
IS-403	Individual Assistance	IS 400	Advanced ICS
L-545	Basic Human Resources for Disaster Supv.	L-449	ICS Incident Command Train the Trainer
IS-552	The Public Works Role in Emergency Management	IS-546	Continuity of Operations Planning (COOP)
IS-631	Public Assistance Operations	IS-630	Intro to Public Assistance Process
IS-633	Debris Management Plan Development	IS-632	Intro to Debris Ops in FEMA's PA Program
E-684	Integrating Science into Em. Mgt. Policies & Dec.	L-680	Emergency Management – A Leadership Challenge
NIMs 702	NIMS Public Information System	NIMS 700/701a	Multi Agency Coordination System (MAC)
NIMS 703	NIMS Resource Management	NIMS 800a	National Response Plan
IS-810	Oil and Hazardous Materials Response	IS 803	Emergency Support Functions PW
FEMA	Executive Academy Graduate Course	OSHA	HazWoper Training
FEMA	State Director's Training	FEMA	EMI Professional Development Series
	Side Scan Sonar Systems Introduction and Side Scan Sonar Systems Operators Course		Asbestos Contractor Supervisor
Q-534	Emergency Response to Terrorism		

CrowderGulf's Certifications & Training

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

FEMA | Emergency Management Institute


Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

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

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

Issued this 28th Day of March, 2012

IACET

IS-100 - Intro to Incident Command Systems

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

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

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

IS-230 - Principles of Emergency Management

Bill Doran	Joe Hayes	Leigh Anne Ryals

IS-235 - Emergency Planning

Barry Lund	Bill Doran	Leigh Anne Ryals
Barton Holmes	Joe Hayes	

IS-242 - Effective Communication

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

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

Barton Holmes

IS-300 - Intermediate ICS
IS-300 Instructors: John Campbell and Leigh Anne Ryals

Bill Doran	Reid Loper	
Jeff Zemlik	Valerie Gonzalez	

IS-400 - Advanced ICS Command & General Staff
IS-400 Instructors: John Campbell and Leigh Anne Ryals

Bill Doran	Reid Loper	
Jeff Zemlik	Valerie Gonzalez	

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

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

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

Ashley Ramsay-Naile	Don Madio	Lisa Baldwin
Amber Ramsay	Donna Suters	Margaret Wright
Andrew Sprinkle	Gary Jones	Marian Banks0
Barrett Holmes	Gina Walley	Mark Loper
Barry Lund	Jenny Todd Weaver	Matt Tate
Barton Holmes	Jeff Zemlik	Nick Pratt
Bill Doran	Jesus Carretie	Reid Loper
Buddy Young	Joe Hayes	Ronald Thorson
Charles Clark	John Campbell	Sarah Melton
Clayton Young	Kerrie Noll	Valerie Gonzalez Vance
Desiree Matlack	Leigh Anne Ryals	DeHart
		Wes Naile
		Wilber Ledet

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

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

OSHA 30 Hour – Construction

Andrew Sprinkle Barrett Holmes Buddy Young Charles Clark Clayton Young Eric Hall Jeff Zemlik John Campbell Lew Najo	Lisa Baldwin Mark Loper Mike Moulder Nick Pratt Ronald Thorson Reid Loper Vance DeHart Wes Naile Wilber Ledet	OSHA 30 HOUR CONSTRUCTION INDUSTRY TRAINING

Hazwoper – Hazardous Waste Operations and Emergency Response

Jason Zirlott Jeff Zemlik John Campbell Nick Pratt Reid Loper	Mark Loper Wilber Ledet Vance Dehart	EMERGENCY RESPONSE TRAINING HAZWOPER

OSHA Misc.

OSHA 10 Hour - General Industry OSHA 500 – Train the Trainer OSHA 40 – Emergency Response Special Services	Jeff Zemlik Lew Najor Reid Loper Jeff Zemlik Marian Banks	OSHA

Watershed Management Training

Barry Lund Brandi Snell Clayton Young	Jeff Zemlik Leigh Anne Ryals Reid Loper	Watershed Management

U.S.A.C.E. –C.Q.M (Construction Quality Management)

Amber Ramsay Andrew Sprinkle Barret Holmes Barton Holmes Barry Lund Clayton Young Don Madio Jason Zirlott	Jeff Zemlik John Campbell Leigh Anne Ryals Lew Najor Margaret Wright Nick Pratt Reid Loper Matt Tate	USACE

T.W.I.C. Card

Andrew Sprinkle Barry Lund	Jeff Zemlik Nick Pratt Reid Loper Wilber Ledet	TWIC

First Aid/CPR

Ashley Ramsay Amber Ramsay Andrew Sprinkle Barrett Holmes Barry Lund Buddy Young Charles Clark Clayton Young Desiree Matlack Donna Suters Eric Hall Gary Jones Gina Walley	Jeff Zemlik Jenny Todd Weaver John Campbell Leigh Anne Ryals Mate Tate Margaret Wright Mark Loper Mike Moulder Nick Pratt Reid Loper Ronald Thorson Vance DeHart Wes Naile Wilber Ledet	CPR • FIRST AID • AED CERTIFIED

Misc. Training

Asbestos Supervisor- Asbestos Inspectors- USACE 385-1-1 40 hour-	Jeff Zemlik Jim Frye Jeff Zemlik Jeff Zemlik	DANGER ASBESTOS 

Underground Utility and Excavation Certification

Lew Najor	TRAINED TRENCHING AND EXCAVATION SAFETY

Federal Aviation Administration Unmanned Aircraft General – Small UAG

Barton Holmes	FEDERAL AVIATION ADMINISTRATION

Independent Safety Assessment (ISA)

Certified Arborist	Jeff Zemlik
Utility Specialist	Jeff Zemlik
Tree Risk Assessment	Jeff Zemlik

CERTIFIED ARBORIST ISA | UTILITY SPECIALIST ISA | ISA QUALIFICATIONS TRAQ – Tree Risk Assessment Qualification



CROWDER GULF

Tab 4 - Operational Plan



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

Tab 4 – Operational Plan

Principles of Project Management

Standards

CrowderGulf conducts all debris operations to meet or exceed all regulations and program standards of FEMA Public Assistance Program and Policy Guide, Version 5.0, Effective January 6, 2025 (incorporating FEMA 325 Debris Management Guide and FEMA 327 Debris Monitoring Guide), the Occupational Safety and Health Administration, the Environmental Protection Agency, and all other local, state and federal agencies.

Responsiveness

CrowderGulf will be in contact with the City's Debris Manager at least 48-72 hours prior to a tropical storm and/or hurricane making landfall or immediately upon the occurrence of any debris generating event within the City of Destin.

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

Reimbursement Assistance

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

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

Corporate Support On-Site Operations

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

On-Site Project Management

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

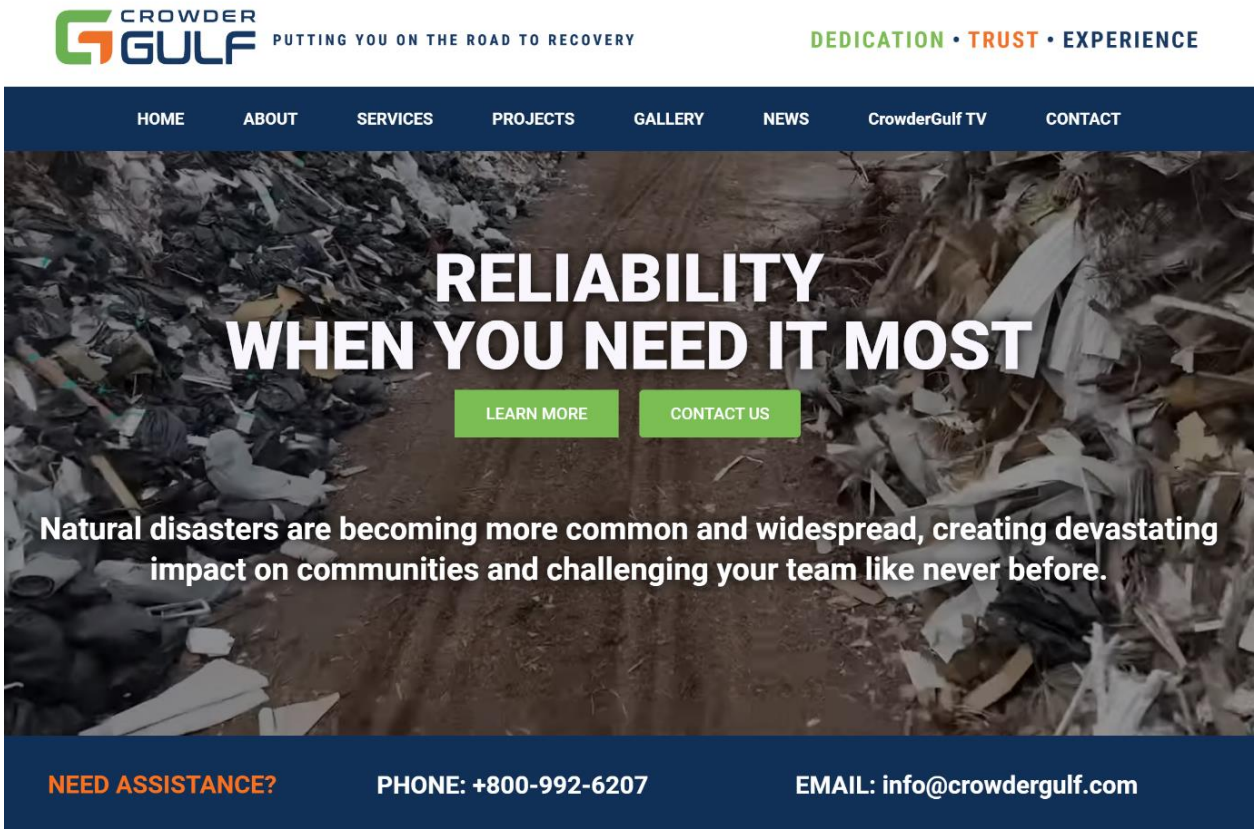
Pre-Planning - Readiness Planning and Training

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

Audio/Visual Presentations

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

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



Debris Management and Operations Plan

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

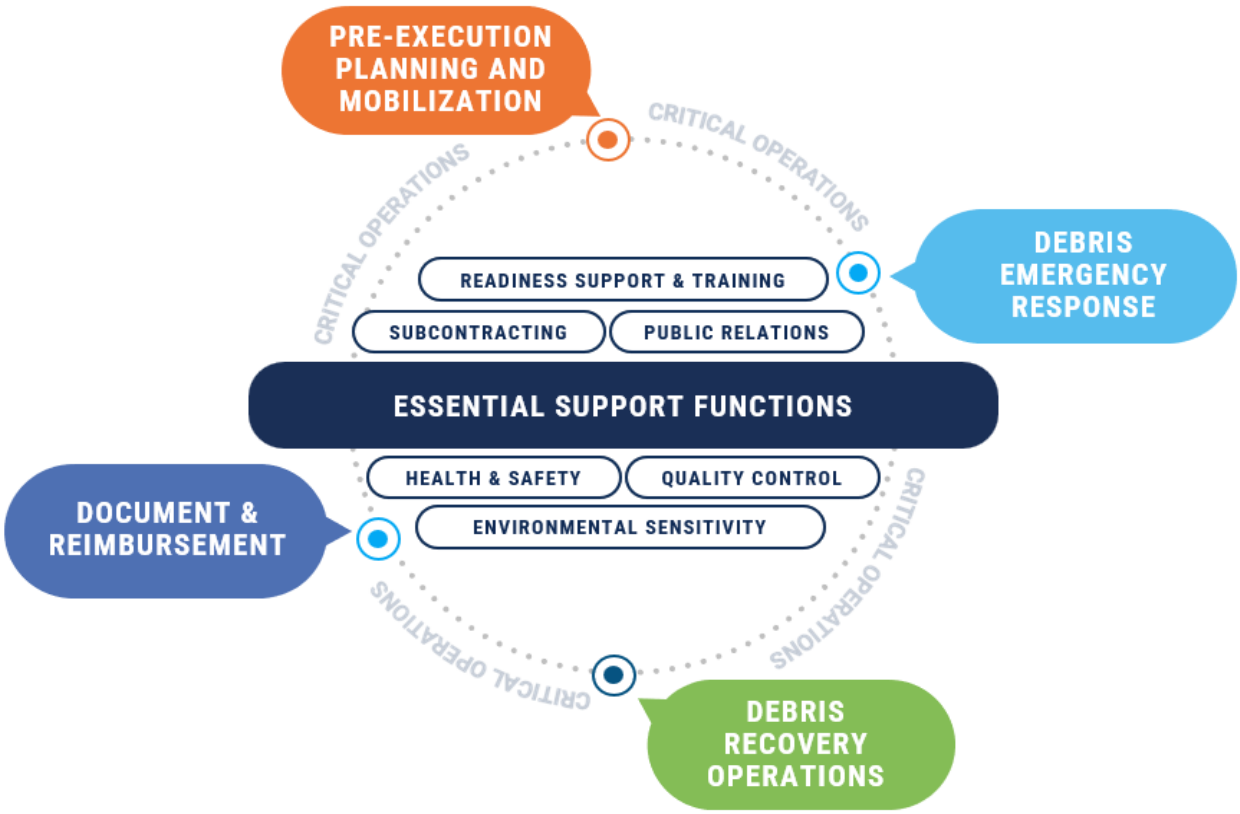
The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive **Debris Management and Operations Plan is a flexible strategy that integrates Critical Operations and Essential Support Functions**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

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

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

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

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



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

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

CRITICAL OPERATIONS



➢ Pre-Execution Planning & Mobilization

Alert and Team Notifications

If there is advanced notice (i.e., a hurricane), this phase will commence as soon as a disaster appears to be a credible threat to the City of Destin. The CrowderGulf call-down list will be checked to verify accuracy. Field Project Managers and Field Supervisors will be advised to check e-mail and voice mail at least twice a day, and additional communication devices and cell phones may be distributed to key personnel. The CrowderGulf Director of Operations will assess the information received from the National Weather Service and in consultation with the City's Debris Manager will determine the necessity for a full notification action. If it is determined that notification is needed, he will direct activation of the CrowderGulf Calling Plan with stand-by instructions for individual contractors/subcontractors to be notified. Specific individuals will be called, and, in turn, they will call additional CrowderGulf employees in a rapid cascading manner. This list of calling assignments is kept current with no less than two exercises per year if not exercised for a legitimate activation preparation.

Preparation and Pre-Execution Planning

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

Mobilization of Resources

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

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

Ongoing Communication Within CrowderGulf

To ensure that all clients are being served and CrowderGulf personnel are involved and knowledgeable about any needs and/or concerns, Reid Loper, our Senior Vice President, or designee, hosts a daily planning, operations and coordination call for all Senior Management Staff, Field Project Managers and Support staff to identify any areas of improvement, shortfalls in staffing or resources and resolve any critical issues that need to be addressed.

Microsoft Teams software is used for daily calls, which allows for real-time communication regardless of where the participants are located. These calls help facilitate information sharing across the company which incorporates a commitment to continual learning, programmatic improvements that support our readiness and response, adaptability, strengthens internal and external communications, and client relationships as well as improving CrowderGulf's mission delivery.

Mobilizing Large Workforces

Company-owned/Leased Equipment

CrowderGulf maintains a large inventory of company-owned/leased equipment that is debris specific and available for immediate response to a disaster. Company-owned/leased equipment will be pre-positioned for emergency PUSH operations and dispatched to the disaster area immediately upon the receipt of a NTP to begin restoring critical services in the City of Destin as quickly as possible.

All equipment needed to restore the City after a disaster event will be immediately available upon NTP. This includes specialty equipment as needed to restore parks and other sensitive areas within the City without damaging property.

The following is a partial list of company-owned equipment available for use in any debris operation:

EQUIPMENT	UNITS
• Self-Loading Trucks; (130 – 160 cubic yards)	90
• Dump Trucks (16 yards – 50 yards)	153
• Rubber Tire Loaders (equipped with debris handling grapples)	26
• Rubber Tire and Track Equipped Excavators (with buckets and grapples)	18
• Pick-Up Trucks (equipped with portable phones for Foremen)	40
• Service Trucks	12
• Skid-Steer Loaders (equipped with buckets and grapples)	20
• Cherrington Beach Cleaners 4500 & 4500 XL	5
• Stationary Power Screens – (sand screener)	2
• Diamond Z 14' Tub Grinders	6
• Shallow and deep-water boats equipped with latest sonar and photo equipment	4
• Barges, tugs and large boats for heavy marine debris removal	4

Equipment Rental Agreements

CrowderGulf also maintains active accounts with all major national equipment rental companies to supplement equipment needs as may be required (i.e. Beard, Hertz, Caterpillar, John Deere, United Rental, Sunbelt, etc.).

All equipment shall meet all federal, state and local regulations.

Additional Equipment Information

- All equipment used for this contract will be rubber wheeled, or rubber tracked unless otherwise approved by the City.
- To the maximum extent possible, CrowderGulf and its subcontractors shall use self-loading trucks with grapples or grapple attachments. Hand loading will not be permitted.
- No subcontractor will be allowed to solicit work from private citizens while assigned to the contract.
- No equipment assigned to this contract will be used for any other contract work.
- All trucks will be marked with proper signage. The lettering will be 3 inches in height or greater to allow for readability and clarity.

Anticipated Outside Support/Subcontractor Equipment

CrowderGulf's has developed a Nationwide Database of Approved and Trusted Subcontractors & Vendors. It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in compliance with **44 CFR 206.10**. We also try to employ a percentage of qualified Minority Business Enterprise (MBE) subcontractors. In previous disaster activations, CrowderGulf has pre-positioned manpower and equipment to provide immediate response. The table below provides the number of subcontractors, and their equipment listed in our database, in relation to the State of Florida.

Florida Subcontractor Statistics	Regional	FL	U.S 2025
Number of Registered Subcontractors	80	1030	3393
Florida Subcontractor Statistics	**Regional**	**FL**	**US. 2025**
Dump Trucks (16-65)	102	5408	19576
Self Loaders 30-90 CY/90-170 CY	45	1168	7652
Tub Grinder 800+HP	4	144	635
Horizontal Grinder 800+HP	1	21	37
Service Trucks, w/fuel, tools	15	203	325
Wheel Loader 50hp – 150hp	121	1835	5964
Mini Excavator w/thumb or grapple	9	122	200
Excavators	166	1505	7149
Skid steer 40 hp – 80 hp	129	2239	9176
Bucket Trucks	25	960	3714
Chipper, with 12 inch minimum	16	326	1657
Dozers, 2-3 yd blade/root rake D7	102	1063	3785
Grader, Motor, 12 ft blade 130-140hp	12	172	790
C&D Walking Floor 80-110 CY	5	502	2152
Mulch Trailer 80-110 CY	8	430	1561
Water Truck	12	236	1025
Pick up w/ dump trucks	88	1639	5484
Trailer Mounted floodlight	27	323	2422
Low-bed Trailer w/ tractor	48	673	1025
5 ton Pickup truck	148	2232	1800
Barges	7	260	1656
Work Boats	24	174	1278
Vacuum Trucks	25	234	1427
Air Curtain Burner	6	107	385

Florida Subcontractor Statistics	Regional	FL
Small Business	51	751
M/WBE, HUB, SDB or Veteran Certified	51	556
Push Crews	42	482
Debris Haulers	64	861
Marine Debris	3	33
Haul Outs	8	129
Grinding	9	79
Tree Work	16	180

Staffing the Emergency Operations Center

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

Staging of Resources

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

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

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



Communications/Mobile Command Center

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



Operational Support

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

Sample Mobilization Parameters

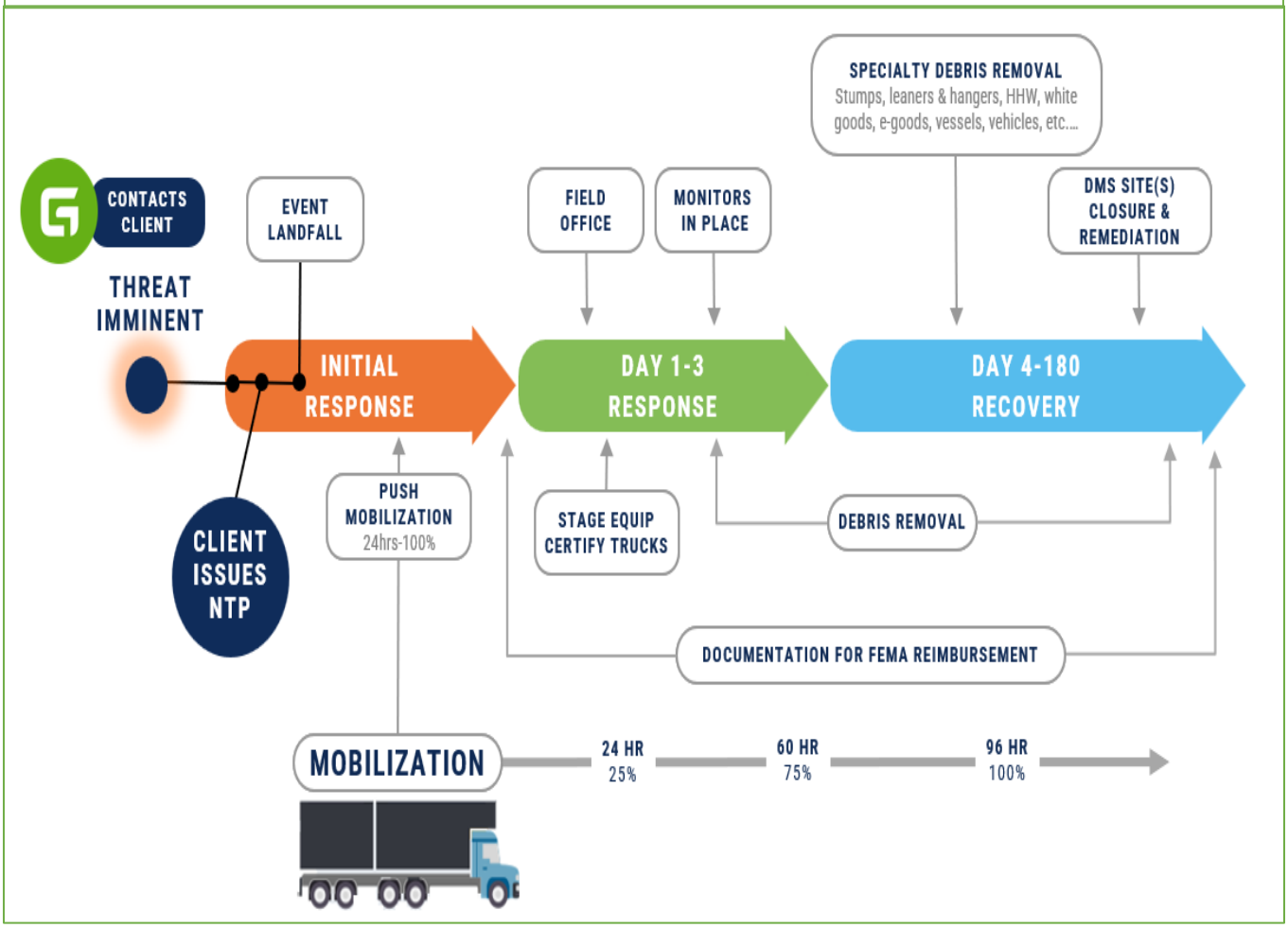
Below are CrowderGulf's anticipated mobilization timelines for debris removal work. CrowderGulf has never failed to meet the end timelines for completing all projects and remains committed to meeting all timelines.

- Contacting the City's Emergency Operations Manager 48-72 hours prior to a predicted disaster event.
- Providing onsite Operation Managers to the City's Emergency Operations Center 24-48 hours prior to a predicted disaster event or upon receiving notification of pending activation, if requested.
- Staging personnel and equipment in close proximity to the City to provide rapid deployment after the storm, while protecting those assets from damage/destruction by the event.
- Mobilizing resources and being operational for clearing debris and opening critical routes ("PUSH") within 24-48 hours of NTP if requested by the City.
- Being fully operational for hauling, sorting, and storing debris within 48 hours of initial NTP.
- Being fully operational for reduction and disposal of debris within 72 hours of initial NTP.
- Maintaining full operational capability, 24 hours per day, 7 days per week for an extended period of time.

- Being able to clear all debris from all City maintained streets, roads and highway rights-of-way within 90 days from initial NTP.
- Rapidly adjusting the flow of resources based on the extent and magnitude of damage/debris.
- Providing Rapid Response Crews (RRC) as may be required.
- Being able to complete the entire debris management process from initial clearance through final disposal within 180 days of initial NTP or sooner as determined by the City's notice to proceed.

SAMPLE Response and Recovery Timeline

Debris Removal, Reduction and Disposal Operations



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

➢ Debris Emergency Response

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

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

As soon as critical facility locations are identified, CrowderGulf will dispatch "clearing crews". Depending on the damage, multiple crews will be deployed within 24-48 hours of receiving an NTP. The "clearing crews" will use all available resources with focus on local personnel and firms. Each "clearing crew" at a minimum will consist of:

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

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

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

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

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

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

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



"I would like to Thank you all, Ashley and her staff, for all of your help in providing information and documentation needed to close out our 2004/2005 Hurricanes with FEMA. It is comforting to know that we can rely on your company to provide accurate information 4 to 5 years after the fact."

Jesse Wright, Village Supervisor
Village of Wellington, FL

➢ Debris Recovery Operations

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

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

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

Collection Methods

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

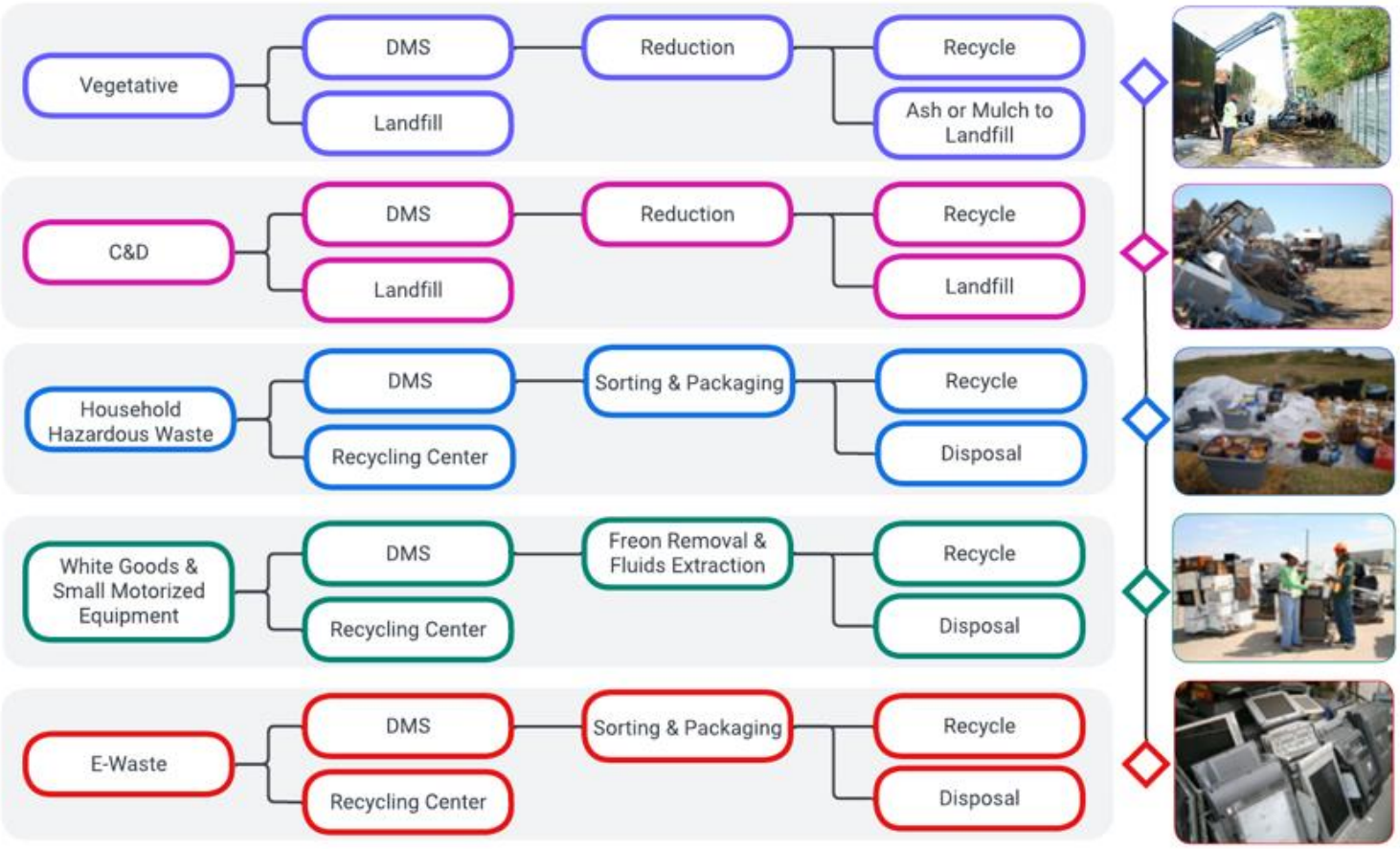
Curbside collection requires that only storm related debris be placed at the curb or public rights-of-way. *Source-segregated debris collection* offers the potential of high salvage value and efficient recycling/reduction processing. This method is important when collecting hazardous and environmentally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

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

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

Debris Types

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



Truck Certification

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

Sectoring and Crew Assignments

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

Loading Debris

Prerequisites for Loading Debris:

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

Crew Composition

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

Crew Sizes

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

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

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

Truck and Equipment Considerations

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

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

Truck Drivers will not be issued a load ticket until:

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

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

Repair and Maintenance Equipment

CrowderGulf can perform maintenance and repair in the field where the work is happening. In the aftermath of a disaster, circumstances may prohibit local businesses from being available. The local resources may have experienced personal and/or business damage that take priority. To guarantee that we have safe, functioning equipment at all times, CrowderGulf has built a large support system of service trucks for our company-owned equipment and subcontractor equipment, should they need assistance.



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

- Air Compressors
- Lubricant
- Welding Equipment
- Exhaust and other Fluids
- Boom Cranes
- Small Tools
- Tommy-gates
- Misc. Small Parts

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

Citizen, High Island, TX

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

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

Mobile Repair Shop

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

Hauling Debris

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

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

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

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

When the dumping process is complete, the driver will maneuver the hauling container back to the inspection tower for a quick check to make sure all debris has been removed during the dumping process. Any debris hung in the truck or trailer bed must be removed before the truck or trailer leaves the disposal site.

All dumpsites will have a dumpsite manager to supervise and oversee the daily operations. A safety officer will also be onsite to ensure all safety measures are being executed. Flaggers will be strategically placed at the site to direct traffic flow safely into and out of the disposal site.

Debris Hauling Prerequisites:

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

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

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

Safety Measures

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

Truck and Equipment Maintenance

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

Traffic Control

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

Hours of Operation

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

Number of Passes

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

Daily Coordinated Issue Management Meetings

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

Accurate Record Keeping

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

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

Documenting and Resolving Damages

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

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

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

Debris Management Site Development

CrowderGulf has vast experience with selecting, developing, managing and operating Temporary Debris Management Sites. We are committed to efficient and safe DMS operations and require all personnel to be vigilant in always using safe practices. In the context of this proposal, the terms **"*Temporary Debris Separation and Reduction Site*"** and the term **"*Debris Management Site*" (DMS)** are used interchangeably. DMS are established when debris cannot be taken directly from the collection point to the final disposition location. A DMS is a location to temporarily store, reduce, separate, and/or process debris before it is hauled to its final disposition.

DMS Site Selection

Site selection is probably the most important decision affecting DMS operations. CrowderGulf will work closely with the City of Destin to identify and secure suitable locations. Specific Site Plans will be developed for each DMS either upon activation or upon request by the City and will be in compliance with FEMA Public Assistance Program and Policy Guide for site plan development.

Once site selection is approved by the appropriate Debris Managers, CrowderGulf will perform baseline environmental testing protocols as required and will obtain any required special permits and environmental permissions. Costs associated with the preparation, operation, and restoration of DMS's are addressed in the unit price schedule. Unless otherwise denoted, the cost for DMS restoration is handled as a pass-through cost, with no markup. Site selection should be based on the following criteria:

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

DMS Design and Operational Features

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

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

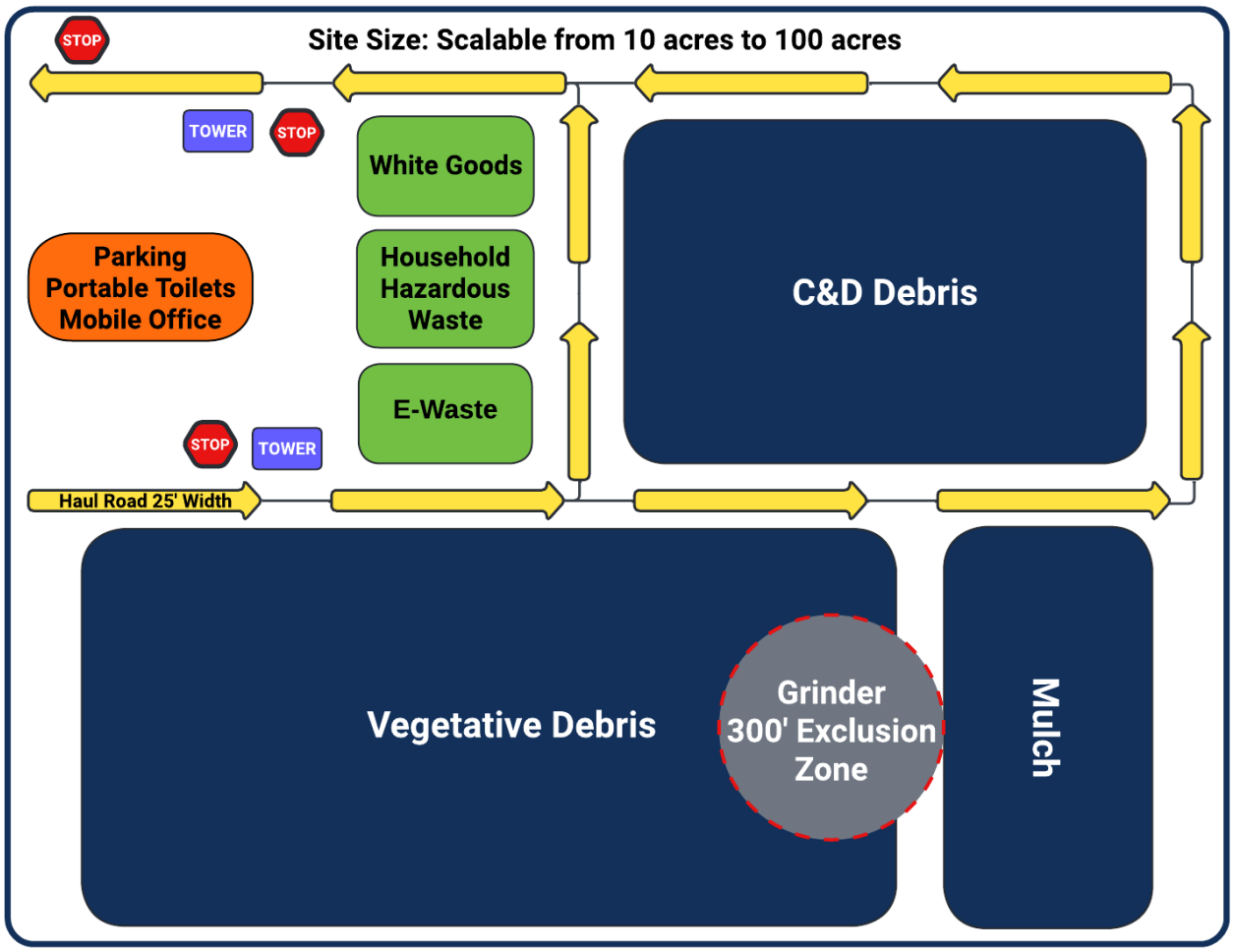
- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement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

DMS Site Plan

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

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

The general site plan shown will be modified to fit the needs of each specific DMS and will incorporate all specifications addressed in the FEMA Public Assistance Program and Policy Guide and all local, state and federal regulations and requirements.



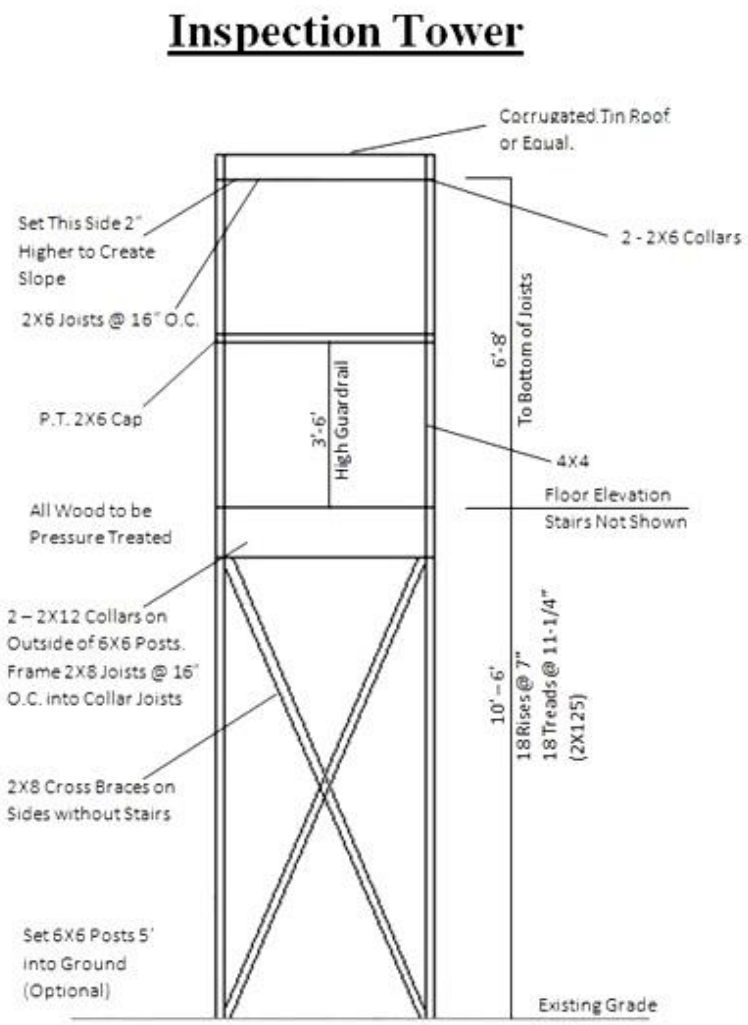
"I believe in giving credit where it's due. And that is given to the demo crew who worked there last Thursday and Friday. All the other houses demoed in my neighborhood had a messy lot left behind. There are always small pieces of debris that may fall out of the claw machine, broken bricks and masonry blocks from underneath. It's so predictable I thought that was normal and assumed mine would look the same. But mine was IMMACULATE! I couldn't stay to the end, so I don't know if they raked it or picked up debris by hand, but there was absolutely nothing there but the dirt. I was very impressed. The guys were very pleasant when I was taking some pictures of the progress. But the finished project was outstanding. Give them my thanks and appreciation."

Resident
Town of Fort Myers, FL (Hurricane Ian – 2022)

Inspection Towers

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

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



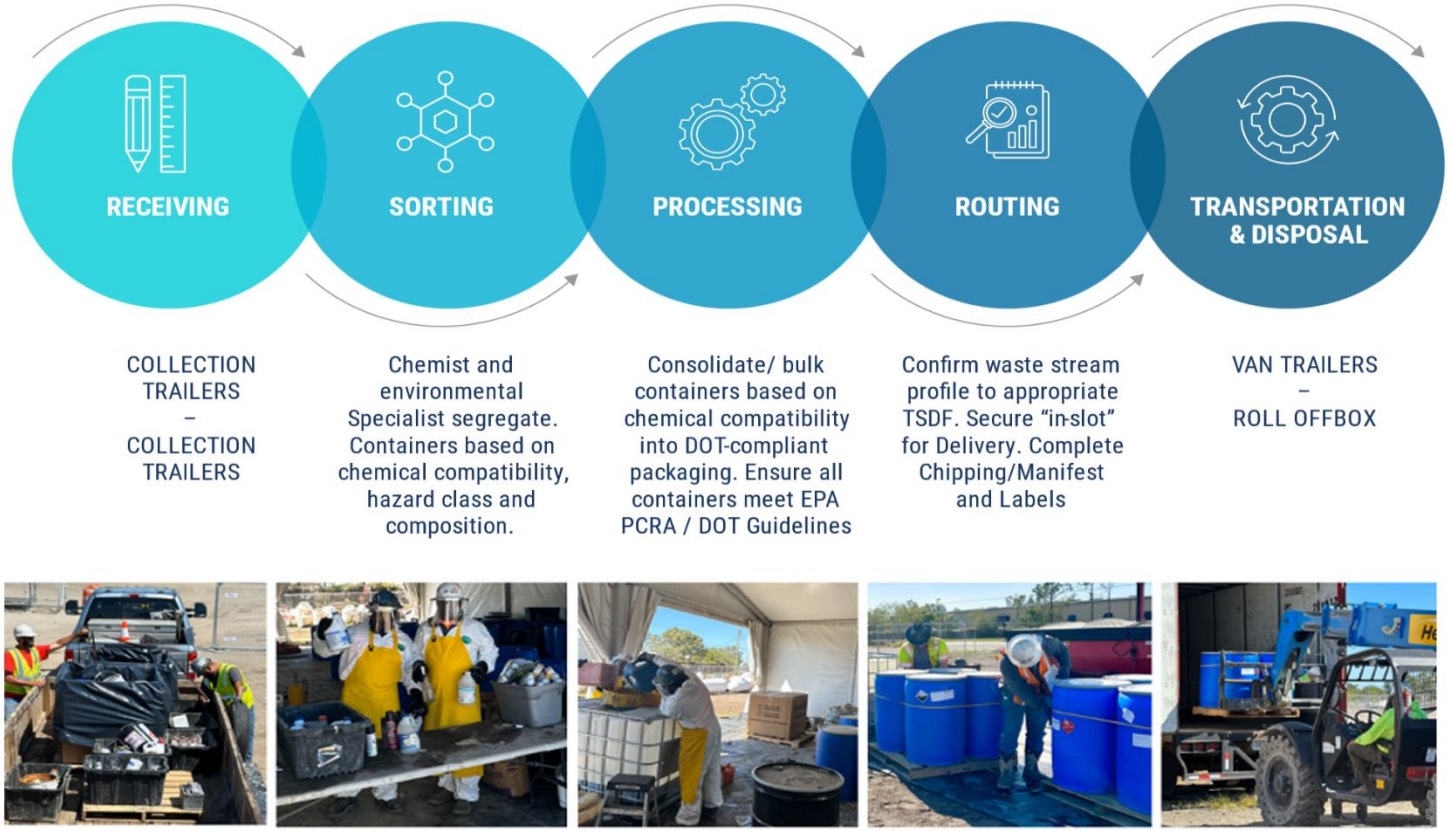


Hazardous Materials Containment Area

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

Minimum Design Criteria for the Hazardous Materials Containment Area:

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



Debris Separation and Reduction

Debris Separation

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

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

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

Methods of Debris Reduction

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



- **Chipping and Grinding**

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

- **Incineration**

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

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

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

Debris Reduction Timelines

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

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

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

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

Debris Disposal

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

Vegetative Debris

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

Construction and Demolition Debris

All C&D materials shall be disposed of in facilities approved by the City of Destin in accordance with all federal, state and local laws.

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

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

Year	Event	# of Clients	E-Waste	Freon / White Goods	HHW	Abandoned Vehicles / Vessels	Demo / Asbestos Materials	Waterway Sand/Beach Marine Debris
2024	Hurricane Milton	32	X	X	X			X
2024	Hurricane Helene	20	X	X	X			
2024	Hurricane Beryl	19	X	X	X			
2024	Flooding & Severe Storms	1	X		X			
2023	Red Tide / Fish Kill	2						X
2022	Hurricane Ian	6	X	X	X			X
2022	Flooding & Storms	3	X	X				
2020	Hurricane Laura	8	X	X	X			X
2020	Hurricanes Sally, Hanna; Tropical Storm (TS) Cristobal	14	X	X	X	X		X
2020	Demo Project	1					X	
2019	TS Imelda	1	X	X				
2019	Misc. & Special Project	2						X
2018	Hurricanes Michael & Florence	13	X	X	X		X	X
2018	Red Tide / Fish Kill	7						X
2017	Hurricane Irma	6	X	X				X

Debris Recycling Plan

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

Vegetative Debris

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

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

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

Specifically, our plan involves the following:

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

C&D Debris

Concrete, asphalt and masonry products can be crushed and used as base material for certain road construction products or as a trench backfill. Debris targeted for base materials will need to meet certain size specifications as determined by the end user. The City may choose to recycle these products themselves. As an example, after Hurricane Ike, Galveston County recycled the crushed concrete (from home slabs on Bolivar Peninsula) by using it for road reconstruction and for a new government building foundation.

Hurricanes and tornadoes can cause extensive damage to mobile homes, sun porches, and green houses. Most of the nonferrous and ferrous metal debris is suitable for recycling. Trailer frames, trailer parts, appliances and other metal items will be properly separated, crushed, baled and recycled. Any proceeds will be credited to the City of Destin.

Site Closure and Restoration

Upon completion of debris reduction operations, all DMSs will be restored to pre-existing conditions. All equipment, inspection towers, and any other temporary buildings will be removed. Burn pits will be returned to the existing grade. Any unburned or chipped materials will be hauled to an appropriate facility. Separated metals, plastics, white goods or other materials and types will be disposed of as required by contract or regulations. Site reclamation / remediation will be billed back to the client at a pass-through cost. In addition, if groundwater and / or soil testing are required, these items will be billed to the client at as pass through cost. A final site inspection will be conducted by City authorities and any discrepancies will be corrected.

All work, including site restoration and closeout will be concluded within 30 calendar days of notice from the City that the last load of debris has been delivered.

2022 Hurricane Ian Cleanup
Wa-Ke Hatchee DMS Located in Lee County, FL



CrowderGulf's debris management and site remediation capabilities are highlighted in these pictures. The Wa-Ke-Hatchee DMS in Lee County, Florida received, managed, reduced by grinding, and facilitated the final disposition of over **one million CY** of debris from Hurricane Ian. **This site was 1 of 18 DMS** utilized in CrowderGulf's ground zero operations in Lee County after Hurricane Ian.



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

➢ Documentation and Reimbursement

CrowderGulf has always been successful in supporting our clients with accurate and complete documentation records. This documentation is readily available to the City, FEMA, FHWA and any other agency that provides reimbursement. Superior record keeping using the best available technology from the beginning to the end of the project is critical. Financial accountability is maintained throughout the process by using a system of checks and balances that are tied directly to the quantitative documentation originating in the field. Throughout the project, FEMA Public Assistance Program and Policy Guide will be followed and serve as the foundation of our documentation and accounting systems.

Monitoring Companies and Electronic Ticketing

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

Documentation for Debris Hauling

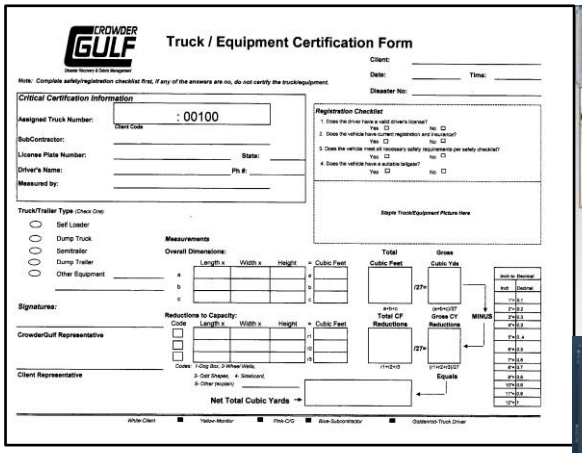
To maximize accuracy of accounting, CrowderGulf utilizes the following system of project controls:

Phase 1 - Truck Certification

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

Documentation procedures include:

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


Truck / Equipment Certification Form

Client:

Date: Time:

Disaster No:

Critical Certification Information

Assigned Truck Number: : 00100

SubContractor:

License Plate Number: State:

Driver's Name: Ph #:

Measured by:

Truck/Trailer Type (Check One)

Self Loader
Dump Truck
Semitrailer
Dump Trailer
Other Equipment

Registration Checklist

1. Does the driver have a valid driver's license? Yes ☐ No ☐
2. Does the vehicle have current registration and insurance? Yes ☐ No ☐
3. Does the vehicle meet all necessary safety requirements per safety checklist? Yes ☐ No ☐
4. Does the vehicle have a suitable tailgate? Yes ☐ No ☐

Stapler Truck/Equipment Picture Here

Measurements

Overall Dimensions: Length x Width x Height = Cubic Feet

Total Cubic Feet / 27= Gross Cubic Yds

Reductions to Capacity: Code Length x Width x Height = Cubic Feet

Total CF Reductions / 27= Gross CY Reductions MINUS

Equals

Net Total Cubic Yards →

Signatures:

CrowderGulf Representative

Client Representative

Codes: 1-Dog Box, 2-Wheel Wells, 3-Odd Shapes, 4-Sideboard, 5-Other (explain)

White-Client Yellow-Monitor Pink-CG Blue-Subcontractor Goldenrod-Truck Driver



Phase 2 - Debris Load Ticket Completion

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

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

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

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

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

Documentation of Special Projects

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

Data Management

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

"One of CrowderGulf's most important attributes is their adherence to FEMA protocol. They exhibited a thorough understanding of FEMA regulations and procedures, consistently following protocol. As a result, we encountered no issues with FEMA's reimbursement throughout our collaboration, which is a testament to the company's commitment to compliance and professionalism."

Nicholas E. Hunter
Mayor, City of Lake Charles

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

Reports and Information

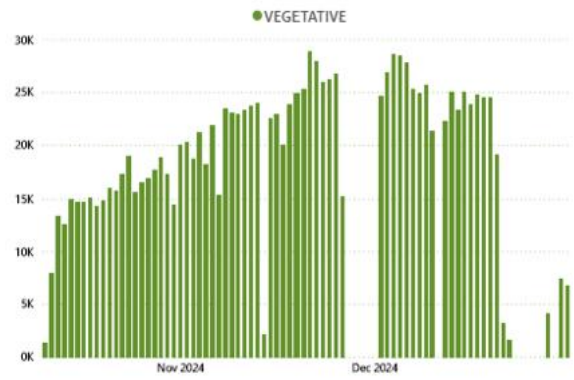
Reports display tracking of debris through work completed to aid and support ongoing project planning. CrowderGulf has the capability and experience to conform reports to the unique specifications of any project or even portions of a project. Reports can be developed quickly to capture the specific City requested data.

Depending on the Monitoring Firm chosen by the City, various reports can be created using data related to Debris Type, DMS, Load Tickets, Haul Out amounts, etc. Below are a few examples of possible reporting capabilities during an activation utilizing data that would be provided by the Monitoring Company:

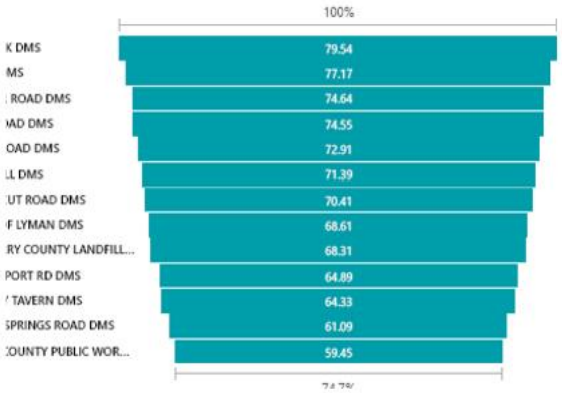
Leaner Hanger Stump removal by Service Codes



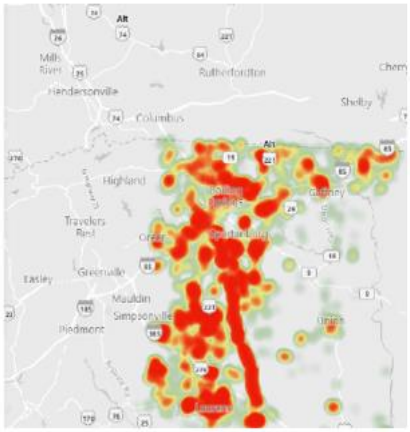
Debris Volume in CY by Day by Debris Type



Average Load Call % by Disposal Site



Debris Collected by Location



Reconciliation and Invoicing

An important aspect of the documentation process is the reconciling of all the truck certifications and load tickets prior to invoicing. CrowderGulf has earned a solid reputation with clients and monitoring firms by working closely with them to ensure that data reconciling is completed before invoicing.
This process is ongoing and includes the following:

- All subcontractors are required to submit weekly invoices to CrowderGulf.
- CrowderGulf's Documentation team compares the subcontractors' weekly invoices for the total debris amount and the number of debris loads for each truck against the information that has been downloaded from the monitor's ADMS website.
- Any discrepancies are immediately resolved with the monitoring company and with the subcontractor.
- Throughout the project, resolution of all discrepancies continues with the subcontractors and the monitoring company.
- When the reconciling of a set of data is completed, CrowderGulf submits the invoice to the monitoring company.
- Any remaining discrepancies are resolved between the monitoring company and CrowderGulf.
- The monitoring company then submits the invoice to the Client.
- CrowderGulf complies with the Client's contract requirements regarding the frequency that invoices are submitted.

Invoices can be provided in different ways such as a dollar limit per invoice, designated work period on an invoice (i.e. one week per invoice) or single task invoices. CrowderGulf strives to accommodate by adapting to preferred formats and preferences of the Client/Monitoring Company.

Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and a Client's available resources, the payment schedule may be modified to allow more time to pay the invoices. CrowderGulf can accommodate these situations due to our strong financial stability.

Documentation Maintenance

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

FEMA Requirements and Assistance in the Reimbursement Process

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

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

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

CrowderGulf will share its knowledge and experience concerning reimbursement matters. The goal is to obtain maximum reimbursement by utilizing extremely accurate record keeping and exacting quality control measures. Specifically, CrowderGulf will assist the City with the following:

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

Reimbursement

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

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

ESSENTIAL SUPPORT FUNCTIONS

➢ Readiness Support and Training

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

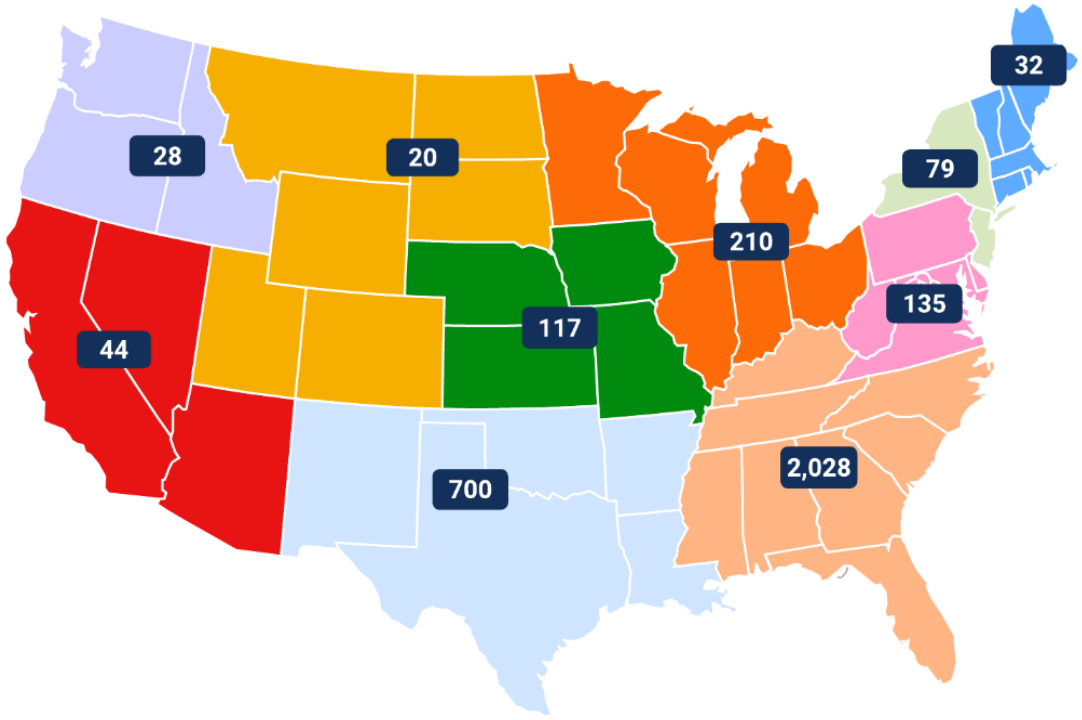
Joint training and pre-planning with the City will be an important part of Readiness Planning. **On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions.** In addition, our Regional Directors and Project Managers will be available to review and advise on potential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

Training and pre-planning sessions are designed by the needs of each individual Client. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. CrowderGulf can provide a more in-depth session for the Clients who need training and plan development specific to their geographical location. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. In these situations, CrowderGulf provides in-depth training and plan development through PowerPoint presentations, handouts and tabletop exercises. During the in-depth training and planning sessions, CrowderGulf can offer assistance in helping the decision makers make informed decisions regarding such things as DMS needs and locations, whether it is in the best interest of the Client to acquire a monitoring firm and identify any other concerns that may not have been previously identified.

➢ Subcontracting

It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in **compliance with 44 CFR 206.10.** Per Client compliance requirements under **44 CFR 13.36(e)**, CrowderGulf, as Prime Contractor, will take all affirmative steps required to assure that minority firms, women's business enterprises, and labor area surplus firms are used when possible. In addition, we maintain a national subcontractor **database of over 3,200 pre-qualified subcontractors**, which allows us to identify companies by size, equipment and geographical location. Prospective subcontractors may visit our website, www.crowdergulf.com, to register or may fax information to the Disaster Administration Office for review. Due to CrowderGulf's reputation for always treating our subcontractors fairly and paying them on a weekly basis, we have a surplus of subcontractors throughout the nation ready to work at a moment's notice.

The graphic below gives a breakdown of the number and general region that we have registered subcontractors. The number changes periodically as new subcontractors register on our website. For several reasons this number grows after a major disaster.



Subcontracting Practices

It is the practice of CrowderGulf to subcontract debris work and services using the following guidance:

1. Subcontract to the maximum extent possible with local firms and small businesses. In addition, preference will be given to qualified local vendors for equipment rental and supplies sourced in the jurisdictional boundaries.
2. Promote the use of local contracting by tasking a senior manager to ensure notification through local media and organizations.
3. Promote subcontracting only with assured compliance with equal opportunity hiring.
4. Provide all subcontractors with a clear chain of command for purposes of official and/or unofficial communications.
5. Accept, process and pay invoices of subcontractors in accordance with the CrowderGulf policy.
6. Provide priority subcontracting considerations to/for subcontractors that have provided quality work to CrowderGulf in past operations – consistent with the subcontracting policy.
7. CrowderGulf does not have a set-a-side percentage of subcontracted work for any classification of subcontractor, but will give special attention to small, disadvantaged firms and/or women-owned small business firms for contract work or services needed.

8. CrowderGulf is committed to promoting the use of small minority, disadvantaged firms and/or women-owned small business firms for contract work, whenever and wherever possible.
9. We currently maintain an active pre-qualified subcontractor database, tracking current certifications of local and regional D/M/W/SBE qualified subcontractors. Subcontractors can mail, fax, e-mail or log on to www.crowdergulf.com to submit their company information for review. If necessary, we will use additional outlets such as newspapers, publications, websites, etc.
10. As required by each awarded contract, CrowderGulf will meet or exceed the goals and expectations of the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all the requirements set forth by the Client.

Subcontracting Policy

It is a standard policy that all subcontractors comply with all the contractual conditions and commitments of CrowderGulf. As such, all subcontractors shall agree to the following:

1. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
2. Read and formally acknowledge by signature the CrowderGulf Contract for subcontractors and Safety Manual as provided by CrowderGulf.
3. Provide satisfactory evidence of bonding and licensing that complies with contract and jurisdictional requirements.
4. Provide assurances that no current owner, principal or officer of the firm is or has ever been debarred by the state and/or federal government.
5. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
6. Give all notices and fully comply with all local, state and federal laws – including, but not limited to, social security, workers compensation and unemployment insurance, DOT, etc.
7. Begin work to be performed within two full workdays after a subcontractor is notified of a subcontract award, unless otherwise stipulated in the subcontract arrangements. The subcontractor will pay for all materials, equipment and labor used in the performance of the subcontract(s).
8. In the event a subcontractor makes an untimely start, or is unable to supply sufficient skilled workmen, equipment or materials to satisfy the subcontract arrangements, CrowderGulf may terminate the employment/contract of the subcontractor for cause.
9. Take all reasonable safety precautions with respect to contracted work, complying with all safety, workplace standards and environmental measures as directed by CrowderGulf.
10. Furnish periodic progress reports on the work as directed by CrowderGulf, plus use the debris reporting system selected by CrowderGulf.
11. Provide CrowderGulf with progress payment billings (as agreed in the respective subcontracts).
12. Final payments to subcontractor(s) may be deferred pending receipt of contractual or statutory lien waivers, releases, closeout documents or other encumbrances.
13. Other stipulations may apply as may be required by unique local conditions.

Understanding Requirements

CrowderGulf takes several steps during the proposal preparation process to ensure local subcontractor participation as well as Minority/Women-owned Business Enterprises (M/WBE) utilization policies and 44 CFR 13.36(e) compliance are met. Understanding exactly what the Client is requesting during this initial proposal phase is key to implementation upon activation. To clearly define the expectations required we take several preliminary steps, which include:

- reviewing M/WBE policies and procedures to determine specific goals set by the Client,
- determining utilization breakdowns required,
- identifying all required certifications and/or M/WBE directories to be used for soliciting M/WBE firms, and
- any further breakdowns of percentage goals.

Once these steps are completed and we have a clear understanding of all requirements we continue with the following process:

Steps in the Process:

1. Before any subcontractors are solicited, CrowderGulf compiles a list of local subcontractors from our Database of pre-qualified subs. These companies have either worked for CrowderGulf and are in good standing, have registered through our website, www.crowdergulf.com, or have been previously solicited by CrowderGulf. All subcontractors must meet the following requirements to be considered for prequalification:
   a. Verification through one or more of the following websites:
      - *The **System for Award Management** (SAM) is **a Federal Government owned and operated** free web site that consolidates the capabilities in CCR/FedReg, ORCA, and EPLS. SAM is used to review all subcontractors' debarred status prior to approval as a prequalified subcontractor (https://www.sam.gov/)*
      - *SBA HUBZone Search-confirmation, (http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm)*
      - *Dun and Bradstreet, (https://sso.dnbi.com)*
   b. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: http://www.dhs.gov/E-Verify. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
   c. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
2. If specific directories are to be used, CrowderGulf will check the Client website for directory access or contact the M/WBE Office for a list of potential M/WBE firms to be utilized then compare this list to our current list of local prequalified subcontractors to find possible matches.
3. Contact is then made with M/WBE firms that offer services like our scope of work. Initial contact is made by phone then followed by email, confirming the phone conversation.
4. Emailed and/or faxed correspondence provides MBE firms with specific details regarding the request, i.e., scope of work directly from the RFP documents, registration and requirements information, and specific deadlines for submitting these documents to the CrowderGulf M/WBE Subcontracts Manager.
5. Should letters of intent from interested firms and further proof of M/WBE certifications be required by the Client, CrowderGulf will compile the received documentation and review for completeness.
6. Only those firms that have met set deadlines and returned all requested documentation will be considered for inclusion in the final proposal to the Client as a responsive M/WBE Firm.
7. Should the appropriations assigned to the responsive M/WBE firms not meet the Client's percentage goal, firm percentages will be adjusted and executed by both parties upon mutual agreement.
8. Once the RFP evaluation process is complete and award notices are received, these M/WBE firms are notified of results, and any additional documentation is requested to keep in the Client's file.
9. Current CrowderGulf client folders are updated yearly with current local pre-qualified subcontractors as well as M/WBE firm confirmations.
10. Upon Client activation, if any of the proposed local M/WBE firms are no longer able to fulfill assigned goals, CrowderGulf will identify other certified M/WBE firms to replace inactive M/WBE firms to maintain our proposed percentage goals. CrowderGulf will provide a detailed explanation as well as further commitments from other M/WBE certified subcontractors to perform scope of work in lieu of previously committed Subcontractors.

Reporting

With the nature of "Stand-By" event contracts being on an "as needed" basis, utilization/activation of the identified M/WBE firms will be based on CrowderGulf's activation by Client. Should the Client have yearly or quarterly reports to be submitted, CrowderGulf will file the needed reports upon request.

Good Faith Effort

As required by each awarded contract, CrowderGulf will meet or exceed the goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all the requirements set forth by the City to maintain compliance with **44 CFR 13.36 (e) and FEMA Super Circular 2 C.F.R. Chapter 2, Part 200.**

Affirmative Steps Include:

1. Placing qualified small and minority businesses and women-owned business enterprises on solicitation lists.
2. Assuring that small and minority businesses, and women-owned business enterprises are solicited whenever they are potential sources.
3. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises.
4. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women-owned business enterprises; and
5. Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

Subcontractor Oversight

In the past, CrowderGulf has mobilized over **400** subcontractors with as many as **5,000 people, 2,600 trucks, and 800 pieces of loading equipment**. To ensure the same Quality Control and efficient operations for the City, CrowderGulf's Management Team will rely on National Incident Management Systems (NIMS) protocols to identify the proper number of supervisors for each debris management operation. CrowderGulf is fully prepared to marshal as many Field Project Managers and Debris Supervisors as needed to meet the City's debris management requirements. Project Managers and Field Supervisors will have the direct responsibility to ensure all workers have received the proper safety training and education in Federal Rules and Regulations as they pertain to debris removal operations.

Minority/Small Business Enterprise (M/SBE) Subcontractors

See enclosed a partial list of qualified M/SBE Subcontractors. A current qualified subcontractor list will be provided to the City for pre-approval prior to an event, upon request.

2025 FL Region 1 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
4 Utility Services LLC	2932 HWY 77	Chipley	FL	32428	1	1				
814 Sand Inc	12030 Hwy 77	Panama City	FL	32409	1	1				1
A.2.B. Trucking	241 Quebec Ave	DeFuniak Springs	FL	32433						
Aardvark Debris Removal LLC	200 Hermey Ave	Pensacola	FL	32507				1		
AARK Enterprises, Inc.	PO Box 510	Vernon	FL	32462						
Abaco Restoration	PO Box 15414	Panama City	FL	32406	1					
ADFS, LLC	PO Box 321	Chipley	FL	32428	1					
AK Triple E, Inc.	1610 Woodlawn Way	Gulf Breeze	FL	32563	1					
AW Tree and Landscaping Service, LLC	8250 Briese Ln	Pensacola	FL	32514		1				
Axis Maintenance Services, LLC	970 Gulf Shores Dr	Destin	FL	32541	1					
Beachway Contractors, LLC	365 Campbells Rest Rd	DeFuniak Springs	FL	32433	1					
BEK Group, LLC	404 North West St	Pensacola	FL	32505	1					
BKW, Inc.	8132 Pittman Ave	Pensacola	FL	32534	1	1				
B-Line Services, LLC (d.b.a. Brian's Hauling)	4997 Dumascus Church Rd	Greenville	FL	32440						
Brown's Tree Service and Land Clearing LLC	6514 Cortex St	Panama City	FL	32404	1					
Byrd Enterprise	13536 Hwy 77	Panama City	FL	32409	1					
Capt. Eric's Services, LLC	3930 Venetian Cir	Panama City	FL	32405			1	1		
Cinch Underground, Inc.	751 Kirkland Rd	Chipley	FL	32428	1					
Cleavers Construction	1795 Detroit Blvd	Pensacola	FL	32534						
Coastal Clearing, LLC	815 Linda Lane	Panama City Beach	FL	32407						
Construction Materials of NW Florida, Inc.	501 Eglin Parkway NE	Fort Walton Beach	FL	32547	1					
Creek Waste and Recycling LLC	2560 S Hwy 95a	Cantonment	FL	32533	1	1				
Cronin Construction, Inc.	913 Gulf Breeze Pkwy, Ste 12	Gulf Breeze	FL	32561		1				1
Diamond C Debris Removal, LLC	PO Box 36262	Pensacola	FL	32516	1					
Eager Beaver Professional Tree Care, llc	2170 Longleaf Dr	Pensacola	FL	32505		1				
ESA South, Inc.	1681 Success Dr	Cantonment	FL	32533	1		1	1		
Florida Home Masters, LLC	1246 Brake Rd	Westville	FL	32464						
Freeman Roofing	4201 Auckland Rd	Pace	FL	32571		1	1	1		
Guide	17119 Perdido Key Dr #E33	Pensacola	FL	32507	1					
Gulf Coast Civil Services	615 Choctaw Dr	Destin	FL	32541	1					
Gulf Coast Landscape	902 Santa Rosa Blvd	Ft. Walton	FL	32548						
Gulf Coast Utility Contractors, LLC	13938 Hwy 77	Panama City	FL	32409						
Gulf Marine Construction, Inc.	1232 N Pace Blvd	Pensacola	FL	32505	1				1	
H & H Trucking and Tree Service, LLC	4695 N Hwy71	Wewahitchka	FL	32465	1					
Harvest Restoration, Inc	2689 Bear Circle	Alford	FL	32420	1					
HighSteele Landscaping and Home Improvement	5113 Bradford Dr	Milton	FL	32571						

2025 FL Region 1 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
Iron Dog, Inc.	10483 NW Gray Rd	Clarkesville	FL	32430	1	1			1	
Keith H Fendley	7310 W Jackson St	Pensacola	FL	32506	1					
Kevin D. Pugh, Site & Dozer Works, LLC	5731 Stewart Rd	Walnut Hill	FL	32568						1
L&A Logging, Inc.	50 Loggers Ln	DeFuniak Springs	FL	32435						
Long Shot Transporting	13970 State Hwy 20 W	Niceville	FL	32578	1					
Lumber Locators LLC	12 Marlin Ct	Santa Rosa Beach	FL	32459	1					
M&J Land and Marine LLC	1016 Buena Vista Blvd	Panama City	FL	32401	1					
Mark Kirkland Construction Services, LLC	3680 Charmeine Dr Unit B	Pensacola	FL	32526	1					
Matthews Land Solutions	2846 Merritts Mill Rd	Marianna	FL	32446						
MDX Services LLC	1396 Hwy 71	Marianna	FL	32448	1					
Meadows Unlimited LLC	125 Laird Cir	Panama City Beach	FL	32407	1					
Mike Turner's Vinyl Siding Inc.	5261 Crowson Rd	Pensacola	FL	32526						1
Mr. Trash, LLC	1108 School Ave	Springfield	FL	32401						
MT Trucking & Services LLC	7520 Tidwell Rd	Pace	FL	32571	1		1	1		
New View Land Clearing	1609 Deer Ave	Panama City	FL	32401	1					
North Florida Construction & Demolition	905 East 12th St	Lynn Haven	FL	32444	1					
North Florida Land Prep Inc.	11407 Hwy 2301	Youngstown	FL	32466	1					
NWF Dirtworks and Landscaping	98 Red Holley Ln	DeFuniak Springs	FL	32433	1					
OCDS 2018, LLC	2207 East 6th St	Panama City	FL	32401						
Oceancity Subcontractors Inc	501 Thornhill Rd	Fort Walton Beach	FL	32547	1					
Pate Farms	2331 Horseshoe Loop	Bonifay	FL	32425	1	1				
PBrown Builders, LLC	4231 Cherry Laurel Dr	Pensacola	FL	32504	1					1
PCE Disaster Contractor, LLC	4019 Riverside Dr	Panama City	FL	32404	1					
Pensacola Environmental Services, Inc.	PO Box 34450	Pensacola	FL	32507	1		1			
Pensacola Tree Service	7085 Frank Reeder Rd	Pensacola	FL	32526	1					
Plant Welding Service Inc	5774 W Spencer Field Rd	Pace	FL	32571	1					
Precision Emergency Response LLC	3218 Hwy 98	Mexico Beach	FL	32456		1				
Prestwood All-Pro Services, Inc.	8485 Eight Mile Creek Rd	Pensacola	FL	32526						
Prince Contracting, LLC	10065 W Emerald Coast Pkwy, Ste B201	Destin	FL	32550						
RBM Contracting Services LLC	PO Box 2174	Santa Rosa	FL	32459						
RCG Enterprises, Inc.	1504 W Intendencia St	Pensacola	FL	32501	1	1	1	1	1	1
Redmonds, Inc.	8606 Laird St	Panama City Beach	FL	32408						
Register's Enterprises of Bay County, LLC	9323 N Hwy 231	Panama City	FL	32404	1					
Revelation Construction, LLC	1907 E 9th St	Panama City	FL	32401	1				1	
River Bend Trucking	2355 Horseshoe Loop	Bonifay	FL	32425	1	1				
Robbins Contracting, LLC	309 Elm Ave	Panama City	FL	32401						
Rouse Stump Grinding LLC	841 Springtime St	Wewahitchka	FL	32465						
RPR Contractors & Equipment Co LLC	1728 Turnkey Oak Dr	Navarre	FL	32566	1	1			1	
Ryles Grassing, LLC	PO Box 711	Baker	FL	32531						
Sean McKnight & Sons Landscaping & Tree Svc	4200 Langley Ave	Pensacola	FL	32504						
Smith & Associates, LLC	PO Box 1084	Gulf Breeze	FL	32562	1	1				
Solar Recycling	7508 Klondike Rd	Pensacola	FL	32526	1					
SOS Enterprises of Pensacola	9075 Cove Ave	Pensacola	FL	32534						
Sound Off Audio	15176 NW Magnolia Church Rd	Altha	FL	32421	1					
Spanos Group Construction	366 Okaloosa Rd NE	Fort Walton Beach	FL	32548				1		1
Spartan Kustoms	254 Lilly Bell Ln	Freeport	FL	32439				1		
Sterling Tree Services, Inc.	8500 Lillian Hwy	Pensacola	FL	32506	1		1	1		
TDT Land, Properties & Equipment, LLC	2545 Commercial Park Dr	Marianna	FL	32448	1					
Thom Co Enterprises, Inc.	745 Hollywood Blvd, NW	Fort Walton Beach	FL	32548	1		1	1		1
Tindle Enterprises, Inc.	PO Box 969	Freeport	FL	32439						1
Valour Trucking	17831 Center Dr	Fountain	FL	32438						
Walts Landscaping	2601 Wild Lake Blvd	Pensacola	FL	32526						

Exclusive Subcontractors

The subcontractors on the table below work **exclusively** for CrowderGulf. These subcontractors immediately begin deployment when a threat is imminent. They have a combined 114 double trucks that can be called upon at a moment's notice. The table includes the storm events and locations that these subcontractors have worked with CrowderGulf.

Subcontractor	Storm Event	Work Location	
Dawn Til Dusk Disaster LLC (Bethany, MO) (PUSH, ROW Hauling, Stumps, L & H, ROE Hauling, Beach/ Sand) 43 Activations 2 Activations in FL **Master Subcontract # 12_133**	2024 Helene	SCDOT - Newberry	
	2024 Beryl	Brazoria Co, TX West Columbia, TX	Brazoria, TX
	2024 TX Straight Line Winds	Coppell, TX	
	2023 AR Tornado	North Little Rock, AR	Sherwood, AR
	2022 Ian	Lee Co, FL	
	2021 KY Tornado	Bowling Green, KY	Warren County, KY
	2021 Nicholas	Angleton, TX Brazoria Co, TX	Lake Jackson, TX
	2020 Zeta	Gulfport, MS	
	2020 Sally	Fairhope, AL	Orange Beach, AL
	2020 Laura	Lake Charles, LA West Lake, LA	Calcasieu Parish, LA
	2020 Tornado	Nashville, TN	
	2019 Imelda	Montgomery Co, TX	
	2018 Michael	Panama City, FL	
	2018 Florence	Duplin Co, NC Onslow Co, NC	Jacksonville, NC
	2017 Harvey	Aransas Co, TX	Corpus Christi, TX
	2017 Mississippi Tornado	Hattiesburg, MS	
	2016 Matthew	Deltona, FL	
	2016 LA Flooding	Ouachita Parish, LA	Central, LA
	2016 Texas Flooding / Misc	Montgomery Co, TX	Newton Co, TX
		Waller Co, TX	
	2015 SC Flooding	SCDOT	
	2014 Ulysses – Ice Storm	Greensboro, NC	
	2014 AL Tornado	ACCA – Blount Co, AL	
	2011 Irene	Dare Co, NC Kill Devil Hills, NC	Kitty Hawk, NC Nags Head, NC
	2008 Ike	Montgomery Co, TX	
	2005 Katrina	Pascagoula, MS	
Dotson & Sons (Higbee, MO) (ROW Hauling, L & H, Stumps) 38 Activations 17 Activations in FL **Master Subcontract # 16_725**	2024 Milton 2024 Beryl 2023 Winter Storm- TX	Ft Myers, FL Sarasota Co, FL Montgomery Co, TX Austin, TX	Sarasota Co Schools, FL Venice, FL Travis Co, TX
	2022 Ian 2021 May Floods 2020 Laura 2018 Michael	Ft. Myers, FL FDEM Lake Charles, LA Lake Charles, LA Bainbridge, GA	Lee Co, FL Calcasieu Parish, LA Panama City, FL
		Decatur Co, GA	
	2018 Florence	Holly Ridge, NC	Richlands, NC
		Onslow Co, NC	
	2017 Irma	Bonita Springs, FL	Lee Co., FL
	2017 Harvey 2016 Matthew 2016 LA Flooding 2006 Ice Storm	Aransas Co, TX Corpus Christi, TX Hilton Head Island, SC Central, LA Erie Co, NY	Montgomery Co, TX San Patricio Co, TX,
	2005 Rita	Calcasieu Parish / Lake Charles, LA	
	2005 Katrina 2004 Ivan 2004 Charley, Frances, Jeanne	North Miami, FL Pascagoula, MS Escambia Co, FL Lee Co, FL Orlando, FL	Wilton Manors, FL Pompano Beach, FL Sanibel, FL

Subcontractor	Storm Event	Work Location	
Gulf Services (Theodore, AL) (PUSH, ROW Hauling, L&H, Stumps, Site Mgt, Ditch work, PPDR) 31 Activations 15 Activations in FL Master Subcontract # 12_191	2024 Milton	Sarasota Co, FL	Venice, FL
	2024 Helene	Ware Co, SC	
	2024 Beryl	Montgomery Co, TX	
	2024 TX Flooding May	Liberty Co, TX	Montgomery Co, TX
	2024 TX Straight Line Winds	Carrollton, TX Coppell, TX	Richardson, TX
	2023 Idalia	St. Petersburg, FL	Dunedin, FL
	2023 Winter Storm- TX	Austin, TX	Travis Co, TX
	2022 Ian	Bonita Springs, FL Estero, FL FDEM Lee Co, FL	Lee Co School District Sanibel, FL Sarasota Co, FL
	2021 Ida	St. John the Baptist Parish, LA	Calcasieu Parish, LA Waterways
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
	2020 Laura	Lake Charles, LA Sulphur, LA	Calcasieu Parish, LA
	2018 Michael	Bay Co, FL Lynn Haven, FL	Panama City, FL Washington Co, FL
Hauling Away LLC (Mobile, AL) (PUSH, ROW Hauling, L&H, ROE Hauling, Stumps, Grinding, HaulOuts, Sand, Demo, Waterway Debris) 125 Activations 39 Activations in FL Master Subcontract # 12_223	2024 Milton	Apopka, FL Bonita Springs, FL Clearwater, FL Dunedin, FL FDEM Ft. Myers Beach, FL	Hillsborough Co, FL Lee Co, FL Oldsmar, FL Sanibel, FL St. Petersburg, FL Tarpon Springs, FL
	2024 Helene	Greenville, SC Laurens Electric Co-Op Laurens Public Works, SC SCDOT	Clearwater, FL St. Petersburg, FL Tarpon Springs, FL Levy Co, FL
	2024 Beryl	Alvin, TX Angleton, TX Brazoria Co, TX	Brazoria, TX Lake Jackson, TX West Columbia, TX
	2024 SC Straight Line Winds	Dorchester Co, SC	
	2024 LA Tornado	Lake Charles, LA	
	2024 FL Tornado May	Kissimmee, FL	
	2024 AL Tornados 2024 TX Flooding April 2023 AR Tornado 2023 Ice Storm	AL Counties- Region 7 Angleton, TX North Little Rock, AR Deer Park, TX	Henager, AL Sherwood, AR
	2022 Ian 2021 TX GLO	Bonita Springs, FL Estero, FL Ft. Myers, FL FDEM Beach Debris – Sunken Car	Ft. Myers Beach, FL Lee Co, FL Sanibel, FL Synergy, Charlotte Co Schools, FL
	2021 LA Tornado 2021 Ida	Calcasieu Parish, LA St. John the Baptist Parish, LA	 Calcasieu Parish, LA Waterways
	2020 Hanna & Beta	Texas General Land Office (GLO)	
	2020 Zeta	Gulfport, MS	
	2020 Sally 2020 Laura 2020 Cristobal	AL DOT SW Region Baldwin Co, AL Lake Charles, LA Sulphur, LA Vinton, LA Dauphin Island, AL	Gulf Shores, AL Orange Beach, AL Calcasieu Parish, LA West Lake, LA West Calcasieu Port, LA
	2020 Tornado 2019 TX Tornado	Nashville, TN Richardson, TX	Chattanooga, TN
	2019 Dorian	Dorchester Co, SC	
	2019 Imelda	Montgomery Co, TX	
	2018 Michael	Bay Co, FL FL Dept of Enviro. Protection Bainbridge, GA	Jackson Co, FL Panama City Beach, FL Panama City, FL Decatur Co, GA

Subcontractor	Storm Event	Work Location	
	2018 Florence	Jacksonville, NC North Topsail Beach, NC	Onslow Co, NC
	2018 Florida Red Tide	Collier Co, FL Sanibel Island, FL	Fort Myers Beach, FL
	2017 Irma	Collier Co, FL FL DEP Waterway Cleanup Hilton Head Island, SC	Kissimmee, FL Okeechobee Co, FL Polk Co., FL
	2017 Harvey	Aransas Co, TX Texas General Land Office (GLO)	Corpus Christi, TX
	2017 Maintenance	Corpus Christi, TX	
	2017 T.S. Cindy	Dauphin Island, AL	
	2016 Matthew	FL Dept. of Enviro. Protection Hilton Head Plantation POA, SC	Hilton Head Island, SC
	2016 LA Flooding 2016 Texas Flooding / Misc	Central, LA Newton Co, TX Montgomery Co, TX	Ouachita Parish, LA Waller Co, TX
	2016 Maintenance 2016 Tornado	Corpus Christi, TX Rowlett, TX	
	2015 Flooding-Alabama	AL DCNR, Baldwin Co, AL AL DOT, Baldwin Co, AL	
	2015 SC Flooding	SCDOT	
	2015 Demolition 2015 Fish Kill 2015 Texas Flooding / Misc	Orange Beach, AL Orange Beach, AL Blanco Co, TX Corpus Christi, TX	 Republic Services, TX Friendswood, TX
	2015 Severe Storm AL	Limestone Co, AL	
	2014 Tornado	Blount Co, AL	Limestone Co, AL
	2014 Maintenance	Corpus Christi, TX	
	2014 Pax (Ice Storm) 2013 T.S. Andrea	Dorchester Co, SC Gulf Shores, AL	Berkeley Co, SC
	2012-2013 Sandy 2012 Isaac 2012 Miscellaneous	NJ DEP Biloxi, MS Dauphin Island, AL McComb, MS The Nature Conservancy, AL	 Magnolia, MS Pascagoula, MS
	2012 Tornado	Motel 6 - Mobile, AL	
	2011 Irene	Rocky Mount, NC	
S. St. George Enterprises (Fredonia, NY) (PUSH, ROW Hauling, L&H, Grinding, Stumps, HaulOuts, Site Work) 90 Activations 44 Activations in FL **Master Subcontract # 13_376**	2024 Milton	Edgewater, FL Lake Helen, FL Ormond Beach, FL	South Daytona, FL Volusia Co, FL
	2024 Helene	Greenville, SC	SCDOT
	2023 Ice Storm TX	Travis Co, TX	
	2022 Ian	Bonita Springs, FL Edgewater, FL Ft. Myers, FL Ft. Myers Beach, FL Lee Co, FL FDEM	Lee Co School District Ormond Beach, FL Port Orange, FL Sanibel, FL South Daytona, FL
	2021 KY Tornado	Bowling Green, KY	Warren County, KY
	2020 Zeta	Gulfport, MS	Harrison Co, MS
	2020 Laura	Lake Charles, LA	Calcasieu Parish, LA
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2018 Michael	Bay Co, FL Jackson Co, FL Lynn Haven, FL Decatur Co, GA	Panama City, FL Panama City Beach, FL Bainbridge, GA
	2018 Florence	Brunswick Co, NC Bolivia, NC Caswell Beach, NC Leland, NC Holly Ridge, NC Sandy Creek, NC	Onslow Co, NC Jacksonville, NC Duplin Co, NC Richlands, NC Oak Island, NC Northwest, NC

Subcontractor	Storm Event	Work Location	
		Navassa, NC Swansboro, NC	Shallotte, NC Varnamtown, NC
	2017 Irma	Bonita Springs, FL Edgewater, FL Flagler Co, FL Lake Mary, FL Lake Co, FL Lee Co, FL	Okeechobee Co, FL Orlando, FL Ormond Beach, FL Sanford, FL Sarasota Co, FL St. Petersburg, FL Sumter Co, FL
	2017 Harvey	Aransas Co, TX San Patricio Co, TX	Corpus Christi, TX
	2016 Matthew	Hilton Head Island, SC	Long Cove POA, SC
		Windmill Harbor POA, SC	Norfolk, VA
	2014 AL Tornado	ACCA- Blount Co, AL	
	2014 Pax – Ice Storm	Berkeley Co, SC	Dorchester Co, SC
	2011 Irene	James City Co, VA York Co, VA	Newport News, VA Rocky Mount, NC
	2005 Dennis	Bay Co, FL	Destin, FL
	2005 Wilma	Ft. Lauderdale, FL	West Palm Beach, FL
	2005 Rita	Calcasieu Parish / Lake Charles, LA	
	2005 Katrina	Aventura, FL Daphne, AL Lazy Lakes, FL	Pascagoula, MS Pompano Beach, FL Wilton Manors, FL
	2004 Ivan	Escambia Co, FL	Walton Co, FL

Pre-Qualified Subcontractors that worked for CrowderGulf after Major Disasters

Currently, we have subcontracts or Letters of Commitment with these Subcontractors listed below. They have worked for CrowderGulf after the Events and in the locations provided below. CrowderGulf maintains full compliance with current procurement regulations, specifically **44 CFR 206.10 and 2 CFR 200.321.**

Summary of Prime Subcontractor Activations for the past 15 Years with CrowderGulf, LLC

Subcontractor	Storm Event	Work Location	
4M Services (Alva, FL) (PUSH, ROW Hauling, HaulOuts) 26 Activations **Master Subcontract # 20_1865**	2024 Milton	Bonita Springs, FL Ft. Myers Beach, FL	Lee Co, FL Sanibel, FL
	2024 Helene	Bonita Springs, FL Ft. Myers Beach, FL	Lee Co, FL
	2024 Beryl	Alvin, TX Angleton, TX Brazoria Co, TX	Deer Park, TX Dickinson, TX Lake Jackson, TX
	2023 AR Tornado	North Little Rock, AR	Sherwood, AR
	2022 Ian	Bonita Springs, FL Estero, FL Ft. Myers, FL	Ft. Myers Beach, FL Lee County, FL Sanibel, FL
	2022 FL Tornado	Lee County, FL	
	2021 Ida	Gulfport, MS	
	2020 Sally	AL DOT	Orange Beach, AL
	2020 Laura	Lake Charles, LA	
ABC Hauling Services / **RAL Services Corp.** (Miami, FL) (HaulOuts) 35 Activations **10 Activations in FL** **Master Subcontract # 16_915**	2024 Milton	Apopka, FL	
	2024 Helene	Ware Co, GA	
	2024 Beryl	Montgomery Co, TX	
	2022 Ian	Ft. Myers, FL Ft. Myers Beach, FL	Lee County, FL
	2021 Ida	St. John the Baptist Parish, LA	
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
	2020 Laura	Lake Charles, LA Dequincy, LA West Lake, LA	Calcasieu Parish, LA Iowa, LA Vinton, LA
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2018 Michael	Bay Co, FL Jackson Co, FL	Panama City, FL Panama City Beach, FL

Subcontractor	Storm Event	Work Location	
		Lynn Haven, FL	
	2018 Florence	Duplin Co, NC	
	2017 Harvey	Aransas Co, TX Aransas Co, TX (PPDR)	Corpus Christi, TX San Patricio, TX
	2016 Matthew	Hilton Head Island, SC	Thunderbolt, GA
	2011 Tornado (MO)	Joplin, MO	
	2011 Irene	Dare Co, NC	
	2008 Ike	Bolivar Peninsula, TX League City, TX	Manvel, TX
	2005 Wilma	Ft. Lauderdale, FL	
Ault Enterprises LLC (Bark River, MI) (ROW Hauling, Waterway Debris Hauling) 17 Activations **9 Activations in FL** **(Master # 16_794)**	2024 Milton	Lake Helen, FL Volusia, Co, FL	Sarasota Co, FL
	2024 Helene	Clay Co, FL	
	2022 Ian	Lee County, FL	
	2020 Zeta	Gulfport, MS	
	2020 Laura	Sulphur, LA	
	2018 Michael	FL Dept. of Enviro. Protection	Panama City, FL
	2018 Florence	Onslow Co, NC	Swansboro, NC
	2017 Irma	FL Dept. of Enviro. Protection	(Clay/Putnam, Duval, Volusia/Brevard)
	2017 Harvey	Corpus Christi, TX	
	2016 Matthew	FL Dept. of Enviro. Protection	Hilton Head Island, SC
Barnhart Debris Removal (Magnolia, AR) (PUSH, ROW Hauling, Site Work, HaulOuts, L&H, White Goods) 12 Activations **6 Activations in FL** **Master Subcontract # 17_1217**	2022 Ian	Casselberry, FL	
	2021 Ida	Audubon Institute, LA	
	2020 Laura	Lake Charles, LA Iowa, LA	Calcasieu Parish, LA Vinton, LA
	2018 Michael	Apalachicola, FL Carrabelle, FL Franklin Co, FL	Panama City, FL Washington Co, FL
	2017 Harvey	Brazoria Co, TX	
Beeghly Tree (Somerset, PA) (ROW Hauling, L&H) 13 Activations **3 Activations in FL** **Master Subcontract # 20_1871**	2024 Milton	Hillsborough Co, FL	
	2024 Helene	Lyman, SC	SCDOT
	2023 Tornados	Edgecombe Co, NC Nash Co, NC	Rocky Mount, NC
	2022 Ian	Lee Co, FL	Sanibel, FL
	2020 Zeta	Biloxi, MS	D'Iberville, MS
	2020 Sally	AL DOT Baldwin Co, AL	Fairhope, AL Gulf Shores, AL
C & W Trucking, Inc (Winter Garden, FL) (HaulOuts) 16 Activations **14 Activations in FL** **Master Subcontract # 17_1292**	2017 Irma	Casselberry, FL	Edgewood, FL
		Lake Mary, FL	Lake Co, FL
		Orlando, FL	Polk Co, FL
		Sanford, FL	
	2017 Harvey	Brazoria Co, TX	Montgomery Co, TX
	2012 Tornado	Polk Co, FL	
	2008 T.S. Fay	Brevard Co, FL	
	2005 Wilma	Aventura, FL	West Palm Beach, FL
	2004 Charley, Frances, Jeanne	Brevard Co, FL	Orange Co, FL
		Jupiter, FL	
Clinton Lumber Co. LLC Willow Springs, MO) (ROW Hauling) 11 Activations **9 Activations in FL** **Master Subcontract # 17_1269**	2023 Ice Storm TX	Travis County, TX	
	2022 Ian	Ormond Beach, FL	
	2022 FL Tornado	Lee Co, FL	
	2020 Laura	Lake Charles, LA	
	2018 Michael	Apalachicola, FL Casselberry, FL	Franklin Co, FL
	2017 Irma	Flagler Beach, FL Lee Co, FL	Ormond Beach, FL Panama City, FL
Creel Brothers, Inc. (Franklinton, LA) (PUSH, ROW Hauling, L&H, Stumps, HaulOuts) 28 Activations **11 Activations in FL**	2024 Milton	Sarasota Co Schools, FL Sarasota Co, FL	Venice, FL
	2024 Helene	Greenville Co, SC SCDOT	Lee, Co, FL State of NC
	2024 Beryl	Angleton, TX Brazoria Co, TX	Friendswood, TX

Subcontractor	Storm Event	Work Location	
Master Subcontract # 20_1863	2023 Idalia	Thomas Co, GA	
	2023 Ice Storm TX	Austin, TX	Travis Co, TX
	2022 Ian	Bonita Springs, FL Ft. Myers, FL Ft. Myers Beach, FL Venice, FL	Lee County, FL Le Co Public Schools, FL Sanibel, FL
	2022 SC Ice Storm	SCDOT	
	2021 Ida	St. John the Baptist Parish, LA	
	2021 TX Demo	Friendswood, TX	
	2021 TX Tornado	Friendswood, TX	Sugar Land, TX
	2021 LA Tornado	Calcasieu Parish, LA	
	2020 Laura	Calcasieu Parish, LA	Lake Charles, LA
Crooked River LLC (Trimble, MO) ROW Hauling 2 Activations/**1 Activation in FL** **Master Subcontract # 17_1039**	2018 Michael	Panama City, FL	
	2017 Harvey	Dickinson, TX	
DEH Disaster Recovery LLC (Ft. Valley, GA) (ROW Hauling, L&H, Stumps) 25 Activations **5 Activations in FL** **Master Subcontract # 14_497**	2024 Milton	Sarasota Co, FL	
	2024 Beryl	Montgomery Co, TX	
	2022 Ian	Ft. Myers, FL	Lee Co, FL
	2020 Sally	Baldwin Co, AL	Fairhope, AL
	2018 Michael	Decatur Co, GA	Bainbridge, GA
	2018 Florence	Bald Head Island, NC Bolivia, NC Brunswick Co, NC Caswell Beach, NC Leland, NC	Northwest, NC Oak Island, NC Shallotte, NC Varnamtown, NC
	2017 Harvey	Aransas Co, TX Corpus Christi, TX	Nueces Co, TX
	2016 Matthew	Hilton Head Island, SC	
	2016 Hermine	Leon Co, FL	Tallahassee, FL
	2014 Ice Storm Pax	Berkeley Co, SC	Dorchester Co, SC
DM Bass, Inc (Bogalusa, LA) (PUSH, ROW Hauling) 6 Activations **5 Activations in FL** **Master Subcontract # 18_1808**	2022 Ian	Lee County, FL	Lee Co Public Schools, FL
	2021 Ida	St. John the Baptist Parish, LA	
	2020 Laura	Lake Charles, LA	
	2018 Michael	Jackson Co, FL	Panama City, FL
Four Points Recycling (Jacksonville, NC) (ROW Haul) 9 Activations **Master Subcontract # 16_833**	2018 Florence	Jacksonville, NC North Topsail Beach, NC	Onslow Co, NC
	2017 Irma	Chatham Co, GA	
	2016 Matthew	Currituck Co, NC Duplin Co, NC Raleigh, NC	Rose Hill, NC Sunset Beach, NC
Four R Equipment / **Coastline Energy Resources** (Miramar, FL) (ROW Hauling, HaulOuts) 15 Activations **8 Activations in FL** **Master Subcontract # 12_173 /** **21_1880**	2022 Ian	Punta Gorda, FL	
	2021 Ida	Calcasieu Parish, LA Waterways	
	2020 Laura	Calcasieu Parish, LA	
	2018 Michael	Panama City, FL	
	2017 Irma	Miami Springs, FL	FL DEP Waterway Cleanup
	2016 Matthew	FL Dept. of Enviro. Protection	Edgewater, FL
	2016 Hermine	Tallahassee, FL	
	2014 Pax (Ice Storm)	Dorchester Co, SC	
	2011 Irene	Newport News, VA	
	2008 Ike	Bolivar Peninsula, TX Kemah, TX	League City, TX
	2005 Wilma	Pembroke Pines, FL	
Gaston / Wood Resource **Recovery** (Gainesville, FL)	2024 Milton	Clearwater, FL Dunedin, FL	St. Petersburg, FL
	2024 Helene	Clearwater, FL	St. Petersburg, FL
	2022 Ian	FL Dept. Enviro. Protection Port Orange, FL Sanford, FL	Lee Co, FL St. Petersburg, FL
	2020 Sally	AL DOT SW Region	Baldwin Co, AL

Subcontractor	Storm Event	Work Location	
(PUSH, ROW Hauling, Stumps, L & H, DMS Grinding, HaulOuts) 30 Activations **28 Activations in FL** **Master Subcontract #s 17_1468 / 20_1869**	2020 Tornado	Volusia Co, FL	
	2018 Michael	Bay Co, FL Panama City, FL	Jackson Co, FL
	2017 Irma	Fl. DEP Waterway Cleanup Flagler Beach, FL Flagler County, FL Ormond Beach, FL	Palm Coast, FL Polk Co, FL St. Petersburg, FL Tarpon Springs
	2016 Matthew	Clay County, FL Flagler Beach, FL Flagler County, FL	Orange Park, FL Ormond Beach, FL Palm Coast, FL
Gotus Trucking (Harrisville, PA) (ROW Hauling, L & H, Stumps) 34 activations **9 Activations in FL** **Master Subcontract # 16_666**	2024 Milton	Clearwater, FL	
	2024 Helene	Clearwater, FL	
	2024 Beryl	Alvin, TX Brazoria Co, TX	Iowa Colony, TX
	2023 VA Tornado	Virginia Beach, VA	
	2022 Ian	Lee Co, FL	Bonita Springs, FL
	2021 KY Tornado	Bowling Green, KY	Warren County, KY
	2020 Zeta	Gulfport, MS	
	2020 Laura	West Lake, LA	Calcasieu Parish, LA
	2020 Isaias	Newport News, VA	
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2019 Imelda	Montgomery Co, TX	
	2019 Dorian	Dorchester Co, SC	
	2018 Michael	Panama City, FL	
	2018 Florence	Fayetteville, NC	
	2017 Harvey	Aransas Co, TX Corpus Christi, TX	Nueces Co, TX
	2016 Matthew	Chesapeake, VA Currituck Co, NC	Fayetteville, NC Norfolk, VA Southern Shores, NC
	2016 LA Flooding	Central, LA	
	2016 Tornado	Essex Co, VA	
	2005 Wilma	Ft. Lauderdale, FL Wilton Manors, FL	Lazy Lakes, FL
	2005 Katrina	Pembroke Pines, FL	
Gulf Atlantic Construction & Marine (Grand Bay, AL) (DMS Site Work, HaulOuts, Sand, Dredging, Waterway, ROW Hauling) 17 Activations **8 Activations in FL** **Master Subcontract# 17_1052**	2022 Ian	Bonita Springs, FL Ft. Myers Beach, FL	Lee Co, FL Sanibel, FL
	2020 Sally	AL DOT SW Region Baldwin Co, AL	Gulf Shores, AL Orange Beach, AL
	2020 Cristobal	Harrison Co, MS	
	2018 Michael	Bay Co, FL Dauphin Island, AL	Panama City, FL Mexico Beach, FL
	2017 Irma	Lake Co, FL	
	2017 Harvey	Baytown, TX	Brazoria Co, TX
	2017 Nate	Dauphin Island, AL	
H2 Construction LLC (Waverly, MO) (ROW hauling, L & H, Stumps) 14 Activations **3 Activations in FL** **Master Subcontract # 14_219**	2024 Helene	Thomas Co, GA	
	2024 Beryl	Bayou Vista, TX Hitchcock, TX	LaMarque, TX
	2022 Ian	Ormond Beach, FL	Ocoee, FL
	2018 Michael	Lynn Haven, FL	
	2017 Harvey	League City, TX	Nassau Bay, TX
	2017 Tornado	Hattiesburg, MS	
	2016 Matthew	Liberty Co, GA	Port Wentworth, GA
	2016 LA Flooding	Central, LA	
	2014 Ice Storm Ulysses	Greensboro, NC	
HDR Trucking LLC (Bamberg, SC) (PUSH, ROW Hauling, HaulOuts, L & H, Demo) 24 Activations **12 Activations in FL**	2024 Beryl	Brazoria Co, TX	Brookside Village, TX
	2022 Ian	Kissimmee, FL	Ocoee, FL
	2022 SC Ice Storm Izzy	SCDOT	
	2020 Zeta	Harrison Co, MS	Gulfport, MS
	2018 Michael	Bay Co, FL Decatur Co, GA	Jackson Co, FL Bainbridge, GA
	2017 Irma	Brevard Co, FL	Okeechobee Co, FL

Subcontractor	Storm Event	Work Location	
Master Subcontract # 14_219		Kissimmee, FL Lake Co, FL	Polk Co, FL Sumter Co, FL
	2016 Matthew	Callawassie Island, SC Fripp Island, SC Hilton Head Island, SC	Hilton Head (POA) SC Windmill Harbour, SC
	2016 Hermine	Lean Co, FL	Tallahassee, FL
JTL & S Property Preservation (League City, TX) (ROW Hauling, L & H, White Goods, Freon Management) 46 Activations **20 Activations in FL** **Master Subcontract # 17_1020**	2024 Milton	Clearwater, FL Dunedin, FL FDEM Ft. Myers Beach, FL Lee Co, FL	Oldsmar, FL Sanibel, FL Sarasota Co, FL St. Petersburg, FL Tarpons Springs, FL
	2024 Helene	Clearwater, FL St. Petersburg, FL	Tarpons Springs, FL
	2024 Beryl	Bayou Vista, TX	
	2022 Ian	Bonita Springs, FL Estero, FL FDEM Ft. Myers, FL	Ft. Myers Beach, FL Lee Co, FL Sanibel, FL
	2021 Ida	St. John the Baptist Parish, LA	
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
	2020 Laura	Dequincy, LA Lake Charles, LA West Lake, LA Vinton, LA	Calcasieu Parish, LA Iowa, LA Sulphur, LA
	2020 TX Winter Storm	Friendswood, TX	
	2020 Tree work	Galveston Co, TX	
	2019 Marine work	Clean Harbors	
	2019 Tornado	Montgomery Co, TX	
	2017 Harvey	Alvin, TX Brazoria Co, TX Dickinson, TX Clear Lake Shores, TX Friendswood, TX League City, TX	La Marque, TX Nassau Bay, TX Seabrook, TX Webster, TX West Columbia, TX
Last Pass Inc. (Miami, FL) (ROW Hauling, L & H, HaulOuts, PUSH) 10 Activations/**9 Activations in FL** **Master Subcontract # 22_1883**	2023 Idalia	Taylor Co, FL - Synergy	Ware Co, GA
	2022 Ian	Bonita Springs, FL Estero, FL Ft. Myers, FL FDEM	Ft. Myers Beach, FL Lee Co, FL Punta Gorda, FL Sarasota Co, FL
Lawn Rescue Plus (Miami, FL) (ROW Hauling, L & H, HaulOuts, Stumps) 52 Activations **21 Activations in FL** **Master Subcontract # 16_743**	2024 Milton	Clearwater, FL Dunedin, FL Sarasota Co, FL	St. Petersburg, FL Tarpons Springs, FL
	2024 Helene	Clay Co, FL Lee Co, FL Liberty Co, GA	Garden City, GA Port Wentworth, GA Ware Co, GA
	2024 Beryl	Angleton, TX Brazoria, TX Dickinson, TX Montgomery Co, TX	Brazoria Co, TX LaMarque, TX Lake Jackson, TX
	2021 Ida	St. John the Baptist Parish, LA	Audubon Institute, LA
	2020 Sally	Baldwin Co, AL	
	2020 Laura	Lake Charles, LA West Lake, LA Vinton, LA	Calcasieu Parish, LA West Calcasieu Port, LA Iowa, LA
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2018 Michael	FL Dept. of Enviro. Protection	Panama City, FL
		Lynn Haven, FL	Parker, FL
	2018 Florence	Holly Ridge, NC	Onslow Co, NC
		Jacksonville, NC	Richlands, NC
		North Topsail Beach, NC	Swansboro, NC
	2017 Irma	Aventura, FL	FL Dept. of Env. Protection
		Brevard Co, FL	Miami, FL

Subcontractor	Storm Event	Work Location	
		Cocoa Beach, FL	Miami Springs, FL
		Collier Co, FL	Sunny Isle Beach, FL
	2017 Harvey	Aransas Co, TX	
	2016 Matthew	Hilton Head Island, SC	Windmill Harbour POA, SC
	2016 Hermine	Leon County, FL	Tallahassee, FL
McCombs Tree Service (Rockledge, FL) (ROW Hauling) 12 Activations **8 Activations in FL** **Master Subcontract# 15_295**	2024Milton	Brevard Co, FL Orange Co, FL	Winter Springs, FL
	2021 Ida	Biloxi, MS Maintenance	
	2018 Florence	Onslow Co, NC	Swansboro, NC
	2016 Matthew	Brevard Co, FL	Cocoa Beach, FL
	2016 Hermine	Leon Co, FL	Tallahassee, FL
	2015 Winter Strom	Raleigh, NC	
	2012 TS Beryl	Nassau Bay, FL	
Michael's Tree Services (Memphis, TN) (ROW Hauling, L & H, DMS Site Work) 12 Activations **8 Activations in FL** **Master Subcontract # 17_1042**	2022 Ian	Sarasota Co, FL	Venice, FL
	2020 Sally	Fairhope, AL	AL DOT SW Region
	2018 Michael	Jackson Co, FL	
	2017 Irma	Lauderdale by the Sea, FL Lazy Lakes, FL Plantation, FL	Polk Co, FL Sunrise, FL Tarpon Springs, FL Wilton Manors, FL
New Gen Environmental Group / Bil-Jim Construction (Toms River, NJ) (ROW Hauling, Dredging, Demo, Waterway) 12 Activations **14 Activations in FL** **Master Subcontract # 17_1024 / 13_479**	2021 Ida	State of New Jersey	
	2020 Zeta	Gulfport, MS	
	2020 Laura	Calcasieu Parish, LA	
	2018 Michael	Bay Co, FL	Panama City, FL
	2017 Irma	FL Dept. of Enviro. Protection	
	2017 Harvey	Montgomery Co, TX Dickinson, TX	Port Arthur, TX
	2016 Matthew	Fayetteville, NC	Raleigh, NC
	201-13 Sandy	State of New Jersey	
ReclaimIt Enterprises (Greenville, TN) (PUSH, ROW Hauling, L & H, HaulOuts) 19 Activations **10 Activations in FL** **Master Subcontract # 18_362**	2022 Ian	Apopka, FL Charlotte Co Public Schools, FL Estero, FL	Lee Co, FL Venice, FL Winter Garden, FL
	2020 Zeta	Audubon Institute, LA	
	2020 Delta	Iowa, LA	
	2020 Sally	Orange Beach, AL Spanish Fort, AL	Gulf Shores, AL
	2020 Laura	Lake Charles, LA Sulphur, LA	Calcasieu Parish, LA
	2018 Michael	Jackson Co, FL Lynn Haven, FL	Panama City, FL Parker, FL
	2011 Irene	James City Co, VA	
Riccelli Enterprises (North Syracuse, NY) (HaulOuts) 15 Activations **10 Activations in FL** **Master Subcontract # 17_1099**	2022 Ian	Edgewater, FL Ft. Myers, FL Ft. Myers Beach, FL	Lee County, FL Sanibel, FL Volusia Co, FL
	2020 Laura	Calcasieu Parish, LA	Lake Charles, LA
	2020 TN Tornado	Nashville/Davidson Co, TN	
	2018 Michael	Bay Co, FL Panama City, FL	Parker, FL Washington Co, FL
	2017 Harvey	Aransas Co, TX	San Patricio Co, TX
Statewide Tub Grinding/ WLW (Apopka, FL) (PUSH, ROW Hauling, Stumps, HaulOuts) 17 Activations **13 Activations in FL** **Master Subcontract # 15_616**	2022 Ian	Venice, FL	
	2018 Michael	Apalachicola, FL Franklin Co, FL	Carrabelle, FL Parker, FL
	2017 Irma	Fort Myers, FL Lake Co., FL	Lee Co., FL Sanibel, FL
	2016 Matthew	Brevard Co, FL Ormond Beach, FL	Cocoa Beach, FL
	2008 Ike	Galveston Co, TX La Marque, TX	Texas City, TX Tiki Island, TX
	2005 Wilma	Ft. Lauderdale, FL	
Steadfast Services / Slick Machines	2022 Ian	Lee Co, FL	
	2017 Harvey	Port Arthur, TX	

Subcontractor	Storm Event	Work Location
(Cummings, GA) (ROW Hauling, Site Grinding, HaulOuts, Sand, Concrete) 5 Activations/**1 Activation in FL** **Master Subcontract# 17_1031**	2011 Deep Water Horizon Oil Spill	Obrien's BP Oil Spill AL
	2008 Ike	Bolivar, TX TX GLO
Waterfront Recovery LLC (Rockledge, FL) Waterway Debris 4 Activations/**3 Activations in FL** **Master Subcontract # 17_966**	2021 Laura -Waterways	Calcasieu Parish, LA
	2018 Michael	FL Dept. Of Enviro. Protection
	2017 Irma	FL Dept. Of Enviro. Protection
	2016 Matthew	FL Dept. Of Enviro. Protection

"CrowderGulf has developed a seamless process which allows for the rapid deployment of essential workers, maintained vital communication lines with all parties involved in the cleanup efforts and has strategically allocated resources t the areas of greatest need…They maintain the highest standards in the industry and operate with a level of integrity that is difficult to match."

Mark Claypoole
Gotus Trucking, LLC

➢ Quality Control

The purpose of a Quality Control Plan is to provide guidance and consistent attention to workplace policies and procedures to facilitate efficient, effective, and safe debris removal and reduction. **CrowderGulf's success in managing quality is achieved by our commitment and attention to the people, processes, and procedures involved in our projects. This starts with identifying and communicating the following Fundamental Values for Quality Control Success:**

- Assurance of open and honest communication with clients at all levels to foster a clear and mutual understanding of expectations and promote mutual respect.
- Commitment to high quality standards - "Lead by Example".
- Dedication to staff training and education at all levels to ensure the correct and safe performance of their tasks.
- Implementing "Clean as You Go" policy for every task.

Our complete QC plan will be provided upon request.

"Clean As You Go"

This concept is the centerpiece of our Quality Control Plan when removing debris. "*Clean As You Go*" is a simple concept that is defined as doing the best job possible the first time, to reduce the necessity for redoing any work. This policy does not preclude contracted multiple passes. It simply implies that all the debris will be removed on every pass, regardless of the number of passes required by the City. This philosophy is especially important for debris work during emergencies or major disasters where restoration of critical public functions is the highest priority. CrowderGulf was the debris contractor that first coined the term "*Clean As You Go"* over 20 years ago. Recently, the term has been used by other contractors in their proposals and by municipalities in their RFPs. All CrowderGulf employees, subcontractors and consultants are expected to abide by this policy.

Inspections

To ensure the quality and timeliness of work, CrowderGulf will use a hierarchy of assigned inspection responsibilities based on the nationally recognized Incident Command System (ICS). This arrangement limits the respective spans of control to appropriate levels and has proven to facilitate optimum performance.

Security

CrowderGulf will restrict general access to its DMS operations to essential company and City personnel for both security and safety. Managers and supervisors will be granted access to a site(s) based upon their duties, responsibilities and spans of control. Operating personnel will be granted access to sites relevant to their respective tasks.

Maintenance

CrowderGulf follows the manufacturer's maintenance recommendations on all its equipment. CrowderGulf systematically performs "routine maintenance" appropriate to each item of equipment. This maintenance is reported on an equipment log that is retained for the life or ownership of the equipment. CrowderGulf's maintenance system uses its employees or contracted full-time mechanics and/or oilers for daily and routine maintenance. Heavy maintenance and/or major repairs of company-owned equipment are performed by heavy equipment maintenance firms under contract with CrowderGulf.

Knowledge and Training

CrowderGulf's Quality Control Manager will conduct briefings and de-briefings no less than once a day for the team managers and weekly for supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel on an on-going basis. CrowderGulf employs debris-experienced equipment operators, foreman, supervisors, and subcontractors. In accordance with these established practices, CrowderGulf supervisors will evaluate the knowledge and debris experience of each operator and subordinate employees, regarding the specifics of his or her assigned tasks, to determine if the employee requires additional training.

➢ Health and Safety

CrowderGulf's Philosophy of Safety

All Company operations are managed with an aggressive and proactive commitment to the safety and well-being of employees, subcontractors and the public at large. We believe that this commitment to safety must go together with our commitment to quality production and cost efficiency. CrowderGulf believes that ALL injuries and accidents are preventable through the establishment of and compliance with safe work procedures. Therefore, the prevention of bodily injury and the safeguarding of health are the first considerations in all workplace actions and are the responsibility of every employee and subcontractor at all levels. This philosophy is reinforced and fulfilled as defined below:

- The CrowderGulf Safety Plan for the City shall be in place at all times to provide mandated directives, required actions, procedures and guidance for all levels of employees from initial response to final closure. The Safety Plan is intended to ensure that all employees work safely and remain safe.
- At all times, CrowderGulf will comply with appropriate safety/ security laws and regulations such as those established by:
  The Occupational Safety and Health Act (OSHA),
  The EPA (Environmental Protection Agency),
  The DOT (Department of Transportation),
  All other applicable federal, state and local safety and health regulations, and any additional safety standards required by the City

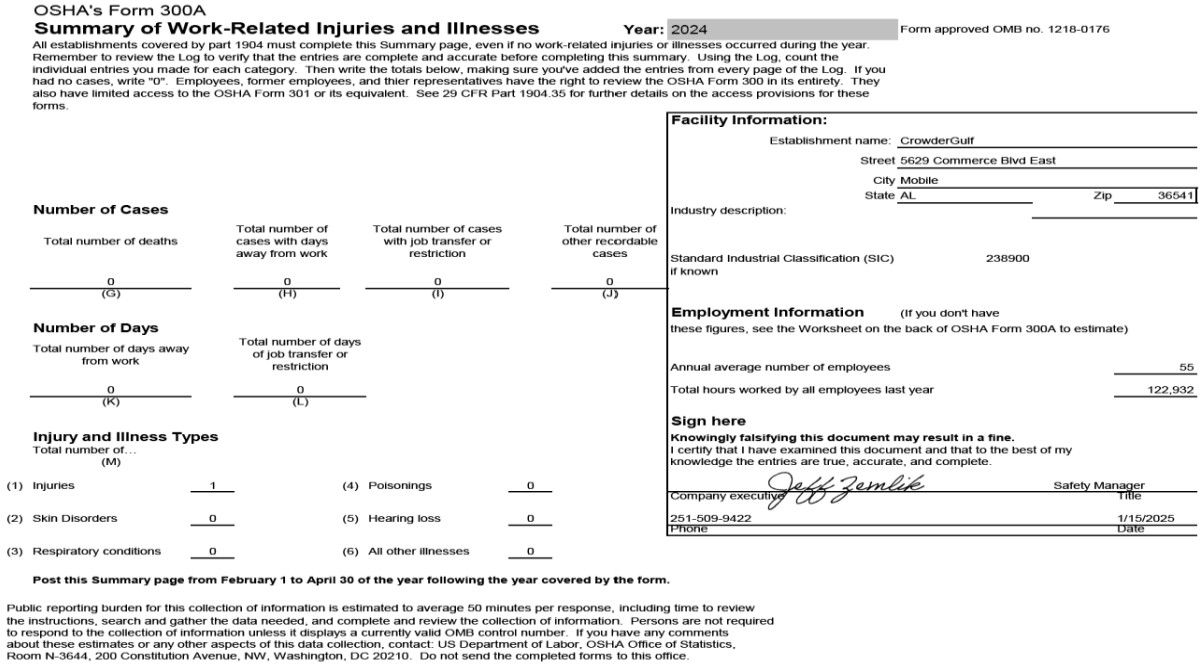
Corporate Commitment to Safety

CrowderGulf is committed to providing an accident-free experience for our employees, subcontractors, visitors to our work sites and to the public we encounter during the execution of our projects. Our leadership team is firmly committed to the belief that "All Accidents Are Preventable". To emphasize our commitment to achieving an accident-free experience in every CrowderGulf project, our Company's Senior Executive, Mrs. Ashley Ramsay-Naile, serves as the senior Safety Official. Mrs. Ramsay-Naile's personal attention to CrowderGulf's safety, health and accident prevention performance establishes an absolute standard of top priority for all personnel throughout the organization. Many companies have written safety plans for individual safety topics, but few have a comprehensive plan designed to drive all company operations. CrowderGulf's corporate commitment to safety starts with its written Health and Safety Plan and includes all aspects of company planning and operations. Our complete Health and Safety Plan is available upon request.

Safety Performance Summary

Since 2014, CrowderGulf has received no citations, notifications or violations, pertaining to OSHA. CrowderGulf has worked approximately 1,798,603 and experienced 1 total recordable, which is well below industry standard. CrowderGulf policy is that daily toolbox meetings are mandatory, and the Job Safety Analysis (JSA) process to be used as a communication tool for our workers. Every person involved in a CrowderGulf project has not only the right, but the responsibility to stop the job if an unsafe act or situation is discovered, or if there is a need for more understanding of the work process.

Year	Hours Worked	OSHA Recordable	Days Away from Work Cases	R.I.F Rate (Recordable Incident Frequency)	D.a.r.t. Rate (Days Away, Restrictions, or Transfers)
2024	122,932	0	0	0	0
2023	114,400	0	0	0	0
2022	414,960	1	1	.48	.48
2021	161,180	0	0	0	0
2020	177,820	0	0	0	0
2019	189,433	0	0	0	0
2018	173,960	0	0	0	0
2017	148,975	0	0	0	0
2016	111,243	0	0	0	0
2015	94,222	0	0	0	0
2014	89,478	0	0	0	0



OSHA's Form 300A

Summary of Work-Related Injuries and Illnesses **Year:** 2024 Form approved OMB no. 1218-0176

All establishments covered by part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases, write "0". Employees, former employees, and thier representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35 for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0 (G)	0 (H)	0 (I)	0 (J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
0 (K)	0 (L)

Injury and Illness Types

Total number of... (M)

(1) Injuries	1	(4) Poisonings	0
(2) Skin Disorders	0	(5) Hearing loss	0
(3) Respiratory conditions	0	(6) All other illnesses	0

Facility Information:

Establishment name: CrowderGulf
Street 5629 Commerce Blvd East
City Mobile
State AL Zip 36541
Industry description:
Standard Industrial Classification (SIC) if known 238900

Employment Information (If you don't have these figures, see the Worksheet on the back of OSHA Form 300A to estimate)

Annual average number of employees 55
Total hours worked by all employees last year 122,932

Sign here

Knowingly falsifying this document may result in a fine.
I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Company executive Jeff Zemlik Safety Manager Title
251-509-9422 Phone 1/15/2025 Date

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any other aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Avenue, NW, Washington, DC 20210. Do not send the completed forms to this office.

*As additional documentation of our exemplary safety record, our most current **OSHA Form 300A – Summary of Work-Related Injuries and Illnesses,** as well as previous years', can be provided upon request.*

CrowderGulf's Site Specific Safety Plan

The Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) for the City shall include the following commitments:

- Maintaining a safety and health program that meets the requirements of OHSA and all applicable laws.
- Equipping employees and subcontractors with the required safety equipment, hard hats, clothing, and other safety materials necessary to perform specific work tasks.
- Preparing an Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) to inventory and address specific work hazards.
- Providing employees and subcontractors with the continuing safety and health training necessary to enable them to perform their work in a safe manner.
- Assuring that at no time, while on duty, may employees or subcontractors be under the influence of alcohol, narcotics, intoxicants or mind-altering substances. Violations of this policy may result in immediate dismissal.
- Assuring that employees and subcontractors be required to immediately report all accidents, injuries, and "near misses" to their supervisor.
- Conducting safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures.
- Communication of Health, Safety, Security and Environment (HSSE) standards will take place in orientation training, safety meetings specific to individual situations, daily toolbox meetings, memos and other ways CrowderGulf deems appropriate.
- Assuring that all associates, regardless of position know that they have the right to "Stop the Job" in the event of a HSSE deficiency.
- Conducting Job Hazard Analyses (JHA) to define the activities being performed, the sequences of work, the specific hazards anticipated, and the control measures to be implemented to eliminate or reduce each hazard to an acceptable level.

A list of local Hospitals, Police Stations, and Fire/Emergency Response Stations will be provided as part of the Safety Plan after project activation.

SAFETY WILL BE THE PARAMOUNT CONCERN AT ALL TIMES

➢ Environmental and Cultural Sensitivity

CrowderGulf is committed to unequivocal protection of the environment at all work sites and surrounding areas. This is accomplished by paying attention to organizational, operational and performance details. CrowderGulf personnel or subcontractors assigned to specific contractual duties that substantially impact environmental quality (i.e., incinerator operators) will have the quality of their work continually evaluated by a senior supervisor. Employees with duties partially or indirectly applicable to environmental protection will have those duties evaluated daily, whether relating to noise, smoke, dust, traffic, drainage or general containment actions or containment actions specifically related to hazardous materials.



Regulatory Permits and Compliance

CrowderGulf will ensure all applicable permits are obtained before work is started, including but not limited to the following:

- Reclamation of Surface Mining Sites
- Ground and Surface Water
- Local Health Department Permits
- Air Quality
- Forestry
- Storm Water

We work in full regulatory compliance with all agencies involved in disaster recovery including, but not limited to:

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

Environmental and Historic Considerations

State and local regulations, laws and ordinances will be addressed and followed for all environmental and historic preservation issues. The following list provides a brief review of the primary Federal laws which must be considered during debris management practices:

- National Environmental Policy Act
- Clean Water Act
- Clean Air Act
- Coastal Barrier Resources Act
- Coastal Zone Management Act
- Endangered Species Act
- Fish and Wildlife Coordination Act
- Wild and Scenic Rivers Act
- Executive Orders
- National Historic Preservation Act
- Resource Conservation & Recovery Act



CrowderGulf has experience in restoring TDMS sites to natural preserve areas. One such example is the Puschel Preserve area on Sanibel Island, Florida.
On September 28, 2022, Hurricane Ian made landfall on Sanibel Island as a deadly Category 4 Hurricane. Maximum sustained winds of 155 mph and a storm surge inundation of an unprecedented 12 to 18 feet caused catastrophic damage to Sanibel Island and the causeway linking island to the mainland. Due to the extensive damage caused by Hurricane Ian, CrowderGulf established 5 debris management sites to remove and process over 2.2 million cubic yards of storm debris from the Island. The effort also included safely removing 13,154 hazardous trees/limbs from roadways and bike trails, 15,583 white goods, 7,102 pieces of electronic waste and 6,873 pounds of household hazardous waste.

One of the construction and demolition debris management sites was reclaimed to provide a nature preserve to the Sanibel Captiva Conservation Foundation (SCCF). During the debris removal operations, nesting bald eagles raised a pair of young fledglings adjacent to the debris management site. The Puschel Preserve Eagles were quite famous and became a symbol of resilience and recovery for the residents of Sanibel Island. The Puschel Preserve will serve as a lasting reminder that a beautiful and sustainable park was created following the devastation of Hurricane Ian for the residents and visitors of Sanibel Island to enjoy for generations to come.



Please visit CrowderGulf's website to view full video with an overview of the Puschel Preserve Project:
https://crowdergulf.com/crowder-gulf-tv/

Environmental, Historical, or Archeological Sensitive Areas

In many cases, historical or archeological sensitive items may be marked as debris. CrowderGulf's goal is to disturb artifacts as little as possible when performing debris removal operations. CrowderGulf will work with the State and utilize historical and archeological maps to mark these areas using GPS. These coordinates will be uploaded to our GPS units to create a buffer zone that will alert crews to sensitive areas. In the event that an artifact is recovered, operations will be stopped, and the proper authorities will be notified. Environmentally sensitive areas will be dealt with in the same manner. While working within known environmentally sensitive areas, CrowderGulf will utilize natural resource advisors (NRA) to aid debris removal operations in minimizing impact.

Specific Environmental Concerns

Spills or Leaks

Should a spill or leak occur during the performance of this contract, CrowderGulf will report the spill or leak to the City. CrowderGulf shall be responsible for cleaning up all spills in compliance with federal, state, and local laws and regulations and at no cost to the City or other government entities.



The aftermath and destruction caused by the wildfires in the State of California.

Asbestos Containing Materials

CrowderGulf is experienced in successfully managing the removal of asbestos containing material. If asbestos is encountered during a recovery effort for the City, CrowderGulf will utilize its resources to ensure all asbestos related activities are in accordance with Environmental Protection Agency (EPA) requirements, specifically the National Emission Standards for Hazardous Air Pollutants (NESHAP) 40 CFR Part 61, Subpart M.

CrowderGulf staff will always comply with all environmental laws and regulations. CrowderGulf will conduct all debris operations outlined in this proposal to meet the program standards provided for in the **FEMA Public Assistance Program and Policy Guide**. In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations.

➢ Public Relations

After a disaster, residents want answers regarding recovery operations. CrowderGulf will work closely with the City to ensure that the residents are given accurate and timely information for their use and own individual planning purposes.

Developing a Public Information Campaign

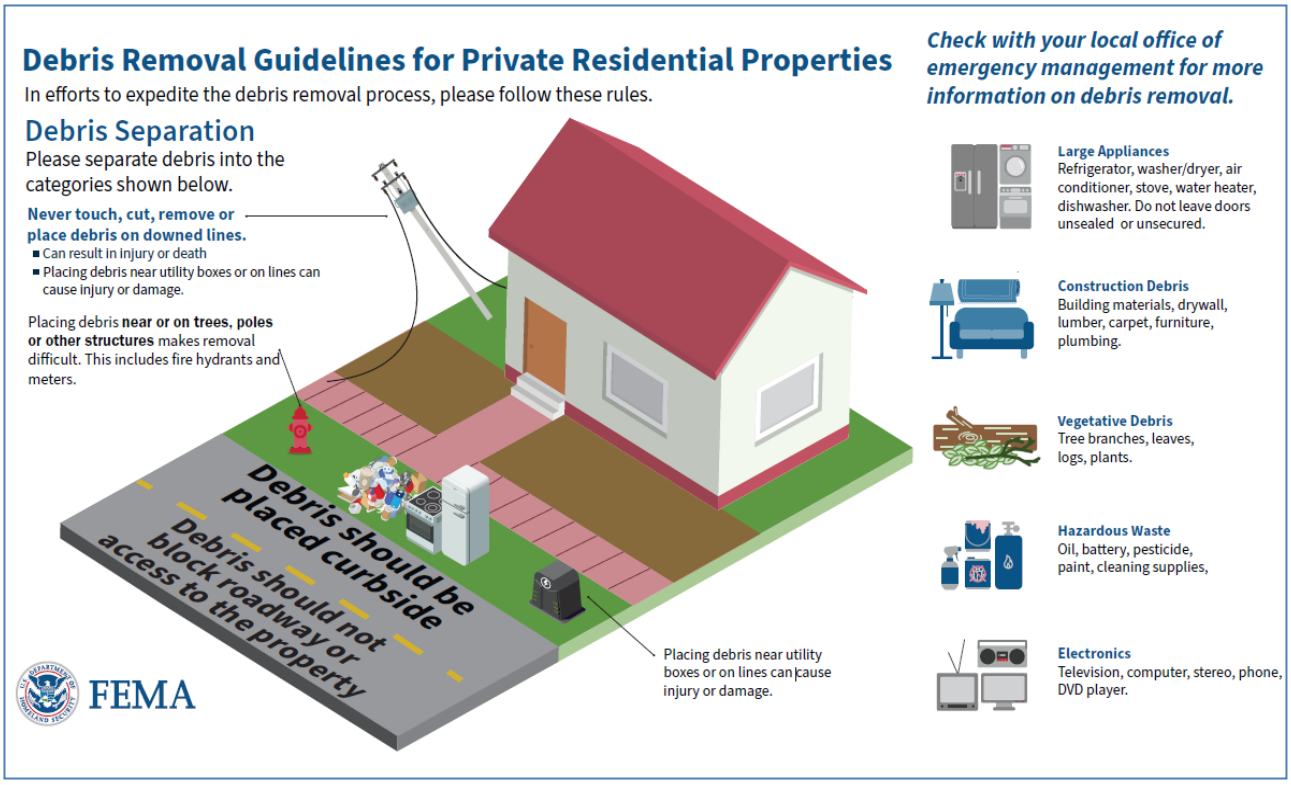
Experienced CrowderGulf personnel will be available to assist the City in the development of a public information campaign, Specific to the disaster. The information could include the parameters, rules and guidelines of debris operations so residents can begin their personal recovery activities. The language used will be simple and easy for all residents to understand. Materials and information may be distributed in more than one language for it to be understood by non-English-speaking populations and neighborhoods.

Distribution Strategy

The following are suggested vehicles for distributing information:

- **Media** – Local television, radio, newspapers, or community newsletters
- **Internet Site** – City of Destin website
- **Public Forums** – Interactive meetings at town hall or shopping area kiosks
- **Direct Mail Products** – Door hangers, direct mail, fact sheets, flyers within billings, and billboards

Below is a Sample Flyer that can be distributed to local media outlets to assist citizens in properly segregating their debris curbside:



Updates and Redistribution

The public information strategy will be able to address changes and revisions as debris removal operations progress. During the early stages of the operations, distribution may rely on the immediate transmission of the information through radio and television, to update the public regarding the debris removal operations. Once operations become more routine and predictable, the information can be distributed through the print media, such as newspapers, mailings, and flyers.

Debris Information Center

CrowderGulf can assist the City in establishing a temporary debris information center to address concerns and complaints, and answer questions that are not included in the public information campaign at-large. The debris information center may also be utilized to report fraud. Regardless of the venue, it will be important to address the residents' concerns, complaints, and questions in a timely and efficient manner. Feedback from the information center will give the Management Team an indication of how effective and efficient the operations are progressing. The City and the On-Site Management Team may use this information to adjust operations appropriately.



CROWDER GULF

Tab 5 - References & Experience



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

Tab 5 – Previous Experience and References

2022 Hurricane Ian – Lee County, FL

Time Period: 09/30/2022-10/31/2023

DMS Managed: 14

Volume Removed: 8,135,961 Cubic Yards

Amount Invoiced: $136,279,075

Funding Source: FEMA DR-4673-FL

Monitoring Firm: Thompson

Lee County Contact Information:
Amanda Condomina, SW Ops Manager
10500 Buckingham Rd.
Fort Myers FL 33905
239-533-8000 / 239-834-3505
acondomina@leegov.com

CrowderGulf Key Personnel:
Joe Hayes, Regional Manager
Don Madio, Regional Director
Nick Pratt, Director of Operations

Population: 760,822 *Land: 785 sq mi* *Water: 428 sq mi*

In the late afternoon hours of September 28th, 2022, Hurricane Ian made landfall in Cayo Costa, Florida as a later recategorized Category 5 hurricane: slamming into the Southwest Florida coastline with a fifteen-foot wall of surge and wind speeds more than 160 mph. The resulting operational environment, emergent challenges, and overwhelming austerity of the devastated coastline set the stage for a historic response in the wake of this catastrophic storm. Ian's fatal surge, paired with its relentless winds, claimed over 160 lives and caused over 112 billion dollars in damage, making it the second deadliest storm on record, and the costliest storm to ever make landfall in the State of Florida.

In the days leading up to landfall of Hurricane Ian, CrowderGulf senior staff and key members of the Lee County Solid Waste Department established communication and began high level communication and coordination on a potential debris mission related to Ian. Relying on a longstanding relationship, and a comprehensive framework of planning and preparation methodically structured by year-round coordination and successful past performance, both Lee County and CrowderGulf prepared for an imminent large-scale response. CrowderGulf's Senior Project Manager reported to the Lee County Emergency Operations Center in the early morning hours following the storm and immediately began conducting aerial damage assessments with the Lee County Sheriff's Office Aviation Unit. Upon approach over coastal Lee County and the barrier islands, the devastating impacts of Ian's pounding surge and blistering winds were clear, leaving the coastline etched with truly catastrophic destruction. Multiple coastal bridges experienced catastrophic failures because of the historic surge, leaving entire spans of the Sanibel Causeway in collapse and the Matlacha Pass Bridge washed into the coastal waters, taking with it the historic fishing village of Matlacha. With the County's coastal communities left inaccessible, it quickly became apparent that the distinct and historic nature of Ian's devastation would require an unprecedented response.



Having prepositioned an extensive fleet of resources and personnel throughout the State, additional key members of CrowderGulf's senior staff and over one hundred Emergency PUSH crews were on the ground just hours after the first round of aerial assessments the morning following landfall. With CrowderGulf's Senior Project Manager filling an advisory role for State and County Leadership in the County's EOC, CrowderGulf's Director of Operations began mobilizing additional prepositioned resources as well as the fleet of specialized equipment and operators needed to conduct the full-scale barge operation that would serve as a lifeline for the coastal communities isolated by Ian's devastation.

CrowderGulf's Director of Safety began damage assessments from the ground, focusing on the emergent safety concerns stemming from the dangerous operational environment that Ian had left in its wake.
In total, CrowderGulf removed over ***6.3 Million Cubic Yards*** of debris from Lee County Rights-of-Ways. Dedicated planning, and proof of concept through practical application, made up the framework of contingencies that allowed CrowderGulf the immediate operational infrastructure needed to account for the scope of Hurricane Ian, and allowed CrowderGulf's senior staff to augment the rapidly evolving response with specialized operations and innovative solutions to the unique challenges created by the storm's historic devastation.

Additional work performed under the scope of the Lee County pre-event contract includes:

- ***The collection, management, and disposal of 461 Tons of Household Hazardous Waste (HHW)***, keeping environmental safety and compliance at the forefront of operations, and playing a critical role in protecting Lee County's sensitive coastal eco-systems from further devastation in the wake of Ian.
- ***The collection, management, reduction, and disposal of 12,493 White Goods***, adding an additional layer to CrowderGulf's role in safeguarding the environmentally sensitive areas of the county by properly removing and disposing of freon, as well as compacting and recycling the inert components of each unit.
- ***The collection and disposal of over 10,000 units of E-Waste***, further augmenting the dedicated removal and responsible disposal of mass volumes of hazardous debris streams posing the largest acute ecological threats to the environment of Lee County, and more broadly, the sensitive eco-systems of coastal SW FL.
- ***The removal of over 6,000 Hazardous Trees, and nearly 40,000 Hazardous Hanging Limbs***, that posed an imminent threat to Lee County rights of way, and public safety at large. This effort comprised one of the largest and most successful Hazardous Tree Removal operations in recent history, once again adding to the ever-expanding scope of the historic response.
- ***Specialized debris removal operations at over 60 School District of Lee County Schools,*** including a substantial hazardous tree removal operation that restored safe access to schools across the county, and allowed SDLC schools to reopen just weeks removed from landfall.
- ***Specialized debris removal operations at over 200 Lee County Parks and Facilities,*** including: all Lee County Parks, Lee County Emergency Services facilities, Lee County Utilities compounds/ features, Lee County Libraries, Lee County BoCC administrative buildings, Lee County Department of Transportation facilities, Lee County Transit compounds, and Lee County Health Department facilities. These operations required enhanced logisitical planning due to the multiple scopes and the urgent need to restore access to vital county resources, while also ensuring the safety of Lee County personnel and the county's many citizens in desperate need of service.
- ***The clearance, staging, management, screening, and replacement of nearly 150,000 Cubic Yards of debris contaminated sand*****,** identifying, securing, and utilizing *14 separate staging sites* to accommodate the mass volumes displaced by Ian. This extensive cradle to grave operation saw CrowderGulf charged with clearing, screening, and ultimately restoring the County's beaches. CrowderGulf's county-led screening operation, in conjunction with CrowderGulf's municipal beach debris removal operations, charged CrowderGulf with a key role in the restoration of the county's many beloved and historically significant beaches. Once again adding additional layers to an increasingly complex effort to protect the uniquely sensitive coastal environment.
- ***Debris management for Lee County Natural Resources waterway debris removal program,*** including site management, reduction, and disposal of nearly ***250,000 Cubic Yards*** of waterborne vegetative and construction and demolition debris (C&D). At Lee County's request, CrowderGulf allocated additional resources, equipment, and personnel to the Natural Resource Department's effort, sharing use of three of its debris management sites (DMS) throughout the county, and played a critical role in restoring Lee County's waterways. CrowderGulf supported the Natural Resource Department and its contractors through 2 separate administrative and operational phases, seamlessly integrating the external operations into the dozens of CrowderGulf operations ongoing in Lee County.
- ***The staging, management, processing, and haul-out of reduced debris from Lee County DMS to final disposal sites (FDS)*** throughout the Tri-County area. Lee County's over ***6.3 Million Cubic Yards*** was comprised of nearly ***2.3 Million Cubic Yards of Construction and Demolition Debris (C&D***) and nearly ***4 Million Cubic Yards of Vegetative Debris***. While the bulk of the volume collected throughout the county was comprised of traditional debris streams, the overwhelming volume totals were further compounded by the atypical ratio of C&D debris, posing distinct challenges throughout the entire debris management process.

- With Construction and Demolition (C&D) debris posing not only operational challenges due to its inherent weight and variability, but also poses additional environmental challenges, and has far fewer alternative final disposal options. Successfully managing the overall debris volume, while accounting for the additional unique considerations defined by Ian's impacts, is a testament to both CrowderGulf's dynamic capabilities, and the dedicated planning effort between client and contractor.

Notable Lee County Ian Response Metrics:

• ***6,303,310 cubic yards*** *of debris removed from* ***ROW***
- **3,868,279 CY *Vegetation***
- **2,280,338 CY *C&D***
- **41,461 CY *Concrete*** *(approx. 12,000 tons) (26,968 CY – Ft Myers Beach; 80,413 CY – FDEM PPDR/CPDR/ Titled Property)*

14 Debris Management Sites *(DMS)*
- 4 DMS shared with municipal CG operations *(Sanibel, Ft Myers Bch, Ft Myers)*
- 6 DMS shared with FDEM PPDR/ CPDR/ Titled Property program
- 3 DMS shared with Lee Co. Natural Resources waterway debris removal program
- 3 DMS ***processed over 1 million CY of Lee County debris, 6 including shared use sites in the Lee Co DDMS***

• ***10 Final Disposal Sites*** *(FDS)*
- CrowderGulf ***disposed of nearly 2 million cubic yards of reduced Lee County Ian debris***. **1,981,915 CY processed material hauled to final disposal* ***20+ (23) "Beneficial Use" Mulch Disposal Sites (Pine Island Agricultural Lands/ Farms)***
- Benefited Pine Island's farmers and agricultural community by using reduced vegetative debris (mulch) to repair and restore plantations.
- Cost-effective disposal measure, limiting the costs associated with final disposal.
- Efficient disposal option for DMS located on Pine Island, over 500,000 CY of Lee County (Pine Island) vegetation hauled, processed, reduced, and disposed of ***on island.***

• ***Large-Scale Concrete Removal***
- **Estero Blvd. ROW** *(Lee Co. DOT maintained road on Ft. Myers Beach, main drag along the beach)*
- Removed **over 40,000 CY** *(41,461 CY)* ***weighing approximately 12,000 TONS***
- Utilized large rubber tracked excavators, tri-axle semi-truck and trailers, and support equipment to hammer large concrete slabs and remove them from the County's ROW, direct-hauling **clean concrete to USA Mulch FDS**, and **"dirty" (debris-contaminated) concrete to the Gulf Coast Landfill.**

• ***Hazardous Tree Removal Operations***
- Hazardous Trees ("Leaners") – ***6,024 removed***
- Hazardous Hanging Limbs ("Hangers") – ***39,680 removed***
- Additional specialized Hazardous Tree Removal Operations for ***over 200 Lee County schools, parks, & facilities.***

• ***Specialized Emergency Road Clearance, etc. (PUSH)***
- ***Full-scale barge operations*** for CrowderGulf crews and equipment, that rapidly evolved into a transportation lifeline for response resources responding to Sanibel/ Captiva.
- All levels of state, county, and local law enforcement and emergency service agencies, USAR personnel, Air National Guard (military), and utility infrastructure repair crews, and other support resources and equipment
- CrowderGulf crews were the first to cross the intracoastal and cleared paths and roadways for emergency response.
- ***Vessel (120ft +) demolition to clear primary means of ingress*** to Fort Myers Beach (San Carlos Blvd.)
- ***Aerial Assessment and Transport via Helicopter Flyover*** (Full-time Pilot on-call for CG Senior Staff and Lee Co.)
- ***Assisted Lee County Sheriff's Office and Lee County Department of Transportation,*** in numerous operations.
- ***Cleared over 150,000 CY of debris-contaminated sand from Lee County's coastal roadways,*** restoring access, staging sand strategically throughout the affected areas, screened contaminated sand in place, and returned clean sand to Lee County's historic beachfront to the exact specifications of *Lee County Natural Resources* and in compliance with all environmental regulations.

2022 Hurricane Ian – City of Sanibel, FL

Time Period:
10/01/2022-07/24/2023

Volume Removed *– 1,923,997* cubic yards ***Amount Invoiced:*** *$ 56,243,244*

Number of DMS Managed: 7

City of Sanibel Contact Information:
Scott Krawczuk; Public Works Dep. Director
Dana Souza, City Manager
800 Dunlop Road Sanibel, FL 33957
Phone: (239) 472-6397
Phone: (239) 472-3700 / (239) 367-2880
Scott.krawczuk@mysanibel.com
Dana.souza@mysanibel.com

CrowderGulf Key Personnel:
Barrett Holmes- Regional Manager
Reid Loper, Vice President
Nick Pratt, Director of Operations

Population: 6,382 *Land: 16.18 sq mi* *Water: 17.03 sq mi*



On September 28, 2022 Hurricane Ian made landfall on Sanibel Island as a deadly Category 4 Hurricane. Maximum sustained winds of 155 mph and a storm surge inundation of an unprecedented 12 to 18 feet cased catastrophic damage to Sanibel Island and the causeway linking island to the mainland. The causeway was breeched in multiple locations, and it would be weeks before Florida Department of Transportation could make temporary repairs.

The causeway damage did not hinder CrowderGulf's efforts to begin recovery operations. Following rapid aerial and ground assessments operations were underway. CrowderGulf immediately began coordinating, managing and supervising barge operations to ensure critical equipment, supplies and logistical support were available to enable a rapid recovery on the island. On October 3, 2022, CrowderGulf landed the first barge of heavy equipment on Sanibel Island to begin emergency push operations to clear debris and sand from roads to begin recovery. Within the next several weeks, CrowderGulf transported over 1,200 pieces of essential equipment and supplies to Sanibel Island. All Equipment, material and supplies necessary to support debris removal operations were transported by barge: debris removal trucks, Heavy loaders, excavators, skid steers, fuel trucks, water trucks, maintenance/support trucks, buckets trucks, and campers for housing. Additionally, barge transportation for other agencies was vital to expedite recovery: electrical utility trucks, fire trucks, police vehicles, refrigeration vans, propone tankers and fuel trucks were the many vehicles that were transported by barge.

Due to the extensive damage caused by Hurricane Ian, CrowderGulf established 5 debris management sites to remove and process over 2.2 million cubic yards of storm debris from the Island. The effort also included safely removing 13,154 hazardous trees/limbs from roadways and bike trails, 15,583 white goods, 7,102 pieces of electronic waste and 6,873 pounds of household hazardous waste.

One of the construction and demolition debris management sites was reclaimed to provide a nature preserve to the Sanibel Captiva Conservation Foundation (SCCF). During the debris removal operations, nesting bald eagles raised a pair of young fledglings adjacent to the debris management site. The Puschel Preserve Eagles were quite famous and became a symbol of resilience and recovery for the residents of Sanibel Island. The Puschel Preserve will serve as a lasting reminder that a beautiful and sustainable park was created following the devastation of Hurricane Ian for the residents and visitors of Sanibel Island to enjoy for generations to come.

Additionally, 12,357 cubic yards of bulk beach debris and 3,823 cubic yards of dirty sand was screened and processed. This enabled the City of Sanibel to open 3 beach parks and 7 beach access points so residents and tourists could once again begin enjoying the beaches on Sanibel Island.





2022 Hurricane Ian – City of Venice, FL

Time Period: 9/29/2022-12/14/2022

Amount Invoiced: *$ 3,601,136*

Funding Source: FEMA **Number of DMS Managed: 1**

Volume Removed – 195,785 cubic yards

City of Venice Contact Information:
Ashlee Castle; Asst. Director of Public Works
1350 Ridgewood Ave Venice FL 34292
(941)-716-0963
acastle@venicefl.gov

CrowderGulf Key Personnel:
Don Madio - Regional Manager
Nick Pratt - Operations Director
Drew Sprinkle - Project Manager

Population: 25,463 *Land: 16.13 sq mi* *Water: 1.65 sq mi*

Hurricane Ian made landfall south of Venice, FL, in Cayo Costa, on September 23rd, 2022, as a **Category 4 Hurricane with 155mph winds**. The storm devastated areas in Lee County such as Fort Myers Beach and Sanibel Island. Much of the destruction was caused by an intense storm surge, which reached over 10ft in some areas. Hurricane-force-winds extended more than 140 miles from the center, affecting the entire region. Although the City of Venice escaped the catastrophic event that their neighbors to the south experienced, there was still significant structural damage and countless trees down throughout the city. The structure pictured below is the theater in downtown Venice. The roof was blown away and extensive water damage occurred.



CrowderGulf holds a pre-event contract with the City of Venice, allowing our personnel to be on the ground doing damage assessment within 2 hours of the storms passing. After assisting the City with "Push" operations, helping to clear streets and vital infrastructure, CrowderGulf began right-of-way (ROW) debris removal operations using self-loader grapple trucks. From October 5th, through December 22nd CrowderGulf removed, processed, reduced and disposed of over **190,000 cubic yards** of vegetative and construction/demolition debris, using one Debris Management Site (DMS) located within the City of Venice. A horizontal grinder was used to reduce vegetative debris to mulch, while C&D was reduced by compaction.

Final disposal of mulch generated from the vegetative debris was taken to multiple locations to be recycled, one being a dairy farm and the other being a compost facility. C&D debris was hauled to a local landfill.
CrowderGulf removed hazardous trees to restore safe passage to streets, as well as implemented the use of specialized equipment to clear the City's parks and walking paths that were left inaccessible due to downed trees. The DMS used for this project was in Pinebrook Park. CrowderGulf's work plan involved hauling out reduced debris as quickly as possible, to not extend the use of this site longer than necessary.

Due to CrowderGulf's dynamic management of the debris stream, the City of Venice had all storm debris removed, reduced and hauled to final disposal in under 90 days.





The DMS located at Pinebrook Park where CrowderGulf crews reduced hurricane debris. The site was graded and returned to normal use upon project completion.

2018 Hurricane Michael – CAT 5 - Panama City, FL

Time Period:
10/11/2018-05/31/2020

Amount Invoiced: *$ 81,562,445*

Funding Source: FEMA

Number of DMS Managed: 5

Volume Removed: *5,834,989 Cubic Yards*

Client Contact Information:

Shane Daugherty Environmental Services Manager;
731 Messalina Dr, Panama City, FL 32401
850-872-3172
sdaugherty@panamacity.gov

CrowderGulf Key Personnel:
Don Madio - Regional Manager
Nick Pratt – Director of Operations
Matt Lucas- Senior Project Manager

Population: 32,939 *Land: 35.12 sq mi* *Water: 6.15 sq mi*

On October 10, 2018, Hurricane Michael made landfall just a few miles away from Panama City as a **Category 5** Hurricane, the strongest storm to ever impact the region.

Initial Challenges:



A Historic "PUSH"
The unprecedented magnitude of Hurricane Michael affected the entire region, but the City of Panama City was certainly one of the most devastated. All roads within the city had to be cleared of debris following the storm to allow first responders to access residents who were trapped in their homes. CrowderGulf "PUSH" crews were on the ground clearing streets within 12 hours of the storm passing. CrowderGulf had to scale up its normal push operations to accommodate for such a tremendous task, and our dedicated Team of managers proved invaluable in mobilizing over 3,000 personnel and pieces of equipment to clear roads. All of this was accomplished without the aid of many modern technologies such as cell phones and high-speed internet, because nearly all wireless communication towers were down for over 2 weeks. With the dedication and hard work of our Team as well as the City of Panama City, all roads were cleared by October 20, 2018.

A "City within a City"
The devastation of Hurricane Michael spread far beyond Panama City, making the task of finding living arrangements for personnel a major issue. Power was out in most areas for over 2 weeks following the storm, and traffic lights were out for even longer. To increase efficiency, CrowderGulf coordinated with local contacts to secure a 7-acre parcel and began constructing an "off the grid" living space for over 80 personnel and storage for a vast amount of equipment. CrowderGulf moved in generators to power the entire site until local power was restored. The area housed a complete mobile repair shop capable of handling any repair needed to vital equipment, restrooms, a kitchen, and mobile office trailers for data management.

Debris Management

On October 15, Right of Way (ROW) pickup began with our team of self-loading grapple trucks. CrowderGulf permitted and constructed 5 Debris Management sites within the City to allow our crews to remove debris from the right of ways as quickly as possible. 2 citizens drop off sites were also opened. CrowderGulf removed over **3,416,717 cubic yards** of debris from the right of ways. Over 8,000 hazardous trees were cut and removed. Panama City has over 58 miles of storm water drainage and creeks, all of which became inaccessible and blocked due to Hurricane Michael. To mitigate the risk of flooding and restore access, CrowderGulf used innovative techniques and equipment to remove nearly 200,000 cubic yards of debris from these vital drainages.





2020 Hurricane Sally – Baldwin County, AL

Time Period:
09/25/2020 – 04/07/2021

Volume Removed: *5,656,294 Cubic Yards* ***Amount Invoiced:*** *$61,896,884*

Funding Source: *FEMA* **Number of DMS Managed:** *13*

Client Contact Information:
Terri Graham - Baldwin County Solid Waste Director;
15140 County Road 49, Summerdale, AL 36580
(251) 972-8574
TGraham@baldwincountyal.gov

CrowderGulf Key Personnel:
Nick Pratt – Director of Operations
Reid Loper – Vice President
Sam Roberts - Senior Project Manager

Population: 231,767 *Land: 1590 sq mi* *Water: 437 sq mi*

Baldwin County is the southernmost county in the State of Alabama bordering the Gulf of Mexico. It is the largest County by area in the State, encompassing over 2,027 square miles of land mass and over 450 sq. miles of water. Baldwin County is one of the fastest growing Counties in Alabama and has a population of over 231,000 people.

The County had not experienced a landfall hurricane since Hurricane Ivan in 2004, but on September 16, 2020, Hurricane Sally made landfall in the County's municipal jurisdiction of Gulf Shores. On September 25th 2020, the Baldwin County Commission authorized CrowderGulf to begin Right of Way (ROW) pickup of debris generated by this strong category 3 storm. CrowderGulf's debris management team and large cadre of self-loading grapple trucks began to remove the debris from the 1600 miles of county-maintained roadways. To effectively and efficiently manage the debris cleanup, CrowderGulf established, and managed 13 strategically located Debris Management Sites in the County. Our team worked closely with the Baldwin County Solid Waste Department and the County's monitoring company to certify and register over 70 trucks and trailers.



During the first week of clean up, CrowderGulf cleared over 263,752 cubic yards. After 30 days, CrowderGulf had cleared over 1,579,174 cubic yards from the ROW and cut approximately 27,727 dangerous or hazardous trees. The County experienced additional tropical storm force winds and rains from Hurricane Zeta which slowed the ability to utilize the established DMS. Despite setbacks encountered with the additional land falling storm, CrowderGulf was able to ramp up debris collection efforts and bring our debris removal totals to 3,162,952 cubic yards within the first 60 days of the project. At the conclusion of the project, CrowderGulf had removed, reduced and disposed of over *4,509,547 Cubic Yards of debris and removed and disposed over 39,799 trees, 6030 leaning trees along with 181 white good items and e-waste materials.*

Past Performance Chart

The chart below contains a partial listing of contracted work accomplished by CrowderGulf as Prime Contractor in the last 10 years. **Events exceeding twenty-five million dollars ($25,000,000) in the last 10 years have been highlighted in yellow**, as requested by the RFP. A complete list can be made available dating back to Hurricane Frederick in 1979.

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2024 Hurricane Milton	**32 Activations – FEMA DR-4834-FL**	**$244,743,025**	**8,837,644**	
Apopka, FL 10/10/2024-1/2/2025	**Removed & Disposed:** Push Operations, Veg, Hangers (1,028 trees) Leaners (2); Storm Sewer Cleaning (2,344 LF); Reduced by Grinding (24,114 CY); (1) **DMS Site**; **Monitored** by Thompson	$743,933	37,755	**Josh Robinson**, Solid Waste Operations Manager,748 E. Cleveland St. Apopka, FL 32703, 407-703-1731 fax: 407-703-1748 jrobinson@apopka.net
Bonita Springs, FL 10/18/2024-1/4/25	**Removed & Disposed** Veg, C&D; Reduced by Grinding (7,247 CY) & compaction (2,974 CY); (2) **DMS Site**; **Monitored** by Thompson	$387,266	14,353	**Matt Feeney**, Public Works Director, 9101 Bonita Beach Road, Bonita Springs, FL 34135, (239) 949-6246, matt.feeney@cityofbonitasprings.org
Brevard Co, FL 10/21/2024-11/18/2024	**Removed & Disposed** Veg, C&D, (1) **DMS Site; Monitored** by Tetra Tech	$2,020,176	136,950	**Tom Mulligan,** Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Casselberry, FL 10/19/2024-1/2/2025	**Removed & Disposed** Veg, Hangers (90 trees), Leaners (26); Reduced by Grinding (12.254 CY); (1) **DMS Site**; **Monitored** by Thompson	$214,216	14,575	**Chuck Smith**, Parks & Facilities Superintendent, 95 Triplet Lake Dr., Casselberry, FL 32707, (407) 262-7725, csmith@casselberry.org
Clearwater, FL 10/10/2024-03/04/2025	**Removed & Disposed:** Push Operations, Veg, C&D, Beach debris, Hangers (4,969 trees), Leaners (30), E-waste (398), White Goods (110), HHW (176,959 Lbs); Reduced by Grinding (175,934.45 CY) & Compaction (61,024 CY); (3) **DMS Sites**; **Monitored** by Tetra Tech	$10,879,396	342,726	**Lori Vogel,** Procurement Manager 100 S. Myrtle Ave. Clearwater, FL 33756 (727) 562-4632 lori.vogel@myclearwater.com
Dunedin, FL 10/15/2024-12/21/2024	**Removed & Disposed** City Hauls (85,032 CY), Veg, C&D, E-waste (6,195), White Goods (28,031), HHW (74,340 Lbs); Reduced by Grinding (68,440 CY) and Compaction (44,896 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$11,522,395	147,351	**William Pickrum,** Director Solid Waste 1070 Virginia St. Dunedin, FL 34698 727-298-3215 wpickrum@dunedinfl.net
Edgewater, FL 10/18/2024-12/11/2024	**Removed & Disposed** Veg; Reduced by Grinding (23,142 CY); (1) **DMS Site**; **Monitored** by Thompson	$492,433	35,232	**Brenda Dewees**, Environmental Services Director, 409 Mango Tree Drive, Edgewater, FL 32132, (386) 424-2400 ext4007, BDewees@cityofedgewater.org
FL DEM 10/15/2024-10/26/2024	**Removed & Disposed** Veg, C&D, White Goods (414); **Monitored** by CDR McGuire	$3,049,120	54,172	**Cameron Morris,** AC Disaster Consulting 770-855-7330 cmorris@acdisaster.com
Flagler Beach, FL 10/21/2024-11/14/2024	**Removed & Disposed** Veg, C&D; **Monitored** by Tetra Tech	$69,027	5,725	**Larry Newsom**, City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com
Ft Myers Beach, FL 10/16/2024-12/12/2024	**Removed & Disposed** Veg, C&D, White Goods (29), HHW (47,540 Lbs) E-waste (343); Reduced by Grinding (424 CY) and Compaction (14,540 CY); (2) **DMS Site**; **Monitored** by Tetra Tech	$1,393,414	22,297	**Jason Freeman,** Fort Myers Beach Public Works Director – Address Pending - Fort Myers Beach, FL 33931, (239) 266-4673 1100, jasonf@fmbgov.com
Ft Myers, FL 10/14/2024-11/20/2024	**Removed & Disposed** Veg, C&D; Reduced by Grinding (45,478 CY); (2) **DMS Site**; **Monitored** by Thompson	$793,480	54,426	**Peter Bieniek,** City of Fort Myers Public Works Director2144 Arcadia Street, Fort Myers, FL 33916, (239) 321-8087. pbieniek@cityftmyers.com & **Donna Lovejoy,** Assist. Director of Public Works 2200 2nd Street, Fort Myers FL 33901 dlovejoy@cityftmyers.com, (239) 321-7451.

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Hillsborough Co, FL 10/15/2024-02/14/2025	**Removed & Disposed** Veg, C&D, Citizen Site C&D & Veg, Hangers (9,581 trees), Leaners (1,060), White Goods (124); Reduced by Grinding (1,215,040 CY) and compaction (67,930 CY); (3) **DMS Site**; **Monitored** by Thompson	$39,135,772	1,750,772	**Sharon Spellman**, Chief Procurement Analyst, 601 E. Kennedy Blvd. Tampa, FL 33602 (813) 301-7092 spellmanS@HCFLGOV.net
Kissimmee, FL 10/24/2024-1/11/2025	**Removed & Disposed** Veg; Reduced by Grinding (7,907 CY) Compaction (539 CY); (1) **DMS Site**; **Monitored** by Thompson	$114,504	6,428	**Mr. Ashley Willis**, Asst. Dir PW /City Engineer, 101 N. Church Street, Kissimmee, FL 34741, (407) 518-2177, Ashley.willis@kissimmee.gov
Lake Helen, FL 11/7/2024-12/14/2024	**Removed & Disposed** Veg; Reduced by Grinding (14,671 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$295,048	19,733	**Jim Gleason,** City Administrator, 327 S. Lakeview Drive Lake Helen, FL 32744 (386) 228-2308 jgleason@lakehelen.org
Lee Co, FL 10/14/2024-03/04/2025	**Removed & Disposed** ROW, Parks, Commercial - Veg, C&D, Stumps (1), White Goods (1,671), Ewaste (101), HHW (495,160 lbs); Reduced by Grinding (252,708 CY) and Compaction (98,786 CY); (9) **DMS Site**; **Monitored** by Thompson	$23,631,148	542,177	**Paul Flores**, Solid Waste Ops Manager, (239) 533-8017, pflores@leegov.com
Oak Hill, FL 11/8/2024-11/22/2024	**Removed & Disposed** Veg; **Monitored** by Thompson	$213,968	10,771	**Jerome Adams,** City Clerk 234 US Hwy 1 Oak Hill, FL 32759 (386) 345-3522 AdamsJ@oakhillfl.gov
Okeechobee Co, FL 10/18/2024-12/9/2024	**Removed & Disposed** Veg, C&D; **Monitored** by Cullpepper & Terpening	$610,740	43,776	**Mitchell Smeykal**, EM Director, 707 NW 6th St Ave, Okeechobee, FL 34972, (863) 763-3212, msmeykal@co.okeechobee.fl.us
Oldsmar, FL 10/15/2024-11/14/2024	**Removed & Disposed** Veg, C&D, HHW (32,020 Lbs); Reduced by Grinding (20,297 CY) and Compaction (24,209 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$1,955,845	57,693	**Jason Schwabe,** Fire Chief, 225 Pine Ave. N Oldsmar, FL 34677 (813) 749-1200 JSchwabe@myoldsmar.com **Daniel Simpson,** PW Director 100 State St. W Oldsmar, FL 34677 (813) 749-1136 DSimpson@myOldsmar.com
Orange Co, FL 10/18/2024-1/8/2025	**Removed & Disposed** Veg; Reduced by Grinding (38,474 CY); (2) **DMS Site**; **Monitored** by Tetra Tech	$696,476	43,763	**Ralphetta Aker**, PW Fiscal & Op Support Manager 4200 South John Young Parkway Orlando, FL 32839 Ofc: 407-836-8011 Fax: 407-836-7788 Ralphetta.Aker@ocfl.net **Jennifer Cummings** PW Storm water Manager 4200 S. John Young Pkwy Orland, FL 32839 Ofc: 407-836-7795 Cell: 321-689-7624 jennifer.cummings@ocfl.net
Ormond Beach, FL 10/17/2024-12/14/2024	**Removed & Disposed** Veg; Reduced by Grinding (88,452 CY); (1) **DMS Site**; **Monitored** by Thompson	$1,259,068	107,423	**Kevin Gray**, PW Ops Manager, 501 N. Orchard Street, Ormond Beach, FL 32174, (386) 676-3577, kevin.gray@ormondbeach.org
Ponce Inlet, FL 10/24/2024-11/9/2024	**Removed & Disposed** Veg; **Monitored** by Thompson	$81,766	8,498	**Dan Scales,** Public Safety Director, 4680 S. Peninsula Drive Ponce Inlet, FL 32127 (386) 322-6723 dscales@ponce-inlet.org
Sanford, FL 10/16/2024-11/27/2024	**Removed & Disposed** Veg; Reduced by Grinding (9,775 CY); (1) **DMS Site**; **Monitored** by GMC	$174,026	10,954	**John Reichardt**, Public Works Ops Manager, 300 N Park Ave, Sanford, FL 32771, (407) 688-5080 Ext 5087, John.reichardt@sanfordfl.gov
Sanibel, FL 10/16/2024-1/27/2025	**Removed & Disposed** Veg, C&D, White Goods (171), Ewaste (13), HHW (45,300lbs); Reduced by Grinding (46,845 CY); (1) **DMS Site**; **Monitored** by Thompson	$2,023,332	66,427	**Scott Krawczuk**, Public Works Deputy Director, 800 Dunlop Road, Sanibel, FL 33957, (239) 472-6397, scott.krawczuk@mysanibel.com
Sarasota Co, FL 10/16/2024-02/08/2025	**Removed & Disposed** ROW & Parks, Veg, C&D, Sand, Hangers (3,748 trees), Leaners (672), white goods (915); Reduced by Grinding (1,478,938 CY) and Compaction (162,004 CY); (7) **DMS Site**; **Monitored** by Tetra Tech	$45,556,885	2,155,895	**Lois Rose**, Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota Co Schools, FL 10/25/2024-1/11/2025	**Removed & Disposed** Veg; Reduced by Grinding (12,780 CY); (2) **DMS Site**; **Monitored** by Tetra Tech	$343,298	13,586	**Don Hampton**, Facilities Services Director, 1960 Landings Blvd. Sarasota, FL 34231 (941) 927-9000 Ext 68835, Don.Hampton@sarasotacountyschools.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Sebastian, FL 10/20/2024-11/3/2024	**Removed & Disposed** Veg, C&D; Reduced by Grinding (13,693 CY); (1) **DMS Site**; **Monitored** by True North	$206,106	15,897	**Jessica Graham,** Procurement 1225 Main Street Sebastian, FL 32956 (772) 388-8231 jessgraham@cityofsebastian.org
South Daytona, FL 10/16/2024-12/12/2024	**Removed & Disposed** Veg, C&D; Reduced by Grinding; (1) **DMS Site**; **Monitored** by Tetra Tech	$379,922	18,592	**James Gillis,** City Manager, 1672 South Ridgewood Ave. South Daytona, FL 32119 (386) 322-3014 lgillis@southdaytona.org
St Petersburg, FL 10/11/2024-02/05/2025	**Removed & Disposed** Veg, C&D, Hangers (25,840 trees), Leaners (173), Stumps (70), White Goods (5,097), Ewaste (20,433), HHW (852,007 Lbs); Reduced by Grinding (1,571,250 CY) and Compaction (574,772 CY); (3) **DMS Site**; **Monitored** by Tetra Tech	$79,537,885	2,738,690	**Barbara Stalbird,** Parks & Rec Asst. Director1400 19th St. N St. Petersburg, FL 33713, 727-612-6399 Barbara.Stalbird@stpete.org **Robert Turner,** Solid Waste Asst. Director, 727-239-9380
Tarpon Springs, FL 10/14/2024-12/17/2024	**Removed & Disposed** Veg, C&D, Hangers (108 trees), White Goods (701), Ewaste (2,382), HHW (95,182 Lbs); Reduced by Grinding (94,218 CY) and Compaction (49,161 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$7,405,129	218,172	**Tom Funcheon,** Dir. Public Works, 324 East Pine Street Tarpon Springs, FL 34689 (727) 942-5606 tfuncheon@ctsfl.us
Venice, FL 10/16/2024-12/19/2024	**Removed & Disposed** Veg, C&D, Hangers (1,390 trees), Leaners (4); Reduced by Grinding (93,059 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$2,624,721	127,519	**Ashlee Castle,** Asst. Dir. Of Public Works, 1350 Ridgewood Ave. Venice, FL 34292 (941) 882-7365 ACastle@venicefl.gov
Volusia Co, FL 10/15/2024-1/8/2025	**Removed & Disposed** Veg, C&D; Reduced by Grinding (338,661 CY); (4) **DMS Site**; **Monitored** by Tetra Tech	$6,735,456	441,72	**Pam Wilsky**, Dir. Purchasing 123 W. Indiana Ave. Room 302 DeLand, FL 32720 (386) 736-5935 PWilsky@volusia.org
Winter Springs, FL 10/15/2024-11/18/2024	**Removed & Disposed** Veg; Reduced by Grinding (14,593 CY); (1) **DMS Site**; **Monitored** by Thompson	$197,074	15,316	**Bilal Iftikhar**, Dir. Utilities, 1126 East State Road 434 Winter Springs, FL 32708 (407) 327-5989 biftikhar@winterspringsfl.org
2024 Hurricane Helene	**17 Activations – FEMA DR-4830-GA, DR-4829-SC, DR-4827-NC, DR-4828-FL**	**$62,320,241**	**4,099,457**	
Bonita Springs, FL 10/7/2024-10/15/2024	**Removed & Disposed:** C&D; Reduced by Compaction (192 CY); (1) **DMS Site**; **Monitored** by Thompson	$4,484	289	**Matt Feeney**, Public Works Director, 9101 Bonita Beach Road, Bonita Springs, FL 34135, (239) 949-6246, matt.feeney@cityofbonitasprings.org
Clay Co, FL 10/7/2024-11/29/2024	**Removed & Disposed:** Veg, Reduced by Grinding (13,706 CY); (1) **DMS Site**; **Monitored** by Debris Tech	$202,703	16,631	**Donna Fish,** Purchasing 477 Houston St. Green Cove Springs, FL 32043 (904) 278-3761 Donna.Fish@claycountygov.com
Clearwater, FL 9/30/2024-10/7/2024	**Removed & Disposed:** Push Operations, Veg, C&D, Reduced by Grinding (1,813 CY); (2) **DMS Sites; Monitored** by Tetra Tech	$198,176	8,756	**Lori Vogel,** Procurement Manager 100 S. Myrtle Ave. Clearwater, FL 33756 (727) 562-4632 lori.vogel@myclearwater.com
Cleveland Co, NC 10/17/2024-03/15/2025	**Removed & Disposed:** Veg, Hangers (2,405 trees), Leaners (720); Reduced by Grinding (167,185 CY); (1) **DMS Site**; **Monitored** by Debris Tech	$5,963,011	274,668	**David Cotton**, County Administrator 838-558-1498 davidcotton@clevelandcountync.gov **Josh Davis**, PW Director 704-476-5110 josh.davis@clevelandcountync.gov
Ft Myers Beach, FL 10/4/2024-10/15/2024	**Removed & Disposed:** C&D; Reduced by Compaction (2,070 CY); (1) **DMS Site**; **Monitored** by Thompson	$51,289	3,291	**Jason Freeman,** Fort Myers Beach Public Works Director – Address Pending - Fort Myers Beach, FL 33931, (239) 266-4673 1100, jasonf@fmbgov.com
Garden City, GA 10/8/2024-11/9/2024	**Removed & Disposed:** Veg, Hangers (287 trees), Reduced by Grinding (18,874 CY); (1) **DMS Site**; **Monitored** by Rostan	$332,361	23,043	**Rhonda Ferrell,** City Manager, 100 Central Ave. Garden City, GA 31405 (312) 963-2753 rhonda@gardencity-ga.gov
Greenville, SC 10/2/2024-1/14/2025	**Removed & Disposed:** Veg, C&D, Stumps (52); Reduced by Grinding (413,827 CY) by compaction (62 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$6,527,748	575,929	**Dave Derrick**, Dir. Public Works, 475 Fairforest Way Greenville, SC 29607 (864) 232-2273 dderrick@greenvillesc.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Lee Co, FL 9/30/2024-10/12/2024	**Removed & Disposed:** C&D, Reduced by Compaction (6,117 CY); (2) **DMS Site**; **Monitored** by Thompson	$150,545	9,600	**Tom Funcheon,** Dir. Public Works, 324 East Pine Street Tarpon Springs, FL 34689 (727) 942-5606 tfuncheon@ctsfl.us
Levy Co, FL 10/7/2027-10/12/2024	**Removed & Disposed:** Veg, C&D, Reduced by Grinding (44,157 CY) & Compaction (4,409 CY); (2) **DMS Site**; **Monitored** by AC Disaster	$1,019,637	95,763	**Rick Rogers**, Asst. Director of Emergency Management 7911 NE 90th Street Bronson, FL 32621 (352) 486-5213 rickrogers@levydisaster.com
Liberty Co, GA 10/16/2024-12/8/2024	**Removed & Disposed:** Veg, Hangers (1,408 trees), Leaners (35); Reduced by Grinding (100,434 CY); (2) **DMS Site**; **Monitored** by Thompson	$1,407,866	123,790	**Clenton Wells,** Dir. Public Works Roads & Drainage, 625 Rogers Pasture Road Hinesville, GA 31309 (912) 884-3310 clenton.wells@libertycountyga.com
Lyman, SC 10/25/2024-12/20/2024	**Removed & Disposed:** Veg; Reduced by Grinding (17,930 CY); (1) **DMS Site**; **Monitored** by Thompson	$280,746	23,382	**Ms. R. Noel Price Blackwell**, Town Administrator, 81 Groce Road, Lyman, SC, 29365, (864)-398-3304, nblackwell@lymansc.gov
Port Wentworth, GA 10/8/2024-11/5/2024	**Removed & Disposed:** Veg, Hangers (54 trees); Reduced by Grinding (4,554 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$108,330	6,847	**Chief Lance Moore,** Chief of Fire Operations, 317 Cantyre Street Port Wentworth, GA 31407 (912) 401-0475 lmoore@portwentwrothga.gov
SC DOT 9/28/2024-03/19/2025	**Removed & Disposed:** Veg, Hangers (27,157 trees), Leaners (2,361); Reduced by Grinding (2,332,170 CY); (15) **DMS Site**; **Monitored** by Tetra Tech	$37,787,552	2,255,870	**Jeff Terry,** Director of Maintenance, PO Box 191 Columbia, SC 29202 (803) 737-1290 **Cruz Wheeler,** State Maintenance Engineer 955 Park Street Columbia SC 29202 803-737-6396 WheelerJC@scdot.org
St Petersburg, FL 10/3/2024-10/19/2024	**Removed & Disposed:** Veg, C&D, HHW (7,054 Lbs); Reduced by Compaction (4,293 CY); (2) **DMS Site**; **Monitored** by Tetra Tech	$251,314	3,600	**Barbara Stalbird,** Parks & Rec Asst. Director1400 19th St. N St. Petersburg, FL 33713, 727-612-6399 Barbara.Stalbird@stpete.org **Robert Turner,** Solid Waste Asst. Director, 727-239-9380
Tarpon Springs, FL 10/5/2024-10/13/2024	**Removed & Disposed:** Veg, C&D, white goods (17), Ewaste (196); Reduced by Grinding (2,641 CY) and Compaction (9,119 CY); (1) **DMS Site**; **Monitored** by Thompson	$141,677	11,760	**Tom Funcheon,** Dir. Public Works, 324 East Pine Street Tarpon Springs, FL 34689 (727) 942-5606 tfuncheon@ctsfl.us
Thomas Co, GA 10/5/2024-11/15/2024	**Removed & Disposed:** Veg, Hangers (722 trees), Leaners (87); Reduced by Grinding (34,561 CY); (1) **DMS Site**; **Monitored** by GMC	$370,721	35,839	**Chris Jones,** EM Director, 1202 Remington Ave. Thomasville, GA 31757 (229) 225-4190 **Celeste Tyler,** County Clerk, 116 W. Jefferson St. Room 217 Thomasville, GA 31799 (229) 225-4100 celeste.tyler@thomascountyga.gov
Ware Co, GA 10/3/2024-1/17/2025	**Removed & Disposed:** Veg, Hangers (5,596 trees), Leaners (146), Stumps (20); Reduced by Grinding (447,475 CY); (2) **DMS Site**; **Monitored** by Thompson	$7,522,081	630,399	**Jonathan Daniell,** Dir. Emergency Management 3395 Harris Road, Suite 300 Waycross, GA 31503 (912) 287-4394 jdaniell@warecountyga.gov
2024 Hurricane Francine		**$234,604**	**14,519**	
St John the Baptist Parish, LA 9/20/2024-10/25/2024	**Removed & Disposed:** Veg, C&D; **Monitored** by Thompson	$234,604	14,519	**Peter Montz,** Chief Administrative Assistant, 1811 West Airline Hwy, LaPlace, LA, 70068, 504-444-8700 p.montz@stjohn-la.gov
2024 Hurricane Debby		**$297,790**	**22,795**	
Thomas Co, GA 8/23/2024-9/9/2024	**Removed & Disposed:** Veg, C&D, Hangers (1,097 trees), Leaners (67); Reduced by Grinding (61,779 CY) left debris on site; (1) **DMS Site**; **Monitored** by Thompson	$297,790	22,795	**Jay Knight,** Thomas County Public Works Deputy Director, 78 Joiner Rd Thomasville, GA 31757 226-226-4389 Jay.knight@thomascountyga.gov
2024 Hurricane Beryl	**20 Activations – FEMA DR-4798-TX**	**$38,789,121**	**2,912,214**	
Alvin, TX 7/16/2024-8/28/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D; Reduced by Grinding (71,911 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$1,151,025	94,569	**Brandon Moody,** Dir of Public Services, 1100 W Hwy 6, Alvin, TX 77511, 281-388-4357, bmoody@psf.cityofalvin.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Angleton, TX 7/15/2024-8/27/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (1,999 trees), Leaners (34); Reduced by Grinding (95,175 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$2,312,775	149,197	**Jamie Praslicka,** EM Coordinator, 121 S Velasco, Angleton, TX 77515, 979-849-4364 x2137, jpraslicka@angleton.tx.us
Bayou Vista, TX 7/16/2024-8/1/2024	**Removed & Disposed:** ROW, Veg, C&D, White Goods (96), E-Waste (424), HHW (21,680 Lbs), Freon; **Monitored** by TLC	$433,442	2,554	**Chief Jimmie Gillane,** EM Coordinator, 2929 Hwy 6, Bayou Vista, TX 77563, 409-935-0449, chief@bayouvista.us
Baytown, TX 7/16/2024-9/16/2024	**Removed & Disposed:** ROW Veg; Reduced by Grinding (165,973 CY); (2) **DMS Site; Monitored** by True North	$1,495,603	130,286	**Jason Reynolds,** City Manager, 2401 Market St, Baytown, TX 77520, 281-420-6550, citymanager@baytown.org
Brazoria County, TX 7/15/2024-9/21/24	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (5,636 trees), Leaners (22); Reduced by Grinding (165,973 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$2,756,883	185,056	**Steve Rosa,** EM Coordinator, 111 E Locust, Suite 102, Brazoria, TX 77515, 979-864-1801, steverosa@brazoriacountytx.gov
Brazoria, TX 7/22/2024-08/13/2024	**Removed & Disposed:** Veg; Reduced by Grinding (34,642 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$606,025	45,238	**David Kocurek,** City Manager, 201 S Main, Brazoria, TX 77422, 979-798-2489, citymanager@cityofbrazoria.org
Brookside Village, TX 7/22/2024-8/7/2024	**Removed & Disposed:** Veg, Hangers (129 trees); **Monitored** by Debris Tech	$702,500	25,445	**Glenda Hundl,** Mayor, 6243 Brookside Rd, Brookside Village, TX 77581, 281-485-3048, ghundl@cobvtx.org
Deer Park, TX 7/15/2024-7/30/2024	**Removed & Disposed:** Veg, C&D; **Monitored** by True North	$231,149	52,654	**David Van Riper,** Dir of PW, 251-478-7253, dvanriper@deerparktx.org
Dickinson, TX 7/24/2024-9/10/2024	**Removed & Disposed:** Veg, C&D, Hangers (492 trees); Reduced by Grinding (49,236 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$794,288	61,340	**Sean Skipworth,** City Mayor**,** 4403 Highway 3, Dickinson, TX 77539, 281-337-6217, mayor@ci.dickinson.tx.us
Friendswood, TX 7/15/2024-8/29/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (930 trees), Leaners (59); **Monitored** by Thompson	$2,730,158	118,138	**Morad Kabiri,** City Manager, 910 South Friendswood Dr, 2851-996-3250, fwdcity@friendswood.com
Hitchcock, TX 7/17/2024-8/13/2024	**Removed & Disposed:** Veg, C&D, Hangers (42 trees), Leaners (3); **Monitored** by True North	$349,695	30,342	**Marie, Gelles,** City Manager, 8102 Hwy 6, Hitchcock, TX 77563, 409-986-5591, mgelles@cityofhitchcock.org
Iowa Colony, TX 7/15/2024-8/9/2024	**Removed & Disposed:** Veg, C&D; **Monitored** by True North	$257,455	13,544	**Robert Hemminger,** City Manager, 3144 Meridiana Pkwy, Iowa Colony, TX 77583, 346-395-4559, rhemminger@iowacolonytx.gov
LaMarque, TX 7/17/2024-8/28/2024	**Removed & Disposed:** Veg, C&D, Hangers (1,626 trees), Leaners (20); Reduced by Grinding (584,233 CY); (1) **DMS Site**; **Monitored** by Debris Tech	$945,608	69,372	**Keith Bell,** Mayor, 1111 Bayou Rd, LaMarque, TX 77568, 409-257-6259, k.bell@cityoflamarque.org
Lake Jackson, TX 7/17/2024-9/13/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (1,198 trees), Leaners (28), Stumps (22); Reduced by Grinding (263,561 CY); (1) **DMS Site**; **Monitored** by Thompson	$3,998,282	330,647	**Modesto Mundo,** City Manager, 25 Oak Drive, Lake Jackson, TX 77566, 979-415-2500, mmundo@lakejacksontx.gov
League City, TX 7/19/2024-9/15/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (5,092 trees), Leaners (11); Reduced by Grinding (71,885 CY); (2) **DMS Site**; **Monitored** by Thompson	$1,695,137	95,887	**Ryan Edghill,** Emergency Management Coordinator, 300 W Walker, League City, TX, 281-554-1304, ryan.edgehill@leauguecitytx.gov
Liberty County, TX 8/1/2024-9/9/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (1,970 trees), Leaners (40); Reduced by Grinding (21,774 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$447,385	27,915	**Madison Gonzalez,** Deputy EMC, 5345 Highway 146 N, Liberty, TX, 77575, 936-334-3219, Madison.gonzalez@co.liberty.tx.us
Manvel, TX 7/21/2024-8/6/2024	**Removed & Disposed:** Veg, C&D; **Monitored** by Debris Tech	$569,739	29,840	**Daniel Johnson,** City Manager, 20031 Highway 6, Manvel, TX 77578, 832-336-4049, Dan.johnson@cityofmanvel.com
Montgomery County, TX 7/16/2024- 10/2/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (20,386 trees), Leaners (779); Reduced by Grinding (1,178,190 CY); (4) **DMS Site**; **Monitored** by Hagerty / Thompson	$17,307,078	1,449,510	**Jason Millsaps,** EMC, 501 North Thompson, Suite 401, Conroe, TX 77301, 936-539-7812, jason.millsaps@mctx.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Webster, TX 7/16/2024-7/25/2024	**Removed & Disposed:** Veg, C&D; **Monitored** by True North	$76,173	5,417	**Dean Spencer,** Fire Chief / EMC, 18300 TX-3, Webster, TX 77598, 281-316-3745, dspencer@websterfd.com
West Columbia, TX 7/16/2024-8/7/2024	**Removed & Disposed:** Veg, C&D; Reduced by Grinding (30,127 CY); (1) **DMS Site**; **Monitored** by Rostan	$384,560	30,456	**Debbie Sutherland,** City Manager, 512 E. Brazos Ave., West Columbia, TX 77486, 979-345-3123, citymanager@westcolumbiatx.org
2024 Straight-Line Winds	**4 Activations – FEMA DR-4781-TX**	**$4,927,548**	**270,319**	
Carrollton, TX 6/3/2024-08/03/2024	**Removed & Disposed:** Day Rate Hauling	$1,266,800	Day Rate	**Elliot Reep,** EM Coordinator, 972-466-4739, elliott.reep@cityofcarrollton.com
Coppell, TX 6/7/2027-6/25/2024	**Removed & Disposed:** Day Rate Hauling	$183,600	Day Rate	**Jennifer Bettis,** Emergency Manager, Jennifer.bettis@coppelltx.gov
Liberty Co, TX 7/1/2024-7/15/2024	**Removed & Disposed:** ROW C&D direct; **Monitored** by Tetra Tech	$18,067	1,298	**Madison Gonzalez, Deputy EMC,** 5345 Highway 146 N, Liberty, TX, 77575, 936-334-3219, Madison.gonzalez@co.liberty.tx.us
Richardson, TX 6/16/2024-7/23/2024	**Removed & Disposed:** Veg; (1) **DMS Site** - Reduced by grinding (261,468 CY), **Monitored** by Rostan / Haul Pass ADMS	$3,302,442	261,468	**Don Magner**, City Manager, 411 W. Arapaho Rd, Richardson, TX, 7580, 972-744-7204, Don.Magner@cor.gov
Terrell, TX 8/27/2024-9/17/2024	**Removed & Disposed:** Veg; **Monitored** by Debris Tech	$156,639	7,553	**Glenn Caldwell,** Director of Public Services 972-551-6600 Ext. 2221 GCaldwell@cityofterrell.org
2024 Misc		**$917,825**		
Angleton, TX Supercell	**Removed & Disposed:** Day Rate Hauling	$144,000	Day Rate	**Jamie Praslicka,** EM Coordinator, 121 S Velasco, Angleton, TX 77515, 979-849-4364 x2137, jpraslicka@angleton.tx.us
Henagar, AL Tornado 6/22/2024-6/25/2024	**Removed & Disposed:** Day Rate Hauling	$31,800	Day Rate	**Lee Davis**, City Mayor, PO Box 39, 9252 Burton Drive, Henagar, AL, 35978, 256-657-6282, henagarcitymayor@farmerstel.com
Jackson County, AL ACCA Tornado 6/10/2024-6/24/2024	**Removed & Disposed:** Day Rate Hauling	$387,850	Day Rate	**Joshua Whitcomb**, ALEM, Deputy Director, 102 E Laurel St Suite # 110 Scottsboro, AL, 35768, Ema2@jch.net, 256-628-1886
Montgomery County, TX Flood 5/20/2024-7/9/2024	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, White goods (8), E-Waste (15), HHW (4,080 Lbs); **Monitored** by Thompson	$354,175	24,751	**Mark Seals**, Deputy Director, 9472 Airport Rd, Conroe, TX, 77303, mark.seals@mctx.org , 832-971-2008
2023 Hurricane Idalia	**6 Activations – FEMA DR-4734-FL; 4738-GA**	**$1,797,289**	**69,272**	
Dunedin, FL 9/11/2023-9/26/2023	**Removed & Disposed:** ROW C&D direct; **Monitored** by Tetra Tech	$12,680	802	**William "Bill" Pickrum,** Director of Solid Waste 1070 Virginia Street Dunedin, FL 34698 727-298-3215 wpickrum@dunedinfl.net
FDOT – Levy Co, FL 9/18/2023-10/3/2023	**Removed & Disposed:** ROW Veg & C&D direct; **Monitored** by Eisman Russo	$36,238	3,000	**Mark Hanna,** Mark.Hanna@dot.state.fl.us **Patrick Upshaw,** Patrick.Upshaw@dot.state.fl.us
St Petersburg, FL 9/7/2023-9/26/2023	**Removed & Disposed:** ROW C&D direct; **Monitored** by Tetra Tech	$175,670	12,653	**Barbara Stalbird,** Parks & Rec Asst. Director1400 19th St. N St. Petersburg, FL 33713, 727-612-6399 Barbara.Stalbird@stpete.org **Robert Turner,** Solid Waste Asst. Director, 727-239-9380
Taylor County Schools, FL 9/1/2023-9/6/2023	**Recovery Management Group** Push Operations, Lump Sum debris Removal, Tree Work	$916,463	LS	**Jason Stoltzfus**, Director of Recovery – Emergency Advantage, 833-463-7248

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Thomas Co, GA 9/1/2023-10/2/2023	**Removed & Disposed:** ROW County, Barwick, Boston Veg & C&D debris direct; **Monitored** by Thompson	$116,290	14,514	**Jay Knight,** Thomas County Public Works Deputy Director, 78 Joiner Rd Thomasville, GA 31757 226-226-4389 Jay.knight@thomascountyga.gov
Ware Co, GA 9/23/2023-10/2/2023	**Removed & Disposed:** ROW County, Waycross, Veg & C&D; Hangers (889 trees), Leaners (16); (1) DMS Site - Reduced by grinding (30,250 CY); **Monitored** by Thompson	$539,948	38,303	**Jonathan Daniell,** Dir EMA, 3395 Harris Rd, Ste 300, Waycross, GA 31503, 912-287-4394, jdaniell@warecounty.com
2023 AR Tornado	**2 Activations**	**$17,506,998**	**944,330**	
North Little Rock, AR 4/4/2023-8/21/2023	**Removed & Disposed:** ROW & **Parks**, Veg, C&D, Hangers (452 trees), Leaners (4,605), Stumps (1,390); Reduced by Grinding (519,538) & compaction (41,535); (1) **DMS Site**; **Monitored** by Tetra Tech	$16,668,619	852,351	**Kim Francisco,** Head of Emergenc y Services Ph: 501-425-8197 Kim.francisco@nlrpolice.org
Sherwood, AR 4/7/2023-5/22/2023	**Removed & Disposed:** Veg, Hangers (30 trees), Leaners (3), stumps (4); Reduced by Grinding (42,021); (1) **DMS Site**; **Monitored** by Tetra Tech	$838,379	91,979	**Brian Galloway** – Public Works Director. Ph: 501-413-8018 cell. briang@cityofsherwood.net
2023 Tornado		**$295,558**	**34,092**	
Deer Park, TX 2/6/2023-3/4/2023	**Removed & Disposed:** Veg, C&D; **Monitored** By: True North	$295,558	34,092	**Mr. Jaime Galloway,** Emergency Management Director 2211 East X Street Deer Park, TX 77536 (281) 478-7298 jgalloway@deerparktx.org
2023 Ice Storm	**2 Activations**	**$12,132,890**	**913,398**	
Austin, TX 2/6/2023-4/14/2023	**Removed & Disposed: Parks debris**, Veg, Hangers (1,583 trees); Leaners (74); Reduced by Grinding (435,607 CY); (1) **DMS Site**; **Monitored** by Tetra Tech	$6,380,065	506,766	**Amy Slagle,** Resource Recovery Division Manager PO Box 1088 Austin, TX 78767 (512) 974-4302 amy.slagle@austintexas.gov
Travis Co, TX 2/25/2023-5/17/2023	**Removed & Disposed:** Veg, Hangers (7,037 trees), leaners (10); Reduced by Grinding (343,768); (2) **DMS Sites**; **Monitored** by Tetra Tech	$5,752,825	406,632	**Jennifer Winkler,** Senior Procurement Specialist, PO Box 1748 Austin,TX 78767 (512) 854-9197 Jennifer.Winkler@traviscountytx.gov
2023 Misc.		**$2,537,658**	**42,115**	
Collier Co, FL 3/4/2023-3/11/2023	**Removed & Disposed: Fish Kill**	$44,910	Hrly	**Gino Santa Barbara,** Gino.Santabarbara@colliercountyfl.gov **Tony Barone,** Tony.Barone@colliercountyfl.gov
Edgecombe Co, NC 10/16/2023-10/19/2023	**Tornado** debris hauled direct, Self-monitored	$11,432	1,083	**Dee Waters,** Assistant Finance Director 201 St. Andrew St. Suite 205 Tarboro, NC 27886 252-641-7888 deewaters@edgecombeco.com
Montgomery Co, TX 6/26/2023-7/13/2023	**Wind Storm** **Removed & Disposed: Debris by Day Rate**	$289,000	Hrly	**Nicole Gentz** Nicole.gentz@mctx.org
Naples, FL 3/3/2023-3/9/2023	**Removed & Disposed: Fish Kill**	$58,440	Hrly	**Jim Hodgdon,** Parks & Parkways Superintendent 280 Riverside Circle | Naples, FL 34102 Office: 239-213-7134 jhodgdon@naplesgov.com
Nash Co, NC 8/1/2023-9/15/2023	**Tornado Debris Removal**	$332,443	26,586	**Bill Hill,** Nash County Public Health Director 120 W Washington St Nashville, NC 27856 252-462-2444 William.hill@nashcountync.gov
Newport News, VA 3/17/2023 – 7/31/2023		$22,800	Per Property	**Derrick Porter,** Storm water, 513 Oyster Point Rd, Newport News, VA 23602, dporter@nngov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
The Nature Conservancy 10/25/2023-1/23/2024	**Lightning Point Eastern Breakwaters Construction**	$1,480,552	LS	**Mary Kate Brown**, Coast Projects Manager, 118 N. Royal St. Suite 500 Mobile, AL 36602 251-433-1150 Cell: 251-550-3728, mkbrown@tnc.org
Virginia Beach, VA 5/4/2023-6/2/2023	**Tornado** **Removed & Disposed:** Veg, C&D, Mulch; Reduced by Grinding (22,306);(1) **DMS Site**; **Self Monitored**	$298,081	14,446	**Dennis Simon,** Virginia Beach Department of Public Works 3556 Dam Neck Road | V-irginia Beach, VA 23453, 757-615-2094 dsimon@vbgov.com
2022 Hurricane Nicole	**3 Activations**	**$567,715**	**39,600**	
Brevard Co, FL 11/19/2022-12/16/2022	**Removed & Disposed:** Veg, C&D, **Monitored** By: Tetra Tech	$527,181	35,741	**Tom Mulligan,** Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Flagler Beach, FL 12/5/2022-12/8/2022	**Removed & Disposed:** Veg, **Monitored** By: Tetra Tech	$20,802	1,493	**Larry Newsom**, City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com
Vero Beach, FL 11/28/2022-12/6/2022	**Removed & Disposed:** Veg, **Monitored** By: Thompson	$19,732	2,366	**Don Dexter,** PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org
2022 Hurricane Ian	**36 Activations – FEMA DR-4673-FL**	**$412,007,545**	**19,405,302**	
Apopka, FL 9/29/2022-12/5/2022	**Removed & Disposed: PUSH** , Veg, mulch, hangers (1,019 trees), Reduced **by** Grinding (76,083 CY); (1) DMS; **Monitored** by Thompson	$1,101,577	53,850	**Josh Robinson**, Sanatation Operations Manager, 748 E Cleveland Street, Apopka, FL 32703, (407) 703-1731, jrobinson@apopka.net
Bonita Springs, FL 9/30/2022-2/3/2023	**Removed & Disposed: PUSH**, Veg, C&D, Hangers (671 trees), Leaners (7), Ewaste (2,712), HHW (99,920 Lbs), White Goods (1,912), Freon, Reduced by Compaction (107,754 CY) & Grinding (140,426 CY) (1) DMS; **Monitored** By: Thompson	$7,529,288	354,413	**Matt Feeney**, Public Works Director, 9101 Bonita Beach Road, Bonita Springs, FL 34135, (239) 949-6246, matt.feeney@cityofbonitasprings.org
Brevard County, FL 10/5/2022-10/28/2022	**Removed & Disposed: ROW, Gated Communities,** Veg, C&D, **Monitored** By: Tetra Tech	$1,298,850	88,058	**Tom Mulligan,** Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov **(Previously Euri Rodriguez)**
Casselberry, FL 10/9/2022-11/30/2022	**Removed & Disposed:** Veg, Mulch, Hangers (75 trees), Leaners (34), Reduced by Grinding (20,304 CY) (1) DMS**; Monitored** By: Thompson	$455,949	25,458	**Chuck Smith**, Parks & Facilities Superintendent, 95 Triplet Lake Dr., Casselberry, FL 32707, (407) 262-7725, csmith@casselberry.org
Charlotte County Schools, FL 10/1/2022-1/18/2023	**Removed & Disposed: PUSH**, Veg, C&D, Hangers, Leaners, Building repairs, **Work Completed through Synergy**	$3,264,654	LS	**Jason Stoltzfus**, Synergy Recovery Manager, jasons@synergynds.com
Cocoa Beach, FL 10/13/2022-10/26/2022	**Removed & Disposed: ROW, St Rds**, Veg, C&D**; Monitored** By: Tetra Tech	$71,993	8,362	**Rob Strong**, Public Works Project Manager, 1600 Minutemen Causeway, Cocoa Beach, FL 32931, (321) 868-3316, rstrong@cityofcocoabeach.com
Cocoa, FL 10/24/2022—10/26/2022	**Removed & Disposed:**, Veg, **Monitored** By: Thompson	$21,786	3,005	**Bryant Smith**, Public Works Director, 155 N Wilson Ave, Cocoa, FL 32922, (321) 433-8772, bsmith@cocoafl.org
Collier Co, FL 10/19/2023-2/2/2024	**Removed & Disposed: NRCS Waterway Debris; Monitored** By: Tetra Tech	$4,982,108	15,622	**Pawel Brzeski,** Project Manager, Storm water Management, 2685 South Horseshoe Drive Naples FL 34104; 239-252-2927; Pawel.Brzeski@colliercountyfl.gov
Edgewater, FL 10/6/2022-12/9/2022	**Removed & Disposed:** Veg, C&D, Reduced by Compaction (24,978 CY) (1) DMS; **Monitored** By: Witt O'Briens	$1,681,924	121,539	**Brenda Dewees**, Environmental Services Director, 409 Mango Tree Drive, Edgewater, FL 32132, (386) 424-2400 ext4007, BDewees@cityofedgewater.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Estero, FL 9/30/2022-1/21/2023	**Removed & Disposed: PUSH**, **Parks,** Veg, C&D, Hangers (1,377 trees), Leaners (47), E-waste (1,110), HHW (7,712 Lbs), White Goods (581), Freon, Reduced by Compaction (110,515 CY) & Grinding (190,546 CY) (1) DMS; **Monitored** By: Rostan using HaulPass	$6,064,755	358,146	**Steve Sarkozy**, Village Manager, 9401 Corkscrew Palms Circle, Estero, FL 33928, (239) 221-5035, sarkozy@estero-fl.gov
FL DEM 11/30/2022 – 01/29/2024	**Lee Co PPDR / CPDR** **Removed & Disposed: Demo, Vessels,** Veg, C&D, Hangers (19 trees), Leaners (8), Stumps (5), white goods (8,848), E-waste (4,412), HHW (351,100 lbs); **Reduced by** Compaction (732,752 CY) & Grinding (81,335 CY); (8) DMS Sites; **Monitored** by CDR McGuire	$95,225,367	1,920,124	**Stephanie Stachowiz,** General Counsel Stephanie.Stachowicz@em.myflorida.com **Cameron Morris,** AC Disaster Consulting 770-855-7330 cmorris@acdisaster.com
Flagler Beach, FL 10/8/2022-10/27/2022	**Removed & Disposed:** Veg, **Monitored** By: Tetra Tech	$89,646	5,433	**Larry Newsom**, City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com
Ft. Myers Beach, FL 10/8/2022-9/15/2023	**Removed & Disposed: PUSH**, Veg, C&D, Sand, Hangers (88 trees), Leaners (21), E-waste (2,308), HHW (431,340 Lbs), White Goods (7,116), Freon, Reduced by Compaction (814,621 CY) & grinding (23,870 CY), (5) DMS**; Monitored** By: Thompson	$30,948,685	1,277,892	**Roger Hernstadt**, Town Manager, 2523 Estero Blvd, Fort Myers Beach, FL 33931, (239) 765-0202 Ext 1100, Roger@fmbgov.comSaeed
Ft. Myers, FL 9/30/2022-4/3/2023	**Removed & Disposed: PUSH**, **Waterway Debris, PPDR/CPDR,** Veg, C&D, Hangers (6,996 trees), Leaners (152), Stumps (31), E-waste (213), White Goods (82), Freon, Reduced by Compaction (148,483 CY) & Grinding (504,726 CY) (1) DMS**; Monitored** By: Thompson	$13,023,787	823,849	**Saeed Kazemi**, City Manager, 2200 Second Street, Ft. Myers, FL 33901, (239) 321-7024, SKazemi@cityftmyers.com
Kissimmee, FL 10/3/2022-1/19/2023	**Removed & Disposed:** Veg, C&D, Hangers (59 trees), Reduced by Compaction (8,251 CY) & Grinding (11,517 CY) (1) DMS; **Monitored** By: Thompson	$362,740	22,742	**Mr. Ashley Willis**, Asst. Dir PW /City Engineer, 101 N. Church Street, Kissimmee, FL 34741, (407) 518-2177, Ashley.willis@kissimmee.gov
Lee County, FL 9/30/2022-4/26/2023	**Removed & Disposed: PUSH**, **Waterway Debris, Parks, St Rds,** Veg, C&D, Sand, Hangers (38,431 trees), Leaners (4,395), Stumps (5), E-waste (7,553), HHW (959,980 Lbs), White Goods (12,367), Freon, Vessels; Reduced by Compaction (2,279,129 CY) & Grinding (4,058,872 CY); (16) DMS; **Monitored** By: Thompson	$136,373,985	8,136,400	**Paul Flores**, Solid Waste Ops Manager, (239) 533-8017, pflores@leegov.com
Lee County School District, FL 10/1/2022-3/6/2023	**Removed & Disposed:** Veg, C&D, Hangers (1,543 trees), Leaners (136), Reduced by Compaction (393 CY) & Grinding (15,543 CY) (1) DMS**; Monitored** By: Thompson	$354,202	17,684	**Barbra Cedeno**, (239) 229-7823, barbarac@leeschools.net
Oak Hill, FL 10/14/2022-12/7/2022	**Removed & Disposed:** Veg, Reduced by Grinding (6,194 CY) (1) DMS**; Monitored** By: Tetra Tech	$90,429	8,217	**Kohn Evans**, City Administrator, 234 US Hwy 1, Oak Hill, FL 32759, evansK@oakhillfl.com
Ocoee, FL 11/2/2022-2/22/2023	**Removed & Disposed:** Veg, C&D, Parks debris, Wet debris, Hangers (36 trees), Leaners (318), Stumps (1); Reduced by Grinding (34,435 CY) (1) DMS**; Monitored** By: Thompson	$692,837	42,920	**Steve Krug**, Public Works Director, 301 Maguire Road, Ocoee, FL 34671, (407) 905-3100 Ext 6001, Skrug@ci.ocoee.fl.us
Okeechobee Co, FL 10/10/2022-12/14/2022	**Removed & Disposed:** Veg**; Monitored** By: Culpepper & Terpening	$2,582,798	150,876	**Mitchell Smeykal**, EM Director, 707 NW 6th St Ave, Okeechobee, FL 34972, (863) 763-3212, msmeykal@co.okeechobee.fl.us
Okeechobee, FL 10/10/2022-12/10/2022	**Removed & Disposed:** Veg**; Monitored** By: Culpepper & Terpening	$1,168,308	41,649	**Gary Ritter**, City Administrator, 55 SE 3rd Ave, Okeechobee, FL 34972
Ormond Beach, FL 10/5/2022-11/28/2022	**Removed & Disposed: ROW & Gated debris,** Veg, Reduced by Grinding (111,911 CY) (1) DMS **Monitored** By: Thompson	$1,388,795	122,338	**Kevin Gray**, PW Ops Manager, 501 N. Orchard Street, Ormond Beach, FL 32174, (386) 676-3577, kevin.gray@ormondbeach.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Pembroke Pines, FL 9/30/2022-10/14/2022	**Removed & Disposed:** Veg, C&D, Hangers (91 trees), Leaners (14), Reduced by Compaction (677 CY) & Grinding (4,969 CY) (1) DMS**; Monitored** By: Tetra Tech	$146,704	7,619	**Charles Dodge**, City Manager, 601 City Center Way, 4th Floor, Pembroke Pines, FL 33025, (954) 450-1040, cdodge@ppines.com
Ponce Inlet, FL 10/10/2022-10/27/2022	**Removed & Disposed:** Veg, C&D, **Monitored** By: Witt O'Briens	$41,816	2,328	**Kim McColl**, Director, 4300 S Atlantic Ave, Ponce Inlet, FL 32127, (386) 236-2150, kmccoll@ponce-inlet.org
Port Orange, FL 10/7/2022-1/11/2023	**Removed & Disposed:** Veg, C&D, Hangers (35 trees), Leaners (39), Stumps (1); Reduced by Compaction (54,654 CY) & Grinding (242,860 CY) (1) DMS**; Monitored** By: Thompson	$4,323,871	360,771	**Lynn Stevens**, Public Works Director, 1395 Dunlawton Ave, Port Orange, FL 32129, (386) 506-5750, lstevens@port-orange.org
Punta Gorda, FL 10/3/2022-12/20/2022	**Removed & Disposed: PUSH**, **ROW, Private,** Veg, C&D, Hangers (727 trees), Leaners (323), Stumps (1); Reduced by Grinding (43,363 CY); (1) DMS**; Monitored** By: Landfall Strategies	$2,171,018	224,231	**Greg Murray**, City Manager, 326 West Marion Ave, Punta Gorda, FL 33950, (941) 575-3301, gmurray@cityofpuntagordafl.com
Sanford, FL 10/10/2022-12/3/2022	**Removed & Disposed:** Veg, C&D, Reduced by Grinding (33,648 CY) (1) DMS**; Monitored** By: Witt O'Briens	$416,436	38,780	**John Reichardt**, Public Works Ops Manager, 300 N Park Ave, Sanford, FL 32771, (407) 688-5080 Ext 5087, John.reichardt@sanfordfl.gov
Sanibel, FL 10/1/2022-7/24/2023	**Removed & Disposed: PUSH**, **Marine debris**, Veg, C&D, Sand, Hangers (8,504 trees), Leaners (4,198), E-waste (5,518), HHW (694,480 Lbs), White Goods (15,475), Freon, Reduced by Compaction (887,203 CY) & Grinding (957,588 CY) (7) DMS**; Monitored** By: Thompson	$56,243,244	2,521,087	**Scott Krawczuk**, Public Works Deputy Director, 800 Dunlop Road, Sanibel, FL 33957, (239) 472-6397, scott.krawczuk@mysanibel.com
Sarasota County, FL 10/6/2022-2/22/2023	**Removed & Disposed: ROW & Private / Gated** Veg, C&D, Hangers (7,533 trees), Leaners (1,193), Stumps (128), Reduced by Grinding (1,510,384 CY) (2) DMS**; Monitored** By: Tetra Tech	$20,651,895	1,637,904	**Lois Rose**, Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota County, FL 3/24/2023-6/17/2023	**Waterway Debris** **Removed & Disposed: FEMA & NRCS** Wet debris direct hauled**; Monitored** By: Tetra Tech	$5,620,561	73,604	**Lois Rose**, Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota School Board 10/24/2022-11/7/2022	**Removed & Disposed:** Veg, C&D, **Monitored** By: Tetra Tech	$34,468	3,049	**Don Hampton**, Facilities Services Director, (941) 927-9000 Ext 68835, Don.Hampton@sarasotacountyschools.net
Satellite Beach, FL 10/6/2022-10/28/2022	**Removed & Disposed:** Veg, C&D, **Monitored** By: Tetra Tech	$86,962	4,945	**Courtney Barker**, City Manager, 565 Cassia Blvd, Satellite Beach, FL 32937, (321) 773-1391, cbarker@satellitebeach.org
South Daytona, FL 10/5/2022-11/15/22	**Removed & Disposed: PUSH**, Veg, C&D, Reduced by Compaction (25,185 CY) & Grinding (46,565 CY) (1) DMS**; Monitored** By: Tetra Tech	$1,340,830	71,751	**Patricia Clark**, Public Works Specialist, 1770 Segrave Street, South Daytona, FL 32119, (386) 322-3088, pclark@southdaytona.org
St. Petersburg, FL 10/11/2022-11/26/2022	**Removed & Disposed:** Veg, Reduced by Grinding (75,090 CY) (1) DMS**; Monitored** By: Tetra Tech	$1,705,963	111,492	**Amber Boulding**, EM Specialist, 400 Dr. Martin Luther King Jr. St., St. Petersburg, FL 33731, (727) 893-7683, amber.boulding@stpete.org
Venice, FL 9/29/2022-12/14/2022	**Removed & Disposed: PUSH**, **ROW & Parks,** Veg, C&D, Gated debris, Hangers (2,563 trees), Leaners (584), Stumps (6); Reduced by Compaction (30,883 CY) & Grinding (117,847 CY) (1) DMS**; Monitored** By: Witt O'Briens	$3,601,136	195,785	**James Clinch**, Public Works Director, 221 S. Seaboard Avenue, Venice, FL 34285, (941) 486-2422, jclinch@venicegov.com
Volusia County, FL 10/5/2022-1/14/2023	**Removed & Disposed: ROW, Gated, Mobile Home Parks, Parks,** Veg, C&D, Stumps (1); Reduced by Compaction (24,130 CY), Grinding (547,337 CY); (6) DMS; **Monitored** By: Tetra Tech	$6,749,476	548,920	**George Recktenwald**, County Manager, 123 West Indiana Ave, Deland, FL 32720, (386) 736-5920, grecktenwald@co.volusia.fl.us
Winter Garden, FL 10/9/2022-10/16/2022	**Removed & Disposed:** Veg, Reduced by Grinding (4,459 CY) (1) DMS; **Monitored** By: Thompson	$98,702	4,459	**Richard Fasano**, Public Services Director of Ops, 880 W. Bay Street, Winter Garden, FL 34787, (407) 877-5449, rfasano@cwgdn.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2022 Winter Storms/Misc		**$746,546**	**T&M**	
SC DOT Winter Storm Izzy 1/17/2022-1/18/2022	**Push Operations**	$55,297	T&M	**David Cook**, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
SC DOT Winter Storm Jasper 1/22/2022	**Push Operations**	$45,840	T&M	**David Cook**, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
Calcasieu Parish District 1 Ward 6, LA 3/1/2022-3/15/2022	**Debris removal from Community Center and Playground**	$34,375	LS	**Peggy Robertson,** P.O. Box 1583, DeQuincy, LA 70633, 337-802-5199, gammpeg@aol.com
Lee County, FL – Tornado	**Removed & Disposed:** C&D Direct Haul **Monitored by** Thompson	$86,985	9,665	**Roger Desjarlais,** County manager, P.O. Box 398, Ft Myers, FL 33902, 239-533-2221, rdesjarlais@leegov.com
Mexico Beach, FL	**Dredging Phase II** **Monitored** by Eisman Russo	$524,049	T&M	**Tommy Davis,** Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 t.davis@mexicobeachgov.com **Tanya Castro,** City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 t.castro@mexicobeachgov.com
2021 KY Tornado	**2-Activations – 4 DMS**	**$3,841,472**	**287,551**	
Bowling Green, KY 12/18/2021-2/16/2022	**Removed & Disposed:** Veg, C&D, hangers (194 trees), leaners (189), stumps (11); Reduced by grinding (118,343 CY) & compaction (54,232 CY), (2) DMS; **Monitored** by Tetra Tech	$3,022,273	224,447	**Matt Powell,** Environmental Manager City of Bowling Green, KY 1011 College Street, Bowling Green, KY 42102, 270-393-3071; Matt.Powell@bgky.org
Warren Co, KY 12/18/2021-2/15/2022	**Removed & Disposed:** Veg, C&D, hangers (98 trees), leaners (55), stumps (4); Reduced by grinding (38,194 CY) & compaction (9,352 CY), (2) DMS**; Monitored** by Tetra Tech	$819,199	63,105	**Josh Moore,** Public Works Director, 1141 State Street, Bowling Green, KY 42101 270-779-6808 josh.moore@ky.gov
2021 Hurricane Nicholas	**7-Activations – 7 DMS**	**$1,991,995**	**177,421**	
Angleton, TX 9/23/21-10/15/21	**Removed & Disposed:** Veg, **Reduced by** Grinding **(1)** DMS**; Monitored** by Tetra Tech	$252,769	34,158	**Jeff Sifford,** Public Works Director, 901 South Velasco, Angleton, TX 77515, 979-849-4364, jsifford@angleton.tx.us
Brazoria County, TX 9/28/21- 10/28/21	**Removed & Disposed:** Veg, **Reduced by** Grinding (83,177 CY) **(1)** DMS**; Monitored** by Rostan / Haul Pass	$809,512	58,198	**Mr. Steve Rosa**, Emergency Management Coordinator (979) 864-1801 111 E Locust St., Suite 102, Brazoria, TX 77515; steverosa@brazoria-county.com
Brazoria, TX 10/4/21- 10/23/21	**Removed & Disposed:** Veg, **Reduced by** Grinding **(1)** DMS**; Monitored** by Tetra Tech	$123,970	9,183	**Mike Collard**, City Manager, 201 S Main Street, Brazoria, TX 77422, 979-798-2018; citymanager@cityofbrazoria.org
Clute, TX 9/27/21- 10/18/21	**Removed & Disposed:** Veg, **Reduced by** Grinding **(1)** DMS; **Self Monitored – Day Rate per truck**	$119,000	Day Rate	**CJ Snipes**, City Manager, 108 E Main St., Clute, TX 77531; 979-265-2541; cjsnipes@clutetexas.gov
Holiday Lakes, TX 10/20/2021-10/22/2021	**Removed & Disposed:** Veg; **Reduced by** Grinding **(1)** DMS**; Self Monitored – Day Rate per truck**	$10,200	Day Rate	**Norman Schroeder**, Mayor, 195 N Texas Ave. Holiday Lakes, TX 77515, Cindy@holidaylakestexas.com
Lake Jackson, TX 9/23/21- 10/16/21	**Removed & Disposed:** Veg, C&D (Direct) **Reduced by** Grinding **(1)** DMS**; Monitored** by Thompson	$601,744	75,882	**Sabrina England**, Director Public Works, 25 Oak Dr., Lake Jackson, TX 77566; 979-415-2430; sengland@lakejacksontx.gov
West Columbia, TX 9/27/21- 10/16/21	**Reduced & Disposed**: ROW Veg hauling to grind site (Waste Water Treatment Plant facility); **Monitored** by Witt Obrien	$74,800	Day Rate	**Debbie Sutherland**, City Manager, 512 E Brazos Ave., West Columbia, TX 77486; 979-345-3123; citymanager@westcolumbiatx.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2021 Hurricane Ida	**4-Activations- 4 DMS – DR 4626-MS, DR-4611-LA**	**$41,927,103**	**2,245,007**	
Audubon Nature Institute, LA 9/6/2021-10/25/2021	**Removed & Disposed:** Push, Veg, hangers (2,576 trees), leaners (381); **Monitored** by Tetra Tech	$1,354,632	19,409	**Daniel Illg,** Arboricultural Supervisor, 6500 Magazine Street New Orléans, LA 70118 Ofc. 504-212-5232 cell: 985-960-8873, dillg@audubooninstitute.org **Cecilie Halliwill,** Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@audubooninstitute.org
Biloxi, MS 9/27/2021-10/13/2021	**Removed & Disposed:** Veg direct; **Self Monitored –** Day Rate per truck	$95,200	Day Rate	**Mr. Billy Ray Allen,** Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us **Mayor Andrew "FoFo" Gilich**, 140 Lameuse Street 2nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us
Gulfport, MS 10/11/2021-11/6/2021	**Removed & Disposed:** Veg & C&D Direct to FDS **Monitored** by Tetra Tech	$439,481	29,201	**Wayne E. Miller**, Director of Public Works & Engineering, 4050 Hewes Ave., Gulfport, MS 39507 228-868-5740 **Jessica Versiga**, Procurement 1410 24th Ave., Gulfport, MS 39501, 228-868-5705 ext. 6457 ; jversiga@gulfport-ms.gov
St. John Baptist Parish, LA 9/6/2021-11/4/2022	**Removed & Disposed: PUSH**, **DOT Rds., Parks,** Veg, C&D, Parks debris, Hangers (2,198 trees), Leaners (28), stumps (2,801), E-waste (18,089), HHW (263,380 Lbs.), White Goods (2,620), Freon, Refrigerator Contents (661,880 Lbs.); **Reduced by** Compaction (912,800 CY) & Grinding (398,257 CY) (3) DMS**; Monitored** By: Tetra Tech	$32,202,382	2,073,292	**Ms. Jaclyn Hotard**, Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; j.hotard@stjohn-la.gov
St. John Baptist Parish, LA Laterals 3/5/2022-10/21/2022	**Removed & Disposed:** Water debris, grinding (32,149 CY), compaction (6,269 CY) (1) DMS**; Monitored** By: Tetra Tech	$7,023,462	79,320	**Ms. Jaclyn Hotard**, Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; j.hotard@stjohn-la.gov
St. John Baptist Parish, LA PPDR 2/28/2023- 4/22/2024	**Debris Removal from Private Property** **Removed & Disposed:** Veg, C&D, Hangers (904 trees), Leaners (506), Stumps (147), white goods (6); **Reduced by** Compaction (4,211) & Grinding (30,667 CY) (1) DMS**; Monitored** By: Tetra Tech	$811,946	43,785	**Ms. Jaclyn Hotard**, Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; j.hotard@stjohn-la.gov
2021 Flooding & Severe Storms	**2-Activations- 6 DMS - DR-4606-LA**	**$907,894 Total Event Cost**	**58,657 Total Event CY**	
Calcasieu Parish, LA 06/07/21-8/4/2021	**Removed & Disposed:** Veg, C&D, E-waste (30), White Goods (42), Freon, Refrigerator Contents (25,320 Lbs); **Reduced by** Compaction (5,156 CY) & Grinding (244 CY), (3) DMS, **Monitored** by Tetra Tech	$222,312	8,626	**Allen Wainwright,** Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Lake Charles, LA 06/08/2021-8/25/2021	**Removed & Disposed:** C&D, White Goods (96), Freon, Refrigerator Contents (2,940 Lbs); **Reduced by** Compaction (36,678 CY), (3) DMS; **Monitored** by Tetra Tech	$685,582	50,031	**John Cardone, Jr.** City Administrator 326 Pujo Street, 10th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
2021 Misc	**8 Activations**	**$7,925,943** Total Event Cost		
AL DOT – Dauphin Island Bridge Repair 5/11/2021-7/19/2021	**Repair to Bridge Fender System**	$383,447	T&M	**Evan Davis, P.E.** Bridge Operations Engineer Mobile Area, AL DOT Office 251-470-8247 Cell: 251-635-3021
Calcasieu Parish, LA – Tornado 11/30/2021-12/4/2021	**Removed & Disposed:** C&D debris direct to final disposal; **Self Monitored**	$28,960	1,679	**Allen Wainwright,** Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Friendswood, TX Winter Storm 3/1/2021-3/11/2021	**Removed & Disposed:** C&D direct, e-waste (14); **Monitored** by Tetra Tech	$35,235	1,671	**Brian Mansfield**, Fire Marshall & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us
New Jersey 9/22/2021-9/25/2021	**Lambertville / Swan Creek Debris Removal**	$180,900	668	**Suzanne Biggins,** Department of Environmental Protection, PO Box 402, Trenton, NJ 08625-0402, 609-292-2885, Suzanne.Biggins@dep.nj.gov
Newport News, VA 6/2021-7/2021	**Tree Removal & Disposal**	$17,486	LS	**Amy K. Gray,** Acting Administrator, Division of Solid Waste, Department of Public Works, City of Newport News, 513 Oyster Point Road, Newport News, VA 23602, Direct: 757-269-2853, grayak@nnva.gov
Naples, FL 1/12/2021-1/13/2021	**Fish Kill Clean up**: Mobilization & Demobilization, Hourly Time & Materials	$16,982	Hrly	**Jim Hodgdon,** Parks & Parkways Superintendent, 280 Riverside Circle, Naples, FL 34102, 239-213-7134, jhodgdon@naplesgov.com
St Petersburg, FL 5/11/2021-7/19/2021	**Red Tide Debris Removal**	$169,980	Hrly	**Fredrick B. Ross,** Director, 1635 3rd Ave. N, Saint Petersburg, FL 33713, 727-551-3186
The Nature Conservancy 6/25/2021-7/26/2022	**Pensacola , FL** East Bay Oyster Habitat Restoration,	$7,027,830	Hrly	**Heather Hyde,** 2500 Maitland Center Pkwy, Maitland, FL 32751, Heather.Hyde@jacobs.com
2020 Hurricane Zeta	**8-Activations – 6 DMS – DR-4576 (MS), DR-4577 (LA)**	**$28,333,915** Total Event Cost	**2,017,585** Total Event CY	
Audubon Nature Institute, LA 10/31/2020-12/15/2020	**Removed & Disposed:** Veg, C&D, hangers (486 trees), leaners (288); **Monitored** by Tetra Tech	$593,154	9,668	**Daniel Illg,** Arboricultural Supervisor, 6500 Magazine Street New Orléans, LA 70118 Ofc. 504-212-5232 cell: 985-960-8873, dillg@audubooninstitute.org **Cecilie Halliwill,** Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@audubooninstitute.org
Biloxi, MS 11/5/2020-1/20/2021	**Removed & Disposed:** Veg, C&D; **Reduced** by Grinding, (1) DMS Site; **Monitored** by True North	$3,939,197	272,608	**Mr. Billy Ray Allen,** Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us **Mayor Andrew "FoFo" Gilich,** 140 Lameuse Street 2nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us
D'Iberville, MS 11/12/2020-1/11/2021	**Removed & Disposed:** Veg, C&D, Leaners (37), Hangers (370 trees); **Self-Monitored**	$568,457	35,035	**Mike Mullins,** Director of Public Works 10383 Auto mall Parkway D'Iberville, MS 39540 Ofc: 228-669-5539 Cell: 228-669-5539 mmullins@diberville.ms.us
Gulfport, MS 11/10/2020-2/23/2021	**Removed & Disposed:** Veg, C&D, Leaners (485), Hangers (12,297 trees), Stumps (9); **Reduced** by Grinding (371,750 CY), (2) DMS; **Monitored** by Tetra Tech	$6,365,585	572,503	**Robert (Chris) K. Riemann,** Engineering Director 4050 Hewes Avenue Gulfport, MS 39507 Ofc: 228-868-5740 Cell: 228-518-2980 kriemann@gulfport-ms.gov
Harrison Co, MS 11/06/2020-2/3/2021	**Removed & Disposed:** Veg, C&D, Leaners (966), Hangers (36,055 trees); **Reduced** by Grinding (409,681 CY), **(2)** DMS; **Monitored** by Volkert	$9,225,138	654,150	**Rupert H. Lacy,** Director of Emergency Management 1801 23rd Avenue Gulfport, MS 39502 Ofc: 228-865-4002 Cell: 228-323-6420 rupertlacy@co.harrison.ms.us
Jackson Co, MS 11/09/2020-02/7/2021	**Removed & Disposed:** Veg, C&D, Leaners (488), Hangers (14,079 trees), Parks, Golf Courses, beach debris; **Monitored** by Thompson	$7,148,349	436,284	**W. Brian Fulton,** County Administrator 2915 Canty Street Pascagoula, MS 39567 228-769-3088 Brian_Fulton@co.jackson.ms.us
Pascagoula, MS 11/20/2020-12/18/2020	**Removed & Disposed:** Veg; Leaners (1 tree) & Hangers (658 trees); **Monitored** by Thompson	$286,302	20,888	**Karen Kennedy,** City Clerk 603 Watts Avenue Pascagoula, MS 39567 Ofc: 228-938-6615 cityclerk@cityofpascagoula.com
Wiggins, MS 01/21/2021-02/1/2021	**Removed and disposed** Veg, C&D Direct; Reduction by Grinding, (1) DMS; **Self-Monitored / Tice Engineering**	$207,733	16,448	**Michelle Gill,** Project Engineer (Tice Engineering), 510 South Vardaman Street Wiggins, MS 39577 Office: 601-928-4121 Cell: 601528-4152 michelle.gill@ticeeng.com
2020 Hurricane Sally	**10-Activations – 37 DMS – FEMA DR-4563-AL / DR-4564-FL**	**$116,422,750** Total Event Cost	**9,114,627** Total Event CY	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
AL DOT SW Region – Mobile 09/24/2020 – 01/22/2021	**Removed & Disposed:** Veg, C&D, Compacted C&D, Mulch, hangers (9,111 trees), leaners (3,320 trees), stumps (92); **Reduced by** Grinding (564,550 CY) & Compaction (59,952 CY); 16 DMS; **Monitored** by Thompson	$14,264,670	856,977	**Matthew Ericksen,** SW Region Engineer 1701 West I-65 Service Road North Mobile, AL 36618 Ofc: 251-470-8200 ericksenm@dot.state.al.us
Atmore, AL 10/1/2020-11/01/2020	**Removed & Disposed:** Veg, hangers (1,082 trees), leaners (28 trees); **Reduced by** Grinding (43,759 CY), 1 DMS; **Monitored** by GMC	$673,070	56,051	**Mayor Jim Staff,** 201 East Louisville Ave. Atmore, AL 36502 Ofc: 251-368-2253 celial@cityofatmore.com
Baldwin Co, AL 09/25/2020 –04/7/2021	**Removed & Disposed:** Veg, C&D, Compacted C&D, Mulch, hangers (39,799 trees), leaners (6,030 trees), Stumps (120), White Goods (181), E-waste (24); **Reduced by** Grinding (4,217,587 CY) & C&D Compaction (293,171 CY); 13 DMS; **Monitored** by Tetra Tech	$61,896,884	5,656,294	**Terri Graham,** Solid Waste Development & Environmental Director, 22070 Hwy 59 Central Annex II 3rd & 4th Floor Robertsdale, AL 36567 251-972-6878 TGraham@baldwincounty.al.gov
Bay Minette, AL 09/25/2020 – 11/03/2020	**Removed & Disposed: Veg,** C&D, Veg, hangers (1,204 trees), leaners (48 trees); **Reduced by** Grinding (137,801 CY), 1 DMS; **Monitored** by Self Monitored	$1,516,900	141,809	**Rita Diedtrick,** City Clerk, 301 D'Olive Street Bay Minette, AL 36507 Ofc: 251-580-1637 rdiedtrich@ci.bay-minette.al.us
Daphne, AL 09/17/2020-01/05/2021	**Removed & Disposed: PUSH,** Veg, hangers (3,868 trees), leaners (191 trees), Stumps (9); **Reduced by** Grinding (375,017 CY), 1 DMS; **Monitored** by True North	$4,570,398	376,872	**Denise Penry,** EMA Accountant, 26435 Public Works Road Daphne, AL 36526 Ofc: 251-621-3182 dpenry@daphneal.com
Fairhope, AL 09/21/2020-12/19/2020	**Removed & Disposed:** Veg, C&D, Mulch, hangers (7,058 trees), leaners (374 trees), stumps (55); **Reduced by** Grinding (547,868 CY), 1 DMS; **Monitored** by True North	$8,703,289	742,841	**John Saraceno,** Emergency Management Coordinator, 161 N. Section Street Fairhope, AL 36532 Ofc: 251-929-7415 Cell: 251-331-1103 John.Saraceno@fairhopeal.gov
Gulf Shores, AL 09/17/2020-02/3/2021	**Removed & Disposed: PUSH,** Veg, C&D, Parks debris, Trails debris, waterway debris, Mulch, Compacted C&D, HHW (11,580 Lbs.), E-Waste (114), White Goods (232), Hangers (7,162 trees), Leaners (2,938 trees), Stumps (285); **Reduced by** Grinding (457,915 CY) & Compacting (40,763 CY), 1 DMS; **Monitored** by Thompson	$9,741,393	583,654	**Mark Acreman,** PW Director, 1905 West 1st Street Gulf Shores, AL 36542 251-968-1155 macreman@gulfshoresal.gov
Okaloosa Co, FL 09/25/2020-11/2/2020	**Removed & Disposed:** Veg, C&D, mulch; **Reduced by** Grinding (22,945 CY); **Monitored** by Tetra Tech	$338,470	34,174	**Jim Reece,** Solid Waste Recycling Coordinator, 84 Ready Ave. Fort Walton Beach, FL 32548 Ofc: 850-651-7394 Cell: 850-978-1063 jreece@myokaloosa.com
Orange Beach, AL 09/20/2020-5/21/2021	**Removed & Disposed: PUSH**, Veg, C&D, Municipal debris, beach debris, trail debris, waterway debris, wetlands debris, C&D compacted, mulch, HHW (151,100 lbs.), E-Waste (383), white goods (1,624), hangers (4,527 trees), leaners (725 trees), Stumps (342); **Reduced by** Grinding (228,509 CY) & Compacting (194,239 CY); **Monitored** by Thompson	$13,593,239	572,618	**Mr. Phillip West,** Coastal Resource Director, 4101 Orange Beach Blvd Orange Beach, AL 36561 Ofc: 251-981-6788 Cell: 251-747-6166 pwest@orangebeachal.gov
Spanish Fort, AL 09/28/2020-11/16/2020	**Removed & Disposed: PUSH**, Veg, C&D, Hangers (118 trees), leaners (14 trees); **Monitored** by Thompson	$1,124,436	93,337	**Mary Lynn Williams,** City Clerk, 7361 Spanish Fort Blvd. Spanish Fort, AL 36527 Ofc: 251-626-4884 cityclerk@cityofspanishfort.com
2020 Hurricane Laura	**15-Activations – 46 DMS – FEMA DR-4559-LA / EM-3540-TX**	**$412,100,937**	**20,140,729**	
Alexandria, LA 8/31/2020-11/4/2020	**Removed & Disposed:** Veg, C&D, Parks and Zoo debris, mulch, hangers (2,975 trees), leaners (98 trees), stumps (1); **Reduced by** Grinding (222,758 CY); 1 Site **Monitored** by Tetra Tech	$3,643,508	497,644	**Darren Green,** Debris Manager 625 Murray Street Alexandria, LA 71301 Ofc: 318-441-6060 Cell: 318-446-2342 darren.green@cityofalex.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Calcasieu Parish, LA 9/3/2020-9/2/2021	**Removed & Disposed: PUSH** , Veg, C&D, C&D compacted, mulch, hangers (33,714 trees), leaners (76,007 trees), white goods (4,403), e-waste (2,910), refrigerator contents (314,960 Lbs), tires (1,215) **Reduced by** Grinding (5,004,006 CY) & compacting (2,573,846 CY); 9 DMS; **Monitored** by Tetra Tech	$132,676,652	9,367,179	**Allen Wainwright,** Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Laterals 10/8/2021-12/7/2023	**Removed & Disposed:** Waterway debris from Laterals / Waterways	$164,300,796	2,265,424	**Allen Wainwright,** Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Dead Tree Project 10/5/2022-3/31/2023	Tree removal and hauling of debris **Removed & Disposed:** Leaners (3,305); **Reduced by** Grinding (338,062 CY), **Monitored** by Tetra Tech	$1,575,802	85,487	**Allen Wainwright,** Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA PPDR 11/8/2023-12/14/2024	PPDR hauling of debris **Removed & Disposed:** Veg, C&D, Non-RACM Structure Debris, Hangers (357 trees), Leaners (748), stumps (8); **Reduced by** Grinding (32,014 CY), C&D Compaction (6,190 CY), **Monitored** by Tetra Tech	$1,120,160	68,052	**Allen Wainwright,** Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
DeQuincy, LA 9/14/2020-4/19/2021	**Removed & Disposed:** Veg, C&D, mulch, hangers (284 trees), leaners (28 trees), stumps (3), white goods (180), refrigerator contents (12,160 Lbs), e-waste (158) **Reduced by** Grinding (107,800 CY), burning & compacting (31,106 CY); 2 DMS, **Monitored** by Tetra Tech	$2,672,412	325,768	**Riley Smith,** Mayor 300 N Holly Street DeQuincy, LA 70633 SmithRiley@ymail.com
Iowa, LA 9/7/2020-3/13/2021	**Removed & Disposed:** Veg, C&D, hangers (486 trees), leaners (15 trees) white goods (52), E-waste(110); **Reduced by** Grinding (49,558 CY) & compacting (25,354 CY); 1 DMS; **Monitored** by Tetra Tech	$1,401,231	99,076	**Paul Hess,** Mayor, 115 N. Thompson Ave Iowa, LA 70647 mayor@iowala.org
Lake Charles, LA 9/3/2020-9/9/2021	**Removed & Disposed: PUSH**, Veg, C&D, Compacted C&D, Mulch, hangers (19,295 trees), leaners (1,985 trees), white goods (1,574) stumps (3), HHW (4,943 Lbs) **Reduced by** Grinding (2,254,057 CY) & compacting (2,006,484 CY); 5 DMS; **Monitored** by Tetra Tech	$80,385,064	5,559,683	**John Cardone, Jr.** City Administrator 326 Pujo Street, 10th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
Lake Charles, LA DEMO 8/1/2022-8/14/2022 1/30/2023-2/5/2023	**Demo Property Debris Removal Program; Monitored** by Tetra Tech	$366,525	LS	**Emily McDaniel,** Director of Finance, 326 Pujo Street, Lake Charles, LA 70601; 337-491-1251; Emily.mcdaniel@cityoflc.us
Sulphur, LA 9/2/2020-6/21/2021 5/11/2023-5/23/2023	**Removed & Disposed: PUSH,** Veg, C&D, Compacted C&D, Mulch, Hangers (3,326 trees), leaners (194) stumps (7), white goods (508), HHW (23,580 lbs.) **Reduced by** Grinding (503,298 CY) & compacting (338,926 CY); 1 DMS; **Monitored** by Tetra Tech	$15,259,184	1,231,222	**Stacy Dowden,** Director of Public Works 101 N. Huntington Street Sulphur, LA 70663 Ofc: 337-527-4500 Cell: 337-764-8044 sdowden@sulphur.org
Sulphur, LA PPDR 1/31/2024-4/9/2024	**Removed & Disposed:** Veg, C&D, Hangers (50 trees), leaners (80) stumps (17), **Reduced by** Grinding (2,609 CY) & compacting (548 CY); 1 Site; **Monitored** by Tetra Tech	$116,574	4,780	**Stacy Dowden,** Director of Public Works 101 N. Huntington Street Sulphur, LA 70663 Ofc: 337-527-4500 Cell: 337-764-8044 sdowden@sulphur.org
Texas GLO 3/8/2021-3/19/2021	**Hurricane Laura & Beta** Beach debris removal LS	$189,106	LS	**Greg Pollock,** Deputy Commissioner, 1700 N. Congress Ave, Austin, TX 78711, 512-463-5329, greg.pollock@glo.texas.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Vinton, LA 9/1/2020-1/21/2021	**Removed & Disposed: PUSH,** Veg, C&D, Compacted C&D, Mulch, hangers (248 trees), leaners (2 trees), white goods (229), e-waste (56); **Reduced by** Grinding (103,203 CY) & compacting (41,546 CY); 2 DMS; **Monitored** by Tetra Tech	$2,591,105	192,122	**Mayor Kenneth Stinson,** 1200 Horridge Street Vinton, LA 70668 Ofc: 337-496-3806 mayor@cityofvinton.com
West Calcasieu Port, LA 3/16/2021-3/25/2021	**Removed & Disposed:** Veg, C&D direct, hangers (86 trees), leaners (41)	$87,117	2,384	**Lynn Hohensee**, Port Director, 514 West Napoleon St, Sulphur, LA 70663, 337-794-4809
Westlake, LA 9/3/2020-3/13/2021	**Removed & Disposed: PUSH,** Veg, C&D, Compacted C&D, Mulch, Hangers (313 trees), leaners (401 trees), white goods (93), e-waste (35), HHW (6,480 lbs); **Reduced by** Grinding (206,656 CY) & compacting (108,644 CY); 1 DMS; **Monitored** by Tetra Tech	$5,715,701	441,908	**Mayor Robert Hardey,** 101 Mulberry Street Westlake, LA 70669 Ofc: 337-532-2757 mayor@cityofwestlake.com
2020 Demo Project	**1 Activation**	**$424,343** Total Event Cost	Total Event CY	
Friendswood, TX 11/14/2020-8/3/2021	**Demo: 6 Houses** Veg, C&D, Concrete, Hydromulch, Curb Construction, Abatement, electrical, Plumbing, Septic	$424,343	LS	**Brian Mansfield**, Fire Marshall & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us
2020 Hurricane Hanna	**2 Activations – EM -3530-TX**	**$1,015,284** Total Event Cost	**12,043** Total Event CY	
GLO, TX 9/2/2020-9/24/2020	**Removed & Disposed:** C&D, Pipe line(48), Parking lot (11,533 CY) & Beach Debris (510 CY) to 1-Final Disposal Site **Monitored** by Thompson	$826,234	12,043	**Texas General Land Office: Rene Garcia,** Emergency Operations 1700 N Congress Ave. Austin, TX 78701 361-960-9863 Rene.Garcia@GLO.TEXAS.GOV; **Sheila Kirk, CTCD** Sheila.Kirk@GLO.Texas.GOV
Nueces County, TX Through 8/26/2020	Damage Assessment Lump Sum	$189,050	LS	**Kathy Ard-Blattner** Nueces County Deputy Emergency Management Coordinator 901 Leopard St., Suite 303 Corpus Christi, TX 78401 Office-361-888-0876 Cell-361-533-4024 Kathy.ard-blattner@nuecesco.com
2020 Tropical Storm Cristobal	**2 Activations- EM-3527-LA**	**$1,961,291** Total Event Cost	**55,827** Total Event CY	
Harrison County, MS 6/15/2020-7/22/2020	**Removed & Disposed:** Veg Beach Debris to Final Disposal Site **Monitored** by Volkert	$1,406,216	55,827	**Daniel Boudreaux,** County Engineer, 15309 C Community Rd, Gulfport, MS 39503
Dauphin Island, AL Through 6/5/2020	**Removed & Disposed:** Push Sand T&M	$555,075	LS	**Mayor Collier,** Town of Dauphin Island, 1011 Bienville Blvd., Dauphin Island, AL 36528
2020 Tornado	**2 Activations – 2 DMS – FEMA DR-4541-TN**	**$12,292,233** Total Event Cost	**896,815** Total Event CY	
Chattanooga, TN 4/26/2020-06/22/2020	**Removed & disposed:** vegetation, C&D, mulch, C&D compaction, Parks debris, hangers (60 trees), leaners (41 trees), Stumps (4); **Reduced by** Grinding (235,714 CY), by C&D compaction (86,491 CY); 1 DMS; **Monitored** by Tetra Tech ADMS	$6,687,929	466,186	**Maura Sullivan,** Chief Operating Officer 101 E. 11th Street Chattanooga, TN 37402 Ph.: 423-643-7230 purchasing@chattanooga.gov
Metro Government Nashville & Davidson County, TN 3/6/2020-5/8/2020	**Removed & Disposed:** vegetation, C&D, mulch, C&D compacted, Parks debris, stumps (73); **Reduced by** Grinding (215,722 CY), by C&D compaction (107,750 CY) DMS (4); **Monitored** by Tetra Tech ADMS	$5,604,304	430,629	**Phillip Jones,** PW Operations Manger 750 South 5th Street Nashville, TN 37206 Ph.: 615-533-2377 phillip.jones@nashville.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2019 Tornado - TX	**1 Activation – 1 DMS**	$670,890 **Total Event Cost**	71,322	
Richardson, TX 10/25/2019-12/6/2019	**Removed & Disposed:** vegetation; C&D; mulch; **Reduced by Grinding** (43,519 CY), 1 DMS; **Monitored** by Rostan	$670,890	71,322	**Travis Switzer,** Assistant Director Public Services 1260 Columbia Dr. Richardson, TX 75081 Ofc. (972) 744-4402, Cell. (972) 744-5814, travis.switzer@cor.gov
2019 Tropical Storm Imelda	**1 Activation – 1 DMS FEMA DR-4466-TX**	**$401,065** Total Event Cost	24,727	
Montgomery Co, TX 10/1/2019-11/8/2019	**Removed & Disposed:** C&D Direct; E-waste (840); White Goods (178); **Monitored** by Atkins Global	$401,065	24,727	**Darren Hess,** Director of EM 9472 Airport Rd Conroe, TX 77303, 936-523-3901 Darren.hess@mctx.org
2019 Special Project - TX	**1 Activation – 1 DMS**	**$2,900,321** Total Event Cost	27,872	
Dickinson, TX 01/2019-02/2019	**Removed & disposed: Waterway** Debris Removal from Dickinson Bayou resulting from **Hurricane Harvey**	$2,900,321	27,872	**Stephanie Russell,** Assistant City Administrator 4000 Liggio, Dickinson, TX 77539 281-337-8839 srussell@ci.dickinson.tx.us
2019 Misc. – FL	**2 Activations**	**$155,717** Total Event Cost		
Ft Myers Beach, FL 4/15/2019-5/8/2019	**Red Algae Removal**	$136,817	Hrly	**Chelsea O'Riley,** Public Works Manager, 2525 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext. 1700, chelsea@fmbgov.com
Okaloosa Co, FL 4/18/2019	**Debris & Underbrush Removal**	$18,900	Hrly	**Jim Reece, CHMM**, Recycling Coordinator, 84 Ready Ave, NW, Ft Walton Beach, FL 32548, Tel: 850-651-7394, Fax: 850-651-7397, jreece@myokaloosa.com
2019 Hurricane Dorian	**2 Activations – 1 DMS – FEMA DR-4464-SC**	**$430,366** Total Event Cost	**45,906** Total Event CY	
Dorchester Co, SC 9/16/2019-10/18/2019	**Removed & Disposed:** vegetation; mulch; **Reduced by Grinding** (46,568 CY); Citizen Sites Managed; **Monitored** by Tetra Tech	$408,086	45,906	**Jason Carrher** Public Works Director, 2120 E. Main Street Dorchester, SC 29437 (843) 607-5908 cell (843) 832-0070 work jcarraher@dorchestercountysc.gov
Hilton Head, SC 9/15/2019	**Emergency Push**	$22,280	Hrly	**Jennifer Lyle**, Asst. Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, work 843-341-4779 cell 843-384-2629, jenniferl@hiltonheadislandsc.gov
2018 Hurricane Michael CAT V (FL)	**16 Activations – 40 DMS – FEMA-DR-4399 FL; FEMA-DR-4400-GA**	**$252,281,133** Total Event Cost	**17,099,402** Total Event CY	
Apalachicola, FL 10/21/2018-12/18/2018	**Removed & Disposed:** vegetation; Leaners (5); Hangers (1,267 Trees); White Goods (15); **Reduced by** Grinding (52,178 CY), DMS (1) ; **Monitored** by Tetra Tech	$1,085,115	68,251	**Ronald W. Nalley**, City Manager; 1 Avenue E., Apalachicola, FL 32320; amklibrary2017@gmail.com;
Bay Co, FL 10/17/2018-4/28/2021	**Removed & Disposed:** (ROW, PPDR, Waterway) vegetation; C&D; Leaners (8,081); Hangers (6,419 Trees); White Goods (725); **Reduced by Grinding** (1,903,027 CY); **C&D Compact** (515,511 CY), **DMS** (8) **Projects:** Waterway & Canal clearing; **Debris** removed from eligible parks, cemeteries & schools **Monitored** by Landfall Strategies; Tetra Tech	$42,637,726	3,416,717	**Keith Bryant**, Director of Public Works; 840 W. 11st Street, Panama City, FL 32401; 850-248-8302; kbryant@baycountyfl.gov
Bainbridge, GA 4/23/2019-7/29/2019	**Removed & Disposed:** vegetation; Leaners (659); Hangers (40,931 Trees); Stumps (16); Mulch (13,890 CY); **Reduced** by Grinding (53,383 CY), **DMS** (2); **Monitored** by True North	$1,407,790	67,467	**Chris Hobby**, City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Carrabelle, FL 10/30/2018-12/19/2018	**Removed & Disposed:** vegetation; Hangers (404 Trees); **Reduced by Grinding** (18,456 CY); **Monitored** by Tetra Tech	$358,306	23,628	**Courtney Dempsey**, CRA Director; 1001 Gray Avenue, Carrabelle, FL 32322; 850-544-5233; citycbel@gtcom.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Dauphin Island, AL 10/10/2018-2/13/2019	**Sand Removal**	$271,683	Hrly	**Mayor Jeff Collier**; 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; jcollier@townofdauphinisland.org
Decatur Co, GA 3/22/2019-8/3/2019	**Removed & Disposed:** (ROW, ROE) Vegetation; C&D; Leaner (1,914); Hangers (18,585 Trees); Stumps (82); **Reduced by Grinding** (212,988 CY), **DMS** (3); **Monitored** by True North	$5,463,141	268,285	**Chris Hobby**, City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Dog Island, FL 9/12/2019-9/20/2019	**Removed & Disposed:** Vegetation / Construction & Demo (425 Tons)	$864,918	Lump Sum	**Pamela Brownell**, EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net
Florida DEP 2/7/2019-6/6/2019	**Removed & Disposed:** Vegetation; **DMS** (2); **Reduced Grinding** (116,672 CY)	$17,721,523	181,232	**Scott Woolam**, Sr. Program Analyst, Div. of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Franklin Co, FL 10/16/2018-1/4/2019	**Removed & Disposed**: vegetation; Leaners (67); Hangers (1,414 Trees); HHW (1,120 Lbs.); White Goods (233); Freon (215); E-Waste (94); **Reduced** by Grinding (90,244 CY) **DMS** (3); **Monitored** by Tetra Tech	$2,215,778	145,863	**Pamela Brownell**, EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net
Jackson Co, FL 10/12/2018-9/20/2019	**Emergency Push** **Removed & Disposed:** vegetation; C&D; mulch; Hangers (21,388 Trees); Leaners (13,431); Stumps (7); **Reduced** by Grinding (2,399,088 CY) **DMS** (6); **Monitored** by Metrics / Thompson	$40,141,024	3,229,194	**Wilanne Daniels,** County Administrator 2819 Panhandle Rd., Operations Complex, Marianna, FL 32446 Ofc: 850-693-6657 danielsw@jacksoncountyfl.gov **Rodney Andreasen**, Director of Emergency Management;; 850-718-0007; Cell 850-573-1058;randreasen@jacksoncountyfl.com
Lynn Haven, FL 10/10/2018-06/27/2020	**Emergency Push** **Removed & Disposed:** vegetation; Leaners (434); Hangers (1,588 Trees); Stumps (22); white goods (5); **Reduced** by Grinding (558,533 CY) & C&D Compaction (186,548 CY), **DMS** (3); **Debris** removed from eligible parks, cemeteries & schools**;** **Monitored** by Tetra Tech; **Provided** Sat. Phones	$13,845,285	1,066,340	**Michael White**, City Manager; 825 Ohio Ave., Lynn Haven, FL 32444; 865-265-2121, Cell 850-814-8740; citymanager@cityoflynnhaven.com
Mexico Beach, FL 2/25/2019-10/10/2019	**Dredge, Sand Sift and Replacement**	$12,527,617	47,828	**Tommy Davis,** Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 t.davis@mexicobeachgov.com **Tanya Castro,** City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 t.castro@mexicobeachgov.com
Panama City Beach, FL 1/14/2019-1/24/2019	**Reduction** by Grinding (54,233 CY), **DMS** (1), Haul out	$443,085	18,074	**Janine Thomas**, PW Senior Administrative Support Specialist, 116 S. Arnold Road Panama City Beach, FL 32413 850-233-5100 jthomas@pcbgov.com
Panama City, FL 10/11/2018-5/31/2020	**Emergency Push** **Removed & Disposed:** vegetation; C&D; Leaners (20,185), Hangers (32,489 Trees); Stumps (6,968); **Reduced** by Grinding (2,304,854 CY) & Compacted C&D (1,646,666 CY) **DMS** (7); **Debris** removed from eligible parks, cemeteries & schools **Monitored** by Landfall Strategies	$81,562,445	5,834,989	**Shane Daugherty,** Solid Waste Superintendent 819 E. 11th Street, Panama City, FL 32401;Office 850-872-3172, Cell: 850-814-5396 sdaugherty@panamacity.gov **Neil Fravel**, Director of Public Works; 819 E. 11th Street, Panama City, FL 32401; 850-872-3015; nfravel@panamacity.gov
Parker, FL 10/23/2018-5/3/2019	**Emergency Push** **Removed & Disposed:** vegetation; C&D; Leaners (344); Hangers (846 Trees); Stumps (21); **Reduced** by Grinding (389,576 CY) C&D Compaction (159,188 CY), **DMS** (1); **Monitored** by Tetra Tech	$7,865,326	783,287	**Ashley Rizzo** Human Resources, Benefits & Safety Administrator, 1001 West Park Street, Parker, FL 32404, 850-871-4104, aarizzo@cityofparker.com **Danielle Baker**, City Clerk; 850-871-4104, dmbaker@cityofparker.com (replaced Nancy Rowell)
Washington Co, FL 10/18/2018-5/31/2019	**Removed & Disposed:** vegetation; Leaners (10,301); Hangers (35,683 Trees) Stumps (108); **Reduced** by Grinding (1,445,814 CY) **DMS** (3); **Monitored** by Witt O'Briens	$23,870,365	1,948,247	**Ms. Lynne Abel**, EM Public Safety Director; 2300 Pioneer Road, Chipley, FL 32428; 850-638-6203; label@washingtonfl.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2018 Hurricane Florence CAT 1 (NC & SC)	**18 Activations – 16 DMS – FEMA-DR-4393-NC FEMA-DR-4394-SC**	**$29,884,238** Total Event Cost	**2,212,485** Total Event CY	
Bald Head Island, NC 10/10/2018-2/20/2019	**Removed & Disposed:** vegetation; Leaners (275); Hangers (3,148 Trees); White Goods (225); HHW (1,440 Lbs.); 1 **DMS**; **Reduced** by Grinding (24,599 CY) C&D Compaction (7,858 CY); **Monitored** by Landfall Strategies	$1,383,281	38,327	**Chris Clemmons**, Director of Public Works; 110 Rothschild Street, Holden Beach, NC 28463; 910-842-6488; pworks@hbtownhall.com **Chris McCall –** Village Manager, 910-457-9700; cmccall@villagebhi.org
Bolivia, NC 10/2/2018-1/15/2019	**Removed & Disposed:** vegetation; Leaners (10); Hangers (36 Trees); 1 **DMS**; **Reduced** by Grinding (749 CY) ; **Monitored** by Landfall Strategies	$15,489	1,110	**Dustin Graham**, Director of Public Works; 700 Sunset Blvd., Sunset Beach, N 28468; 910-579-6297 ext. 1048, Cell 910-443-1144; dgraham@sunsetbeachnc.gov **Jane Marshton,** Mayor; 910-471-2024
Brunswick Co, NC 9/26/2018-1/24/2019	**Removed & Disposed:** vegetation; Leaners (2,196); Hangers (19,333 Trees); 1 **DMS**; **Reduced** by Grinding (323,631 CY); **Monitored** by Landfall Strategies	$6,106,287	412,569	**Wyatt Richardson**, Operation Services Director of Parks & Recreation; 102 Town Hall Drive, Leland, NC 28451; 910-332-4651, Cell 910-470-7347; wrichardson@townofleland.com **Micki Bozeman**, Solid Waste Coordinator, micki.bozeman@brunswickcountync.gov
Calabash, NC 12/10/2018-12/20/2018	**Grinding**	$17,941		**Charles "Chuck" Nance, Jr.** Town Administrator 882 Persimmon Road Calabash, NC 28467 Ph: 910-579-6747 Cell: 910-742-1342 tacalabash@atmc.net
Caswell Beach, NC 10/5/2018-1/22/2019	**Removed & Disposed:** vegetation; Leaners (3); Hangers (182 Trees); 1 **DMS**; **Reduced** by Grinding (8,721 CY); **Monitored** by Landfall Strategies	$154,906	11,794	**Mayor Jane Marston**; PO Box 93, Bollivia, NC 28422; 910-471-2024; townhall.bolivia@atmc.net;
Duplin Co, NC 10/1/2018-12/11/2018	**Removed & Disposed:** vegetation; White Goods (1,186); HHW (6,200 Lbs.); 1 **DMS**; **Reduced** by Grinding (92,323 CY) C&D Compaction (97,708 CY); **Monitored** by Tetra Tech	$2,682,013	229,938	**Chris Vernon**, Emergency Management Director; 209 Seminary St. Kenansville, NC 28349; 910-296-2160 x224, Cell 910-271-2772; chris.vernon@duplincountync.com
Fayetteville, NC 9/26/2018-11/30/2018	**Removed & Disposed:** vegetation; 1 **DMS**; **Reduced** by Grinding (126,511 CY) ; **Monitored** by Tetra Tech	$1,991,073	153,446	**Jackie Tuckey,** Public Information Officer 910-433-1854 jtuckey@ci.fay.nc.us **Scott L. Bullard**, Emergency Manager of Fire/EM; 433 Hay St., Fayetteville, NC 28301; 910-433-1789, Cell 910-551-4208; sbullard@ci.fay.nc.us
Holly Ridge, NC 10/5/2018-1/9/2019	**Removed & Disposed:** vegetation; mulch; Hangers (135 Trees); 1 **DMS**; **Reduced** by Grinding (8,972 CY); **Monitored** by Tetra Tech	$156,380	13,952	**Carin Z. Faulkner,** MPA Town Manager 910-329-7081 ext. 223
Jacksonville, NC 9/7/2018-2/6/2019	**Removed & Disposed:** vegetation; Leaners (39,190); Hangers (2,823 Trees); 1 **DMS**; **Reduced** by Grinding (273,804 CY); **Monitored** by Thompson	$5,210,972	346,145	**Wally Hansen**, Public Services Director – Engineering & Construction; PO Box 128. Jacksonville, NC 28451; 910-938-5260; whansen@ci.jacksonville.nc.us; **Dr. Richard L. Woodruff**, City Manager; 910-938-5220; citymanager@ci.jacksonville.nc.us
Leland, NC 9/29/2018-12/21/2018	**Removed & Disposed:** vegetation; Leaners (143); Hangers (872 Trees); 1 **DMS**; **Reduced** by Grinding (113,667 CY); **Monitored** by Landfall Strategies	$1,527,901	132,976	**Wyatt Richardson**, Operations Services Director; 102 Town Hall Drive, Leland, NC 28451 Ofc: 910-332-4651 Cell: 910-470-7347 wrichardson@townofleland.com
Navassa, NC 10/23/2018-11/28/2018	**Removed & Disposed:** vegetation; C&D; **Monitored** by Landfall Strategies	$184,995	17,724	**Mayor Eulis Willis**; 334 Main St., Navassa, NC 28451; 910-371-2432; mayor@townofnavassa.org
Northwest, NC 10/16/2018-11/17/2018	**Removed & Disposed:** vegetation; C&D; Leaners (15); Hangers (81 Trees); **Monitored** by Landfall Strategies	$29,944	2,097	**Mayor James Knox** - 910-515-9677 - cityofnorthwest@cityofnorthwest.com
North Topsail Beach, NC 9/18/2018-12/19/2018	**Removed & Disposed:** C&D; **Reduction** by C&D Compaction (40,177 CY); **Sand screening** (37,170 CY); **Monitored** by Tetra Tech	$1,282,198	62,474	**Thomas Best**, Public Works Director; 3315 Gray St., North Topsail Beach, NC 28460; 910-328-9297, Cell 910-376-0453; tbest@ntbnc.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Oak Island, NC 10/9/2018-1/23/2019	**Removed & Disposed:** vegetation; Leaners (154); Hangers (2,752 Trees); 1 **DMS**; **Reduced** by Grinding (55,965 CY); **Monitored** by Landfall Strategies	$1,764,065	150,972	**David Kelley,** Town Manager; dkelly@ci.oak-island.nc.us
Onslow Co, NC 9/30/2018-1/12/2019	**Removed & Disposed:** vegetation; Leaners (78); Hangers (9,313 Trees); 1 **DMS**; **Reduced** by Grinding (408,348 CY); **Monitored** by Tetra Tech	$6,349,470	567,036	**Norman Bryson**, Emergency Services Director; 1180 Commons Drive North, Jacksonville, NC 28546; 910-347-4270, Cell 910-340-5033; Norman_Bryson@onslowcountync.gov
Richlands, NC 10/5/2018-1/5/2019	**Removed & Disposed:** vegetation; Hangers (182 Trees); 1 **DMS**; **Reduced** by Grinding (7,599 CY); **Monitored** by Tetra Tech	$138,476	11,312	**Gregg Whitehead,** Town Administrator 302 S. Wilmington Street Richlands, NC 28574 910-324-3301 administrator@richlandsnc.gov
Sandy Creek NC 10/15/2018-11/12/2018	**Removed & Disposed:** vegetation; 1 **DMS**; **Reduced** by Grinding (1,188 CY); **Monitored** by Landfall Strategies	$14,987	1,410	**Genn Marshall,** Mayor; 910-655-6028 or 240-256-0810
SCDOT 9/4/2018-11/28/2018	**Removed & Disposed:** vegetation; **Monitored** by Thompson	$117,975	4,867	**Tom Johnson**, SCDOT Manager / Emergency Operation; 803-354-2288; johnstona@scdot.org
Shallote, NC 10/5/2018-1/16/2019	**Removed & Disposed:** vegetation; Leaners (46); Hangers (563 Trees); **Reduced** by Grinding (10,169 CY) ; **Monitored** by Landfall Strategies	$151,948	11,863	**Mimi Gaither,** Town Administrator; 910-619-7452
Swansboro, NC 9/7/2018-11/7/2018	**Removed & Disposed:** vegetation; Leaners (8); Hangers (87 Trees); 1 **DMS**; **Reduced** by Grinding (30,816 CY); **Monitored** by Thompson	$535,676	37,536	**Scott Chase**, Town Manager; 601 W. Corbett Avenue, Swansboro, NC 28584; 910-326-4428 x 175, Cell 910-712-4500; schase@ci.swansboro.nc.us
Varnamtown, NC 10/11/2018-1/15/2019	**Removed & Disposed:** vegetation; Leaners (9); Hangers (283 Trees); 1 **DMS**; **Reduced** by Grinding (4,368 CY) ; **Monitored** by Landfall Strategies	$68,261	4,938	**Judy Galloway,** Mayor; 910-842-6697; jllg@atmc.net
2018 Project Other Projects	**4 Contracts**	**$793,126**		
Dauphin Island, AL	**Tropical Storm Gordon – Sand Removal**	$14,000	Hrly	**Mayor Jeff Collier**; 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; jcollier@townofdauphinisland.org
Eastern Shipbuilding Group	**Dredging**	$741,332	Hrly	**Greg Bourdreaux**, Project Manager 2200 Nelson Street Panama City, FL 32402 850-763-1900 ext. 3328 Cell: 850-819-9093, gboudreaux@easternshipbuilding.com
Orange Beach, AL	**Miscellaneous Sand Projects**	$2,200	Hrly	**Phillip West**, Coastal Resource Manager; 4101 Orange Beach Blvd., Orange Beach, AL 36561; 251-981-6788, Cell 251-747-6166; pwest@orangebeachal.gov
TNC – The Nature Conservancy	**Constructed Living Shoreline; Channel Dredging; Spoils Removal and Helen Woods Park Oyster Castle Pallets;** Debris removed from eligible parks	$28,800	Hrly	**Mary Kate Brown**, Coast Projects Manager, 118 N. Royal St. Suite 500 Mobile, AL 36602 251-433-1150 Cell: 251-550-3728, mkbrown@tnc.org
2018 Red Tide / Fish Kill Cleanup	**6 Contracts** Activated for Event	**$2,341,980** Total Event Cost		
Barrier Islands Park, Boca Grande, FL 8/8/2018-8/14/2018	**Remove debris from beach**	$7,051	Hrly	**Sharon McKenzie,** Exec. Dir., Barrier Islands Parks Society, PO Box 637, Boca Grande, FL 33921, 941-964-0060, smckenziebips@gmail.com
Collier Co, FL 8/27/2018-9/4/2018	**Remove debris from Canal & Bay**	$47,444	Hrly	**Gary McAlpin**, Gary.McAlpin@colliercountyfl.gov
Ft Myers Beach, FL 7/31/2018-8/12/2018	**Remove debris from Beach / Canal & Bay**	$262,767	Hrly	**Chelsea O'Riley,** chelsea@fmbgov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Lee Co, FL 8/20/2018-9/3/2018	**Remove debris from Beach / Canal & Bay**	$374,201	Hrly	**Mary Tucker,** Dir of Procurement, Lee Co Board of County Commissioners, 1500 Monroe St, 4th Floor, Ft Myers, FL 33901, 239-533-8881, mtucker@leegov.com
Sanibel, FL 7/31/2018-9/6/2018	**Remove debris from Beach / Canal & Bay**	$1,556,961	Hrly	**Laura Zautcke,** Ops Manager, City of Sanibel, 800 Dunlop Rd, Sanibel, FL 33957, 239-472-9615, ext. 368, Laura.Zautcke@mysanibel.com
Sarasota Co, FL 8/28/2018-8/31/2018	**Remove debris from Beach**	$93,556	Hrly	**Lois Rose,** Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lerose@scgov.net
2017 Hurricane Nate	**3 Contracts** Activated for Event	**$2,125,317** Total Event Cost	**165,947** Total Event CY	
Dauphin Island, AL 10/8/2017-4/3/2018	**Clearing Sand** from the Roads	$2,100,704	163,903	**Jeff Collier**, Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org **Wanda Sandagger**, Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
Dauphin Island Water Authority, AL 12/12/2017-12/15/2017	**Sand Push**	$5,702	Hrly	**Vaile Feemster,** DIWSA@AOL.COM
Mobile, AL 11/16/2017-11/20/2017	**Removed & Disposed:** C&D,	$18,911	2,044	**Bill Harkins,** Public Works Dir, harkinsb@cityofmobile.org
2017 Hurricane Irma	**67 Contracts** Activated for Event - 117 DMS Managed for Event	**$202,277,068** Total Event Cost	**12,378,218** Total Event CY	
Apopka, FL 9/24/2017-01/26/2018	**Removed & Disposed:** vegetation, hangers (1,194 ea.), stumps (15); Reduction: Burning (149,729 CY) at 1 site **Tasks:** Storm Sewer Cleaning; **Monitored** by Landfall Strategies	$2,108,037	150,295	**Josh Robinson**, Solid Waste Operations Manager,748 E. Cleveland St. Apopka, FL 32703, 407-703-1731 fax: 407-703-1748 jrobinson@apopka.net
Arcadia, FL 10/2/2017-12/11/2017	**Removed & Disposed:** vegetation, hangers (894 Trees), leaners (107 trees), stumps(13); **Reduced**: at 1 site by burning (33,868 CY); **Monitored** by Landfall Strategies	$498,914	36,497	**Beth Carsten,** Finance Director 23 North Polk Ave. Arcadia, FL 34266, 863-494-4114 fax: 863-494-4712 ecarsten@arcadia-fl.gov **Penny Delaney,** City Clerk 23 North Polk Ave. Arcadia, FL 34266 863-494-4114 fax: 863-494-4712 pdelaney@arcadia-fl.gov
Aventura, FL 9/16/2017-10/11/2017	**Removed & Disposed:** vegetation, mulch, hangers (708 Trees); **Reduced** by Grinding (8,367 CY) at 1 site; **Monitored** by Volkert	$379,842	10,866	**Joseph Kroll,** Public Works Director 19200 W. County Club Drive Aventura, FL 33180 cell: 305-525-1694, Ofc: 305-466-8970 fax: 305-466-3277 jkroll@cityofaventura.com **Alan Levin,** Public Works Operations Manager 19200 W. Country Club Drive Aventura, FL 33180 cell: 305-218-6844 Ofc: 305-466-8931 alevine@cityofaventura.com
Bonita Springs, FL 9/23/2017-12/12/2017	**Removed & Disposed:** ROE, C&D, vegetation, mulch, leaners (357) / hangers (10,148 trees); **Reduced**: at 1 site by grinding (412,401 CY); **Monitored** by Thompson - ADMS	$6,521,630	539,271	**Matt Feeney,** Public Works Director 9101 Bonita Beach Road, Bonita Springs, FL 34135 Ofc: 239-949-6246 fax: 239-949-6245 matt.feeney@cityofbonitasprings.org **Arleen Hunter,** Assistant City Manager 9101 Bonita Beach Road, Bonita Springs, FL 34135 Ofc: 239-949-6262 Arleen.hunter@cityofbonitasprings.org
Brevard Co, FL 9/18/2017-11/29/2017	**Removed & Disposed:** C&D, vegetation, mulch **Reduced**: at 4 site by grinding **Monitored** by Tetra Tech - ADMS	$2,370,625	172,031	**Tom Mulligan,** Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov **"Euri"** **Euripides Rodriguez**, SW Dir, 2725 Judge Fran Jamieson Way, Bldg. A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Casselberry, FL 9/20/2017-12/4/2017	**Removed & Disposed:** ROE, C&D, vegetation, mulch, leaners (58) / hangers (26 trees), stumps (21) **Reduced**: at 3 site by grinding (20,130 CY); **Monitored** by Thompson - ADMS	$364,046	30,629	**Mr. Charles "Chuck" Smith** Public Works Parks and Facilities Supervisor 95 Triplet Lake Drive Casselberry, FL 32707 cell: 321-388-4194 Ofc: 407-262-7725 ext. 1717 csmith@casselberry.org
Charlotte County, FL 11/11/2017-2/10/2018	**Removed & Disposed:** C&D, vegetation, leaners (238) / hangers (5,070 trees); **Monitored** by Tetra Tech - ADMS	$1,032,905	49,540	**Richard Allen,** SW Operations Manager, 25550 Harbor View Rd, Unit 2, Port Charlotte, FL 33982, 941-764-4393, richard.allen@charlottecountyfl.gov
Chatham Co, GA 9/20/2017-1/9/2018	**Removed & Disposed:** ROE, C&D, vegetation, mulch; **Reduced**: at 1 site by grinding (60,495 CY); **Monitored** by Thompson- ADMS	$440,701	43,102	**Robert Drewry,** Director of Public Works 7226 Varnedoe Drive Savannah, GA 31406 Ofc: 912-652-6842 fax: 912-652-6845 rwdrewry@chathamcounty.org **Robin L. Maurer,** Assistant Purchasing Director 1117 Eisenhower Drive, Suite C Savannah, GA 31406 Ofc: 912-790-1623 fax: 912-790-1627 rlmaurer@chathamcounty.org
Clay Co, FL 9/17/2017-2/4/2018	**Removed & Disposed:** C&D, vegetation, mulch, leaners / hangers; **Reduced**: at 6 site by grinding **Monitored** by Landfall Strategies	$5,404,940	516,358	**John Ward**, EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com
Cocoa Beach, FL 9/22/2017-10/25/2017	**Removed & Disposed:** C&D, vegetation, mulch, compacted C&D; **Reduced**: at 1 site by grinding (15,648 CY); **Monitored** by Tetra Tech - ADMS	$207,256	20,987	**Rob Strong,** Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoabeach.com
Coleman, FL 9/25/2017-10/30/2017	**Removed & Disposed:** vegetation, mulch, Stumps (6) **Reduced**: at 1 site by grinding (2,557 CY); **Self-Monitored**	$28,464	3,030	**Mayor Milton Hill,** 3502 E. Warm Springs Avenue Coleman, FL 33521 cell: 352-978-9938 Ofc: 352-748-1017 Fax: 352-748-2291 miltonhill@cityofcolemanfl.com **Ruth Busby,** Public Services Director 3502 E. Warm Springs Avenue Coleman, FL 33521 Ofc: 352-748-1017 Fax: 352-748-2291 ruthbusby@cityofcolemanfl.com
Collier County, FL 5/15/2018-12/18/2018	**Removed & Disposed:** drainage ditch debris, stumps (1,463), hangers (286 trees), leaners (756); **Monitored** by Tetra Tech - ADMS	$15,938,235	49,215	**Gino Santa Barbara,** Gino.Santabarbara@colliercountyfl.gov **Tony Barone,** Tony.Barone@colliercountyfl.gov
Deltona, FL 9/19/2017-12/18/2017	**Removed & Disposed:** vegetation, mulch, leaners (99) / hangers (2,734 trees); **Reduced**: at 1 site by burning (283,772 CY); **Monitored** by Tetra Tech - ADMS	$3,257,453	292,339	**Matt Doan**, PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov
DeSoto Co, FL 10/2/2017-02/15/2018	**Removed & Disposed:** ROE, vegetation, mulch, leaners (459) / hangers (1 trees), stumps (146); **Reduced**: at 3 site by grinding (91,142 CY); **Monitored** by Landfall Strategies	$1,479,493	132,128	**Tom Moran,** Emergency Management Director 2200 NE Roan Street Arcadia, FL 34266 Cell: 863-993-5855, Ofc: 863-993-4831, Fax: 863-993-4840 t.moran@desotobocc.com **Cindy Talamantez,** Purchasing Director 201 E. Oak Street, Suite 203 Arcadia, FL 34266 Ofc: 863-993-4816 Fax: 863-993-4819 c.talamantez@desotobocc.com
Edgewater, FL 9/4/2017-11/2/2017	**Removed & Disposed:** vegetation **Monitored** by Witt O'Briens - ADMS	$409,726	57,937	**Brenda DeWees**, Dir. of Environmental Services, 409 Mango Tree Drive Edgewater, FL 32132 386-424-2400, bdewees@cityofedgewater.org
Edgewood, FL 9/21/2017-11/9/2017	**Removed & Disposed:** vegetation, mulch; **Reduced**: at 1 site by grinding (14,940 CY); **Monitored** by Landfall Strategies	$214,703	19,805	**Bea L. Meeks,** City Clerk, 405 Larue Ave. Edgewood, FL 32809 Cell: 352-267-8839, Ofc: 407-851-2920 Fax: 407-851-7361 bmeeks@edgewood-fl.gov **Mayor Ray Bagshaw** 405 Larue Ave. Edgewood, FL 32809 Cell: 407-230-0355, Ofc: 407-851-2920 rbagshaw@edgewood-fl.gov
Estero, FL 2/1/2018-2/4/2018	**Removed & Disposed:** vegetation **Monitored** by Rostan	$30,998	1,596	**David Willems**, Public Works Director 9401 Corkscrew Palms Circle Estero, FL 33928 239-221-5035 willems@estero-fl.gov
Flagler Beach, FL 9/22/2017-10/21/2017	**Removed & Disposed:** ROE, vegetation, C&D, mulch **Reduced**: at 2 site by grinding (9,936 CY); **Monitored** by Thompson - ADMS	$320,364	27,398	**Larry Newsom,** City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, lnewsom@cityofflaglerbeach.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
FL DEP – Waterway 09/16/2017-03/31/2018	**Waterway Debris Removal; Remove** waterway debris with boats to an offload site, load onto trucks for disposal	$43,636,590	267,008	**Scott Woolam**, Sr. Program Analyst, Div. of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Flagler Co, FL 9/26/2017-11/5/2017	**Removed & Disposed:** ROE, vegetation **Monitored** by Eisman Russo	$402,926	22,492	**Richard Gordon,** Asst. Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org **Cindy Talamantez,** Purchasing Director 201 E. Oak Street, Suite 203 Arcadia, FL 34266 Ofc: 863-993-4816 Fax: 863-993-4819 c.talamantez@desotobocc.com
Ft Myers, FL 9/21/2017-12/5/2017	**Removed & Disposed:** ROE, vegetation, mulch, leaners (47) / hangers (3,060 trees); **Reduced**: at 2 site by grinding (258,992 CY); **Monitored** by Thompson - ADMS	$3,757,646	330,885	**Mr. Saeed Kazemi,** City Manager 2200 Second Street Ft. Myers, FL 33901 Cell: 239-851-1753 Ofc: 239-321-7024 SKazemi@cityfymyers.com **Sandra Ryan,** Interim Dep. City Clerk 2200 Second Street Ft. Myers, FL 33901 Ofc: 239-321-7035
Ft Myers Beach, FL 9/27/2017-11/7/2017	**Removed & Disposed:** ROE, vegetation, mulch; **Reduced**: at 1 site by grinding (20,110 CY); **Monitored** by Thompson - ADMS	$257,847	24,783	**Roger Hernstadt,** Town Manager 2523 Estero Blvd. Fort Myers Beach, FL 33931 Ofc: 239-765-0202 Fax: 239-765-0909 Roger@fmbgov.com **Scott Baker,** Director of Public Works 2523 Estero Blvd. Fort Myers Beach, FL 33931 Cell: 239-218-7733 Ofc: 239-765-0202 sbaker@fortmyersbeachfl.gov
Glades Co, FL 10/3/2017-2/26/2018	**Removed & Disposed:** ROE, vegetation, C&D; **Reduced**: at 6 site by burning (35,837 CY); **Monitored** by Thompson - ADMS	$397,295	42,414	**Angela Snow Colegrove,** EM Director 500 Ave J. Moore Haven, FL 33471 Cell: 863-673-1837 Ofc: 863-946-6020 Fax: 863-946-1091 asnow@myglades.com **Paul Carlisle,** County Manager 500 Ave J. Moore Haven, FL 33471 Ofc: 863-946-6000 pcarlisle@myglades.com
Hardee Co, FL 9/9/2017-1/31/2018	**Removed & Disposed:** vegetation, C&D, hangers (5,592), leaners (3); **Reduced**: at 1 site by grinding (65,948 CY);**Monitored** by Witt O'Briens - ADMS	$1,067,905	78,969	**Jill Newman,** EM Director 404 W. Orange St. Wauchula, FL 33873 Cell: 863-832-0324 Ofc: 863-773-6373 Fax: 863-773-9390 jill.newman@hardeecounty.net **Willie Nabong,** PW Director 205 Hanchey Road Wauchula, FL 33873 Ofc: 863-773-3272 Fax: 863-773-0107 willie.nabong@hardeecounty.net
Hilton Head, SC	**Push Operations**	$25,241	Hrly	**Jennifer Lyle**, Asst. Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jenniferl@hiltonheadislandsc.gov
Jupiter, FL 9/11/2017-10/24/2017	**Push Operations** **Removed & Disposed:** vegetation, C&D; **Monitored** by Tetra Tech - ADMS	$370,420	43,668	**Mr. Thomas "Tom" Discoll,** Director of Engineering & Public Works 210 Military Trail Jupiter, FL 33458 Cell: 561-440-0213 Ofc: 561-741-2215 Fax: 561-741-2515 thomasd@jupiter.fl.us **Mr. Doug Koennicke,** Town Engineer 210 Military Trail Jupiter, FL 33458 Ofc: 561-741-2258 Cell: 561-723-4680, dougk@jupiter.fl.us
Kissimmee, FL 9/18/2017-12/16/2017	**Removed & Disposed:** vegetation, C&D, mulch, e-waste (21); **Reduced**: at 1 site by grinding (34,090 CY); **Monitored** by Tetra Tech - ADMS	$494,146	49,314	**Kerrith Fiddler,** PW Director, 101 Church Street, Suite 301 Kissimmee, FL 34741 Cell: 407-252-7823 Ofc: 407-518-2164 kfiddler@kissimmee.org **George Allen,** PW Operations Assistant Director 101 Church Street Kissimmee, FL 34741 Ofc: 407-518-2523 Cell: 407-624-0155 gallen@kissimmee.org
Lake Co, FL 9/16/2017-02/28/2018	**Removed & Disposed:** vegetation, mulch, hangers (3,918 trees), leaners (22); **Reduced**: at 6 site by grinding (580,684 CY); **Monitored** by Tetra Tech - ADMS	$6,114,179	563,586	**Mary Hamilton** Environmental Services Mgr., 323 N. Sinclair Ave. Tavares, FL 32778 Ofc: 352-483-9006 mhamilton@lakecountyfl.com **David Salinas,** Public Works Landfill Supervisor. 13130 County Landfill Rd., Tavares, FL 32778 Cell: 352-636-0851 Ofc: 352-343-3776 Fax: 352-253-1690 dsalinas@lakecountyfl.gov
Lake Mary, FL 9/19/2017-12/9/2017	**Removed & Disposed:** ROE, vegetation, C&D, mulch, leaners (10), hangers (453 trees); **Reduced**: at 1 site by grinding (43,923 CY); **Monitored** by Thompson - ADMS	$563,577	55,642	**Bruce Paster,** PW Director 911 Wallace Court Lake Mary, FL 32746 Cell: 407-463-8133 Ofc: 407-585-1452 bpaster@lakemaryfl.com **Jill Alvarez,** Purchasing Coordinator 100 N. Country Club Road Lake Mary, FL 32746 Ofc: 407-585-1403 Fax: 407-585-1464 jalvarez@lakemaryfl.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Lakeland, FL 9/19/2017-02/09/2018	**Removed & Disposed:** vegetation, C&D, mulch, leaners (413), hangers (12,189 trees), stumps (6); **Reduced**: at 3 site by grinding (187,240 CY); **Monitored** by Thompson - ADMS	$3,345,920	414,842	**Heath Frederick,** PW Director 228 S Massachusetts Ave. Lakeland, FL 33801 Cell: 386-747-2370 , Ofc: 863-834-6001 heath.frederick@lakelandgov.net **Greg James,** PW Assistant Director 228 S. Massachusetts Avenue Lakeland, FL 33801 Cell: 863-608-1468 Ofc: 863-834-6040 greg.james@lakelandgov.net
Lauderdale-By-The-Sea, FL 9/16/2017-10/9/2017	**Push Operations** **Removed & Disposed:** vegetation, hangers (131 trees) **Monitored** by Witt O'Briens - ADMS	$71,211	6,748	**Don Prince,** Director of Municipal Services 4501 N. Ocean Drive Lauderdale-By-The-Sea, FL 33308 Cell: 954-275-0808 Ofc: 954-640-4232 Fax: 954-776-0578 DonP@lbts-fl.gov **Ralph "Bud" Bentley,** Town Manager 4501 Ocean Drive Town of Lauderdale-By-The-Sea, FL 33308 Ofc: 954-640-4200 Fax: 954-776-1857 budb@flts-fl.gov
Lazy Lakes, FL 9/17/2017-10/15/2017	**Removed & Disposed:** vegetation, hangers (3 trees)	$2,887	333	**Melissa Augustin,** City Attorney, 3099 E Commercial Blvd, Ste 200, Ft Lauderdale, FL 33308, 954-771-4500, maugustin@cityatty.com
Lee Co, FL 9/16/2017-7/5/2018	**Removed & Disposed:** ROE, vegetation, C&D, mulch, leaners (3,733)/ hangers (70,730 trees), stumps (18); **Reduced**: at 15 site by grinding (1,711,022 CY); **Monitored** by Thompson - ADMS	$29,654,974	2,239,845	**Jason Fournier,** Public Utilities Mgr., Public Utilities Manager 10500 Buckingham Rd. Fort Myers, FL 33905 Cell: 239-229-5733 Ofc: 239-533-8000 Fax: 239-338-3337 jfournier@leegov.com **Jim Bjostad,** Public Safety Emergency Manager 2675 Ortiz Ave. Ft. Myers, FL 33905 Cell: 239-476-2147 Ofc: 239-533-0617 Fax: 239-477-3636 jbjostad@leegov.com
Miami Springs, FL 9/14/2017-02/15/2018	**Removed & Disposed:** vegetation, C&D, mulch, leaners (314), hangers (3,862 trees), stumps (74); **Reduced**: at 1 site by grinding (120,062 CY); **Monitored** by Thompson - ADMS	$3,673,278	161,054	**Tammy Romero,** Procurement Specialist 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5035 Fax: 305-805-5018 romerot@miamisprings-fl.gov **William Alonso,** City Manager 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5014 alonsow@miamisprings-fl.gov
Miami, FL 10/4/2017-12/14/2017	**Removed & Disposed:** vegetation, C&D, mulch, leaners (162), hangers (4,213 trees), stumps (103) **Reduced**: at 1 site by grinding (45,211 CY); **Monitored** by Tetra Tech - ADMS	$1,452,739	64,163	**Mario F. Nunez,** Solid Waste Director 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2804 Fax: 305-960-2850 mfnunez@miamigov.com **Robert Williams,** Solid Waste Superintendent 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2837 Fax: 305-960-2845 robwilliams@miamigov.com
Mount Dora, FL 9/26/2017-10/31/2017	**Removed & Disposed:** vegetation; **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$638,401	32,907	**Mike Sheppard,** Dep. Director Finance 510 N Baker St. Mount Dora, FL 32757 Ofc: 352-735-7179 Cell: 352-408-4692 sheppardm@cityofmountdora.com **John McKinney,** Finance Director 510 N. Baker St. Mount Dora, FL 32757 Ofc: 352-735-7158 Cell: 321-205-6401 mckinneyj@ci.mount-dora.fl.us
Nags Head, NC 9/8/2017-10/12/2017	**Supplied** water pumps for standby use	$11,486	Hrly	**David Ryan,** Town Engineer, 2200 Lark Ave. Nags Head, NC 27959 ofc. 252-441-6221, cell 252-475-0038, fax: 252-441-3350 david.ryan@nagsheadnc.gov
Nassau Co, FL 9/18/2017-2/9/2018	**Removed & Disposed:** vegetation, mulch, leaners (81), hangers (7,113 trees); **Reduced**: at 2 site by grinding (215,055 CY); **Monitored** by Witt O'Briens - ADMS	$2,978,945	259,110	**Scott Herring** PW Director 46026 Landfill Rd. Callahan, FL 32011 Ofc: 904-491-7330 Cell: 904-583-5665 Fax: 904-879-6323 sherring@nassaucountyfl.com **Shanea Jones,** County Manager 96135 Nassau Pl. Suite 1 Yulee, FL 32097 Ofc: 904-530-6010 Fax: 904-321-5784 sjones@nassaucountyfl.com
North Port, FL 9/15/2017-12/13/2017	**Removed & Disposed:** vegetation, mulch, leaners (6), hangers (675 trees); **Reduced**: at 1 site by grinding (47,241 CY); **Monitored** by Rostan / Hall Pass - ADMS	$737,413	63,542	**Monica Bramble,** Asst. PW Director 1100 N. Chamberlin Blvd. North Port, FL 34286 Ofc: 941-240-8060 Cell: 941-628-0015 Fax: 941-240-8063 mbramble@cityofnorthport.com **Frank Lama, Solid Waste Manager** 1100 Chamberlain Blvd. North Port, FL 34286 Ofc: 941-240-8074 Fax: 941-429-7079 flama@cityofnorthport.com
Ocala, FL 9/18/2017-02/26/2018	**Push Operations; Removed & Disposed:** ROE, ROW, vegetation, mulch, leaners (96), hangers (377 trees), stumps (42); **Reduced**: at 2 site by grinding (155,837 CY) **Monitored** by Witt O'Briens - ADMS	$1,838,624	179,522	**Darren Park,** PW Director 1805 NE 30th Ave. Bldg. 300 Ocala, FL 34470 Ofc: 352-351-6733 Cell: 352-414-8622 Fax: 352-351-6731 dpark@ocalafl.org **Ken Whitehead,** Asst. City Manager 1805 NE 30th Ave Bldg. 600 Ocala, FL 34470 Ofc: 352-401-3974 Cell: 352-857-1223 kwhitehead@ocalafl.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Okeechobee Co, FL 9/22/2017-12/08/2017	**Removed & Disposed:** vegetation, ash, mulch, leaners (5), hangers (1,742 trees); **Reduced**: at 1 site by burning (48,823 CY) & grinding (65,682 CY); **Monitored** by Culpepper & Terpening - ADMS	$1,412,646	137,921	**Mitchell Smeykal,** EM Director 707 NW 6th St. Ave Okeechobee, FL 34972 Ofc: 863-763-3212 Cell: 863-634-6273 Fax: 863-763-1569 msmeykal@co.okeechobee.fl.us **Russell Rowland,** Asst. Co Administrator 1700 NW 9th Ave. Suite D Okeechobee, FL 34972 Ofc: 863-763-1811 Cell: 863-697-0121 Fax: 863-763-5529 rrowland@co.okeechobee.fl.us
Orange Co, FL 9/15/2017-2/26/2018	**Removed & Disposed:** vegetation, C&D, mulch, ash, leaners (152), hangers (19,318 trees), stumps (7), marine debris; **Reduced**: at 2 site by burning (330,910 CY) and grinding (19,046 CY); **Monitored** by Tetra Tech - ADMS	$6,911,053	404,216	**Ralphetta Aker,** PW Fiscal & Op Support Manager 4200 South John Young Parkway Orlando, FL 32839 Ofc: 407-836-8011 Fax: 407-836-7788 Ralphetta.Aker@ocfl.net **Jennifer Cummings** PW Storm water Manager 4200 S. John Young Pkwy Orland, FL 32839 Ofc: 407-836-7795 Cell: 321-689-7624 jennifer.cummings@ocfl.net
Orange Park, FL 9/26/2017-2/4/2018	**Reduced**: at 1 site by grinding (14,122 CY); **Monitored** by Landfall Strategies	$72,200	10,180	**John P Villanueva,** CPA, Finance Director, 2042 Park Ave, Orange Park, FL 32073; 904-278-3017; jvillanueva@townop.com **Mike Kelter, PE,** VP Legacy Civil Engineers, Inc., 630 Myrtle Ave, Green Cove Springs, FL 32043; 904-284-8103; mkelter@bellsouth.net
Orlando, FL 9/22/2017-12/1/2017	**Removed & Disposed:** ROE, vegetation, mulch, hangers (2,974 trees); **Reduced**: at 2 site by grinding (51,918 CY); **Monitored** by Thompson - ADMS	$1,223,299	79,114	**Mike Carroll**, Solid Waste Div. Manager 1028 S. Woods Ave. Orlando, FL 32805 Ofc: 407-246-3050 Cell: 407-538-8916 Fax: 407-246-2808 michael.carroll@cityoforlando.net **Rick Howard**, PW Director 1028 S. Woods Ave. Orlando, FL 32805, Ofc: 407-246-3222 rick.howard@cityoforlando.net
Ormond Beach, FL 9/16/2017-10/26/2017	**Removed & Disposed:** ROE, vegetation, mulch, leaners (20), hangers (3,608 trees); **Reduced**: at 1 site by grinding (130,212 CY); **Monitored** by Thompson - ADMS	$2,022,282	130,212	**Kevin Gray,** PW Operations Manager 501 N. Orchard St. Ormond Beach, FL 32174 Ofc: 386-676-3577 Cell: 386-316-7725 kevin.gray@ormondbeach.org
Palm Coast, FL 10/13/2017-11/6/2017	**Removed & Disposed:** vegetation, C&D **Monitored** by True North - ADMS	$162,856	22,007	**Jim Landon,** City Manager 160 Lake Avenue Palm Coast, FL 32164 Ofc: 386-986-3702 Fax: 386-986-3781 jlandon@palmcoastgov.com **Nester Abreu,** PW Director 1 Wellfield Grade Palm Coast, FL 32137 Ofc: 386-986-2360 Cell: 386-931-5177 nabreu@palmcoastgov.com
Palm Springs, FL 9/15/2017-11/2/2017	**Removed & Disposed:** ROE, vegetation **Monitored** by Thompson - ADMS	$134,297	17,072	**Mr. William "Bill" Golson,** Dir. Parks and Recreation 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-964-8820 Fax: 561-964-2387 bgolson@vpsfl.org **Kimberly Wynn,** Village Clerk 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-965-4010 Fax: 561-965-0899 kwynn@vpsfl.org
Palmetto, FL 10/5/2017-11/21/2017	**Removed & Disposed:** vegetation, mulch, hangers (144 trees); **Reduced**: at 1 site by grinding (17,730 CY) **Monitored** by Witt O'Briens - ADMS	$202,411	22,797	**Allen Tusing,** PW Director 600 17th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Cell: 941-737-0282 Fax: 941-723-4539 atusing@palmettofl.org **Javier Vargas Dep.** Director PW 600 17th Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Fax: 941-723-4539 jvargas@palmettofl.org
Plantation, FL 9/19/2017-12/22/2017	**Removed & Disposed:** vegetation, hangers (2,104 trees) **Monitored** by Witt O'Briens - ADMS	$1,714,266	194,605	**Dawn Mehler, Administrative Analyst** 750 NW 91st Avenue Plantation, FL 33324 Ofc: 954-797-2723 dmehler@plantation.org **Steve Rodgers,** PW Asst. Director 750 NW 91st Ave Plantation, FL 33324 Ofc: 954-452-2535 Fax: 954-452-2548 srodgers@plantation.org
Polk Co, FL 9/15/2017-04/05/2018	**Removed & Disposed:** vegetation, mulch, leaners (71), hangers (27,456 trees); **Reduced**: at 11 site by grinding (2,158,977 CY); **Monitored** by Tetra Tec - ADMS	$27,921,453	2,604,925	**Michael Teate,** Roads & Drainage Area Manager 3000 Sheffield Rd. Winter Haven, FL 33880 Ofc: 863-535-2200 Cell: 863-581-0541 michaelteate@polk-county.net **Jay Jarvis,** Drainage Director, 300 Sheffield Rd, Winter Haven 33880, (863)535-2200; jayjarvis@polk-county.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Polk Co School Board, FL 11/4/2017-02/28/2018	**Removed & Disposed:** vegetation, leaners (27), hangers (2,516 trees); **Reduced**: at 9 site by grinding (14,228 CY); **Monitored** by Tetra Tech - ADMS	$345,164	14,322	**Scott Reeves,** Senior Coordinator of Support Services, 1430 Hwy 60 East Bartow, FL 33830 863-534-5052 Scott.reeves@polk-fl.net
Punta Gorda, FL 9/22/2017-10/16/2017	**Removed & Disposed:** vegetation, mulch, leaner (1), stump (1); **Monitored** by Landfall Strategies	$131,971	17,770	**Marian Pace,** Procurement Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3348 Cell: 941-628-1592 Fax: 941-575-3340 mpace@pgorda.us **Howard Kunik,** City Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3301 Fax: 941-575-3310 hkunik@pgorda.us
Putnam Co, FL 9/18/2017-2/2/2018	**Removed & Disposed:** vegetation, mulch; **Reduced**: at 4 site by grinding (272,567 CY); **Self-Monitored**	$3,935,714	377,203	**Larry Gast,** Dir. Solid Waste/Sanitation 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1200 Fax: 386-329-0486 larry.gast@putnam-fl.com **Lynn Wooten** Solid Waste Sanitation Admin; 140 Co Landfill Rd, Palatka, FL 32177; Ofc: 386-329-1201 Cell: 386-937-5231 Fax: 386-329-0486; Lynn.wasdin@putnam-fl.com
Sanford, FL 9/18/2017-11/12/2017	**Removed & Disposed:** vegetation, C&D, mulch; **Reduced**: at 1 site by grinding (47,590 CY); **Monitored** by Witt O'Briens - ADMS	$567,798	90,736	**John P. Reichardt,** PW Operations Mgr., 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5087 Cell: 407-416-2998 John.reichardt@sanfordfl.gov **Bilal Iftikhar** PW Director , 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5085 Fax: 407-688-5081 bilal.iftikhar@sanfordfl.gov
Sanibel Island, FL 9/18/2017-12/17/2017	**Push Operations, Removed & Disposed:** ROE**,** vegetation, mulch, leaners (122), hangers (720 trees), stumps (44); **Reduced**: at 1 site by grinding (169,454 CY); **Monitored** by Witt O'Briens - ADMS	$2,217,420	189,707	**Keith Williams II,** PW Director 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-691-8787 keith.williams@mysanibel.com **Scott Krawczuk,** Dep. Director Public Works 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-770-2554 Fax: 239-472-6041
Sarasota Co, FL 9/13/2017-1/19/2018	**Push Operations, Removed & Disposed:** vegetation, mulch, leaners (2), hangers (77 trees), stumps (9); **Reduced**: at 3 site by grinding (299,869 CY); **Monitored** by Tetra Tech - ADMS	$2,750,728	316,297	**Lois Rose,** Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lerose@scgov.net **Scott Montgomery, EM Operations Mgr.** 6050 Porter Way Sarasota, FL 34236 Ofc: 941-861-5927 Fax: 941-861-5501 smontgo@scgov.net
St Petersburg, FL 9/16/2017-12/9/2017	**Removed & Disposed:** vegetation, mulch, stumps (8) **Reduced**: at 1 site by grinding (163,755 CY); **Monitored** by Tetra Tech - ADMS	$1,950,185	242,518	**Mike Vineyard,** Park Operational Manager 1400 19th Street North. St. Petersburg, FL 33713 Ofc: 727-892-5233 michael.vineyard@stpete.org **Mike Jeffries,** Dir. Parks and Rec 1400 19th Street North St. Petersburg, FL 33713 Ofc: 727-892-5863 michael.jefferis@st.pete.org
Stuart, FL 9/11/2017-10/27/17	**Push Operations; Removed & Disposed:** ROE**,** vegetation, mulch, leaners (2) / hangers (171 trees); **Reduced**: at 1 site by grinding (13,064 CY); **Monitored** by Thompson - ADMS	$181,132	16,535	**Sam Amerson,** Dir. Public Works 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-5331 Cell: 772-260-9613 samerson@ci.stuart.fl.us **Dave Peters,** Asst. Director of PW, 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-1292 Cell: 772-260-9615; dpeters@ci.stuart.fl.us
Sumter Co, FL 9/27/2017-2/24/2018	**Removed & Disposed:** vegetation, mulch, leaners (274), hangers (7,806 trees), stumps (78); **Reduced**: at 1 site by grinding (75,292 CY); **Monitored** by Thompson - ADMS	$1,391,971	101,188	**Mark Wilson,** Road and Bridge Superintendent 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Fax: 352-569-6701 **Jackey Jackson,** Asst. PW Director Operations 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Cell: 352-303-8543 Fax: 352-569-6701 jackey.jackson@sumtercountyfl.gov
Sunny Isles Beach, FL 9/26/2017-9/29/2017	**Removed & Disposed:** mulch	$37,866	1,538	**Christopher Russo,** City Manager 18070 Collins Ave. Sunny Isles Beach, FL 33160 Ofc: 305-947-0606 Fax: 305-949-3113 crusso@sibfl.net
Sunrise, FL 9/17/2017-11/30/2017	**Removed & Disposed:** vegetation, C&D, mulch, leaners (263), hangers (3,804 trees); **Reduced**: at 2 site by grinding (99,565 CY); **Monitored** by Tetra Tech - ADMS	$2,557,532	157,258	**Scott Manning,** Emergency Mgmt. 0440 W. Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3476 Cell: 954-383-2647 smanning@sunrisefl.gov **Richard Salamon,** City Manager 10770 West Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3430 Fax: 954-746-3439 citymanager@sunrisefl.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Tarpon Springs, FL 9/18/2017-12/13/2017	**Removed & Disposed:** ROE, vegetation, C&D, mulch, leaners (34), hangers (703 trees); **Reduced**: at 1 site by grinding (43,716 CY); **Monitored** by Tetra Tech - ADMS	$675,256	59,407	**Tom Funcheon,** PW Director 324 East Pine Street Tarpon Springs, FL 34689 Ofc: 727-942-5606 Cell: 727-224-6182 Fax: 727-943-9609 tfuncheon@ctsfl.us **Mr. Richard Butcher,** 444 Huey Ave. South Tarpon Springs, FL 34689 Ofc: 727-938-3737 Fax: 727-934-0598
Tybee Island, GA 9/17/2017-11/21/2017	**Removed & Disposed:** C&D, white goods (31) **Monitored** by Rostan / Haul Pass - ADMS	$75,798	9,735	**Angela Hudson,** Finance Director 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5021 Fax: 912-786-9465 ahudson@cityoftybee.org **Shawn Gillen,** City Manager 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5070 Cell: 404-309-1788 sgillen@cityoftybee.org
Venice, FL 9/20/2017-10/17/2017	**Removed & Disposed:** vegetation **Monitored** by Thompson - ADMS	$110,342	12,543	**Judy Gamel,** Executive Asst. City Manager's Office 401 West Venice Ave. Venice, FL 34285 Ofc: 941-882-7398 Fax: 941-480-3031
Vero Beach, FL 9/18/2017-10/13/2017	**Removed & Disposed:** ROE, vegetation **Reduced**: at 1 site by grinding (43,149 CY); **Monitored** by Thompson - ADMS	$440,532	35,621	**Don Dexter,** PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org
(The) Villages Community, FL 9/15/2017-12/20/2017	**Removed & Disposed:** vegetation, mulch, stumps (34) **Reduced**: at 2 site by burning (31,288 CY); **Monitored** by Volkert - ADMS	$406,299	32,979	**Diane Tucker,** Admin Ops Manager 940 Lakeshore Drive The Villages, FL 32162 Ofc: 352-674-1920 Cell: 352-207-8626 Fax: 652-674-1921 diane.tucker@districtgov.org
Wilton Manors, FL 9/7/2017-10/14/2017	**Removed & Disposed:** vegetation, C&D, leaners (3), hangers (91 trees); **Monitored** by Tetra Tech - ADMS	$222,615	25,961	**David Archacki,** Dir. Utilities / Emergency Mgmt. 2020 Wilton Drive Wilton Manors, FL 33305 Ofc: 954-390-2129 Cell: 943-818-7315 darchacki@wiltonmanors.com **Bob Mays,** Director of Finance 2020 Wilton Dr. Wilton Manors, FL 33305 Ofc: 954-390-2143 Bmays@wiltonmanors.com
2017 Hurricane Harvey	**27 Contracts** Activated for Event - 25 DMS Managed for Event	**$93,763,092** Total Event Cost	**6,015,594** Total Event CY	
Alvin, TX 9/7/2017-10/16/2017	**Removed & Disposed:** C&D, vegetation, white goods (19), E-waste (200), HHW (11,100 Lbs.); **Monitored** by True North - ADMS	$252,613	12,446	**Brian Smith**, Director of Public Services, 1100 W Hwy 6, Alvin, TX 77511, 281-388-4315, bsmith@psf.cityofalvin.com
Aransas Co, TX 9/5/2017-8/27/2018	**Removed & Disposed:** vegetation, C&D, mulch, compacted C&D, leaners (616), hangers (23,576 trees), white goods (9,729), HHW (66,560 Lbs.), PPDR debris; **Reduced**: at 3 site by grinding; **Monitored** by Thompson - ADMS	$38,281,175	2,395,235	**Rick McLester**, EM Coordinator, 301 N Live Oak St, Rockport, TX 78382, 361-790-0100, rmclester@aransascounty.org
Baytown, TX 9/6/2017-10/25/2017	**Removed & Disposed:** vegetation, C&D, white goods (973), E-waste (131), HHW (34,680 Lbs.); **Monitored** by True North - ADMS	$776,463	34,828	**Rick Davis,** City Manager, 2401 Market St, Baytown, TX 77520, 281-420-6500, citymanager@baytown.org
Brazoria Co, TX 9/13/2017-01/12/2018	**Removed & Disposed:** vegetation, C&D, white goods (2,376), HHW (103,720 Lbs.), compacted C&D, mulch; **Reduced**: at 4 site by C&D compaction; **Monitored** by Tetra Tech - ADMS	$3,417,026	161,448	**Trey Haskens,** Asst. County Engineer 451 N. Velasco, Suite 230 Angleton, TX 77515 Ofc. 979-583-7657 treyh@brazoria-county.com
Chambers Co, TX 9/7/2017-10/13/2017	**Removed & Disposed:** C&D, vegetation, white goods (270), E-waste (34), HHW (2,350 Lbs.) **Monitored** by True North - ADMS	$205,142	10,534	**Jimmy Sylvia**, County Judge, 404 Washington Ave, Anahuac, TX 77514, 409-267-2440, jsylvia@co.chambers.tx.us
Clear Lake Shores, TX 9/21/2017-10/14/2017	**Removed & Disposed:** C&D, vegetation, white goods (83), E-waste (40), HHW (3,500) **Monitored** by True North - ADMS	$51,977	1,813	**Mr. George Jones,** City Administrator 1006 South Shore Dr. Clear Lake Shores, TX 77565 Ofc: 281-334-2799 Fax: 281-334-2866 gjones@clearlakeshores-tx.gov **Chief Kenneth G. Cook,** Police Chief 1006 South Shore Drive Clear Lake Shores, TX 77565 Ofc: 281-334-1034 Fax: 281-334-2866 kcook@clearlakeshores-tx.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Corpus Christi, TX 8/31/2017-1/17/2018	**Removed & Disposed:** vegetation, mulch, hangers (19,232 trees); **Reduced**: at 2 site by grinding **Monitored** by Tetra Tech - ADMS	$7,724,553	536,074	**Lawrence Mikolajczyk,** SW Dir, 2525 Hygeia St, Corpus Christi, TX 78415, 361-857-1972, lawm@cctexas.com **Paul Bass,** Asst. Dir. Of Support Services 361-826-1968 PaulB@cctexas.com
Dickinson, TX 9/7/2017-1/26/2018	**Removed & Disposed:** C&D, vegetation, white goods (5,178), E-waste (7,684), HHW (182,460 Lbs.); **Monitored** by Tetra Tech - ADMS	$5,942,702	191,789	**Capt. Steve Krone**, Emergency Operations Dir, 4000 Liggio, Dickinson, TX 77539, 281-337-6308, skrone@ci.dickinson.tx.us
Friendswood, TX 9/6/2017-1/15/2018	**Removed & Disposed:** C&D, white goods (5,804), E-waste (2,545), HHW (235,920 Lbs.) **Monitored** by Tetra Tech - ADMS	$4,096,828	135,952	**Terry Byrd,** EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, tbyrd@ci.friendswood.tx.us
Galveston Co, TX 9/27/2017-11/22/2017	**Removed & Disposed:** C&D, white goods (134), e-waste (547) **Monitored** by Tetra Tech - ADMS	$573,170	33,261	**Rufus 'Lee' Crowder,** Purchasing Agent 722 Moody Street 5th Floor Galveston, TX 77550 Ofc: 409-770-5372 rufus.crowder@co.galveston.tx.us
Ingleside, TX 9/3/2017-02/08/2018	**Removed & Disposed:** C&D, vegetation, compacted C&D, mulch; **Reduced**: at 3 site by grinding & compacting C&D **Monitored** by True North - ADMS	$4,256,037	296,483	**Shanna Owens,** EM Coordinator ; 2425 8th Street Ingleside, TX 78362 Ofc: 361-776-7422 sowens@inglesidetx.gov **Paul Baen,** Finance Director 3761 San Angelo St. Ingleside, TX 78362; Ofc: 361-776-2517
Jones Creek, TX 9/15/2017-10/16/2017	**Removed & Disposed:** C&D **Monitored** by Witt O'Briens - ADMS	$62,579	3,532	**Marshal William Tidwell,** Marshal/EM 7207 Stephen F. Austin Jones Creek, TX 77541 Ofc: 979-292-6393 Fax: 979-233-3712 jc.cityhall@coastal-link.net **Kimberly Morris,** Emergency Management Coordinator 7207 Stephen F. Austin Rd. Jones Creek, TX 77541 Ofc: 979-233-2700 Fax: 979-233-3712 jc.cityhall@coastal-link.net
LaMarque, TX 9/16/2017-10/26/2017	**Removed & Disposed:** C&D, vegetation, white goods (12), e-waste (29) **Monitored** by TCB - ADMS	$396,256	21,994	**Charlete Todaro Warren,** PW Coordinator Emergency Management 1111 Bayou Road La Marque, TX 77568 Ofc: 409-938-9225 Cell: 409-457-7511 Fax: 409-935-0401 c.todaro@cityoflamarque.org **Robin Eldridge,** City Clerk 1111 Bayou Rd. La Marque TX 77568 Ofc: 409-938-9259 r.eldridge@cityoflamarque.org
Lake Jackson 9/16/2017-10/7/2017	**Removed & Disposed:** vegetation **Monitored** by Tetra Tech - ADMS	$20,548	4,281	**Keelie Kennedy,** Buyer 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2420 Fax: 979-415-2520 kkennedy@lakejacksontx.gov **Sally Villarreal** Asst. City Secretary, 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2401 Fax: 979-415-2501 avillarreal@lakejacksontx.gov
League City, TX 9/7/2017-12/2/2017	**Removed & Disposed:** C&D, white goods (3,209), E-waste (3,491), HHW (109,220 Lbs.) **Monitored** by Tetra Tech - ADMS	$2,422,457	116,461	**Bo Bass ,** City Manager, 300 W Walker St, League City, TX 77573, 281-554-1414, john.baumgartner@leaguecitytx.gov
Liberty Co, TX 10/16/2017-2/28/2018	**Removed & Disposed:** C&D, C&D compacted **Reduced:** at 3 sites by compaction **Monitored** by Tetra Tech - ADMS	$153,637	13,595	**Tom Branch** EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty TX 77575 Ofc: 936-334-3219 Cell: 713-816-9898 Fax: 936-336-3172 tom.brancy@co.liberty.tx.us **Crista Beasley,** Dep. EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty, TX 77575 Ofc: 936-334-3219 Fax: 936-336-3172 crista.beasley@co.liberty.tx.us
Montgomery Co, TX 9/5/2017-2/6/2018	**Removed & Disposed:** C&D, compacted C&D, white goods (1,013), E-waste (1,699), HHW (974 Lbs.); **Reduced:** at 3 sites by grinding & compaction; **Monitored** by Tetra Tech - ADMS	$2,172,773	118,097	**Chief Deputy Randy McDaniel,** EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-760-5852, Randy.McDaniel@mctx.org
Nassau Bay, TX 9/14/2017-10/19/2017	**Removed & Disposed:** C&D, vegetation, white goods (95), E-waste (7), HHW (17,780 Lbs.) **Monitored** by Witt O'Briens - ADMS	$205,060	6,324	**Jamie Galloway,** EM Coordinator 1800 Space Park Dr. Suite 200 Nassau Bay, TX 77058 Ofc: 281-336-6298 Fax: 281-335-1555 jamie.galloway@nassaubay.com **Paul Lopez,** PW Director 18295 Upper Bay Rd. Nassau Bay TX 77258 Ofc: 281-333-2944 Fax: 281-333-2301 paul.lopez@nassaubay.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Newton Co, TX 10/2/2017-12/13/2017	**Removed & Disposed:** C&D, vegetation **Monitored** by Thompson - ADMS	$104,047	8,859	**Rosemary Johnson,** Admin Assistant for Judge PO Box 1380 Newton, TX 75966 Ofc: 409-379-5691 Cell: 409-381-0677 Fax: 409-379-2107 newtoncountyjudge@co.newton.tx.us
Nueces Co, TX 9/14/2017-11/21/2017	**Removed & Disposed:** C&D, vegetation **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$84,568	7,851	**Christopher Boyce,** Me. Mgmt. Coordinator 901 Leopard Street, Room 106 Corpus Christi TX 78401 Ofc: 361-888-0513 Fax: 361-888-0445 christopher.boyce@nuecesco.com **Glen Sullivan,** PW Director 901 Leopard Street, Room 103 Corpus Christi, TX 78401 Ofc: 361-888-0490 Cell: 361-533-2356 Fax: 361-888-0485 glen.sullivan@nuecesco.com
Port Arthur, TX 9/8/2017-1/19/2018	**Removed & Disposed:** C&D, compacted C&D, white goods (3,551), E-Waste (47,886); **Reduced:** at 3 sites by compaction **Monitored** by Witt O'Briens - ADMS	$11,140,779	487,974	**Glen White,** Solid Waste, 44 4th St, Port Arthur, TX 77640, 409-983-8501 glen.white@portarthurtx.gov, **Alison Walker,** Solid Waste Administrative Assistant 409-983-8501, Allison.walker@portarthurtx.gov **Armondo Gutierrez**, PW Dir., , 409-983-8513, armando.gutierrez@portarthurtx.gov
San Patricio Co, TX 9/3/2017-2/9/2018	**Removed & Disposed:** C&D, vegetative, mulch **Reduced**: at 3 site by grinding & compacting **Monitored** by True North - ADMS	$4,297,535	296,667	**Sara Williams,** Emergency Management, 313 N Rachal St, Sinton, TX 78387, 361-587,3560, sara.williams@co.san-patricio.tx.us
Santa Fe, TX 9/7/2017-11/2/2017	**Removed & Disposed:** C&D, HHW (10,780 Lbs.) **Monitored** by Thompson - ADMS	$374,485	22,580	**Joe Dickson,** City Manager, 12002 State Hwy 6, Santa Fe, TX 77510, 409-925-6412,
Seabrook, TX 9/9/2017-10/4/2017	**Removed & Disposed:** C&D, vegetation, white goods (37), HHW (3,120 Lbs.); **Monitored** by Tetra Tech - ADMS	$39,905	1,592	**Gayle Cook,** City Manager, 1700 1st St, Seabrook, TX 77586, 281-291-5719, gcook@seabrooktx.gov
TX GLO 01/05/2018-03/15/2018	**Removed & Disposed:** Waterway debris	$6,610,243	24,918	**Tony Williams,** Planning Senior Director 512-463-5055 tony.williams@glo.texas.gov **Vania Ramaekers,** Contract Specialist, 512-463-5047, Vania.ramaekers@glo.texas.gov
Webster, TX 9/8/2017-10/3/2017	**Removed & Disposed:** C&D, vegetation, white goods (6), E-waste (89), HHW (2,580 Lbs.); **Monitored** by True North - ADMS	$46,607	2,141	**Joe Ferro**, EM Dir, 101 Pennsylvania Ave, Webster, TX 77598, 281-316-3712, jferro@cityofwebster.com
West Columbia, TX 9/23/17-10/16/2017	**Removed & Disposed:** C&D, white goods (7), E-waste (44), HHW (1,640 Lbs.); **Monitored** by Witt O'Briens - ADMS	$53,922	2,351	**Chief Paul Odin,** 310 E. Clay West Columbia, TX 77486 Ofc: 979-345-5121 Cell: 713-459-0732 Fax: 979-345-2730 chief@westcolumbiatx.org **Debbie Sutherland,** City Manager 512 E. Brazos Ave. West Columbia TX 77486 Ofc: 979-345-3123 Fax: 979-345-3178 citymanager@westcolumbiatx.org
2017 TS Cindy				
Dauphin Island, AL 6/27/2017-6/29/2017	**Sand Clearance** from Roadways	$6,540	Hourly	**Jeff Collier**, Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, jcollier@townofdauphinisland.org **Wanda Sandagger**, Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, wsandagger@townofdauphinisland.org
2017 Tornado				
Hattiesburg, MS 2/11/2017-5/27/2017	**Removed & Disposed:** vegetation, C&D, stumps, leaners & hangers; **Monitored** by Debris Tech - ADMS	$2,237,052	150,710	**Lamar Rutland**, City Engineer, 212 W Front St, Hattiesburg, MS 39401, 601-545-4540, lrutland@hattiesburgms.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2017 Other Projects				
Central, LA 6/28/2017-7/1/2017	**Removed & Disposed:** C&D **Monitored** by Debris Tech - ADMS	$38,067	3,239	**JR Shelton**, Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, jr.shelton@central-la.gov
Corpus Christi, TX 6/14/2017-7/12/2017	**Removed & Disposed:** vegetation (Emergency Brush Collection)	$299,977	41,663	**Gilbert Montoya,** 361-816-8156, gilbertm@cctexas.com
Newport News, VA 5/2017-7/2017	**Removed** trees from different locations in the City at various times	$44,673	Lump Sum	**Derrick Porter**, Storm water, 513 Oyster Point Rd, Newport News, VA 23602, dporter@nngov.com
2016 Hurricane Matthew	**39 Contracts** Activated for Event - 32 DMS Managed for Event	**$82,267,725** Total Event Cost	**5,675,560** Total Event CY	
Berkeley Co, SC 10/13/2016-12/18/2016	**Removed & Disposed:** vegetation, C&D, leaners & hangers, mulch; **Reduced**: at 1 site by grinding **Monitored** by Rostan Solutions / GP Strategies - ADMS	$931,731	75,610	**Melissa Wheatley,** Deputy Director of Solid Waste, 212 Oakley Plantation Dr, Moncks Corner, SC 29461, 843-719-2343, melissa.wheatley@berkeleycountysc.gov
Brevard Co, FL 10/11/2016-1/4/2017	**Removed & Disposed:** vegetation, C&D, mulch **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$3,231,102	265,794	**"Euri" Euripides Rodriguez**, SW Dir, 2725 Judge Fran Jamieson Way, Bldg. A, Ste 118, Viera, FL 32940, 321-633-2042, euripides.rodriguez@brevardcounty.us
Bunnell, FL 10/14/2016-10/25/2016	**Removed & Disposed:** vegetation **Monitored** by Tetra Tech - ADMS	$105,155	8,480	**Perry Mitrano,** SW Dir, 201 W Moody Blvd, Bunnell, FL 32110, 386-437-7500, pmitrano@bunnellcity.us
Callawassie Island, SC 10/8/2016-10/10/2016	**Emergency Push**	$14,573	Hrly	**Chief Waverly Patterson,** Ops Dir, 176 Callawassie Dr, Okatie, SC 29909, 843-987-4150, chiefpatterson@hargray.com
Chesapeake, VA 10/28/2016-11/3/2016	**Removed & Disposed:** vegetation	$21,166	483	**Eric Martin,** PW Dir, 306 Cedar Rd, 3rd Floor, Chesapeake, VA 23322, 757-382-6380, emartin@cityofchesapeake.net
Clay Co, FL 10/18/2016-1/12/2017	**Removed & Disposed:** vegetation, C&D, leaners & hangers, mulch; **Reduced**: at 2 sites by grinding; **Monitored** by Landfall Strategies	$1,142,823	127,682	**John Ward**, EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, John.Ward@claycountygov.com
Cocoa Beach, FL 10/12/2016-12/3/2016	**Removed & Disposed:** vegetation, C&D, mulch **Reduced**: at 2 sites by grinding; **Monitored** by Tetra Tech - ADMS	$326,535	32,701	**Rob Strong,** Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, rstrong@cityofcocoabeach.com
Currituck Co, NC 11/7/2016-2/24/2017	**Removed & Disposed:** vegetation, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$46,664	2,805	**Brenda McQueen**, Superintendent of Buildings, PW, 153 Courthouse Rd, Currituck, NC 27929, 252-232-2504, brenda.mcqueen@currituckcountync.gov
Deltona, FL 10/14/2016-12/1/2016	**Removed & Disposed:** vegetation, C&D, leaners & hangers, ash **Reduced**: at 1 site by burning; **Monitored** by Tetra Tech - ADMS	$1,384,861	117,753	**Matt Doan**, PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, mdoan@deltonafl.gov
Duplin Co, NC 11/28/2016-12/1/2016	**Removed & Disposed:** C&D **Monitored** by Tetra Tech - ADMS	$7,107	519	**Matt Barwick**, EM Coordinator, 209 Seminary St, PO Box 909, Kenansville, NC 28349, 910-296-2160 Ext. 231, matthew.barwick@duplincountync.com
Edgecombe Co, NC 11/7/2016-2/24/2017	**Removed & Disposed:** C&D	$516,525	20,257	**Dee Waters,** Assistant Finance Director 201 St. Andrew St. Suite 205 Tarboro, NC 27886 252-641-7888 deewaters@edgecombeco.com
Edgewater, FL 10/8/2016-12/8/2016	**Emergency Push; Removed & Disposed: ROW, Commercial, Private -** vegetative, C&D, leaners & hangers, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Witt O'Briens	$2,936,463	201,602	**Brenda DeWees**, Dir. of Env. Services, 386-424-2400, bdewees@cityofedgewater.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Fayetteville, NC 10/20/2016-2/15/2017	**Removed & Disposed:** vegetative, C&D, mulch **Reduced**: at 1 site by grinding; **Monitored** by Tetra Tech - ADMS	$958,182	81,449	**Jackie Tuckey**, Management Analyst, 433 Hay St, Fayetteville, NC 28301-5537, 910-433-1854, jtuckey@ci.fay.nc.us
Flagler Beach, FL 10/13/2016-1/25/2017	**Removed & Disposed:** vegetative, C&D, Beach C&D, mulch **Reduced**: at 1 site by grinding, management and grinding of City hauls; **Monitored** by Tetra Tech - ADMS	$312,482	23,926	**Larry Newsom,** City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, lnewsom@cityofflaglerbeach.com
Flagler Co, FL 10/7/2016-1/23/2017	**Emergency Push; Removed & Disposed: ROW, Public Use Areas, Private HOA & Non HOA Rds. -** vegetative, C&D, leaners & hangers, white goods, mulch; **Reduced**: at 1 site by grinding, management and grinding of City hauls **Monitored** by Tetra Tech - ADMS	$2,752,630	167,148	**Richard Gordon,** Asst. Co. Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, rgordon@flaglercounty.org
FL DEP 2/16/2017-6/20/2017	**Waterway Debris Removal; Remove** waterway debris with boats to an offload site, load onto trucks for disposal; **Debris** removed from eligible parks **Monitored** by Eisman Russo - Zone 1, CDR McGuire - Zone 2, Tetra Tech - Zone 3	$13,186,226	77,722	**Scott Woolam**, Sr Program Analyst, Div. of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Fripp Island, SC 10/13/2016-10/28/2016	**Emergency Push; Removed & Disposed:** vegetative, leaners & hangers; **Monitored** by Witt O'Brien	$111,040	3,967	**Kate Hines**, General Manager, Generalmanager@frippislandliving.com
Garden City, GA 10/31/2016-1/17/2017	**Removed & Disposed:** vegetative, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Rostan Solutions - ADMS	$365,490	33,580	**Benny Googe**, PW Dir, 2 Bud Brown Rd, Garden City, GA 31408, 912-629-2296, bgooge@gardencity-ga.gov
Hilton Head Island, SC 10/5/2016-7/01/2017	**Emergency Push; Removed & Disposed: ROW, SCDOT Rds., Private Rds., Public Use Areas -** vegetative, C&D, white goods, leaners & hangers, mulch; **Debris** removed from eligible parks, cemeteries & schools**; Reduced**: at 2 sites by grinding **Waterway Debris removal from Drainage ways** **Monitored** by Tetra Tech - ADMS	$37,124,940	3,012,487	**Jennifer Lyle**, Asst. Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jenniferl@hiltonheadislandsc.gov
Hilton Head Plantation, SC 10/10/2016-10/31/2016	**Emergency Push; Tasks:** Access Tree clearance, ROE tree removal, Blue roof operations	$195,567	Hrly	**T. Peter Kristian,** General Manager, 7 Surrey Ln, Hilton Head Island, SC 29926, pkristian@hhppoa.org
Jasper Co, SC 10/8/2016-10/12/2016	**Emergency Push**	$24,636	Hrly	**Wilbur Daley**, Emergency Services Dir, 1509 Grays Hwy, Ridgeland, SC 29936, 843-726-7607, wilburd@jaspercountysc.gov
Liberty Co, GA 10/14/2016-1/6/2017	**Removed & Disposed:** vegetative, C&D, leaners & hangers, stumps; **Reduced**: at 2 sites by burning **Monitored** by Tetra Tech - ADMS	$1,736,692	183,194	**Mike Hodges**, EM Dir, 100 Liberty St, Hinesville, GA 31313, 912-368-2201, mike.hodges@libertycountyga.com
Long Cove Owners Assoc. Hilton Head Island, SC 10/28/2016-11/21/2016	**Removed & Disposed:** vegetative, C&D, logs, mulch **Reduced**: at 1 sites by grinding	$408,232	40,840	**Tom Lee**, General Manager, 399 Long Cove Dr, Hilton Head Island, SC 29928, 843-686-1071, tlee@longcoveclub.com
Marsh Side Owners Assoc. Hilton Head Island, SC 10/14/2016-11/3/2016	**Tasks:** Tree removal, stump grinding, blue tarp operations,	$106,450	Hrly	**Trish Norris**, Property Manager, 5 Gumtree Rd, Hilton Head Island, SC 29926, 843-681-7301, propertymanager@marshsidehhi.com
Norfolk, VA 10/14/2016-11/30/2016	**Removed & Disposed:** vegetative, stumps **Reduced**: at 1 site by grinding; **Monitored** by Thompson - ADMS	$314,618	25,943	**David Ricks**, PW Dir, 810 Union St, Suite 700, Norfolk, VA 23510, 757-664-4614, David.Ricks@norfolk.gov
Ocean Isle Beach, NC 10/25/2016-11/9/2016	**Removed & Disposed:** C&D **Monitored** by Landfall Strategies	$12,229	1,772	**Justin Whiteside**, Asst. Town Administrator, 910-579-3469, justin@oibgov.com
Orange Park, FL 11/28/2016-1/4/2017	**Removed & Disposed:** mulch; **Reduced**: at 1 site by grinding of debris hauled in by the Town; **Monitored** by Landfall Strategies	$19,604	1,976	**Jim Hanson**, Town Manager, 2042 Park Ave, Orange Park, FL 32073, 904-278-3019, jhanson@townop.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Ormond Beach, FL 10/11/2016-12/31/2016	**Removed & Disposed:** vegetative, C&D, leaners & hangers, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Thompson - ADMS	$3,660,393	514,691	**Kevin Gray**, Operations Manager, PW, 501 N Orchard St, Ormond Beach, FL 32174, 386-676-3577, kevin.gray@ormondbeach.org
Palm Coast, FL 10/9/2016-1/17/2017	**Removed & Disposed:** vegetative, C&D, treated wood, mulch; **Reduced**: at 1 site by burning & grinding; **Reduced and hauled out** City hauled debris; **Monitored** by True North	$1,172,253	68,151	**Ms. Renee Shevlin**, PW Operations Manager, 1 Wellfield Grade, Palm Coast, FL 32137, 386-986-4781, rshevlin@palmcoastgov.com
Port Wentworth, GA 10/17/2016-1/15/2017	**Removed & Disposed:** vegetative, C&D, leaners & hangers, stumps, mulch; **Reduced**: at 1 site by grinding **Monitored** by Tetra Tech - ADMS	$84,022	6,282	**Chief Lance Moore**, Fire Dept., 317 Cantyre St, Port Wentworth, GA 31407, 912-401-0475, lmoore@cityofportwentworth.com
Raleigh, NC 10/17/2016-11/11/2016	**Removed & Disposed:** vegetative **Monitored** by Tetra Tech - ADMS	$59,612	8,516	**Kelly Lindsey**, EM & Special Events, 222 W Hargett St, Suite 304, Raleigh, NC 27601, 919-996-2202, kelly.lindsey@raleighnc.gov
Rose Hill, NC 10/20/2016-10/25/2016	**Removed & Disposed:** vegetative	$16,959	1,980	**Ivey Knowles**, PW Dir, 103 SE Railroad St, Rose Hill, NC 28458, 910-289-3159, rosehillpw@embarqmail.com
SC DOT 10/17/2016-1/13/2017	**Removed & Disposed:** vegetative, leaners & hangers, stumps, mulch; **Reduced**: at 6 sites by grinding; **Monitored** by Thompson - ADMS	$8,187,338	492,455	**Emmett I Kirwan**, SCDOT Procurement Manager, 955 Park St, Columbia, SC 29201, 803-737-0676, KirwanEI@scdot.org
Southern Shores, NC 11/18/2016-12/14/2016	**Removed & Disposed:** vegetative, C&D	$83,218	8,586	**Peter Rascoe,** Town Manager, 5375 N Virginia Dare Trail, Southern Shores, NC 27949, 252-261-2394, prascoe@southernshores-nc.gov
Stuart, FL 10/7/2016-10/27/2016	**Emergency Push; Removed & Disposed:** vegetative, stumps, mulch; **Reduced**: at 1 site by grinding **Monitored** by Witt O'Briens	$109,356	10,085	**Sam Amerson**, PW Dir, 121 SW Flagler Ave, Stuart, FL 34994, 772-288-5331, samerson@ci.stuart.fl.us
Sunset Beach, NC 10/26/2016-11/23/2016	**Removed & Disposed:** vegetative, C&D **Monitored** by Landfall Strategies	$95,563	13,849	**Dustin Graham**, PW Dir, 700 Sunset Blvd N, Sunset Beach, NC 28468, 910-579-6297, dgraham66@atmc.net
Thunderbolt, GA 10/19/2016-1/17/2017	**Removed & Disposed:** vegetative, mulch; **Reduced**: at 1 site by grinding; **Monitored** by Witt O'Briens	$108,789	9,896	**Ray O'Neill,** PW Dir, 2821 River Dr, Thunderbolt, GA 31404, 912-644-7999, roneill@thunderboltga.gov
Washington Oaks Gardens Park, FL 12/8/2016-12/13/2016	**Removed & Disposed:** vegetative	$56,524	4,096	**Renee Paolini**, 6400 N Oceanshore Blvd, Palm Coast, FL 32137, Renee.Paolini@dep.state.fl.us
Windmill Harbour, SC 10/14/2016-10/31/2016	**Removed & Disposed:** vegetative, leaners & hangers, stumps, mulch; **Reduced**: at 1 site by grinding **Monitored** by Atkins Global	$339,975	29,283	**Jaime Fenstermaker**, IMC Resort Services, 2 Corpus Christi, Ste #302, Hilton Head Island, SC 29928, 843-785-4775 ext. 110, Jaime@imcresortservices.com
2016 Hurricane Hermine	2 Contracts Activated for Event - 3 DMS Managed for Event	**$9,080,715** Total Event Cost	**401,366** Total Event CY	
Leon County, FL 9/3/2016-2/3/2017	**Emergency Push; Removed & Disposed:** vegetative, leaners & hangers, mulch; **Reduced**: at 3 sites by grinding **Monitored** by Witt O'Briens	$5,721,729	237,200	**Dale Walker,** PW Director, 2280 Miccosukee Rd, Tallahassee, FL 32308, 850-606-1415, walkerda@leoncountyfl.gov
Tallahassee, FL 9/3/2016-1/26/2017	**Emergency Push; Removed & Disposed:** vegetative, leaners & hangers, mulch; **Reduced**: at 3 sites by grinding **Monitored** by Witt O'Briens	$3,358,986	164,166	**Robby Powers,** EM Coordinator, 911 Eastwood Dr, Tallahassee, FL 32311, 850-891-2536, robby.powers@talgov.com
2016 Flooding Aug				
Central, LA 8/25/2016-1/28/2017	**Removed & Disposed:** C&D, HHW **Monitored** by Debris Tech - ADMS	$5,486,871	324,951	**JR Shelton**, Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, jr.shelton@central-la.gov
2016 Flooding, Tornados				

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Brazoria County, TX 6/16/2016-8/26/2016	**Removed & Disposed:** C&D **Monitored** by Tetra Tech - ADMS	$330,118	20,470	**Steve Rosa**, EM Coordinator, 111 E Locust St, Suite 102, Brazoria, TX 77515, 979-864-1801, steverosa@brazoria-county.com
Texas General Land Office (GLO) 6/27/2016-7/8/2016	**Removed & Disposed:** vegetative debris on the beach area / **Monitored** by Tetra Tech - ADMS	$397,252	6,394	**Tony Williams,** Planning Senior Director 512-463-5055 tony.williams@glo.texas.gov
2016 Flooding, Tornados				
Montgomery County, TX 5/3/2016-5/27/2016 FEMA-4269 6/9/2016-7/20/2016 FEMA-4272	**Removed & Disposed:** (tornado debris & flooding debris) vegetation, C&D, white goods (80), E-Waste (113) **Monitored** by Tetra Tech - ADMS	$288,408 $520,549	19,089 39,079	**Randy McDaniel**, EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-523-3910, Randy.McDaniel@mctx.org
Waller County, TX 5/4/2016-5/25/2016 FEMA-4269 6/20/2016-7/19/2016 FEMA-4272	**Removed & Disposed:** C&D **Monitored** by Tetra Tech - ADMS	$19,674 $18,402	1,186 1,183	**Brian Cantrell,** EMC, 701 Calvit St, Hempstead, TX 77445, 979-826-8282, b.cantrell@wallercounty.us
2016 LA Flooding				
Ouachita Parish, LA – FEMA-4263 3/30/2016-6/16/2016	**Removed & Disposed:** vegetation, C&D, white goods (18), e-waste (370), tires (105); **Monitored** by Volkert	$397,774	32,161	**Scotty Robinson, Parish President, 301 S Grand St #201, Monroe, LA 71201,** 318-355-4260, srobinson@oppj.org
St John the Baptist Parish, LA / 2/26/2016-3/6/2016	**Provided** Portable Showers / Event Restrooms for volunteer services that helped the citizens and Parish	$7,574	Lump Sum	**Travis Perrilloux,** Asst. Director Homeland Security & Emergency Preparedness, 1801 Airline Hwy W, LaPlace, LA 70068, 985-652-2222, travis.perrilloux@sjbparish.com **Vania Ramaekers,** Contract Specialist, 512-463-5047, Vania.ramaekers@glo.texas.gov
2016 TX Flooding				
Newton County, TX 4/7/2016-7/15/2016	**Removed & Disposed:** C&D, white goods (378) **Monitored** by Thompson Consulting	$349,990	37,030	**Olan Bean,** Asst. EM Director, 409-658-9241 **Trey Duhon,** County Judge, 836, Austin St, Ste 203, Hempstead, TX 77445, 979-826-7700, t.duhon@wallercounty.us
2016 Winter Storm				
Essex County, VA (VPPSA) 3/10/2016-4/13/2016	**Removed & Disposed:** vegetation, C&D, stumps (44) **Monitored** by Arcadis / Rostan	$138,739	16,359	**Reese Peck,** County Administrator, 804-445-5528, rpeck@essex-virginia.org **Stephen Geissler,** VPPSA Exec Director, 757-880-3535, sbgeissler@vppsa.org
2016 Tornado				
Rowlett, TX 2/15/2016-4/20/2016	**Removed & Disposed:** vegetation, C&D, white goods (140), e-waste (49); **Monitored** by True North	$680,036	70,738	**Jim Proce,** Asst. City Manager, 4000 Main St, Rowlett, TX 75088, 972-715-6113, jproce@rowlett.com
2016 Other Projects				
Corpus Christi, TX 4/21/2016-5/25/2016	**Assisting** City Maintenance with brush removal and disposal	$494,444	68,672	**Gilbert Montoya,** 361-816-8156, gilbertm@cctexas.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Glades County, FL 3/14/2016-3/23/2016	**Burn** existing pile of debris	$23,362	11,300	**Angela Snow,** EM Director, 1097 Health Park Dr, Moore Haven, FL 33471, asnow@myglades.com
Newport News, VA 1/2016-12/2016	**Removed** trees from different locations in the City at various times	$53,756	Lump Sum	**Derrick Porter**, Storm water, 513 Oyster Point Rd, Newport News, VA 23602, dporter@nngov.com
2015 Tornado				
Friendswood, TX 11/9/2015-11/16/2015	**Removed & Disposed:** vegetation, C&D **Monitored** by Tetra Tech	$140,516	8,782	**Terry Byrd**, Fire Marshall / EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3335, tbyrd@ci.friendswood.tx.us
2015 Storms & Flooding				
South Carolina DOT 10/2015-11/2015	**Removed & Disposed:** C&D, white goods (278), e-waste (484 + 13,580 Lbs.), HHW (28,000 Lbs.) **Counties:** Lexington, Richland **Monitored** by Thompson	$720,217	33,163	**David Cook**, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
2015 Severe Storms / Flooding				
Limestone County, AL 9/2015	**Removed & Disposed:** Waterway debris	$60,860	Lump Sum	**Richard Sanders**, Co Engineer, 256-233-6681, richard.sanders@limestonecounty-al.gov; **Sharon Wilson,** Engineering Clerk, 310 W Washington St, Athens, AL 35611, 256-233-6681, sharon.wilson@limestonecounty-al.gov
2015 Flooding				
Blanco County, TX 6/2015-7/2015	**Removed & Disposed:** vegetation, C&D	$48,033	2,495	**Brett Bray**, Blanco County Judge, PO Box 387, Johnson City, TX 78636, 830-868-4266, cojudge@co.blanco.tx.us
Republic Services, Corpus Christi, TX 7/2015	**Removed & Disposed:** C&D	$24,392	3,285	**Brian Cornelius,** Republic Services, 4414 Agnes St, Corpus Christi, TX 78405, Cell 361-876-6006, bcornelius@republicservices.com
2015 Ice Storm				
Raleigh, NC 3/25/2015-4/6/2015	**Removed & Disposed:** vegetation	$208,740	29,820	**Andrew Martin,** Asst. Dir. of SW, 630 Beacon Lake Dr, Raleigh, NC 27610, 919-996-6868, Andrew.Martin@raleighnc.gov
2015 Other Projects				
Corpus Christi, TX 5/2015 & 7/2015	**Removed & Disposed:** vegetation	$501,795	67,860	**Gilbert Montoya,** 361-816-8156, gilbertm@cctexas.com
Hitchcock, TX 2/9/2015-2/17/2015	**Grinding** existing debris piles and hauling out mulch to final disposal	$20,441	4,867	**Denise McDaniel,** PW Street Superintendent, 8401 Schiro Rd, Hitchcock, TX 77563, 409-986-5591
Newport News, VA 4/2015-11/2015	**Removed** trees from different locations in the City at various times	$44,929	Lump Sum	**Derrick Porter**, Storm water, 513 Oyster Point Rd, Newport News, VA 23602, dporter@nngov.com
New Jersey Dept. of Environmental Protection 10/2015	**Removed & Disposed:** houses from navigation waterway displaced by nor'easter – non-asbestos C&D **Managed** an offloading site	$219,289	760	**Suzanne U. Dietrick,** NJ DEP Site Remediation Program, Office of Dredging & Sediment, PO Box 420 Mail Code 401-06C, 401 East State St, Trenton, NJ 08625, p-609-292-8838 c-609-439-6673, Suzanne.Dietrick@dep.nj.gov
Orange Beach, AL 4/2015	**Demolition** of Coastal Arts Center & Asbestos & **Abatement** of Children Studio	$24,760	Lump Sum	**Tim Tucker,** ttucker@cityoforangebeach.com
Orange Beach, AL 4/2015	**Dead fish removal and disposal** from coastal waters & beaches	$22,538	Hourly	**Tony Kennon,** Mayor, 4099 Orange Beach Blvd, Orange Beach, AL 36561, 251-981-6810, tkennon@cityoforangebeach.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Palm Cove HOA, FL 4/2015-5/2015	**Excavation**, cleaning and shaping drainage ditches for proper water flow; **Removal** of a tree; **Construction** of rip rap & rebar diverter controlling flooding	$34,913	Lump Sum	**Jeff Murphy,** President of Palm Cove HOA, jkm@tampabay.rr.com
Pensacola, FL 5/2015-10/2015	**Emergency Dredging** of Bayou Texar in 16 different locations	$650,850	Lump Sum	**Carl Flowers,** 850-435-1817, CFlowers@cityofpensacola.com
RBM Contracting Services, LLC 3/2015	**Norman Riley Bridge** approach repair at Blackwater River State Forest near Baker, FL	$24,003	Hourly	**Branch McClendon**, RBM, 15249 Business Hwy 331, Freeport, FL 32439, 850-835-0217, branchmcclendon@gmail.com
The Nature Conservancy (TNC) Arlington Cove 4/2015-5/2015	**Forestry** mowing and pallet staging	$25,762	Lump Sum	**Judy Haner**, Marine & Freshwater Programs Manager, 251-433-1150 ext. 103, jhaner@TNC.org



CROWDER GULF

Tab 6 - Financial Capability



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

Tab 6 – Financial Capability

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

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

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

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

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

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

See "Bank and Bonding Reference Letters" attached.

Audited Financial Statements can be provided upon request.

Insurance

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

Equal Opportunity Employer

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

Drug Free Workplace

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

Litigation Summary

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

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

Code of Business Ethics

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

Criminal Convictions

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

Penalties

CrowderGulf has never been terminated or debarred from a Contract.

Conflict of Interest

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

"Throughout their operation in the City of Edgewater, CrowderGulf's Project Manager kept in close communication with the contract debris monitoring company and together they kept in near close communication with the City's Environmental Services Department to ensure that all of the City's needs were being met. While we don't wish for another hurricane, based on our experience we know that the recovery phase will be made easier with the professionalism, resources and adherence to proper documentation standards that we have found to be characteristic of CrowderGulf."

Randy J. Coslow, P.E.
Deputy Director of Environmental Services / City Engineer
City of Edgewater, FL (Hurricane Matthew – 2016)

Sterling Seacrest Pritchard

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

813.498.1183 office
813.464.7807 fax

www.sspins.com

January 6, 2025

RE: CrowderGulf Joint Venture, Inc.
Status of Bondability

To Whom It May Concern:

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

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

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

Sincerely,

Sterling Seacrest Pritchard

James C. Congelio

State of: Florida
County of: Hillsborough
The forgoing document was acknowledged before me
the 6th day of January, 2025.

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

MELISSA BECKWORTH
MY COMMISSION # HH 334024
EXPIRES: January 13, 2027

REGIONS

January 3, 2025

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

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

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

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

Sincerely,

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

SHEILA E. BRYANT
NOTARY PUBLIC
ALABAMA STATE AT LARGE
COMM. EXP. 03-27-2027

Sheila E Bryant
1-3-2025

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

Post Office Box 11007
Birmingham, Alabama 35288

PATHWAY
INSURANCE GROUP

RE: CrowderGulf LLC & CrowderGulf Joint Ventures, Inc.

To Whom It May Concern:

Pathway Insurance Group handles all insurance for CrowderGulf. The current coverages and limits carried by CrowderGulf are some of the highest in their industry and have been vetted by risk managers, municipalities, and other organizations throughout the country. We believe these limits are reasonable considering the scope of work performed by CrowderGulf. The insured also does an excellent job with its subcontractor program and vetting subcontracts and insurance limits maintained by their subcontractors. We are also in constant communication with the leadership at CrowderGulf regarding the state of the insurance marketplace and their activations.

However, in the event of an activation that warrants higher limit requirements, additional limits are readily available to CrowderGulf in the marketplace within 24-48 hours from our current insurance carriers as well as others in the market.

I have attached a sample of their current limits of coverage for your convenience. Please feel free to reach out to me regarding any questions related to the insurance for CrowderGulf.

Sincerely,

Robby Farmer
Vice President
Pathway Insurance Group LLC

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 06/19/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Nina Glover	
Pathway Insurance Group 753 Nichols Avenue Fairhope AL 36532	PHONE (A/C, No, Ext): (251) 279-6373	FAX (A/C, No):
	E-MAIL ADDRESS: nina@pathwayinsgroup.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : The Gray Insurance Company - Best Rating A-VIII	36307
INSURED CrowderGulf Joint Venture Inc./CrowderGulf LLC 5629 Commerce Blvd. E. Mobile AL 36619	INSURER B : Westchester Surplus Lines Insurance	
	INSURER C : Navigators	
	INSURER D : Lloyds of London	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** CL2461914728 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [ ] LOC [ ] OTHER:			XSGL-100090	07/01/2022	07/01/2025	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000
A	AUTOMOBILE LIABILITY [X] ANY AUTO [X] OWNED AUTOS ONLY [X] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			XSAL-100100	07/01/2022	07/01/2025	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
C	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [ ] RETENTION $			HO24LIA15303401	07/01/2024	07/01/2025	EACH OCCURRENCE AGGREGATE	$ 11,000,000 $ 11,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		GWC-100173	07/01/2022	07/01/2025	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
B	Contractors Pollution Liab. Coverage Includes Transportation Poll Cov. End.			G71538825 003	07/01/2023	07/01/2025	Each Pollution Condition General Aggregate Limit	5,000,000 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

D-Professional Liability- Claims Made - Lloyds of London - LL00226-02 10/15/2023 - 10/15/2024 2,000,000 Per Occurrence / 2,000,000 General Aggregate

The certificate holder is an additional insured on all policies except Workers' Compensation and is provided a Waiver of Subrogation, all when required by written contract. The above insurance policies shall primary & noncontributory to any other insurance policies maintained by the certificate holder, when required by written contract

CERTIFICATE HOLDER

City of Destin
4200 Indian Bayou Trail
Destin FL 32541

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CROWDER GULF

ADMINISTRATIVE OFFICE
5629 Commerce Blvd East
Mobile, AL 36619

OFFICE : 800-992-6207
FAX : 251-459-7433

EQUAL EMPLOYMENT OPPORTUNITY

AFFIRMATIVE ACTION PROGRAM

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

1. Publication and dissemination of this company's written policy of equal employment opportunity.
   A. Each employee is informed that we are an equal opportunity employer and where our policy is posted.
   B. Our policy is reviewed annually, or more frequently if required by contract, with all supervisory personnel.

2. Appointment of Equal Employment Officer charged with the responsibility of securing compliance and advising corporate Officials of progress.
   Equal Employment Officer: Mary G. White
   Office #: 251-478-6848
   Email: hr@crowdergulf.com

3. Notification of all recruitment sources that the company, as an equal opportunity employer, solicits referral of qualified applicants without regard to race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law.

4. The upgrading and promotion of employees shall be made based on qualifications and ability without regard to race, religion, sex, color, national origin, age, disability, veteran status, military obligations, genetic information or any other characteristics protected by law.

5. We request from all employees, especially minorities and females, that they refer any qualified friends or relatives to us for employment.

6. All company facilities and activities shall be non-segregated.

7. All Advertisements for employment shall contain the statement, "We are an Equal Opportunity Employer".

8. We continuously monitor, control, evaluate, and obtain feedback in regard to the application of our Equal Employment Opportunity policy at all levels.

9. All personnel activities shall be monitored to ensure that this Equal Employment Opportunity policy is being carried out.

10. CrowderGulf complies with all federal and state laws and regulations regarding Equal Employment Opportunity.

11. In succession to the previous EEO Officer, effective Mary G. White was appointed EEO Officer for the company effective 8/15/2011. Any person who believes he or she has been discriminated against should direct their complaint to Mary G. White.



President

Company ID Number: 312220

Information Required for the E-Verify Program **Information relating to your Company:**	
Company Name	CrowderGulf LLC / CrowderGulf Joint Venture, Inc.
Company Facility Address	5629 Commerce Blvd E Mobile, AL 36619
Company Alternate Address	
County or Parish	MOBILE
Employer Identification Number	010626019
North American Industry Classification Systems Code	562
Parent Company	
Number of Employees	20 to 99
Number of Sites Verified for	1 site(s)



CROWDER GULF

Tab 7 - Project Cost



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

PRICE PROPOSAL FORM

The Price Proposal Form for RFP # 25-05-PW is attached as EXHIBIT "A".

All Proposers **must fill out the Price Proposal Form** (EXHIBIT "A") and submit the completed and signed form with the Proposal.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$7.60	3,940,000	$29,944,000.00
16-30 miles	$8.10	500,000	$4,050,000.00
31-60 miles	$8.95	50,000	$447,500.00
61+ miles	$9.50	10,000	$95,000.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$7.60	50,000	$380,000.00
16-30 miles	$8.10	700,000	$5,670,000.00
31-60 miles	$8.95	700,000	$6,265,000.00
61+ miles	$9.50	50,000	$475,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$18.00	10,000	$180,000.00
16-30 miles	$19.00	90,000	$1,710,000.00

31-60 miles	$20.00	90,000	$1,800,000.00
61+ miles	$21.00	10,000	$210,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$26.00	10,000	$260,000.00
16-30 miles	$34.00	90,000	$3,060,000.00
31-60 miles	$36.00	90,000	$3,240,000.00
61+ miles	$42.00	10,000	$420,000.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	$3.95	4,400,000	$17,380,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$3.25	50,000	$162,500.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	$2.75	50,000	$137,500.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	$3.90	100,000	$390,000.00
16-30 miles	$4.90	450,000	$2,205,000.00
31-60 miles	$5.90	450,000	$2,655,000.00
61+ miles	$7.20	120,500	$867,600.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6" to 12" diameter	$95.00	200	$19,000.00
13" to 24" diameter	$195.00	500	$97,500.00
25" to 36" diameter	$295.00	200	$59,000.00
37" to 48" diameter	$395.00	100	$39,500.00
49" and larger diameter	$495.00	50	$24,750.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	$300.00	100	$30,000.00
37" to 48" diameter	$400.00	50	$20,000.00
49" and larger diameter	$500.00	50	$25,000.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound	$25.00	$8.90	$8.90

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	$80.00	500	$40,000.00
All other white goods	$45.00	500	$22,500.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	$35.00	500	$17,500.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	$50.00	950	$47,500.00
Large animals more than 101 pounds	$150.00	50	$7,500.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$85.00	10,000	$850,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	$28.00	1000	$28,000.00

All disposal / tipping fees for all line items will be a pass through cost at no mark up.

CrowderGulf Pricing Notes and Additional Offered Rates –

City of Destin, FL

DDMS Site Management Operations, and Reduction – CrowderGulf will honor the rate of $3.95 for C&D compaction.

Removal of Eligible Hazardous Leaning Trees and Hanging Limber – Hangers = $95.00 per Tree

Tipping / Disposal Fees for all line items will be a pass through cost at no mark up.

EXHIBIT "A" Price Proposal **PROPOSER:** CrowderGulf Joint Venture, Inc.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES
FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: Ashley Ramsay-Naile

Date: 04/30/2025

Name: Ashley Ramsay-Naile		Address: 5629 Commerce Blvd. E	
Title: President		City: Mobile	State: AL
Telephone: 800-992-6207		Fax: 251-459-7433	
Email: jramsay@crowdergulf.com			



CROWDER GULF

Tab 8 - Business Structure & Professional Certificates



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

DUNNE, SETH ADAM

CROWDER-GULF JOINT VENTURE, INC.
PO BOX 554
FAIRHOPE AL 36533

LICENSE NUMBER: CGC1532476

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 06/04/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

State of Florida
Department of State

I certify from the records of this office that CROWDER-GULF JOINT VENTURE, INC. is a corporation organized under the laws of the State of Florida, filed on September 3, 2002.

The document number of this corporation is P02000095020.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on January 9, 2025, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Ninth day of January, 2025



Secretary of State

Tracking Number: 8751435585CC

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

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

Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

May 03,2024

CROWDER-GULF JOINT VENTURE, INC.
5629 COMMERCE BLVD. E.
MOBILE, ALABAMA 36619

RE: CERTIFICATE OF QUALIFICATION

The Department of Transportation has qualified your company for the type of work indicated below.

FDOT APPROVED WORK CLASSES:
DEBRIS REMOVAL (EMERGENCY)

Unless notified otherwise, this Certificate of Qualification will expire **6/30/2025.**

In accordance with Section 337.14(4), Florida Statutes, changes to Ability Factor or Maximum Capacity Rating will not take effect until after the expiration of the current certificate of prequalification (if applicable).

In accordance with Section 337.14(1), Florida Statutes, an application for qualification must be filed within (4) months of the ending date of the applicant's audited annual financial statements.

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

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

The company may apply for a Revised Certificate of Qualification at any time prior to the expiration date of this certificate according to Section 14-22.0041(3), Florida Administrative Code (F.A.C.), by accessing the most recently approved application as shown above and choosing "Update" instead of "View." If certification in additional classes of work is desired, documentation is needed to show that the company has performed such work.

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

Sincerely,

James E. Taylor II

James E. Taylor II, Prequalification Supervisor
Contracts Administration Office

JTII

FLORIDA DEPARTMENT OF
Environmental Protection

Marjory Stoneman Douglas Building
3900 Commonwealth Boulevard
Tallahassee, FL 32399

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

August 14, 2024, 2024

Kerrie A. Noll
Crowder-Gulf Joint Venture, Inc.
5629 Commerce Blvd. East
Mobile, AL 36619

Dear Kerrie,

Effective August 14, 2024, Crowder-Gulf Joint Venture, Inc., is prequalified to bid on the Florida Department of Environmental Protection, Bureau of Design and Construction's projects that require state licenses. This prequalification expires on August 31, 2026.

If you have any questions regarding this prequalification please feel free to contact Laurinda Micheels by phone at (850) 245-2781 or via email at Laurinda.Micheels@FloridaDEP.gov.

Sincerely,

Ralph Perkins, FCCM
Program Administrator
Bureau of Design and Construction

Entity Information

Check Entity Status

This tool allows you to check the status of your entity.

◯ Search by Unique Entity ID/CAGE ◯ Search entities pending Unique Entity ID assignment

ⓘ **Non-federal users:** You may only check the status of entities linked to your SAM.gov account.

Unique Entity ID

TTNUYNSBDQU4 ×

CAGE Code

45ZE0

Entity Information

CROWDERGULF Active Registration

Unique Entity ID
TTNUYNSBDQU4

Your registration was activated on 2025-03-05. It expires on 2026-03-03, which is one year after you submitted it for processing. To update or renew your registration, begin from your Entities Workspace.

✓ **Validate Entity** Completed
✓ **Get Unique Entity ID** Completed
✓ **Core Data** Completed
✓ **Assertions** Completed
✓ **Reps & Certs** Completed
✓ **POCs** Completed

✓ **Submit**
✓ **Processing**
✓ **Active**

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

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

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

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See ***Specific Instructions*** on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

CrowderGulf Joint Venture, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☑ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

5 Address (number, street, and apt. or suite no.). See instructions.

5629 Commerce Blvd E

6 City, state, and ZIP code

Mobile, AL 36619

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–		–				

or

Employer identification number

0	1	–	0	6	2	6	0	1	9

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** Ashley Ramsay-Naile **Date** 4/1/2025

General Instructions

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

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

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



CROWDER GULF

Tab 9 - Additional Information



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

CrowderGulf Damage Report Form

Damage Claim * Investigation * Receipt & Release

Damage Claim Reporting Information

Claim Date	Claim Time	Name of Claimant	
Claimant Contact Info		**Best time to Contact:**	
Main (_____)_____-_____	Cell (_____)_____-_____	Work (_____)_____-_____	Other:
Property Address		**Owner's Name(s) *if different from Claimant***	
Owner Contact Info		**Best time to Contact:**	
Main (_____)_____-_____	Cell (_____)_____-_____	Work (_____)_____-_____	Other:
Approx. Date and Time Damage Occurred	**Description of Damage**		

Investigation

CG Rep Investigating	Date:
Findings	
Actions Taken *(Note every date of communication and actions taken)*	

Investigation & Resolution Checklist

- ☐ Phone Call to Owner
- ☐ Photo Document Damage Site
- ☐ ID Load Ticket(s) for property
- ☐ ID Sub Responsible

Use Back of Form to record additional information

Receipt & Release

FOR AND IN CONSIDERATION of the payment to me in the amount of _____(**$**_____) **DOLLARS**, the receipt of which is hereby acknowledged, for work performed by **CrowderGulf Joint Venture**, I, _____, being of lawful age, do hereby release, acquit, and forever discharge **CrowderGulf Joint Venture, Gulf Services**, and _____ from any and all actions, causes of action, claims, demands, damages, costs, loss of services, expenses, compensation, and any other losses of any kind or nature, or in any way growing out of, any and all known and unknown personal injuries and property damages resulting from the removal of debris, from my property that occurred on or around _____ 20_.

FURTHERMORE, in consideration of the aforementioned payment, I, _____, hereby agree to protect, defend, indemnify, and forever hold harmless the released party, as described above, of and from any and all claims or actions that have been asserted or may be asserted, in any way arising out of the aforementioned damage to my property, including _____.

FURTHERMORE, I, _____, acknowledge that I have not incurred any personal injury as a result of the removal of debris, including _____, from my property on or around _____ 20_, and, therefore, forever discharge **CrowderGulf Joint Venture, Gulf Services**, and _____ from any and all actions, causes of action, claims, demands, damages, costs, loss of service, from any and all actions, causes of action, claims, demands, damages, costs, loss of services, expenses, compensation, and any other losses of any kind or nature, or in any way growing out of the aforementioned incident.

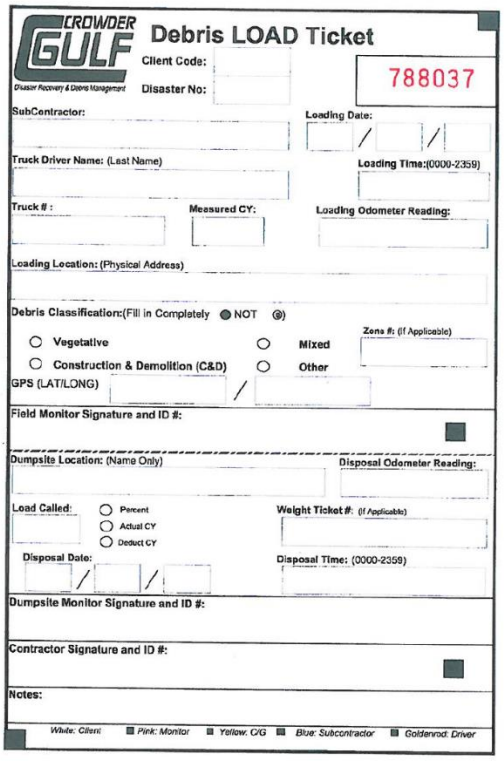
I, _____, further state that I have carefully read the foregoing Receipt and Release, understand the contents thereof, and sign same as my own free act.

THUS EXECUTED this _____ day of _____, 200_, at _____.

_____ _____
Witness

_____ _____
CrowderGulf Representative **Witness**

Debris Load Ticket and Database Entry Form



Debris LOAD Ticket

Client Code:

Disaster No:

788037

SubContractor:

Loading Date: / /

Truck Driver Name: (Last Name)

Loading Time:(0000-2359)

Truck # :

Measured CY:

Loading Odometer Reading:

Loading Location: (Physical Address)

Debris Classification:(Fill in Completely ● NOT ◎)

○ Vegetative ○ Mixed Zone #: (If Applicable)

○ Construction & Demolition (C&D) ○ Other

GPS (LAT/LONG) /

Field Monitor Signature and ID #:

Dumpsite Location: (Name Only)

Disposal Odometer Reading:

Load Called: ○ Percent ○ Actual CY ○ Deduct CY

Weight Ticket #: (If Applicable)

Disposal Date: / /

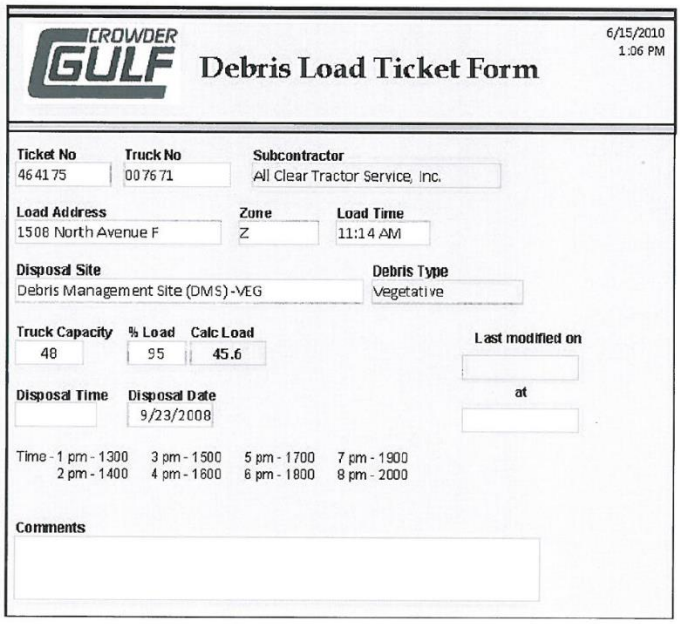
Disposal Time: (0000-2359)

Dumpsite Monitor Signature and ID #:

Contractor Signature and ID #:

Notes:

White: Client ■ Pink: Monitor ■ Yellow: C/G ■ Blue: Subcontractor ■ Goldenrod: Driver



Debris Load Ticket Form

6/15/2010
1:06 PM

Ticket No	Truck No	Subcontractor
464175	007671	All Clear Tractor Service, Inc.

Load Address	Zone	Load Time
1508 North Avenue F	Z	11:14 AM

Disposal Site	Debris Type
Debris Management Site (DMS) - VEG	Vegetative

Truck Capacity	% Load	Calc Load
48	95	45.6

Last modified on

at

Disposal Time	Disposal Date
	9/23/2008

Time - 1 pm - 1300 2 pm - 1400 3 pm - 1500 4 pm - 1600 5 pm - 1700 6 pm - 1800 7 pm - 1900 8 pm - 2000

Comments

Right of Entry (ROE) Form

RIGHT OF ENTRY

I/We, _____, the owner(s) of the property

commonly identified as _____,
(street)

_____, _____, State of _____
(city/town) *(county)*
do hereby grant and give freely and without coercion, the right of access and entry to said property to the County/City of _____, its agencies, contractors and subcontractors thereof, for the purpose of removing and clearing any or all storm-generated debris of whatever nature from the above described property.

It is fully understood that this permit is not an obligation to perform debris clearance. The undersigned agrees and warrants to hold harmless the County/City of _____, State of _____, their agencies, contractors and subcontractors, for damage of any type, whatsoever, either to the above described property or persons situated thereon and hereby release, discharge and waive any action, either legal or equitable which might arise out of any activities on the above-described property. The property owner(s) will mark any storm damage sewer lines, water lines, and other utility lines located on the described property.

I/We (have _____, have not _____) (will_____, will not _____) received any compensation for removal from any other source including SBA, ASCS, private insurance, individual and family grant programs or any other public assistance programs. I will report for this property any insurance settlements to me or my family for debris removal that has been performed at government expense. I am fully aware that an individual who fraudulently or willfully misstates any fact in connection with this agreement shall be subject to a fine of not more than $10,000 or imprisoned for not more than one year or both. For the considerations and purposes set forth herein, I hereby set my hand this _____ day of _____, _____ _____.

_____
Witness Date

_____
Owner Date

_____
Owner Date

_____
Telephone numbers

_____
Address



CROWDER GULF

Tab 10 - Required Forms



City of Destin, FL

RFP # 25-05-PW for Disaster Debris Management Services

EXHIBIT "A" Price Proposal **PROPOSER:** CrowderGulf Joint Venture, Inc.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES
FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: Ashley Ramsay-Naile

Date: 04/30/2025

Name: Ashley Ramsay-Naile		Address: 5629 Commerce Blvd. E	
Title: President		City: Mobile	State: AL
Telephone: 800-992-6207		Fax: 251-459-7433	
Email: jramsay@crowdergulf.com			

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, CrowderGulf Joint Venture, Inc., certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Ashley Ramsay-Naile
Signature of Contractor's Authorized Official

04/30/2025
Date

Ashley Ramsay-Naile, President

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: CrowderGulf Joint Venture, Inc. Date: 04/30/2025

Authorized Signature: Ashley Ramsay-Naile Printed Name: Ashley Ramsay-Naile

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

CrowderGulf Joint Venture, Inc.
Company Name

Ashley Ramsay-Naile
Authorized Signature

Ashley Ramsay-Naile
Printed Name

04/30/2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Ashley Ramsay-Naile

Signature

Ashley Ramsay-Naile

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: CrowderGulf Joint Venture, Inc.

Business Address: 5629 Commerce Blvd. E Mobile, AL 36619

Street City State Zip

County Business is located in: Mobile County

Name of Contact Person: Ashley Ramsay-Naile

Phone: ( ) 800-992-6207 Fax: ( ) 251-459-7433

Email Address: jramsay@crowdergulf.com

Is this business certified as a Disadvantaged Business Enterprise? Yes [No]

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [✓]Over $5,000,000

Age of Business: 22 Years 8 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

CrowderGulf is a disaster debris removal and management company.

Will you subcontract any of your work? [Yes*] No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Ashley Ramsay-Naile Date: 04/30/2025

Printed Name: Ashley Ramsay-Naile Title: President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: Hauling Away LLC

Business Address: 10150 Ben Hamilton Road Theodore, AL 36582

Street City State Zip

County Business is located in: Mobile County

Name of Contact Person: Sara Pratt

Phone: ( ) 251-402-3058 Fax: ( )

Email Address: sara@haulingaway.net

Is this business certified as a Disadvantaged Business Enterprise? X Yes No Women's Owned

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [X]Over $5,000,000

Age of Business: 13 Years 11 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Disaster Debris Hauling and Removal; PUSH; Waterway Debris; Reduction Operations

Will you subcontract any of your work? Yes* X No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: Sara Pratt Date: 05/06/2025

Printed Name: Sara Pratt Title: President

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

Ashley Ramsay-Naile, being first duly sworn, deposes and says that:

1. (S)He is President of CrowderGulf Joint Venture, Inc., the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

Ashley Ramsay-Naile
(Signature)

President
(Title)

Subscribed and Sworn to before me of this 30th day of April, 2025.

Kerrie A Noll
(Notary's Signature)

Ashley Ramsay-Naile, President
(Notary's Stamped or Printed Name)

KERRIE A. NOLL
NOTARY PUBLIC
ALABAMA STATE AT LARGE
MY COMMISSION EXPIRES
AUGUST 15, 2026

Notary Public, in and for Mobile County,
My commission expires: 08/15/2026

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

Ashley Ramsey-Naile
(Signature)

President
(Title)

Subscribed and Sworn to before me of this 30th day of April, 2025.

Kerrie A. Noll
(Notary's Signature)

Kerrie A. Noll
(Notary's Stamped or Printed Name)

Notary Public, in and for Mobile County,
My commission expires: 08/15/2026

KERRIE A. NOLL
NOTARY PUBLIC
ALABAMA STATE AT LARGE
MY COMMISSION EXPIRES
AUGUST 15, 2026

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Ashley Ramsay-Naile (insert name) as President (insert title) on behalf of CrowderGulf Joint Venture, Inc. (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. CrowderGulf Joint Venture, Inc. (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, CrowderGulf Joint Venture, Inc. (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: Ashley Ramsay-Naile
Title: President
Nongovernmental entity: CrowderGulf Joint Venture, Inc.
Date: 04/30/2025

STATE OF Alabama
COUNTY OF Mobile

SWORN TO AND SUBSCRIBED before me X in person or _____ remote notarization by Ashley Ramsay-Naile as President on behalf of CrowderGulf Joint Venture, Inc., who is personally known to me or who produced _____ as identification this 30th day of April, 2025.

Notary Public Kerrie A. Noll

(Notary Seal)

KERRIE A. NOLL
NOTARY PUBLIC
ALABAMA STATE AT LARGE
MY COMMISSION EXPIRES
AUGUST 15, 2026

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. RFP 25-05-PW

   for Disaster Debris Management Services.

2. This sworn statement is submitted by CrowderGulf Joint Venture, Inc.
   [name of entity submitting sworn statement]

   whose business address is 5629 Commerce Blvd. E Mobile, AL 36619
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 01-0626019

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Ashley Ramsay-Naile and my relationship to
   [please print name of individual signing]

   the entity named above is President.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

X_Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

X The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

Ashley Ramsey-Nail — President

(Signature) (Title)

Subscribed and Sworn to before me of this 30th day of April, 2025.

Kerrie A. Noll — Kerrie A. Noll

(Notary's Signature) (Notary's Stamped or Printed Name)

Notary Public, in and for Mobile County,
My commission expires: 08/15/2026

KERRIE A. NOLL
NOTARY PUBLIC
ALABAMA STATE AT LARGE
MY COMMISSION EXPIRES
AUGUST 15, 2026

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

PROPOSAL RFP# 25-05-PW

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

EVALUATION SHEET

Name of Firm(s): CrowderGulf Joint Venture, Inc.

Reviewer: _____

	Possible Points	Points Given
1. Experience and Ability:	*20*	_____
2. Operational Plan:	*20*	_____
3. Previous Experience:	*20*	_____
4. Financial Capability:	*10*	_____
5. Project Cost:	*30*	_____
TOTAL POINTS	*100*	_____

Comments:

_____

_____

_____

_____

_____

_____

ELECTRONIC COPY



Prepared For:

City of Destin City Hall
ATTN: City Clerk
4200 Indian Bayou Trail
Destin, FL 32541

RFP 25-05-PW Three-Year Prepositioned Contract for Disaster Debris Management Services

Florida License No.: CRC1332507
DUE: May 08, 2025 at 2:00 PM

T.F.R. Enterprises, Inc.
DISASTER RESPONSE DIVISION

Presented By:
TFR Enterprises, Inc.
Tiffany Jean
Contract Manager
P: (512) 565-0710
E: tiffany@tfrinc.com

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Tab 2. Letter of Interest

May 08, 2025

City of Destin City Hall
ATTN: City Clerk
4200 Indian Bayou Trail
Destin, FL 32541

RE: RFP 25-05-PW Three-Year Prepositioned Contract for Disaster Debris Management Services

To Whom It May Concern,

Thank you for considering TFR Enterprises as the City of Destin's disaster recovery contractor. Established in 1989 and headquartered in Leander, Texas, with field offices nationwide, TFR has proudly served communities affected by extreme weather through over 500 projects nationwide. With 35 years of disaster recovery experience, TFR has collected and processed more than 75 million cubic yards of debris.

We are fully prepared, equipped, and committed to providing the City of Destin with a turnkey, expedited, and cost-effective emergency response solution. Our services adhere strictly to emergency management guidelines and public policy. As a proud National Disaster Recovery Coalition of America (DRCA) member, TFR works alongside federal, state, and local governments to prepare for, respond to, recover from, and mitigate disasters. DRCA's membership includes some of the nation's top emergency management experts and contractors, representing over 15 industries with a wide range of critical disaster recovery services and capabilities.

TFR's operational capacity is unmatched, with no job or disaster too large to handle. In 2023 alone, we managed 3.5 million cubic yards of debris, serving 22 cities, counties, and agencies across nine states. During the unprecedented 2020 hurricane season, TFR successfully managed 57 simultaneous contract activations across Iowa, Louisiana, Mississippi, Alabama, Texas, and Oklahoma. With a database of over 1,000 subcontractors and an expansive fleet of company-owned equipment, TFR is ready to meet the toughest challenges.

Our dedication to service is best captured by Morgan Tyrone, Project Manager for Highland Hammock State Park, who stated: "After almost 30 years as a Florida Park Service Manager, I wish that all park vendors were helpful, communicative, flexible, efficient, safe, and trustworthy. TFR was an extension of our own staff during a trying time with extensive damage over 11,000 acres in two parks separated by 20 miles."

TFR owns more than 200 pieces of specialized equipment, including self-loading debris-hauling trucks, rubber-tired and tracked loaders, heavy-haulers, excavators, dozers, and eight (8) Diamond-Z Model 1463 Tub Grinders for vegetative debris reduction. Our fleet is uncommitted to long-term contracts, designed primarily for debris removal operations and ready for mobilization. This extensive fleet enables TFR to respond quickly and efficiently while managing multiple projects simultaneously.
Debris clearing, removal, and processing are only the beginning phases of recovery. TFR brings extensive experience in all aspects of environmental and infrastructure restoration, returning communities to their pre-storm quality of life. Our services include:

- Debris Damage/Quantity Assessments
- Emergency Road Clearance
- Hazardous Tree, Limbs, and Root Removal
- Debris Removal from Streams and Canals
- Vegetative, C&D, HHW, and White Goods Removal from ROW and Private Property
- Demolition of Structures
- DMS Preparation, Management, Restoration, and Close-out
- Debris Reduction by Grinding, Open-Burn, and Air Curtain Incineration
- Debris Removal from DMS to Final Disposal
- Stream and Canal Restoration
- Beach and Sand Cleaning and Restoration
- Equipment and Manpower Leasing
- Contract Management Compliance

We understand the financial challenges these projects can pose. TFR's team is highly experienced in the FEMA reimbursement process and provides expert guidance to ensure clients receive **100% of eligible reimbursable amounts.** Our financial strength allows us to fund and commence projects immediately upon Notification to Proceed (NTP) before the reimbursement process begins.

TFR certifies that this proposal is submitted fairly and in good faith, without collusion or fraud. The signatory of this proposal is authorized to bind TFR Enterprises, Inc., to all contractual requirements.

Once again, thank you for the opportunity to be considered as the City of Destin's disaster recovery contractor. The authorized representatives for TFR Enterprises, Inc. are:

- Tiffany Jean, Contract Manager | (512) 565-0710 | tiffany@tfrinc.com
- Melvin Utterback, Operations Manager | (606) 776-9782 | melvin@tfrinc.com

We look forward to assisting the City of Destin in its disaster recovery efforts and are ready to respond immediately should the need arise.

Sincerely,



Tipton F. Rowland,
CEO/President
601 Leander Drive
Leander, Texas 78641
Office: 512-260-3322
Incorporated in 1989
FEIN: 72-1149862
DUNS: 08-1346561

Company Overview

Disasters are unpredictable. Disasters can vary in size, scope, and intensity. Yet given this inherent unpredictability, governments can take the necessary steps to ensure the safety and relief of their constituency.

At TFR, we address the needs of our clients long before the establishment of a relationship. Every project is different. Every state, county, or city, desires, and highlights different aspects of disaster relief and recovery that they deem MOST important. With this ever-changing landscape in mind, TFR continually stresses the proper due diligence and planning to fully comprehend the type of service that each client desires. We routinely review and scrutinize our operational and management plans to ensure that we present the most practical, efficient structure to complete the project. TFR's knowledgeable management team retains over 159 years of combined experience responding to hurricanes, floods, and other various disasters. Pre-planning allows TFR to respond to any project rapidly and efficiently in any location should the need arise.

TFR Spotlight

TFR has handled more than 75,000,000cy of disaster debris.

What allows TFR to provide an expedient response? Pre-planning certainly encompasses a large portion of this service. In addition, TFR maintains a fleet of over two hundred (200+) pieces of company-owned equipment pre-positioned across the Southeastern United States. By staging equipment directly outside the impact zone, TFR can respond within hours to immediately begin emergency road clearance services to provide a vital lifeline for federal, state, and local emergency responders to assess the damage. Furthermore, TFR can prep and construct a debris management site for immediate acceptance of storm-generated debris in less than 24 hours. Mobile Command Units can be deployed to enhance response and achieve greater coordination between parties to fully augment our operational capacity and aid the organization of relief efforts. Concurrently, project teams scour the impacted area to quantify debris, deduce an overall damage estimate, and adapt a preplan accordingly.

TFR prepares for economic instability in the immediate aftermath of natural or man-made disasters by maintaining strong relationships with suppliers and organizing resources for dispatch. Additionally, TFR owns the necessary equipment to house and feed personnel temporarily as the local business community reacts and rebounds from such a disaster. Other initial and vital supplies, such as fuel, parts trailers, welders, wood, and other necessities, are brought from the home office to certify that work stoppages shall not occur due to inadequate logistics. However, the backbone of our logistical support team is our maintenance crew. TFR would not be capable of providing the timely, cost-effective service that we provide without the knowledge and experience our maintenance crew retains. With a dedicated warehouse at the home office for two (2) traveling equipment trailers, the TFR maintenance crew ensures that our equipment is functioning safely and efficiently with limited downtime. We strive to foresee any potential encumbrances and take appropriate actions to safeguard against such occurrences.

Operationally, TFR manages on the principle of transparency. We always remain available to answer questions, address issues immediately, and submit reports on time. This is to the benefit of all parties involved, as this is a team effort to respond to a major disaster. As safety and contract responsibility are the utmost priorities of the principals and officers of TFR, it is the policy of management to see that its employees and subcontractors conduct themselves with integrity and courtesy in the performance of their duties. Following a disaster event, there is an urgency to remediate the damage and return to normalcy as quickly as possible. The principals and officers of TFR firmly believe that this and price competitiveness can be achieved courteously and without sacrificing health, safety, and contract integrity.

Price is a large determinant of any decision an informed consumer discerns. TFR fully understands that providing the highest value-added service is sometimes not enough to, alone, secure a contract, as different clients desire different qualities in a personalized project. TFR can fulfill these needs by utilizing Company-owned equipment and manpower. These resources allow TFR to control costs, subsequently discounting prices without conceding overall quality and safety, which is a corporate must. Our mission is to provide our customers with the highest level of service at a fair and market-competitive price.

History

TFR Enterprises, Inc. is a full-service disaster response contractor, first incorporated in 1989 in the State of Tennessee, actively participating in disaster recovery contracts nationwide since Hurricane Andrew in 1992. We have a history of safe, rapid, and professional service in the industry with federal, state, and local governments, providing expedient, cost-effective disaster debris management, removal, reduction, and cleanup services to over 500 satisfied clients, as well as numerous private industries funded by the Federal Emergency Management Agency (FEMA).

A family-owned and operated corporation headquartered in Leander, Texas, 20 miles outside Austin, Texas; TFR also owns and operates a tub-grinding division, responsible for vegetative debris reduction and recycling projects. Although disaster response remains our primary scope of business, TFR exploits natural adaptations and synergies to complement our current service offerings including land clearing, tree removal, trimming, and pruning on parks, golf courses, and right-of-way, tree repair and maintenance, debris management, tub grinding, hauling, and demolition.

TFR has completed more than 100 projects in Disaster Response in the last five (5) years. We have successfully performed on USACE projects and many other federal, state, and local government projects. In the past, TFR has received multiple multi-million-dollar task orders from our clients spanning a large geographical area. By applying our resources and an efficient operational plan, we completed each designated task on time in compliance with FEMA guidelines.

When you hire TFR Enterprises, you get us, not a General Contractor with mostly subcontractors. We will arrive on time. We will self-perform all key elements of the project to ensure quality service and in some cases much of the entire delivery order with our equipment and personnel. We can bring our camps to house our project personnel until community establishments are staffed and operational again. Our service is disaster relief and recovery, which includes the economic impact our stay will have on the local economy. Our goal is to partner with the City of Destin and its community to provide a full-service disaster relief and recovery effort.

Organizational Structure

Our organization is designed to deliver proactive leadership to any area, while effectively managing all project risks and providing maximum responsiveness to our clients. We provide each client with a dedicated, proven team prepared to execute any debris management mission with the highest degree of quality, professionalism, and efficiency.

Our management approach, proven on more than 500 FEMA-funded disaster response activations, will be applied to this contract, and establish the roles and responsibilities for the debris mission's management team, as well as support personnel.

With a robust network of subcontractors and vendors and firsthand knowledge of their capabilities and performance in emergency response and debris management, we readily access the best performers to quickly meet the demands we expect under this contract.

TFR's organizational structure minimizes the gap between the Operations Manager and the Project/Site Manager(s), depending on the size and scope of the response. We believe that by keeping the degree of separation between the management staff and field supervisors to a minimum, our entire team will be better connected and benefit from the increased level of communication.

Our essential employees have been chosen for their disaster recovery experience, leadership abilities, and debris expertise, as well as their ability to respond immediately to crises around the country.

Equal Employment Opportunity Employer

TFR Enterprises, Inc. provides equal employment opportunities without regard to race, color, sex, religion, national origin, age, or disability. TFR Enterprises, Inc. conforms with all applicable federal and state laws, rules, guidelines, and regulations and provides equal employment opportunities in all employment and employee relations.

Experienced Project Management

Large-Scale Events: TFR demonstrated our capabilities to respond to large-scale events following Hurricane Laura in 2020. We were activated in 36 Parishes to provide hazardous tree removals, debris removal, reduction, and final disposal for state-owned rights-of-way. In total, we supplied more than 150 debris removal crews, and 100 tree crews, managed and closed out 30 debris management sites, and removed more than 2.4 million cubic yards of debris.

Multiple Contract Activations: 2020 proved to be a catastrophic storm season. TFR responded to contract activations within **57 jurisdictions throughout Iowa, Louisiana, Oklahoma, Alabama, Mississippi, and Texas.** TFR managed 10.3 million cubic yards of debris, partnered with 74 subcontractors, certified more than 1,350 pieces of equipment, and remediated and closed out 67 debris management sites.

Meeting Client's Needs: In August 2020, a severe weather event wreaked havoc in the state of Iowa. The Iowa Department of Homeland Security contracted TFR to grind and dispose of 1.6 million cubic yards of vegetative waste. "The professionalism, knowledge, understanding, and work ethic demonstrated by TFR Enterprises' employees is a compliment to your organization and is in keeping with the best standards of emergency response contractors everywhere," says Jordan Moser, Strategic Planner.

Financial Capability

Since the company's incorporation in 1989, TFR has completed over 500 federally funded debris removal contracts in its 35-year history. From a dedicated owner to experienced staff, TFR offers not only the knowledge to perform any job of any size but also the financial flexibility to complete multiple large-scale projects simultaneously.

Company Owned Equipment

TFR owns over 200 pieces of equipment**,** including debris-handling trucks, such as self-loaders, heavy-haulers, excavators, dozers, and numerous mobile command units. TFR also owns six (6) Diamond Z 1463 Tub Grinders and two (2) horizontal grinders to accommodate our client's debris reduction needs. With the industry's largest collection of tub grinders, TFR can rapidly and efficiently dispose of massive amounts of storm-generated debris.



Subcontractors

In addition, to our extensive list of company-owned equipment, TFR maintains highly valued working relationships with over one thousand (1000) subcontractors nationwide, who are versed in TFR project procedures and multiply the resources available to the project.

Client Testimonials

Client	Testimonial
THE HUB OF CITY OF ROBERTSDALE BALDWIN COUNTY	"We would like to commend TFR Enterprises for their responsiveness and diligence in removing vegetative debris following Hurricane Sally in September of 2020." **Gregory B. Smith, City Engineer**
SEAL OF THE CITY OF CITRONELLE, ALABAMA	"We were very pleased with the rapid deployment of equipment and resources to start the clean-up process. The workers and equipment were both top-notch and were ready to work once their boots hit the ground in Citronelle". **Jason T. Stringer, Mayor**
MISSISSIPPI'S HANCOCK COUNTY	"In closing should the need arise again for debris removal services in Hancock County I hope TFR would be the one's here to help" **Vic Johnson, Hancock County Road Manager**

TFR possesses an intimate understanding of the FEMA & FHWA funding and reimbursement process. **ALL TFR CLIENTS HAVE RECEIVED 100% OF THEIR ELIGIBLE REIMBURSEMENT. TFR HAS NEVER HAD A SINGLE DOLLAR DEOBLIGATED BY FEMA or FHWA.** We understand that our client's reimbursement is directly correlated to their ability to pay TFR and we work with our clients to ensure this process is as fast and efficient as possible.

TFR personnel have conducted over 500+ federally funded projects and have gained invaluable experience and familiarity with the FEMA recording and reimbursement process conducted under the federal *Public Assistance Program*. With no turnover in our key personnel for the past ten (10) years, our employees have been working as a cohesive team to confront FEMA issues and ensure the reimbursement of our clients for 35 years. Jack Anderson, our government relations liaison, in conjunction with Tiffany Jean, contract manager, leads our *FEMA Compliance Team* in all disaster-related projects. Our *FEMA Compliance Team* is deeply vetted in FEMA management and operational styles, and **NEVER** has TFR, or its officers, had a disputed claim for FEMA reimbursement. These individuals are familiar with and aware of the federal guidelines for independence in accountability and reporting as well as recognizing that they cannot perform or assume the sovereign duties of the government officials. However, this does not preclude TFR from offering guidance to aid our clients in complying with the federal *Public Assistance Program*.

FEMA Compliance Team Spotlight

FEMA Training Courses

Independent Study Course Codes:

1,5,8,10,11,15,18,19,20,21,26,27,29,30,35,37,42,45,60,61,62,63,64,66,75,100,101,102,103,107,111,120,130, 144,156,158,162,200,201,212,215,216,230,235,238,240,241,242,244,245,247,253,271,279,288,289,293,302, 315,317,321,322,323,324,325,326,395,403,559,632,633,650,660,700,703,706,727,772,800,815,904,905, 906,907,908,909,913,914,915,916,1000,1001,1004,1013,1150,1300,2200,2900 and 2901.



Recent Performance on Major Disaster Declarations

Year	Client	Major Disaster Declaration
2024	**Emanuel County**	Georgia, Hurricane Helene, DR-4830-GA
2024	**Florida Department of Transportation (Madison County)**	Florida Hurricane Helene, DR-4828-FL
2023	**Florida Department of Transportation**	Florida Hurricane Idalia, DR-4734-FL
2023	**Florida Department of Environmental Protection**	Florida Hurricane Idalia, DR-4734-FL
2023	**City of Jacksonville**	Arkansas Severe Storms and Tornadoes DR-4698-AR
2023	**City of Round Rock** **City of Leander** **City of Cedar Park** **City of Lago Vista** **City of Sunset Valley** **Williamson County**	Texas Severe Winter Storm, DR-4705-TX
2022	**Florida Department of Environmental Protection** **City of Lake Mary** **Lake County** **State College of Florida Manatee** **Florida Southwestern State College** **Florida DOT- District 02**	Florida Hurricane Ian, DR-4673-FL
2021	**City of Bogalusa** **Town of Madisonville** **Village of Folsom**	Louisiana Hurricane Ida, DR-4611-LA
2021	**Kentucky Transportation Cabinet** **Boyd County**	Kentucky Severe Winter Storms, Landslides, and Mudslides, DR-4592-KY
2020	**City of Choctaw** **Oklahoma City** **City of Enid** **City of Blanchard** **City of Norman**	Oklahoma Severe Winter Storm, DR-4575-OK

TFR has had an initiative-taking approach to debris cleanup since Hurricane Andrew (DR-955-FL) in 1992. Implementing a comprehensive, efficient debris management plan that keeps operational flexibility to solve problems as they arise is critical to the project's success and our client's receipt of full FEMA reimbursement. After developing a debris management strategy, we strongly advise submitting it to FEMA for approval, which will alleviate any anxiety about FEMA acceptance following a disaster event.

Qualifications and Experience of Key Personnel

Experience and Qualifications of Key Personnel

TFR has assembled a team with a combined 155 years of experience in emergency debris removal, reduction, and management services. From Hurricane Andrew to the devastating effects of Hurricane Ida, TFR personnel have participated in relief efforts across the country, on different continents, and in varying debris capacities. As one of the most experienced project teams in the industry, agencies are contracting with a company deeply rooted in customer value, experience, and expediency. These principles, on which TFR is built, drive our current customer relationships and further the growth of the company.

Our team has a complete understanding of the roles, responsibilities, lines of communication, and challenges involved with rapid deployment in disaster scenarios. They can handle any debris mission they are tasked with. The TFR team has proven field-tested debris damage assessment, removal, reduction, disposal, and overall debris management experience associated with responding to natural and man-made disasters.

TFR's Management Team

Key Personnel	Contact Information	Worked Together	Industry Experience	Disaster Experience
Sharon Lyell Quality Control Manager	sharon@tfrinc.com (512) 576-3000	✓	**18 Years**	HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING
Tiffany Jean Contract Manager	tiffany@tfrinc.com (512) 565-0710	✓	**16 Years**	HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING
Glen Tucker Project Manager	tiffany@tfrinc.com (870) 223-6053	✓	**20 Years**	HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING
Kevin Rolison Project Manager	kevin@tfrinc.com (512) 944-8766	✓	**21 Years**	HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING
Melvin Utterback Vice President of Operations	melvin@tfrinc.com (606) 776-9782	✓	**19 Years**	HURRICANE, TORNADO, FIRE, ICE / SNOW, FLOODING
Steven Vinyard Project Manager	steven@tfrinc.com (512) 619-1087	✓	**8 years**	HURRICANE, ICE / SNOW, FLOODING
Roger Barfield Operations Manager	roger@tfrinc.com (407) 868-0568	✓	**7 Years**	HURRICANE, TORNADO, ICE / SNOW, FLOODING

Snapshot of Certifications

- ☑ **United States Army Corps of Engineers,** Construction Quality Management
- ☑ **United States Army Corps of Engineers,** 30-Hour Construction Safety
- ☑ **United States Army Corps of Engineers,** Safety Level 2 Assessment
- ☑ **United States Army Corps of Engineers,** Debris Level Two
- ☑ **National Incident Management System** ICS-100,200,700,703,706,800
- ☑ **OSHA** 40-Hour HAZWOPER

Operations Manager: The operations manager will supervise and direct all field operations for TFR. In addition to the execution of field operations, the operations manager will ensure full compliance with all corporate, municipal, state, and federal safety and environmental policies. Duties also include:

- Direct all project managers, site managers, and safety officers.
- Assign company-owned and subcontractor resources to debris zones, ensuring that the equipment placed in each zone is the most efficient, depending upon the zone's geographic and demographic constitution.
- Maximization of debris stream recycling if possible

Contract Manager: The contract manager will be the ultimate liaison between the client and TFR for the entirety of the debris mission. The contract manager will be available 24 hours per day, 7 days per week, with redundant communication capabilities including cell phones, satellite phones, and email. His/her responsibilities will include:

- Primary client/consulting firm point of contact.
- Receipt of client direction and development of a corporate strategy to best fulfill the client's needs.
- Communicate with the operations manager regarding mobilizing resources.
- Supervise and execute contract documents.
- Ensure all corporate reports and deliverables meet the client's expectations.

Site Manager: The site manager is responsible for all operations within their assigned debris management site, including:

- Safety compliance
- Environmental compliance and monitoring at the site.
- Proper debris segregation and reduction
- Coordination of reduction and haul-out schedules

Project Manager: The project managers are primarily responsible for the day-to-day operations within the zone(s) to which they are assigned. The responsibilities of the project managers include:

- Ensure all operational processes within their debris zone are being executed to full compliance with the FEMA Debris Management Guide/Public Assistance Program and Policy Guide
- In conjunction with the safety officer, host daily instructional and safety meetings
- Serve as initial contact and point of resolution for any complaints.
- Direct all debris crews to their assigned work zones.
- Execution of daily reports, including the keeping of a daily log of activities within their zone
- Assignment of daily road schedules

Safety Manager: The safety manager has complete responsibility and authority over all safety issues at all levels of contract performance including the power to unilaterally alter, suspend, and/or halt any operation or portion thereof that endangers or potentially endangers life, health, and safety or threatens

the protection of the environment. Includes documentation, daily reporting requirements, communication, and conducting onsite training and inspections. The safety manager is responsible for ensuring complete compliance with OSHA, USDOT, DOL, as well as all other applicable regulatory bodies.

Staffing Approach

With over 400+ on-call personnel across the U.S. and in-house equipment, the TFR team has the capacity and capability to accommodate all contract staffing requirements. We have refined our staffing process, recruiting strategies, and resource management tools to reflect lessons learned over the last decade within a wide range of contingency and disaster support contracts. With contingency-specialized recruiters and new hiring criteria for managers and superintendents, our staffing efforts have kept pace with the personnel requirements of global contingency and disaster support. To employ the most cost-effective means of accomplishing the work (e.g., self-perform, subcontract, combination) our project teams integrate subcontractors when cost-beneficial. TFR views staffing as part of an integrated and comprehensive approach to managing and executing contracts and uses named team partners along with nationwide, local, and small businesses to achieve cost and execution efficiency.

Despite the challenges that face all contingency contractors, TFR has had notable success at retaining key personnel. Central to our staffing strategy is a requirements-driven analysis of staffing needs, available resources, and an optimized execution strategy. TFR promotes a culture and work environment that supports employee longevity and satisfaction. We offer industry-competitive compensation and incentives that produce high retention rates and project continuity. Based on experience, we found that a thorough orientation: upfront, proactive, and frequent communication (initial and ongoing), detailed planning for safety, security, comfort, and competitive benefits enhances our ability to retain staff; our major subcontractors employ similar programs to retain personnel. This proven project delivery process has demonstrated our success in fully integrating in-house team members while utilizing local and small businesses on time-sensitive disaster response programs.

The TFR team is committed to identifying the local subcontractors qualified and prepared to support the recovery of their community and plans to utilize them to the extent that they are available and properly licensed. We continuously apprise subcontractors and our internal recruiters of impending requirements. Upon issuance of a task order, our key personnel meet and analyze general requirements and assignments. Area/Sector/Site Managers are selected based on alignment of experience in the technical scope of work, familiarity with the geographic area, language skills, and similar criteria. TFR firmly believes that local contractors provide the most effective means to complete the contract requirements while aiding the local economy after the impact of a disaster. We will exhaust all avenues to obtain qualified local subcontractors to meet the needs of the community while infusing the local economy with needed revenue.

Our operations manager has pre-identified qualified personnel readily available to provide immediate support to TFR once an event is identified and/or a task order is released. The TFR training program ensures that all staff remain ready to deploy and are fully capable of performing tasks safely. Our team meets all technical and quality requirements following systems and procedures for contract execution and oversight including QC, EHS, and security. Training may include in-house staff, subcontractors, and local hires. Our subcontractors will maintain their readiness to respond to an event by ensuring their employees are well-trained and equipment is maintained and properly functioning. Typical training for employees includes certifications for their service area, regularly scheduled technical skill demonstrations with TFR, and environmental health and safety practices and procedures. We do not keep personnel or laborers who cannot adhere to safety policies, as this is of the utmost importance. In addition to training, the TFR team conducts program exercises to validate operating systems and rehearse our response actions for large-scale, short-notice contingency assignments. We deliberately crafted our team to ensure nationwide and regional coverage and provide redundancy in capacity.

One key to successfully staffing - and ultimately executing multiple and concurrent contracts - is balancing the right level of program-level guidance and oversight with the local autonomy and ownership needed for task performance. Our capability to meet, sustain, and manage multiple geographic areas is focused on the numbers and types of personnel resources available nationally and locally that best support contingency scenarios. TFR's organization and coordination methodology are specifically developed for the effective execution and control of multiple simultaneous missions. Our team has a wide range of assets that ensure we can readily provide the correct mix of labor, equipment, and materials for every mission.

Our nationwide resource platform and strategic team facilitate rapid response anywhere in the country, including impacted areas with limited resources. Our team and subcontractors will follow a logistical strategy to staff each project and meet mission requirements in separate regions simultaneously as required. All support staff, subcontractors, and crews will report to the site manager. If an event impacts our operations in Leander, we may relocate to any team office that has the right capabilities, thereby mitigating the risk of a single point of failure. Assignments will be staffed with internal resources from the management team and supplemented with subcontractor resources.

Meet The Experts Behind Our Success

Each team member plays a vital role in ensuring seamless operations, compliance, and efficiency across all projects. With extensive expertise in project management, quality control, and FEMA reimbursement compliance, our team oversees documentation, subcontractor coordination, and process optimization. Committed to excellence, we work behind the scenes to support field operations, maintain regulatory adherence, and drive successful project outcomes. Our dedication to precision and efficiency ensures that every client receives the highest level of service and support.



Tipton Rowland

President/CEO



Julie Rowland

Secretary/CFO



Tiffany Jean

Contract Manager



Thayne Tipton

Contract Administrator



Sharon Lyell

Quality Control Manager



Brianna Scofield

Data Manager

"Their commitment to quality and customer satisfaction was evident in their attention to detail and willingness to meet the City's requests." *Lauren Lathon, City of Sugar Land Texas*

Meet The Experts Driving Our Success

TFR's operational team is the driving force behind the successful execution of debris removal projects nationwide. With extensive experience in field operations, logistics, and compliance, our team ensures safe, efficient, and timely project completion. We oversee subcontractor performance, enforce quality control standards, and maintain strict adherence to FEMA guidelines. Focused on safety, productivity, and regulatory compliance, our operations team is dedicated to delivering seamless project execution while maximizing efficiency and funding eligibility for our clients.



Mel Utterback
Vice President of Operations



Roger Barfield
Operations Manager



Kevin Rolison
Project Manager



Steven Vinyard
Project Manager



Mike Mejia
Service Manager



Jack Anderson
Government Relations

"Rodger and his team were very courteous to city staff and citizens during the project and greatly aided in our ability to complete the project in a timely manner. I would recommend and utilize TFR's services again." *Travis Tenbrink, City of Topeka Kansas*

Training Certifications

TFR's disaster response team is composed of highly trained professionals with a diverse range of skills and industry-recognized certifications. Our team holds National Incident Management System (NIMS) certifications**,** ensuring seamless coordination with federal, state, and local emergency management agencies during disaster response operations. We prioritize safety **with** Occupational Safety and Health Administration (OSHA) certifications**,** equipping our personnel with the knowledge to maintain strict safety protocols in hazardous environments. Additionally, our team includes experts in Quality Control and Environmental Compliance**,** ensuring all debris removal and management activities adhere to federal, state, and local regulations. These certifications, combined with years of hands-on experience, allow TFR to provide efficient, compliant, and high-quality disaster recovery services.

Course ID	Description	Course ID	Description
IS-00001	Emergency Manager	IS-00200.C	Basic Incident Command System
IS-00005	Intro to Hazardous Materials	IS-00201	Forms for Incident Action Plan
IS-00010	Animals in Disaster	IS-00212	Introduction to Unified Hazard Mitigation
IS-00011	Animals in Disaster	IS-00215	Unified Federal Review Advisor Training
IS-00015	Contingency Planning for Public Safety	IS-00216	Overview of the Unified Federal Review
IS-0018	EEO Employee Course	IS-00230	Fundamentals of Emergency Mgmt.
IS-0019	EEO Supervisor	IS-00235	Emergency Planning
IS-00020	Diversity Awareness	IS-00240	Leadership and Influence
IS-00021	Civil Rights & FEMA Assistance	IS-00241	Decision Making and Problem-Solving
IS-0027	Orientation to FEMA Logistics	IS-00242	Effective Communication
IS-00029	Public Information Officer Awareness	IS-00244	Developing and Managing Volunteers
IS-0030	Mitigation E-Grants for the Subgrant	IS-00245	Federal Priorities and Allocations
IS-00035	FEMA Safety Orientation	IS-00253	Overview of FEMA Environmental/Historical
IS-00037	Managerial Safety & Health	IS-00271	Hazardous Weather & Community Risk
IS-0042	Social Media in Emergency Management	IS-00279	Flood-Prone Residential Buildings
IS-0045	Continuous Improvement (CI) Overview	IS-00289	Voluntary Agency Liaison
IS-0060	(GEOCONOPS) for Planners	IS-00293	Mission Assignment Overview
IS-00061	Geospatial Concept of Operations	IS-00302	Emergency Radiological Response
IS-0062	(GEOCONOPS) In Use	IS-00315	Incident Command System
IS-0063	Geospatial Information Infrastructure	IS-00317	Intro to CERT
IS-0064	DHS Common Operating Picture	IS-00321	Hurricane Mitigation Basics
IS-0066	Space Weather Events	IS-00322	Flood Mitigation Basics
IS-0075	Military Resources in Emergency	IS-00323	Earthquake Mitigation Basics
IS-00100	Incident Command System	IS-00324	Community Hurricane Preparedness
IS-00101	Preparing for Disaster Operations	IS-00325	Earthquake Basic Science Risk
IS-00102	Preparing for Disaster Operations	IS-00326	Community Tsunami Preparedness
IS-00103	Geospatial Information Systems	IS-00559	Local Damage Assessment

IS-00107	FEMA Travel Rules and Regulations	IS-00632	Intro to Debris Operations
IS-00120	An Introduction to Exercises	IS-00633	Debris Management
IS-00130	How to be an Exercise Evaluator	IS-00650	Building Partnerships with Tribal
IS-00144	TERT Basic Course	IS-00660	Intro to Public-Private Partnerships
IS-00156	Building Design for Homeland Security	IS-00700	Intro to National Response Partners
IS-00158	Hazard Mitigation Flood Insurance	IS-00700.B	Introduction to the NIMS
IS-00162	Hazard Mitigation Floodplain Mgmt.	IS-00703	NIMS Resource Management
IS-00200	Single Resources & Initial Action	IS-00706	NIMS Mutual Aid

General Contractor license in the following states:

Alabama
Arkansas
California
Florida
Louisiana
Mississippi
Tennessee



TIPTON ROWLAND

PRESIDENT/CHIEF EXECUTIVE OFFICER

CONTACT

281-731-4398

tipton@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

PERFORMANCE SKILLS

- Strategic leadership
- Operational Oversight
- Crisis Management
- Team Leadership & Development
- Stakeholder Relations
- Innovation & Adaptability
- Contract Negotiations

PROFILE

Mr. Rowland provides “hands-on” oversight as President and Chief Executive Officer of TFR Enterprises, Inc., he has successfully performed as a damage assessment evaluator, cost proposal estimator, project supervisor, safety, and compliance officer, and has assisted in interacting with local government officials in developing debris management policies in compliance with State and Federal (FEMA) reimbursement regulations.

DISASTER EXPERIENCE

Hurricane Helene, Florida & Georgia	2024
Hurricane Milton, Florida	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Kansas & Kentucky	2023
Tornado, Tennessee	2023
Tornado, Arkansas	2023
Ice Storm, Oklahoma & Texas	2023
Tornado, Alabama	2023
Hurricane Ian, Florida	2023
Derecho, Iowa	2022
Tornado, Alabama & Georgia	2022
Tornado, Kentucky	2022
Winter Storm, Oregon	2022
Hurricane Ida, Louisiana	2021
Derecho, Iowa	2021
Flooding, Texas	2021
Ice Storm, Kentucky	2021
Ice Storm, Texas	2021
Hurricane Zeta, Mississippi	2020
Hurricane Laura, Louisiana	2020
Hurricane Dorian, North Carolina	2019
Hurricane Michael, Florida	2018
Hurricane Florence, North Carolina	2018
Hurricane Irma, Florida	2017
Hurricane Matthew, Florida	2016
Additional Disaster Events	1992-2015



JULIE ROWLAND

CHIEF FINANCIAL OFFICER

CONTACT

512-751-9799

julie@tfrinc.com

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Leander, TX

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CERTIFICATIONS

- FEMA IS-035
- FEMA IS-037
- FEMA IS-100
- FEMA IS-101
- FEMA IS-700
- FEMA- Debris Management Planning for State, Tribal, and Local Officials
- GHC TS 10: Debris Management & Monitoring RFP's

PROFILE

With 35 years in Debris Management Operations, Julie Rowland is a proven leader in project oversight, efficiency, and compliance. She excels at managing personnel, streamlining operations, and ensuring regulatory compliance.

DISASTER EXPERIENCE

Hurricane Helene, Florida & Georgia	2024
Hurricane Milton, Florida	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Kansas & Kentucky	2023
Tornado, Tennessee	2023
Tornado, Arkansas	2023
Ice Storm, Oklahoma & Texas	2023
Tornado, Alabama	2023
Hurricane Ian, Florida	2022
Derecho, Iowa	2022
Tornado, Alabama & Georgia	2022
Tornado, Kentucky	2022
Winter Storm, Oregon	2021
Hurricane Ida, Louisiana	2021
Derecho, Iowa	2021
Flooding, Texas	2021
Ice Storm, Kentucky	2021
Ice Storm, Texas	2021
Hurricane Zeta, Mississippi	2020
Additional Disaster Events	1992-2019

EDUCATION

Bachelor of Arts in Communications and Fine Arts
University of Memphis, Memphis TN 1989-1992



TIFFANY JEAN

CONTRACT MANAGER

CONTACT

512-565-0710

tiffany@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

CERTIFICATIONS

- FEMA IS-001
- FEMA IS-005
- FEMA IS-035
- FEMA IS-100
- FEMA IS-200
- FEMA IS-800
- FEMA IS-906
- FEMA IS-907
- FEMA IS-909
- USACE- Construction Quality Management
- Project Management Workshop
- DOT Compliance Workshop
- Drug & Alcohol Workshop
- GHC TS 10: Debris Management
- Microsoft: Intermediate & Advanced
- CPR Certified

PROFILE

Mrs. Jean has over 17 years of contract management experience, overseeing contract documentation and regulatory registrations nationwide. Known for her attention to detail and responsiveness, she ensures compliance with contract requirements and FEMA reimbursement standards, staying current with policy changes.

DISASTER EXPERIENCE

Hurricane Helene, Florida & Georgia	2024
Hurricane Milton, Florida	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Kansas & Kentucky	2023
Tornado, Tennessee	2023
Tornado, Arkansas	2023
Ice Storm, Oklahoma & Texas	2023
Tornado, Alabama	2023
Hurricane Ian, Florida	2022
Derecho, Iowa	2022
Tornado, Alabama & Georgia	2022
Tornado, Kentucky	2022
Winter Storm, Oregon	2021
Hurricane Ida, Louisiana	2021
Derecho, Iowa	2021
Flooding, Texas	2021
Ice Storm, Kentucky	2021
Ice Storm, Texas	2021
Hurricane Zeta, Mississippi	2020
Additional Disaster Events	2008-2020

EDUCATION

Bachelor of Arts in History
Texas A&M University, College Station, Texas 2004-2007

THAYNE TIPTON

CONTRACT ADMINISTRATOR



CONTACT

361-401-0657

thayne@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

CERTIFICATIONS

- FEMA IS-005 CPR Certified
- FEMA IS-008
- FEMA IS-010
- FEMA IS-011
- FEMA IS-015
- FEMA IS-018
- FEMA IS-019
- FEMA IS-021
- FEMA IS-026
- FEMA IS-027
- FEMA IS-029
- FEMA IS-030
- FEMA IS-031
- FEMA IS-032
- FEMA IS-035
- FEMA IS-036
- FEMA IS-037
- FEMA IS-042
- FEMA IS-045
- FEMA IS-066
- FEMA IS-075
- FEMA IS-100
- FEMA IS-102
- FEMA IS-103
- FEMA IS-200
- FEMA IS-230

PROFILE

Thayne is responsible for organizing and maintaining contract documentation while actively contributing to the review and assembly of proposal submissions. With a background in Information Technology and Database Management, she ensures accurate record-keeping and comprehensive documentation of ongoing projects. Thayne continuously reviews FEMA policies and reimbursement procedures to uphold compliance with the Public Assistance Program and Policy Guide, ensuring seamless adherence to regulatory requirements.

DISASTER EXPERIENCE

Hurricane Helene, Florida & Georgia	2024
Hurricane Milton, Florida	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Georgia	2023

EDUCATION

Bachelor of Arts in English
Texas A&M University, College Station, Texas 2017-2021

SHARON LYELL

QUALITY CONTROL MANAGER



CONTACT

512-576-3000

sharon@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

CERTIFICATIONS

- FEMA IS-037
- FEMA IS-037.19
- USACE- Construction Quality Management
- FLDOT- TTC Advanced Course
- DOT- Safety Management Controls
- Level 1 Antiterrorism Awareness Training
- Project Management Workshop
- CPR Certified

PROFILE

With 32 years of experience in project management and quality control, Sharon ensures safe, efficient, and compliant operations as TFR's Quality Control Manager. Over the past 19 years, she has overseen 140+ projects, enforcing strict quality control measures, subcontractor compliance, and FEMA reimbursement documentation. She maintains strong relationships with debris hauling and hazardous tree removal subcontractors, providing annual training on TFR procedures and FEMA policies. With expertise in quality assurance, zero defects, and process improvement, Sharon ensures full compliance with FEMA's Public Assistance Program, maximizing funding eligibility for applicants.

DISASTER EXPERIENCE

Hurricane Helene, Florida	2024
Hurricane Helene, Georgia	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather, Kansas	2023
Tornado, Kentucky	2023
Tornado, Arkansas	2023
Ice Storm, Texas	2023
Hurricane Ian, Florida	2022
Ice storm, Kentucky	2021
Hurricane Laura, Louisiana	2020
Hurricane Isaias, Texas	2020
Derecho, Iowa	2020
Hurricane Dorian, North Carolina	2019
Hurricane Florence	2018
Floods, Texas	2018
Hurricane Irma, Florida	2017
Hurricane Harvey, Texas	2017
Hurricane Matthew, Florida	2016
Floods, Louisiana	2016
Floods, Texas	2015
Ice Storm, Oklahoma	2015
Severe Weather, Texas	2015
Ice Storm, Tennessee	2015
Ice Storm, North Carolina	2014
Additional Disaster Events	2006-2013

BRIANNA SCHOFIELD

DATA MANAGER



CONTACT

435-705-1251

brianna@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

PERFORMANCE SKILLS

- Data Collection & Analytical Skills
- Real Time Tracking Systems
- Quality Assurance & Data Accuracy
- Compliance & Documentation
- Risk Management
- Microsoft Word

PROFILE

Mrs. Schofield joined our team in 2023, specializing in data collection, analysis, and reporting for disaster recovery and waste removal operations. She is highly skilled in real-time tracking systems and database management to optimize logistics, ensure compliance, and enhance operational efficiency. With a strong focus on FEMA reporting accuracy, she excels at improving data workflows and coordinating with field teams to maintain seamless information flow. Her expertise in data-driven decision-making supports strategic planning while upholding the highest standards of accuracy and regulatory compliance.

DISASTER EXPERIENCE

Hurricane Helene, Florida	2024
Hurricane Helene, Georgia	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023



MEL UTTERBACK

VICE PRESIDENT OF OPERATIONS

CONTACT

606-776-9782

melvin@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

PERFORMANCE SKILLS

- Leadership & Team Management
- Strategic Planning
- Process Improvement & Efficiency
- Compliance & Quality Control
- Financial & Budget Control
- Safety Leadership
- Compliance with Regulations & Standards

PROFILE

Since 2004, Mel has been overseeing and coordinating debris removal operations in response to natural disasters and large-scale construction projects. With a strong focus on safety, efficiency, and compliance, Mel manages logistics, supervises crews, and ensures accurate documentation for FEMA reimbursement.

DISASTER EXPERIENCE

Hurricane Helene, Florida & Georgia	2024
Hurricane Milton, Florida	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Kansas & Kentucky	2023
Tornado, Tennessee	2023
Tornado, Arkansas	2023
Ice Storm, Oklahoma & Texas	2023
Tornado, Alabama	2023
Hurricane Ian, Florida	2023
Derecho, Iowa	2022
Tornado, Alabama & Georgia	2022
Tornado, Kentucky	2022
Winter Storm, Oregon	2022
Hurricane Ida, Louisiana	2021
Derecho, Iowa	2021
Flooding, Texas	2021
Ice Storm, Kentucky	2021
Ice Storm, Texas	2021
Hurricane Zeta, Mississippi	2020
Hurricane Laura, Louisiana	2020
Hurricane Dorian, North Carolina	2019
Hurricane Michael, Florida	2018
Hurricane Florence, North Carolina	2018
Hurricane Irma, Florida	2017
Hurricane Matthew, Florida	2016
Ice Storm, Oklahoma	2007
Hurricane Katrina, Louisiana & Mississippi	2005
Hurricane Ivan, Florida	2004



ROGER BARFIELD

OPERATIONS MANAGER

CONTACT

407-868-0568

roger@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

CERTIFICATIONS

- FEMA IS-010
- FEMA IS-011
- FEMA IS-035
- FEMA IS-037
- FEMA IS-100
- FEMA IS-102
- FEMA IS-660
- FEMA IS-700
- OSHA 30
- OSHA 132
- OSHA 196
- OSHA- Occupational Safety and Health Trainer
- HAZWOPER 40-Hour
- FDOT- TTC Advanced
- NATMI/UC- Managing Motor Fleet Safety Programs

PROFILE

Mr. Barfield joined our team in 2016 following successful employment with a heavy highway construction firm. With extensive experience in civil construction, he has developed a strong background in occupational safety, risk management, and regulatory compliance.

DISASTER EXPERIENCE

Hurricane Helene, Florida & Georgia	2024
Hurricane Milton, Florida	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Kansas & Kentucky	2023
Tornado, Tennessee	2023
Tornado, Arkansas	2023
Ice Storm, Oklahoma & Texas	2023
Tornado, Alabama	2023
Hurricane Ian, Florida	2022
Derecho, Iowa	2022
Tornado, Alabama & Georgia	2022
Tornado, Kentucky	2022
Winter Storm, Oregon	2021
Hurricane Ida, Louisiana	2021
Derecho, Iowa	2021
Flooding, Texas	2021
Ice Storm, Kentucky	2021
Ice Storm, Texas	2021
Hurricane Zeta, Mississippi	2020
Additional Disaster Events	2008-2020

EDUCATION

Associate of Science, Occupational Safety and Health
Columbia Southern University, Orange Beach AL 2022-2024

KEVIN ROLISON

PROJECT MANAGER



CONTACT

512-944-8766

kevin@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

CERTIFICATIONS

- FEMA IS-020
- FEMA IS-035
- FEMA IS-230
- FEMA IS-632
- FEMA IS-633
- USACE- 30 Hour Construction Safety
- FLDOT- TTC Advanced Course
- Level 1 Antiterrorism Awareness Training
- DOT 101- Safety Compliance
- Project Management Workshop
- Registered Flagger
- 60/60 DOT Supervisor Training

PROFILE

Mr. Rolison has been an integral part of our management team since 2002. He has deployed to more than 100 emergency debris removal projects nationwide for local, state, and federal government agencies. His leadership is proven to be among the best in the industry.

DISASTER EXPERIENCE

Hurricane Helene, Florida	2024
Hurricane Helene, Georgia	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather, Kansas	2023
Tornado, Kentucky	2023
Tornado, Arkansas	2023
Ice Storm, Texas	2023
Hurricane Ian, Florida	2022
Ice storm, Kentucky	2021
Hurricane Laura, Louisiana	2020
Hurricane Isaias, Texas	2020
Hurricane Dorian, North Carolina	2019
Hurricane Florence	2018
Floods, Texas	2018
Hurricane Irma, Florida	2017
Hurricane Harvey, Texas	2017
Hurricane Matthew, Florida	2016
Floods, Louisiana	2016
Floods, Texas	2015
Ice Storm, Oklahoma	2015
Severe Weather, Texas	2015
Ice Storm, Tennessee	2015
Ice Storm, North Carolina	2014
Additional Disaster Events	2002-2013



STEVEN VINYARD

PROJECT MANAGER

CONTACT

512-619-1087

steven@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

CERTIFICATIONS

- FEMA IS-035
- FEMA IS-037
- FEMA IS-317
- FEMA IS-321
- USACE- Construction Quality Management
- FLDOT- TTC Advanced Course
- Level 1 Antiterrorism Awareness Training
- CPR Certified

PROFILE

Mr. Vineyard is dedicated to delivering exceptional service and expertise. His extensive knowledge of FEMA guidelines allows him to expertly navigate the eligibility requirements for right-of-way debris removal, hazardous tree management, and waterway debris clearance. Additionally, he specializes in all aspects of debris management sites, including site selection, permitting, setup, and remediation.

DISASTER EXPERIENCE

Hurricane Helene, Tennessee	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Kansas & Kentucky	2023
Tornado, Tennessee	2023
Tornado, Arkansas	2023
Ice Storm, Texas	2023
Hurricane Ian, Florida	2022
Ice storm, Texas	2021
Hurricane Ida, Louisiana	2021
Hurricane Laura, Louisiana	2020
Hurricane Dorian, North Carolina	2020
Hurricane Michael, Florida	2019
Hurricane Florence, North Carolina	2018
Floods, Texas	2018
Hurricane Irma, Florida	2017
Hurricane Harvey, Texas	2017
Hurricane Matthew, Florida	2016
Floods, Louisiana	2016
Floods, Texas	2015
Ice Storm, Texas	2015



MIKE MEJIA

SERVICE MANAGER

CONTACT

512-688-9797

mike@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

PERFORMANCE SKILLS

- Equipment Repair & Maintenance
- Fabrication
- Fleet Management
- Inventory & Logistics Coordination
- Regulatory Compliance
- Safety Leadership
- Scheduling

PROFILE

Since joining TFR in 2008 after Hurricane Ike, Mr. Mejia has been instrumental in maintaining the company's specialized fleet. With 17 years of experience in equipment repair and maintenance, he ensures minimal downtime by fabricating custom parts and leading on-site and in-house maintenance operations. Mike manages inventory, schedules repairs, and upholds strict safety standards, achieving zero injuries or incidents in the last five years.

DISASTER EXPERIENCE

Hurricane Helene, Florida	2024
Hurricane Helene, Georgia	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather, Kansas	2023
Tornado, Kentucky	2023
Tornado, Arkansas	2023
Ice Storm, Texas	2023
Hurricane Ian, Florida	2022
Ice storm, Kentucky	2021
Hurricane Laura, Louisiana	2020
Hurricane Isaias, Texas	2020
Hurricane Dorian, North Carolina	2019
Hurricane Florence	2018
Floods, Texas	2018
Hurricane Irma, Florida	2017
Hurricane Harvey, Texas	2017
Hurricane Matthew, Florida	2016
Floods, Louisiana	2016
Floods, Texas	2015
Ice Storm, Oklahoma	2015
Severe Weather, Texas	2015
Ice Storm, Tennessee	2015
Ice Storm, North Carolina	2014
Additional Disaster Events	2008-2013



JACK ANDERSON

GOVERNMENT RELATIONS AND BUSINESS DEVELOPMENT

CONTACT

407-760-0758

jack@tfrinc.com

601 Leander Drive,
Leander, TX

www.tfrinc.com

CERTIFICATIONS

- FEMA IS-5.a, 8, 10, 11, 15,18, 19, 20, 21, 26, 27, 29, 35, 37, 42, 45, 64, 66, 75, 100, 102, 107, 111, 120.c, 144, 156, 200, 201, 212, 230, 235, 238, 240, 241, 242, 244, 245.c, 247.c, 253, 271, 279, 288.a, 289, 293, 302, 315, 317, 322, 323, 324, 325, 326, 395, 403, 559, 632, 633, 650, 660, 815, 904, 906, 907, 908, 909, 913, 914, 915, 916, 1004, 1150, 1300.a, 2200, 2900, and 2901
- AWR-341, 349, 358 dL, 903, 911, 912, 913-W, 914-W, 915-W, 916-W, 922 W, 928-W, 929, 938-W, 942-W, 943-W, and 947-W
- PER-931-W
- JS-US007 - Level 1 Antiterrorism Awareness Training
- CPR/AED/First-Aid Certification

PROFILE

Mr. Anderson brings extensive experience in government affairs and public policy, having served in key roles within state government, including as a public affairs officer, a legislative aide in the Florida House of Representatives, and most recently as Chief of Staff to a Florida state Senator. His deep understanding of legislative, regulatory, and political processes within the emergency management industry allows him to effectively navigate complex governmental frameworks. Mr. Anderson's ability to cultivate strong, collaborative relationships with government entities further enhances TFR's capacity to deliver streamlined, compliant, and effective disaster response solutions.

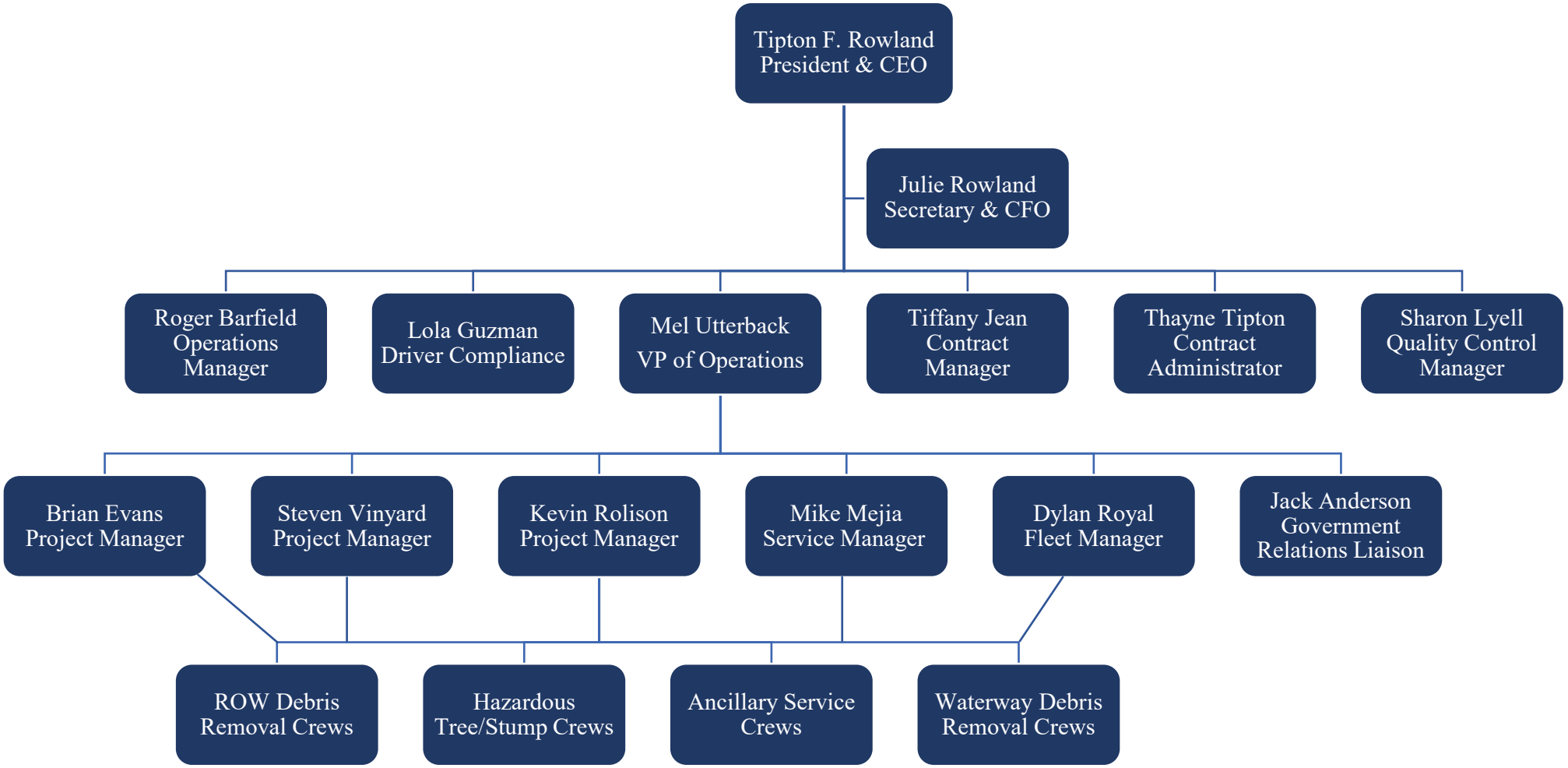
DISASTER EXPERIENCE

Hurricane Helene, Florida & Georgia	2024
Hurricane Milton, Florida	2024
Severe Weather Event, Texas	2024
Hurricane Beryl, Texas	2024
Hurricane Idalia, Florida	2023
Severe Weather Event, Kansas & Kentucky	2023
Tornado, Tennessee	2023
Tornado, Arkansas	2023
Ice Storm, Oklahoma & Texas	2023
Hurricane Ian, Florida	2022
Hurricane Eta, Florida	2020
Hurricane Laura, Florida	2020
Hurricane Dorian, Florida	2019

EDUCATION

Bachelor of Science in Psychology
University of Alabama, Tuscaloosa, AL 2013-2017

TFR Enterprises, Inc
Organizational Chart



Proposed Subcontractors

TFR Enterprises, Inc. maintains a current, constantly updated database of subcontractors by location, classification, equipment resources, and capability. The working relationship with this reservoir of close-knit subcontractors has been so successful that a majority of them, following a disaster event, will not offer their services to, or accept an offer from, another contractor until first consulting with TFR's management personnel as to their subcontracting needs. A network of communication and contact of these subcontractors in the event of a disaster has been divided among the TFR management team in advance, which has enabled the company to contact, activate, and mobilize as many as 630 pieces of equipment in 30 days as the company did following Hurricane Laura in 2020. These subcontractors are considered as much a part of the disaster response team as are the full-time employees of TFR.

Local and Disadvantaged Business Subcontracting

At TFR, we firmly believe that local contractors provide the most cost-effective measure to complete the contract requirements while aiding the local economy after the impact of a disaster. TFR plans to utilize local subcontractors to the extent to which they are available and properly licensed. TFR shall exhaust any avenues to obtain qualified local subcontractors to meet the needs of the community while infusing the local economy with needed revenue. As such, TFR is committed to identifying the local subcontractors qualified and prepared to support the community on the path to recovery.

During the past three (3) decades, TFR has actively promoted the participation of Small Business Enterprises (SBE), Disadvantaged Business Enterprises (DBE), Women-Owned Business Enterprises (WBE), Minority-Owned Business Enterprises (MBE), and Veteran-Owned Business Enterprises (VBE), in the performance of disaster-related debris removal projects. Born from a small tree service company in 1954, TFR was a long-time small business-enabled firm working in Memphis, Tennessee. Renamed TFR and incorporated in 1989, owner, Tipton Rowland, considers this sector of the industry to be a vital and reliable source of debris management resources recalling his days as a small business owner himself. As such, TFR executives are directly involved in the achievement of SBE's and DBE's plans and goals by the project.

Proposed Major Subcontractor

Timberline Trading Inc. Disaster Recovery Division	• 35 years of proven disaster debris removal and management experience • Over 200 units of company-owned specialized equipment including knuckle boom trucks, heavy haulers, dump trucks, bunkhouses, airboats, barges, skid steers, dozers, excavators, loaders, skidders, and tree cutters. • Owner and key employees certified in tree removal/chainsaw management by the Missouri Forestry Department • Partnered on more than 50 projects with TFR, over the last 20 years.	**Recent Projects Completed with TFR:** • Hamilton County, FL • Jacksonville, AR • City of Cedar Park, TX • Hancock County, MS • City of Choctaw, OK • City of Enid, OK • City of Blanchard, OK • City of Norman, OK • City of Citronelle, AL • Alabama DOT, Dallas County • City of Robertsdale, AL • Rapides Parish, LA

Timberline Trading is a leading subcontractor in the disaster debris removal industry. Thirty-five years of experience has allowed the team at Timberline to master the skills and FEMA knowledge necessary to

complete any size debris mission. Timberline's tenured management team gives them added ability to manage a wide range of disaster response services. With more than 200 pieces of specialty equipment, Timberline can respond immediately to all emergencies. Company-owned bunkhouses and generators allow Team Timberline to respond to devastated areas where housing or electricity is not available. Timberline has been a major subcontractor for TFR since 1995.

Proposed Major DBE Subcontractor

LYELLCO	• **Women-Owned Business (WBE)** • Incorporated in 2013 • Principles hold Florida & California Contractors License • Owner and Principles have more than 25 years of combined experience in Disaster Response, Debris Removal, and Hazardous Tree Removal Services • Partnered on 7 projects with TFR, over the last 8 years.	**Recent Projects Completed with TFR:** • Suwannee County, FL • Hardin County, TN • City of Leader, TX • FDEP- Highland Hammock State Park • Kentucky Transportation Cabinet, KY • Oklahoma City Parks, OK • City of Corpus Christi, TX • Texas DOT, Montague County • Louisiana DOT, Cameron Parish • Tyndall Airforce Base, FL

Lyellco, Inc. is a family-owned tree trimming and disaster response company incorporated in 2013 as a small woman-owned business. Lyellco owns 27 pieces of equipment and has performed more than 20 federal and state contracts nationwide, responding to hurricanes, tornados, ice storms, floods, and more. Lyellco strives for the safety of its employees and the communities affected and operates according to FEMA rules and regulations.

The following list is just a few of our available DBE Partners:

DBE Partners	State	Type	Services
Ayleen Trash Hauling Services, Inc.	FL	SBE/MBE	Hauling Services, Hazardous Tree Removal
CSA Land Clearing	FL	DBE	Site Management
Florida Developers of Tallahassee	FL	DBE	Site Management
Gulf Coast Environmental Contractors	FL	WBE	Hazardous Tree Removal
Payne's Environmental Services, LLC	FL	MBE/VBE	Hazardous Tree Removal
Prism Lighting Services	FL	SBE	Temporary Lighting
YG Construction, Inc.	FL	MBE	Temporary Fencing
Cabildo Services	LA	DBE	Temporary Staffing
Disaster Recovery Group and Tree, Inc.	NC	DBE	Hauling Services, Hazardous Tree Removal
Action-Roll Offs, Inc.	TX	DBE	Hauling Services
Eggemeyer Land Clearing, LLC	TX	DBE	Hauling Services, Site Management
Highway Barricades and Services, Inc.	TX	DBE	Safety Supplies
Lyellco	TX	WBE	Hauling Services, Hazardous Tree Removal



TFR Enterprises, Inc
Tipton F. Rowland
601 Leander Drive
Leander, Texas 78641

Re: Letter of Commitment/Timely Payments

Please accept this letter as our interest to assist TFR Enterprises, Inc by offering to make our services available in the event they are activated for Disaster Debris/Hazardous Tree Removal Services during the term of the contract.

Timberline has worked for TFR Enterprises, Inc since 1996 and **has always been paid on time.**

Timberline's roles and responsibilities will support TFR as a subcontractor providing labor and equipment services for this contract to include:

- Vegetative Debris Removal
- C&D Debris Removal
- Hazardous Tree Removal

Company Information:
Timberline Trading, Inc
Michael Dotson
PO BOX 643
Lathrop, MO 64429
FEIN: 43-1695748

I, Michael Dotson, am authorized to sign for and legally bind Timberline Trading, Inc., and have full authority to commit any of our company's resources necessary to successfully perform this contract. Should you need additional information please contact me at (816) 564-1761.

Sincerely,

Michael Dotson

Michael Dotson
Owner/CEO

LYELLCO

www.lyellco.com
sharon@lyellco.com
Office (512)576-3000

TFR Enterprises, Inc
Tipton F. Rowland
601 Leander Drive
Leander, Texas 78641

Re: Subcontractor Letter of Commitment

Dear Mr. Rowland,

Please accept this letter as our interest to assist TFR Enterprises, Inc by offering to make our services available in the event they are activated for Disaster Debris/Hazardous Tree Removal Services during the term of the contract.

Lyellco's roles and responsibilities will support TFR as a subcontractor providing labor and equipment services for this contract to include:

- ROW Vegetative Debris Removal
- ROW C&D Debris Removal
- Hazardous Tree Removal

Company Information:
Lyellco, Inc
Levi Lyell
7503 White Oak
Lago Vista, Texas 78645
FEIN: 463383578
Woman-Owned Small Business

Levi Lyell is authorized to sign for and legally bind Lyellco Inc. and has the full authority to commit any of our company's resources necessary to successfully perform this contract. Should you need additional information please contact me at (512) 698-9812.

Sincerely,

Levi Lyell
Vice President

Additional Subcontractors & Service Providers Available

The following is a list of potential subcontractors and service providers TFR Enterprises, Inc. may utilize if activated. This list is not exhaustive, and resources may be added or substituted if needed. TFR offers preference to qualified local subcontractors, including local DBE subcontractors, who have the necessary equipment and experience to meet the project requirements.

Company Name	State	DBE
Black Services, Inc.	Alabama	
Chad Ward Inc.	Alabama	
Global Rental Co. Inc.	Alabama	
HAL Construction LLC	Alabama	
Hall's Tree Service	Alabama	
Hunter Fuzzell	Alabama	
Moore Lawn & Landscape	Alabama	
Oak Hill Construction, LLC	Alabama	
Southeastern Logistics, LLC	Alabama	
Ward Land & Timber, LLC	Alabama	
Z & H Enterprises, LLC	Alabama	
A & A Trucking LLC	Arizona	
Sunstate Equipment Co	Arizona	
Carter Global	Arkansas	
Conway Enterprises	Arkansas	
John L Weaver	Arkansas	
Labor Finders	Arkansas	
McFadin Global Construction, Inc.	Arkansas	
Moores Dozer Service	Arkansas	
Troy Brown	Arkansas	
Chriso Tree Trimming	California	
Core Tree Care	California	
D & E Construction Inc.	California	
FGL Environmental	California	
Granite Construction Inc	California	
Inland Empire Equipment	California	
Myers Tire Supply	California	
Palomar Mountain Premium Spring Water	California	
Silverstrand Construction	California	
Triton Transport Ltd.	California	
Front Range Landfill	Colorado	
Jim's Pride Landscaping & Maintenance	Colorado	
Larimer Solid Waste	Colorado	
Lenahan Land Clearing & Grinding	Connecticut	
A Soto Southern Ag Inc	Florida	

Absolute Asphalt Services Inc	Florida	
Acme Barricades	Florida	
AES Portable Sanitation	Florida	
AM Environmental	Florida	
Anderson Rentals Inc.	Florida	
Aqua Control Tech	Florida	
Arrow Service & Towing	Florida	
Arthur Auville	Florida	
Atlantic Coast Transport, LLC	Florida	
Aucilla Area Solid Waste	Florida	
Ayleen Trash Hauling Service	Florida	Yes
Backstrom Trucking	Florida	
Better Barricades	Florida	
BG Katz Nurseries, LLC	Florida	
Branching Out	Florida	
Coffin Marine	Florida	
CSA Land Clearing	Florida	Yes
Dawnell Ayres	Florida	
DeFord's Fuel & Oil, Inc	Florida	
Downrite Engineering Corp.	Florida	
Dyna Trucking	Florida	
East Coast Site Works	Florida	
Edgewater Recycling	Florida	
Emergency Standby Power LLC	Florida	
Evergreen Tree Service	Florida	
Fast Track Logistics	Florida	
Flagler Construction Equipment	Florida	
Florida Developers of Tallahassee	Florida	Yes
Florida Equipment Service and Repair Inc	Florida	
Florida Paving & Trucking Service	Florida	
Fort Lauderdale Ice	Florida	
G Hemphill Tree Service	Florida	
Gallegos Trucking Inc.	Florida	
Gaston TDR	Florida	
Gill Sikes	Florida	
Green's Tree & Landscape	Florida	
Grinder Wear Parts, Inc.	Florida	
Gulf Coast Environmental Contractors, Inc.	Florida	Yes
Hamilton County Landfill	Florida	
Haulin Dixon	Florida	
Kessler Hauling Inc.	Florida	

Knight Jon Boy	Florida	
Landscape Service Professionals	Florida	
Lank Oil	Florida	
Lee County Solid Waste	Florida	
Leon County Solid Waste	Florida	
Lopez Trucking Inc	Florida	
Lucas Garage & Trucking	Florida	
Macias & Sons	Florida	
Macias Landscape Inc. dba Miguel Macias Landscape	Florida	
Miami-Dade County Dept of Solid Waste	Florida	
Morgan Marine Salvage & Recovery, LLC	Florida	
National Waste Management, Inc	Florida	
Nicolas Macias	Florida	
North Oak Recycling	Florida	
Payne's Environmental Services, LLC	Florida	Yes
Pine Island Group, LLC	Florida	
Prism Lighting Services	Florida	Yes
Putnam County Central Landfill	Florida	
Rainey Cawthon Distributor	Florida	
RIO Harvesting	Florida	
Rio Indio, LLC	Florida	
Ron's Trucking & Equipment	Florida	
S & B Machine, LLC	Florida	
Sampson Tree Service	Florida	
Samsula Waste Inc	Florida	
Seminole County Solid Waste MgmtA	Florida	
Spinning Crane Works	Florida	
T-Roy & Sons, Inc.	Florida	
Tate Transport Corporations	Florida	
Texas Aquatic Harvesting	Florida	
USA Services	Florida	
Yahl Mulching & Recycling	Florida	
YG Construction	Florida	Yes
ZZ Truck Inc	Florida	
All Star Mobile RV	Georgia	
Bobcat of Orlando	Georgia	
Bolgers Tree Service	Georgia	
Brian Brinson dba Brinson Tree & Stump	Georgia	
Brown's Tree and Logging Service	Georgia	
Casey Tree Experts	Georgia	
Colonial Fuel and Lubricant Services, Inc.	Georgia	

HeavyQuip	Georgia	
Horner Services, LLC	Georgia	
Jaguar Tree Service	Georgia	
KDF Enterprises, LLC	Georgia	
Kelly Services, Inc.	Georgia	
Kelly's Clearing & Grinding	Georgia	
Neff Rental	Georgia	
Parkway Tire and Service	Georgia	
Southeastern Modular Construction	Georgia	
Sunbelt Rentals	Georgia	
Synergy Rents LLC	Georgia	
Terry Bucks Contracting, LLC	Georgia	
TRC Staffing Services	Georgia	
Waste Management - Florida	Georgia	
Diamond Z Manufacturing	Idaho	
DZ Grinders LLC AKA Diamond Z	Idaho	
Rule Steel Tanks, Inc	Idaho	
A-1 Tree Care	Illinois	
JJ Keller	Illinois	
JT"s Tree Service	Illinois	
Southwest OKC Landfill	Illinois	
Richards Tree Service	Illinois	Yes
Buchanan Hauling & Rigging, Inc.	Indiana	
K & K Dirt Works	Indiana	Yes
Pac Van, Inc.	Indiana	
Poseidon Barge	Indiana	
Richard Clemons dba Clemons Tree Service	Indiana	
Blue Beacon	Kansas	
Custom Tree Care Inc	Kansas	
Freightquote.com	Kansas	
Kansas City Tree Care LLC	Kansas	
Lakeside Tree Service	Kansas	
Reno Truck & Tractor	Kansas	
Team DriveAway	Kansas	
United Disaster Response, LLC	Kansas	
Douglas Keeton	Kentucky	
Mr. Pressure	Kentucky	
Oakland Farms Trucking	Kentucky	
Aqua Tech	Louisiana	
Brooks Industrial	Louisiana	
Cabildo Services	Louisiana	Yes

Coastal Heavy Haulers	Louisiana	
Coastland Trucking, LLC	Louisiana	
Complete Staffing	Louisiana	
G & M Rentals	Louisiana	
Gator Environmental Waste Solutions, LLC	Louisiana	
Gills Crane Service	Louisiana	
Gordon's Disposal, LLC	Louisiana	
Gordon's Landfill, LLC	Louisiana	
Greenpoint, Inc	Louisiana	
H & E Equipment Services	Louisiana	
Leaf Services, LLC	Louisiana	
Michael Munna	Louisiana	
Northshore Tree & Bucket Truck	Louisiana	
Pearl River Navigation	Louisiana	
Pipeworks Plumbing / Demolition	Louisiana	
PMI Resource Inc	Louisiana	
Traffic Control Products of Louisiana	Louisiana	
Wilco Marsh Muggies, Inc	Louisiana	
Wishams Hauling	Louisiana	
J Carlson Trucking	Michigan	
Fastenal	Minnesota	
Davy Busby dba Famco	Mississippi	
Forrester & Associates	Mississippi	
Lonnie Roberts II dba Lil Al's Tree	Mississippi	
PK Diesel	Mississippi	
Ruiz Contracting Solutions, LLC	Mississippi	
TLW Inc	Mississippi	
Atlas Tree Care, LLC	Missouri	
Crooked River	Missouri	
Custom Truck One Source	Missouri	
Dotson & Sons Logging	Missouri	
Double D Disaster Relief LLC	Missouri	
Gary Long	Missouri	
Grainger	Missouri	
Hampel Oil	Missouri	
Ozark Machinery Company	Missouri	
Timberline Trading Inc	Missouri	
Titan Machinery, LLC	Missouri	
Tri Rivers Logging Inc.	Missouri	
Turbo Supply	Missouri	
R & L Transport	New Jersey	

Ricelli Enterprises, Inc.	New York	
Scott Macon Equipment Rental	New York	
Ascendum Machinery, Inc.	North Carolina	
Berico Fuels, Inc.	North Carolina	
Bobcat of New Bern	North Carolina	
Carolina Tree Debris, Inc.	North Carolina	
Columbus County Landfill	North Carolina	
Couch Oil Company	North Carolina	
Disaster Recover Group & Tree	North Carolina	Yes
East Coast Disaster Recovery	North Carolina	
Graham County Land Company	North Carolina	
Premier Staffing Solutions	North Carolina	
Slickrock Development, LLC	North Carolina	
Soundside Recycling	North Carolina	
Stafford Debris Removal	North Carolina	
TSI Disaster	North Carolina	
RDO Equipment Co	North Dakota	
Bruce Sloan Tire Service	Oklahoma	
Butler Brothers Sand & Gravel	Oklahoma	
Express Employment Professionals	Oklahoma	
Kirby-Smith Machinery, Inc.	Oklahoma	
Kudron Trucking	Oklahoma	
Mosely Welding	Oklahoma	
Norman Tree Service	Oklahoma	
Quality Towing Service	Oklahoma	
Sprague's Backhoe	Oklahoma	
Tree Dr., LLC	Oklahoma	
Eagle Rock Freight	Oregon	
Blake Marine Group	Pennsylvania	
Davidson Trucking	Pennsylvania	
Antilles Power Depot, Inc	Puerto Rico	
Garden Max and Power Equipment	Puerto Rico	
Green Group, Inc.	Puerto Rico	
RZ Contractors, Inc	Puerto Rico	
Buddin Construction	South Carolina	
Comeback Rentals	South Carolina	
Creative Fence Concepts	South Carolina	
DTS Inc.	South Carolina	
Ferrell Construction	South Carolina	
State Tree Service, LLC	South Carolina	
Willis Recovery LLC	South Carolina	

Dysart Trucking	South Dakota	
Hodkinson Construction	South Dakota	
Jacobsen Tree Experts	South Dakota	
John Nelson Trucking	South Dakota	
Lacey Rentals	South Dakota	
Robert Bungert	South Dakota	
4 Corners Truck Service	Tennessee	
DeLoy Brown Petroleum LLC	Tennessee	
Industrial Rubber	Tennessee	
Isis Tree	Tennessee	
Robinson Tree Service, Inc.	Tennessee	
Southeast Mowing, LLC	Tennessee	
Stowers Machinery Corp	Tennessee	
Yardworks, Inc.	Tennessee	
1st Fire Safety	Texas	
3TM Transport LLC	Texas	
A & W Water Well Service	Texas	
A Line Auto Parts	Texas	
A-1 Tire & Service	Texas	
Aaron Johnson	Texas	
ABC Erosion Control, Inc	Texas	Yes
Absolute Diesel	Texas	
Action Propane	Texas	
Action Roll-Offs, Inc	Texas	Yes
Adobe Machinery Services, LLC	Texas	
Advanced Flame Cutting & Steel, Inc.	Texas	
Airgas - Mid South	Texas	
Alamo Welding Supply Co., Inc.	Texas	
All Star Land Surveying	Texas	
Art's Truck & Equipment	Texas	
Aspen Tree Service	Texas	
Austin Brake & Clutch Supply, Inc.	Texas	
Bane Machinery Houston, LP	Texas	
BFI Colonial Landfill	Texas	
Big Bird Tree Service	Texas	
Binswanger Glass	Texas	
Black Rose Steel & Trading	Texas	Yes
Blue Beacon Truck Wash	Texas	
Blue Ridge Landfill Texas LP	Texas	
BlueLine Rental	Texas	
Bobcat Quality Equipment	Texas	

Burkett Construction	Texas	
C.J. Express, Inc.	Texas	
Capitol Auto Parts	Texas	
Capitol Bearing Service	Texas	
Capitol Hydraulics	Texas	
Cedar Park Wrecker & Recovery Service	Texas	
Charles Gamelin	Texas	
Chrome Enterprises	Texas	
Complete Environmental Product	Texas	
Crocker Crane Rentals	Texas	
Dennis Sissell	Texas	
Diesel Specialists	Texas	
Diesel Tech Services, Inc	Texas	
Diversified Machining Inc	Texas	
Double Diamond Heavy Haul	Texas	
Dusty Berryhill	Texas	
DVT Freightways	Texas	Yes
Earthco Landscape Construction	Texas	Yes
Eggemeyer Land Clearing, LLC	Texas	Yes
Environmental Allies	Texas	
Equipment and Diesel Techs	Texas	
Fabcon Products, Inc.	Texas	
Fleetcard, Inc	Texas	
Flex Supply	Texas	
Francisco Perez	Texas	
Franks Nursery	Texas	
Freightliner of Austin	Texas	
Fresno Fence	Texas	
GAC Equipment, LLC	Texas	
Golden Triangle Landfill	Texas	
Greenseen	Texas	
Green Planet, Inc.	Texas	Yes
Gulley-Hurst Landfill	Texas	
H2eco Bulk Water	Texas	
Herc Rentals Inc	Texas	
Hertz Equipment Rental	Texas	
Hi-Line	Texas	
Highway Barricades and Services, Inc.	Texas	Yes
Holt Cat	Texas	
Holtsy/ Carlson Equipment Co.	Texas	
Houston Bearing	Texas	

Hudgins Co.	Texas	
Hydraulic Specialists, Inc	Texas	
Hydraulics of Texas	Texas	
Iron Horse	Texas	
ISNetwork	Texas	
JTB Demolition Services	Texas	
Just Hydraulics & Mechanics	Texas	
Kenneth Caplan	Texas	
King Jehu Trucking, Inc	Texas	
Labor Ready	Texas	
Lampasas Trucking	Texas	
Land and Sea Services	Texas	
Liberty Hill Truck Service	Texas	
Llano River Fence	Texas	Yes
Longhorn INT Truck	Texas	
Lyellco, Inc	Texas	Yes
Matoka, Inc	Texas	
Mayo Mulch, Sand, and Gravel, Inc.	Texas	
McLaughlin Transport, LLC	Texas	
Mike Berryhill	Texas	
Mimbres Tree & Debris	Texas	
Monge Trucking	Texas	
Motion Industries	Texas	
Mustang Cat	Texas	
Mustang Rental	Texas	
Naegli Transportation	Texas	
Novus Wood Group	Texas	
Onsite Diesel	Texas	
Pacesetter Personnel Services	Texas	
Peninsula Marine	Texas	
PeopleReady Florida, Inc.	Texas	
Port Lavaca Plumbing	Texas	
Precision Tracking Solutions	Texas	
Precision Truck & Trailer	Texas	
Pro Glass	Texas	
R & R Tire Service	Texas	
R & S Tractor & Dump Truck Service	Texas	
RAM Products LTD	Texas	
Red River Equipment	Texas	
Redwine Enterprises, Inc.	Texas	Yes
Regional Traffic Services	Texas	

Reid Services	Texas	
Rene Bates Auctioneers, Inc.	Texas	
River City Hose and Supply, Inc.	Texas	
Rock Plus	Texas	
Romco Equipment Company	Texas	
RSC Equipment Rental	Texas	
Rush Truck Center	Texas	
Southern Tire Mart	Texas	
Spartan Divers	Texas	
Sprint - Fort Bend County Landfill	Texas	
Stewart & Stevenson	Texas	
Suncoast	Texas	
Sundance Fuels	Texas	
TDH Transport	Texas	Yes
Texas Disposal System	Texas	
Texas Hydraulics	Texas	
Texas Outhouse	Texas	
Texas Welding Supply Co.	Texas	
Three-B's Stump Removal	Texas	
Tire & Truck Masters	Texas	
Titan Sandblasting & Coating	Texas	
TNK Services	Texas	Yes
Tucker Oil Co.	Texas	
United Rentals	Texas	
United Site Services of Florida Inc.	Texas	
Vanguard Truck	Texas	
Vermeer Equipment	Texas	
Walt Pene Trucking	Texas	
Waste Connections Seabreeze	Texas	
Waukesha-Pearce Industries, LLC	Texas	
WCA Waste Corporation	Texas	
Wingfoot Commercial Tire Systems LLC	Texas	
Off Duty Services	Texas	Yes
Flex Fleet Rental LLC	Utah	
Kitchen Corps, Inc	Virginia	Yes
Medek Tree Service	Virginia	Yes
Southern Transportation, LLC	Virginia	

Subcontractor Registration

Subcontractors interested in doing business with TFR can register at www.tfrinc.com.

T.F.R. Enterprises, Inc.
DISASTER RESPONSE DIVISION

Subcontractor Registration

Ready. React. Respond. Recover.

If you are interested in becoming a subcontractor with TFR Inc., please complete the form below. Someone will contact you shortly.

Company Name *

Federal Identification Number (EIN or SS#) *

For more information go to http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/Employer-ID-Numbers-EIN

Dun & Bradstreet (DUNS) Number

ISNetworld # (if Applicable)

What is your Business Size and Classification? In comments please list Certifying Agency and corresponding number

- ☐ Large Business (LB)
- ☐ Small Business (SB)
- ☐ Small Disadvantaged Business (SDB)
- ☐ HUBZone Small Business
- ☐ 8a Designation
- ☐ Woman-Owned Small Business (WOSB)
- ☐ Veteran-Owned Small Business (VOSB)
- ☐ Service-Disabled Veteran-Owned Small Business (SDVOSB)

What services does your business provide?

- ☐ Emergency Road Clearance
- ☐ Debris Collection
- ☐ Site Management
- ☐ Debris Reduction
- ☐ Tree Trimming and Removal
- ☐ Hauling
- ☐ Permitted Solid Waste Facility
- ☐ Stumps
- ☐ Snow Removal
- ☐ Project Staffing
- ☐ Marine Debris Removal
- ☐ Sand Screening
- ☐ Recycling
- ☐ Household Hazardous Waste

What equipment is owned by your business? (not contracted equipment)

Current Contractual Obligations

The following list contains TFR's current contractual obligations throughout the United States. TFR is confident in our ability to fulfill each contract within this region, regardless of the number of activations. We own over 200 pieces of debris removal equipment, are partnered with the largest subcontractor in the industry, and have an extensive database of additional subcontractors to lean into if needed.

Municipality	State	Start Date	Expiration Date
City of Saraland	Alabama	08/26/22	08/26/25
City of Troy	Alabama	06/14/22	06/14/25
ALDOT - Mobile Area	Alabama	05/01/21	06/01/25
ALDOT: West Central Region - Tuscaloosa Area	Alabama	06/01/24	06/01/26
ALDOT: North Region - Tuscumbia Area	Alabama	07/08/24	07/08/26
Santa Clarita	California	10/02/19	10/13/24
County of Los Angeles	California		
Town of Clinton	Connecticut	07/15/22	06/30/25
North Bay Village	Florida	10/11/18	10/18/24
City of Ocoee	Florida	09/05/18	09/04/24
City of Leesburg	Florida	11/26/18	12/31/24
Daytona State College	Florida	01/29/19	01/31/25
Osceola County	Florida	05/30/19	11/30/24
City of Destin	Florida	08/29/19	12/31/24
Pensacola State College	Florida	02/01/20	01/31/25
New College of Florida-Consortium	Florida	02/01/20	01/31/25
Gulf Coast State College	Florida	02/01/20	01/31/25
Santa Fe College	Florida	02/01/20	01/31/25
State College of Florida, Manatee-Sarasota	Florida	02/01/20	01/31/25
Broward College	Florida	04/14/20	01/31/25
Northwest Florida State College	Florida	06/03/20	01/31/25
Florida Southwestern State College	Florida	06/29/20	01/31/25
St. Petersburg College	Florida	06/30/20	06/30/25
Florida Gateway College	Florida	08/11/20	01/31/25
City of Rockledge	Florida	01/01/21	12/31/24
St. Johns River State College	Florida	01/31/21	01/31/25
Florida DEP- Upland Debris Removal	Florida	03/12/21	03/12/26
Bay County	Florida	05/07/21	05/31/26
Liberty County	Florida	07/01/21	07/01/25
City of Key West	Florida	07/12/21	07/12/26
Santa Rosa County	Florida	07/13/21	07/13/25
City of Hialeah	Florida	09/13/21	09/12/24
City of Miami	Florida	11/16/21	11/16/26
School Board of Seminole County	Florida	11/17/21	11/16/24

City of Pembroke Pines	Florida	01/12/22	12/31/26
City of DeBary	Florida	02/16/22	02/15/25
South Broward Drainage District	Florida	04/28/22	04/28/25
Village of Biscayne Park	Florida	05/03/22	05/03/25
City of Oviedo	Florida	05/05/22	05/05/25
FDOT- Z8113	Florida	07/01/22	06/12/25
Seminole Tribe	Florida	09/12/22	09/12/25
South Florida Water Mgmt. District RFB	Florida	09/23/22	09/23/27
Okaloosa County	Florida	10/01/22	12/31/25
Palm Beach State College	Florida	11/15/22	01/31/25
School Board of Broward County	Florida	12/01/22	11/30/25
Pinellas County	Florida	02/28/23	02/28/28
City of Pinellas Park	Florida	02/28/23	02/28/28
City of Madeira Beach	Florida	02/28/23	02/28/28
Sebring Airport Authority	Florida	05/01/23	05/01/26
City of Indian Rocks Beach- Cooperative Agreement w/ Pinellas County	Florida	05/10/23	02/28/28
City of Safety Harbor- Cooperative Agreement w/ Pinellas County	Florida	05/15/23	02/28/28
City of Homestead	Florida	05/17/23	05/17/25
City of Dunedin- Cooperative Agreement w/ Pinellas County	Florida	06/06/23	02/28/28
FLDOT- Z2248- R0 (Z2240-R0)	Florida	06/23/23	07/06/25
FLDOT- Z2247-R0 (Z2239-R0)	Florida	06/23/23	07/06/25
FLDOT- Z2246-R0 (Z2238-R0)	Florida	06/23/23	07/06/25
FLDOT- Z2245-R0 (Z2237-R0)	Florida	06/23/23	06/26/25
FLDOT- Z2255-R0 (Z2241-R0)	Florida	06/23/23	06/27/25
FLDOT- Z2244-R0 (Z2236-R0)	Florida	06/23/23	06/27/25
Town of Treasure Island Cooperative Agreement w/ Pinellas County	Florida	06/27/23	02/28/28
Miami Shores Village	Florida	06/30/23	06/30/26
Jefferson County	Florida	07/14/23	07/14/26
Wakulla County	Florida	07/20/23	07/20/26
College of Central Florida	Florida	08/28/23	01/31/25
City of Daytona Beach- Cooperative Agreement w/ Port Orange	Florida	09/06/23	09/06/26
City of Port Orange	Florida	09/06/23	09/06/26
Florida International University	Florida	11/02/18	11/02/24
City of Hollywood	Florida	07/05/23	07/05/26
City of Lake Worth Beach	Florida	12/20/23	12/20/26
Panama City Beach	Florida	11/09/23	11/09/26
FLDOT Z5081	Florida	04/09/24	05/31/25
Florida DOT Z7093 (7095)	Florida	04/22/24	04/21/25

City of West Park	Florida	06/28/22	06/28/25
City of Holmes Beach	Florida	06/09/20	06/09/25
Town of Inglis	Florida	01/29/24	01/29/29
City of St. Cloud	Florida	07/31/24	07/31/27
City of Lake Mary	Florida	06/06/24	06/06/27
City of Miami Gardens	Florida		
Hernando County	Florida	07/30/24	07/29/27
Village of Palm Springs	Florida	07/25/24	07/25/27
City of Clermont	Florida	08/01/24	08/01/29
City of Longwood	Florida	07/22/24	07/22/27
Vizcaya Museum and Gardens	Florida		
City of Ocoee	Florida		
Levy County	Florida	08/06/24	08/06/27
City of Plantation	Florida	08/01/17	05/31/25
City of Port St. Lucie	Florida	08/02/17	12/31/24
Miami-Dade County - RTQ-00867 Push & Clear Services	Florida	12/01/18	11/30/26
City of Cape Coral	Florida	01/23/19	02/07/25
City of Miami Gardens	Florida	02/27/19	10/15/24
Clay County	Florida	04/23/19	04/23/25
Miami-Dade County - Staging & Reduction	Florida	05/22/19	11/31/29
Town of Cutler Bay	Florida	10/16/19	10/16/25
City of Newberry	Florida	11/25/19	11/25/24
Pembroke Park	Florida	12/12/19	09/30/24
Hernando County- Emergency Debris Removal	Florida	05/12/20	11/11/24
School District of Palm Beach County- Debris Removal	Florida	05/19/20	05/18/25
School District of Palm Beach County- Push	Florida	05/19/20	05/18/25
City of Palm Coast	Florida	06/02/20	06/02/25
Charlotte County	Florida	06/24/20	12/31/25
Florida DEP- Waterway Debris Cleanup	Florida	08/04/20	08/04/26
Flagler County Debris Removal	Florida	09/09/20	08/11/25
City of Cedar Key	Florida	06/24/24	06/24/29
Central Broward Water Control District	Florida		
Town of Hillsboro Beach	Florida		
Georgia DOT	Georgia	07/06/20	07/05/25
Forsyth County	Georgia	04/11/23	12/31/25
City of Topeka	Kansas	04/28/23	02/28/26
Town of Madisonville	Louisiana	05/12/21	12/31/25
New Orleans City Park	Louisiana	08/15/22	08/15/25
Jefferson Parish	Louisiana	07/12/23	07/12/25
Evangeline Parish	Louisiana	06/01/24	11/30/24

Rapides Parish	Louisiana	06/14/21	06/11/25
City of Carencro	Louisiana		
State of Maryland	Maryland	09/30/19	12/31/24
Ramsey County	Minnesota	01/01/21	01/14/25
City of Long Beach	Mississippi	08/02/22	08/02/25
City of D'Iberville	Mississippi	08/15/23	08/15/25
Davidson County	North Carolina	07/01/22	06/30/25
New Hanover County	North Carolina	07/19/22	06/30/25
City of Wilmington	North Carolina	07/01/23	06/30/26
University of NC at Wilmington	North Carolina	08/03/23	08/03/25
Town of Morehead City	North Carolina	09/29/23	09/29/26
City of Lexington- Interlocal w/Davidson County	North Carolina	05/08/23	06/30/25
NCDOT: PR7724-MA00006	North Carolina	08/01/24	07/31/25
NCDOT: PR7730/MA00007	North Carolina	08/01/24	07/31/25
NCDOT: PR77631/MA00008	North Carolina	08/01/24	07/31/25
Carteret County	North Carolina	08/19/19	08/19/24
Town of Beaufort	North Carolina	08/27/19	08/27/24
City of Burlington	North Carolina	05/05/20	05/04/25
City of Norman	Oklahoma	01/28/20	01/28/25
City of Yukon	Oklahoma	10/05/21	10/05/24
SCDOT	South Carolina	10/08/20	10/07/25
Berkeley County	South Carolina	03/30/23	03/30/25
City of Rock Hill	South Carolina	03/31/23	03/30/26
Berkeley County Grinding	South Carolina	07/06/23	07/06/25
Blount County	Tennessee	07/01/20	06/30/25
City of Jackson	Tennessee	03/19/24	03/18/25
Town of Flower Mound	Texas	01/22/19	12/29/24
City of San Angelo	Texas	09/29/20	09/28/24
City of Sugarland	Texas	03/09/21	01/01/25
City of Pharr	Texas	04/05/21	04/05/25
Texas General Land Office - Gulf Coast	Texas	05/28/21	05/31/26
City of Carrollton- Quad Cities	Texas	06/14/22	06/14/27
City of Farmers Branch- Quad Cities	Texas	06/14/22	06/14/27
Town of Addison- Quad Cities	Texas	06/14/22	06/14/27
City of League City	Texas	08/24/22	08/23/25
City of Wharton	Texas	08/26/22	08/26/24
Rockwall County	Texas	09/13/22	09/13/27
Bell County	Texas	10/01/22	09/30/25
Ellis County	Texas	02/21/23	02/21/28
City of Waxahachie- Cooperative Agreement with Ellis County	Texas	02/21/23	02/21/28

City of Corpus Christi	Texas	04/05/23	04/05/26
City of Red Oak- Cooperative w/ Ellis County	Texas	04/10/23	04/09/25
City of Midlothian	Texas	04/21/23	05/09/25
City of La Porte	Texas	06/12/23	06/12/25
Brazoria County	Texas	07/20/23	02/28/25
City of Nassau Bay	Texas	08/17/23	08/17/26
Hardin County	Texas	08/28/23	02/28/25
City of Rose Hill Acres- Cooperative w/ Hardin County	Texas	08/28/23	02/28/25
TXDOT- Travis County	Texas	11/07/23	11/07/25
City of Kountze- Cooperative w/ Hardin County	Texas	09/21/23	02/28/25
Hidalgo County	Texas	09/26/23	09/26/25
TXDOT- Nueces County	Texas	11/07/23	11/07/25
City of Baytown	Texas	02/27/24	01/31/27
Tarrant County	Texas	01/18/24	01/18/25
City of Morgan's Point	Texas	02/13/24	02/13/28
Denton County	Texas	04/30/24	04/29/25
Fort Bend County	Texas	04/01/24	03/31/25
City of Sour Lake- Cooperative w/ Hardin County	Texas	08/28/23	02/28/25
City of Katy	Texas	06/24/24	06/24/26
City of Temple	Texas	06/19/24	09/30/25
City of Houston	Texas	05/31/24	05/31/27
City of Cleveland	Texas	07/19/19	01/19/25
City of Fort Worth	Texas	11/08/16	09/30/26
Goliad County	Texas	08/29/19	02/29/25
Walker County	Texas	10/01/20	09/30/25
City of Mesquite	Texas	02/08/21	02/08/26
City of Port Aransas	Texas	07/18/24	07/31/26

Missing dates are contracts that are still in the execution phase.

Ability to Manage Multiple Contracts

TFR is capable of executing multiple contract activations within one or more regions because our team brings:

- An experienced Prime who has successfully completed 450+ FEMA funded debris removal contracts and procured more than $2B in contingency contracts.
- Management processes proven on disaster events.
- Central oversight by experienced Operations staff and empowered project delivery teams.
- Prime Subcontractors who are committed and proven responders.
- Nationwide partners for personnel and equipment/trucking resources, along with a commitment to utilization of local and disadvantaged business enterprises as much as possible.

The primary execution and staffing options are:

- The TFR team self-performs using in-house resources.
- The TFR team plus additional local/regional subcontractors perform the task order.

The selected option is based upon a number of factors, including cost and availability of local technical resources with relevant skill and experience to successfully accomplish contractual requirements. Regardless of the execution strategy, the managing staff will come from the TFR team and strictly follow our proven management processes and procedures.

Our management approach to execute multiple contract activations is based on the following:

Single Point of Contact	The operations manager will serve as single point of contact, ensuring a clear and direct communication channel. For simultaneous projects, multiple sectors, or when needed, sites will have either an operations or project/site manager.
Clear Roles and Responsibilities	The operations manager will select the project and site managers, as needed, depending on project scope. All support staff, subcontractors, and crews will report to the site manager. Our team has a large pool of assets that ensure we can readily provide the correct mix of labor, equipment, and materials for every project. The project manager will be responsible for staffing, subcontractors, budget, schedule, technical, and quality aspects of the task order assigned.
Proactive Corporate Leadership	Working with our overall Program Manager, our operations manager will monitor team performance and ensure resource availability and client satisfaction. We're committed to ensuring appropriate resources for all projects.
Cohesive Team	Our combined team is accustomed to working at multiple locations and coordinating within the team, as well as with local government, regulatory, and state agencies. The site manager will be responsible for coordinating with the technical staff for scheduling and deliverables. All personnel will be linked by our robust communication system/tools to ensure seamless delivery of services.
Access to Vast Reach-Back Capabilities	TFR has a database of 1,000+ previously employed subcontractors and hundreds of equipment dealerships throughout the US. Our operations manager will coordinate access to these vast resources in coordination with our project managers.

MANAGING MULTIPLE CONTRACTS IN 2020

Iowa

5,196,679

Cubic Yards

Derecho (17) Jurisdictions

Louisiana

3,802,802

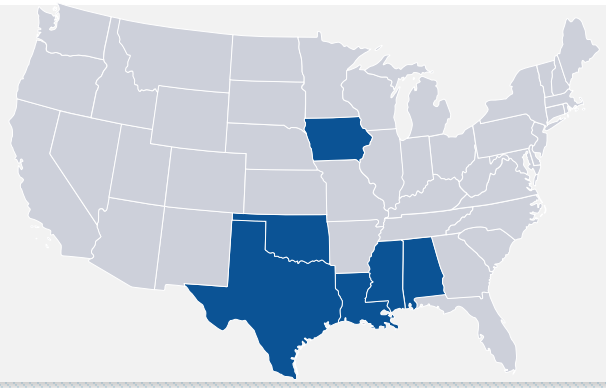
Cubic Yards

Hurricane Laura (27) Jurisdictions

Additional States

Oklahoma	850,796 CY
Alabama	384,819 CY
Mississippi	65,000 CY
Texas	60,000 CY

Geographic Performance



2020 Season Summary

10,360,096 Cubic Yards Managed

$76,000,000 Revenue

Subs — 74 Companies Subcontracted

Units — Certified 1,350 Pieces of Equipment

DMS — Operated, Remediated, and Closed out 67 Debris Management Sites

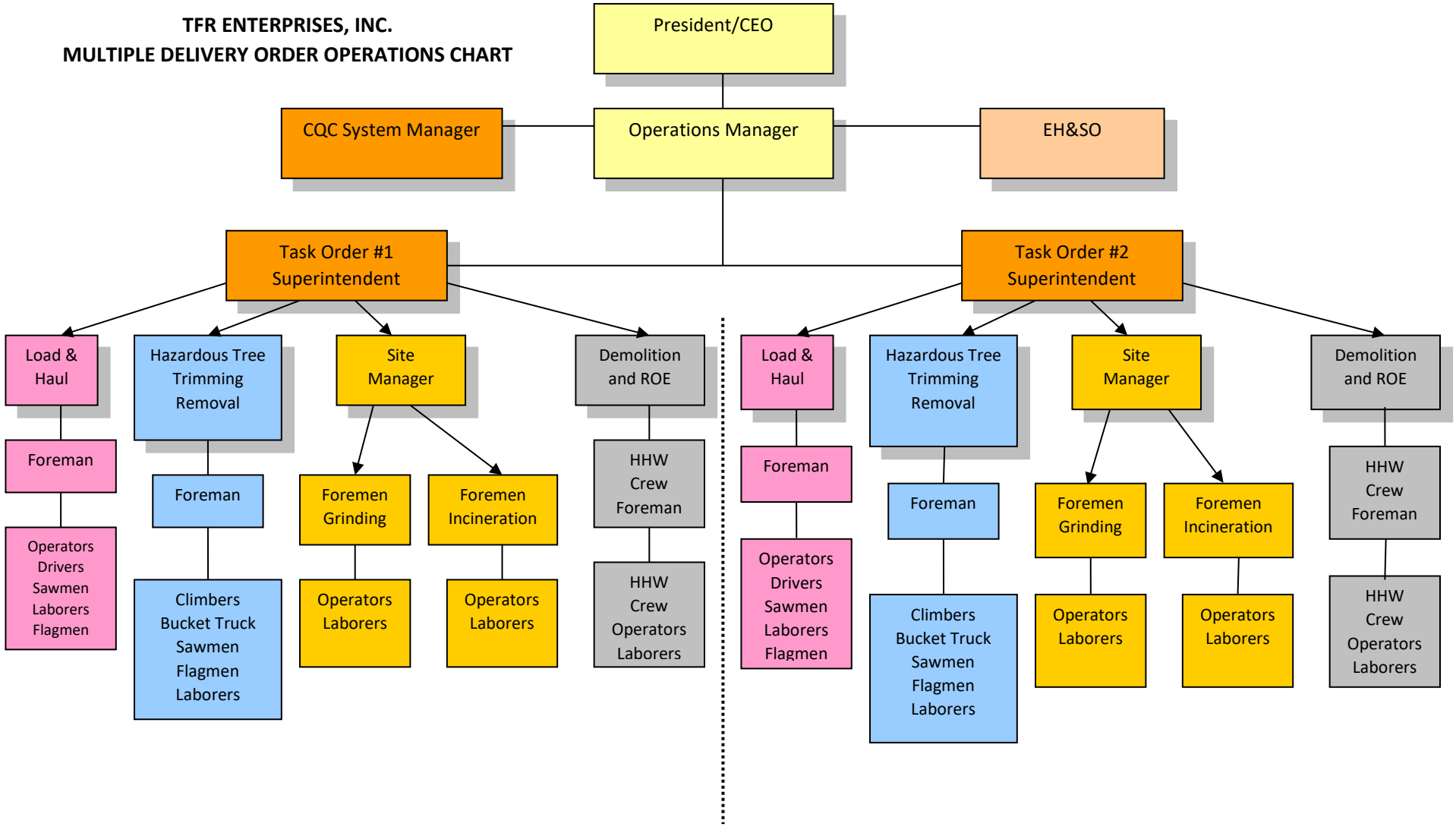
Additional Disaster Experience Managing Multiple Contracts

Year	Disaster Events	Contract Activations	Volume	Hazardous Trees	Contract Value
Aug-19	Hurricane Dorian	6	200,000 CY 221 Cut & Toss Hours	1,000	$ 434,927.00
Aug-18	Hurricane Michael	3	198,800 CY 71,500 Operator & Equipment Hours	0	$ 13,806,189.00
Aug-18	Hurricane Florence	13	166,000 CY 1,066 Daily Rate for Equipment & Operator 206 (4 Men Crews)	0	$ 7,936,486.00
Mar-18	California Floods	2	58,420	0	$ 8,630,020.00
Sep-17	Hurricane Maria	1	495,000 CY	39,411	$ 35,404,180.00
Aug-17	Hurricane Irma	9	902,000 CY	39,748	$ 31,927,010.00
Aug-17	Hurricane Harvey	9	416,000 CY	1,000	$ 6,402,517.54
Sep-16	Hurricane Matthew	5	300,000 CY	75,000	$17,889,818.00

Client Testimonial

"Battling a global pandemic environment, inclement winter weather, while also responding to multiple hurricanes that impacted other areas of the country during 2020, TFR has successfully aided the State of Iowa in grinding and disposing of more than 1.6 million cubic yards of vegetative debris in less than six months" Jordan Moser, Iowa Department of Homeland Security

TFR ENTERPRISES, INC.
MULTIPLE DELIVERY ORDER OPERATIONS CHART



Highlighted Florida Projects

TFR Enterprises has been a trusted leader in disaster response and recovery throughout the state of Florida for over three decades. With proven expertise in disaster recovery and emergency management services, we proudly support Florida state and local governments. Operating from two office locations within the state, TFR is equipped to mobilize and respond within hours of notice.

Below are highlights of some of our recent disaster recovery projects in Florida.

AGENCY	EVENT	CY	TOTAL
FDOT- MADISON COUNTY	Hurricane Helene	937,595 to Date	$17,818,361 to Date
FDOT- SUWANNEE CO	Hurricane Idalia	1,200,000	$26,658,942
FDOT- HAMILTON CO	Hurricane Idalia	791,500	$17,983,904
FDOT- MADISON CO	Hurricane Idalia	978,000	$19,451,968
FDEP	Hurricane Idalia	143,258	$5,905,335
JEFFERSON COUNTY	Hurricane Idalia	61,450	$1,138,239

Mobilization



TFR Enterprises' mobilization plan is designed to deliver a rapid and efficient response to disaster events. Backed by decades of experience and a proven track record, we focus on proactive planning, resource readiness, and seamless coordination to effectively meet the unique needs of our clients.

→ 24 HOURS POST EVENT

- Project Manager on Site
- Damage Assessments Begin
- Emergency Push Operations Begin
- Identify Equipment Resources Needed
- Identify Debris Management Sites
- Equipment Certifications Begin

→ 48 HOURS POST EVENT

- 25 to 50% of Resources Mobilized
- Hazardous Tree Operations Begin
- Haul Operations Begin
- DMS Setup & Operational

→ 72 HOURS POST EVENT

- 100% of Resources Mobilized
- PUSH Operations Complete
- Bonds Delivered
- Daily/Weekly Meetings Scheduled to Asses Production

Project Management

As the Prime Contractor, TFR possesses effective program management systems to oversee management, reporting, cost and schedule control, and quality assurance. With a strong track record on contingency contracts with USACE, FEMA, and other Federal agencies, we apply valuable lessons learned to optimize disaster response. Our organizational approach prioritizes logistics, streamlined subcontractor teaming with regional and nationwide coverage, 24/7 response capabilities, and localized project support.



"...now that I have worked directly with another company picking up debris, I am very impressed and appreciative of how well Mr. Vineyard did his job. He was super organized and he knew what was going on in our little county. He was always on top of his work and could answer any questions I had. The main part was he was always around. He knew what was happening on his job. He was great to work with and I feel is a good representative of your company." Shannon Metty, Jefferson County Manager

Managing On and Off-Site Personnel

On-Site Management

TFR minimizes degrees of separation between operations managers and field personnel to maintain a manageable span of control. Our managers are empowered to make swift, informed decisions in unforeseen circumstances, ensuring operational agility and efficiency.

Key On-Site Strategies:

- Mobilization within 24 hours of notification.
- Coordination with government and municipal disaster management personnel.
- Clear management structure defining duties and reporting lines.
- Focused work assignments aligned with project objectives.

Operational Meetings: Daily operations and planning meetings will be attended by all personnel to discuss:

- Status updates on ongoing operations.
- Quality control and safety measures.
- Scheduling and resource allocation.
- Open discussion of challenges and efficiency improvements.
- Meeting minutes documentation for project tracking.

Team Management & Integration Plan:

- Establishing subcontractor agreements with clear expectations.
- Defining operational protocols.
- Standardized documentation processes.
- Daily/weekly schedule reviews.
- Training programs on quality control, safety, and data reporting.
- Performance reviews and continuous improvement assessments.

Off-Site Management

In multi-mission scenarios, the program manager at TFR's corporate office in Leander, Texas, will oversee all deployed operations managers. Responsibilities include:

- Supporting subcontractor resource allocation.
- Managing lodging, fuel, and equipment needs.
- Ensuring compliance with quality control and safety protocols.

Quality Control Overview

TFR maintains a strong quality assurance/quality control culture through a proven corporate quality management system, refined through past disaster recovery projects. Our three-phase inspection process includes:

1. Preparatory phase- Pre-operation planning and verification.
2. Initial Phase- Early staging inspections ensuring adherence to contract requirements.
3. Follow-up Inspections- Continuous assessments and corrective actions.

Our approach prioritizes adaptability based on lessons learned, ensuring compliance with all government guidelines while maintaining cost-effective, high-quality service delivery.

Clean As You Go Policy

TFR enforces a "Clean as You Go" policy for all employees and subcontractors. This policy ensures:

- A clean and safe work environment always.
- Continuous debris removal on each work pass.
- Responsibility assigned to all workers for maintaining worksite cleanliness.



Safety Overview

TFR prioritizes employee health and safety as a fundamental operational principle.

Safety Responsibilities:

- Implementing safe work practices and fostering a safety-conscious culture.
- Assigning qualified personnel to administer safety programs
- Maintaining an incident tracking system for periodic review.
- Conducting routine field inspections using standardized checklists.

Environmental Overview

TFR is committed to environmental protection and compliance with all relevant federal laws, including:

- National Environmental Policy Act
- Clean Water Act
- Endangered Species Act
- Resource Conservation and Recovery Act
- Executive Orders on Environmental Protection

Environmental Protection Plan (EPP) A comprehensive EPP will be submitted within five days of award notification. The EPP will include:

- Site-specific information on potential environmental impacts.
- Identification of debris management sites.
- Evaluation of air quality, stormwater runoff, and erosion control pathways.
- Considerations of noise, traffic, site restoration, and community relations.

Primary Environmental Considerations:

- Prevention of soil erosion and sedimentation.
- Improved air and water quality controls.
- Habitat protection and wildlife preservation measures.
- Buffer zones minimize community impact.

Risk Management & Compliance

TFR integrates proactive risk management strategies by:

- Conducting risk assessments before mobilizing.
- Implementing mitigation plans for operational hazards.
- Establishing emergency response protocols for adverse conditions.
- Adhering to federal, state, and local regulations to ensure full compliance.

Performance Metrics & Reporting

To maintain transparency and accountability, TFR employs key performance indicators (KPIs) to track progress.

KPIs include:

- Mobilization and response time effectiveness.
- Adherence to budget and cost-control measures.
- Compliance with quality and safety standards.
- Efficiency of debris removal and disposal operations.

TFR's project management approach is built on efficiency, accountability, and adaptability. Through well-structured operations, stringent quality control, and a strong commitment to safety and environmental responsibility, we ensure successful project execution that meets or exceeds client expectations.

Understanding of Scope of Work

Event Type 1: Spot Jobs – Localized

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
N/A	Chainsaw Crews Self-Loading Knuckleblooms Bobcats	Hourly Cut & Shove Operations	3-5	6-12 Hours

TFR Spotlight

TFR mobilized 180 Emergency Cut & Shove Crews within 6 hours after Hurricane Florence made landfall in North Carolina. The crews responded in 6 counties and were comprised of 720 responders and 180 bobcats.

Although the state was devastated with historical flooding caused by the storm, TFR had the roads and highways cleared within 72 hours

Methodology: TFR will aid local government forces in the clearing, removing, hauling, and/or reduction by chain saw of localized woody debris by cutting and removing vegetative debris to a point of two feet beyond the curb or gutter. The entire scope of this event may be performed on an hourly basis utilizing local subcontractors and company-owned resources. (The number of personnel, push equipment, and cut crews will depend on the severity of the storm.) Although a debris management site is not normally required for this type of event, if one is required, TFR can select and set up a site within 24 hours.

Event Type 2: Small Event – Widespread or County/City Wide

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
1	Chainsaw Crews Self-Loading Knuckleblooms Bobcats Bucket Trucks	Less than 25,000CY	5-8	24 Hours

Methodology: Using company-owned resources, TFR will provide all necessary supervision, manpower, and equipment to clear, remove, haul, recycle, and/or dispose of all types of debris. For an event of this size, we anticipate needing one debris management site, which we will either locate or use government land that may be suitable for segregation activities. Throughout the setup, maintenance, and closeout of the project, all federal guidelines and regulations will be followed. Debris types that cannot be recycled will be hauled to a permitted final disposal facility.

TFR Spotlight

Town of Madisonville, Louisiana

Event: Hurricane Ida, 2021

TFR provided all necessary supervision, labor, and equipment to clear, remove, haul, recycle and dispose of 27,000 cubic yards of storm debris. TFR was onsite 24-hours from notice to proceed.

TFR does not anticipate needing subcontractors in an event of this size, however, if necessary, we will pull from our list of local subcontractors first. All subcontractors will be required to adhere to all federal contract requirements and report directly to a TFR project manager.

Event Type 3: Significant Event – Removal, Reduction, Hauling – Woody Debris Only Widespread or County/City Wide

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
2	Self-Loading Knuckleblooms Tub Grinders Bucket Trucks DMS Support Equipment (Excavators, Dozers)	100,000 CY	20-25	24 Hours-50% 48 Hours-100%

Methodology: Using subcontractors' and company-owned resources, TFR will provide all necessary supervision, manpower, and equipment to remove, reduce (grind and mulch) and haul woody debris to a disposal site. We will operate two debris management sites for an event of this size, which we will either locate or use government land that may be suitable for reduction activities. TFR will comply with all federal guidelines and regulations for debris management site operations.

Immediately following activation, TFR will implement an aggressive mobilization and hauling schedule. Haul trucks, bucket trucks, grinders, and support equipment will mobilize to a staging yard to begin the certification process. Next, a meeting will be held with all personnel to discuss priority routes, safety protocols, and documentation processes, and review onsite points of contact. Simultaneously, our site operations manager is constructing towers, addressing any ingress/egress issues, and reviewing the site layout plans. Finally, all bucket trucks/haul trucks have been given the green light to begin cutting and hauling operations.

TFR Spotlight

City of Choctaw, Oklahoma

Event: 2021 Ice Storm

TFR provided all necessary supervision, labor, and equipment to remove, reduce, haul, and dispose of 81,694 cubic yards of woody debris. TFR was onsite 24-48 hours from notice to proceed.

Safety is of utmost concern at TFR and all standard safety policies and procedures, including signage, flagging, etc., will be implemented and strictly followed. Once the vegetative material reaches the DMS, it will be stockpiled, reduced, and hauled out for final disposal. If the DMS is located near occupied structures, our quieter, but slower, horizontal grinders will be utilized to reduce noise pollution. If it is a rural area, large, high-speed tub grinders will be used.

Event Type 4: Significant Event – Removal, Reduction, Hauling, and Separating Mixed Debris Widespread or County/City Wide

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3	Self-Loading Knuckleblooms Tub Grinders Bucket Trucks DMS Support Equipment (Excavators, Dozers)	250,000 CY	25-35	24 Hours-25% 48 Hours-50% 72 Hours-100%

Methodology: This event type is identical to Event Type 3, except that debris segregation on the right-of-way and at the debris management site will be mandatory. TFR will work with government representatives to create public service announcements and distribute literature on how to properly segregate material on the right-of-way.

Through clear communication, proper planning, the adaptability of our team, and their combined knowledge of the industry, we ensure that our clients receive the best service possible, maintain FEMA eligibility for reimbursement, and recover with minimal hindrance or delays.

Event Type 5: Catastrophic Event – Removal, Reduction, Hauling, and Separating Mixed Debris Widespread

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3-4	Self-Loading Knuckleebooms Tub Grinders Bucket Trucks Bobcats DMS Support Equipment (Excavators, Dozers)	500,000- 1,000,000CY	50-75	24 Hours-25% 48 Hours-50% 72 Hours-100%

Methodology: The same operational process utilized for Event Type 4 will be utilized but in an expanded manner. This type of event has the potential to generate up to 1,000,000 cubic yards of debris. We will consult with Government officials to assess the appropriate number of haul units to have on the road. In jobs of this capacity, the contractor must ensure not to "flood" the impacted area with hauling units. This leads to traffic safety hazards, a slowdown in traffic flow, and increased lines at the debris management sites and landfills; however, TFR would estimate a need for 50-75 trucks and at minimum three debris management sites for this type of event. That said, our primary concern is meeting our client's needs and we will bring on as many units as necessary to ensure that this occurs safely and expeditiously.

The operational plan remains the same as the scale of the disaster grows in destruction. We are confident in our capacity to maintain compliance, enforce safety regulations, and offer the necessary supervision, personnel, and equipment resources.

TFR Spotlight

Rapides Parish, Louisiana

Event: Hurricane Laura, 2020

TFR provided all necessary supervision, labor, and equipment to remove, reduce, recycle, haul, and dispose of 692,024 cubic yards of mixed debris. TFR was onsite 24 hours from notice to proceed.

Event Type 6: Catastrophic Event – Site Management -County/City Wide

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3-4	Tub Grinders DMS Support Equipment (Excavators, Dozers)	1,000,000+ CY	N/A	24 Hours-25% 48 Hours-50% 72 Hours-100%

Methodology: With eight tub grinders, two horizontal grinders, and more than 200 pieces of heavy equipment, TFR can single-handedly set up, manage, operate, and close out enough debris management sites to assist the client in its recovery from the most devastating events. Our ability to mobilize owned equipment, along with equipment from a list of over 1000 subcontractors, will allow TFR to mobilize and expeditiously complete a project of any size and scope. This event may require multiple debris management sites and we're committed to providing the necessary traffic control, weighing, measuring, reduction, and recycling services simultaneously, if needed.

TFR Spotlight

Cedar Rapids, Iowa

Event: 2020 Derecho

TFR was tasked to equip, operate, and manage 8 debris management sites. TFR managed and processed more than 3,500,000 cubic yards of debris.

Technical Approach

This operational plan has been thoroughly vetted over years and years of disaster-related debris management projects. Utilized in Plantation, Florida to smaller projects such as Port Aransas, Texas, the operational plan outlined below maintains the flexibility to administer and complete multiple large-scale projects simultaneously without sacrificing safety, transparency, and performance. In 2017, TFR's flexible operational plan was tested. With projects spanning from Puerto Rico, California, and Florida, to Beaumont, Texas, **TFR operated, funded, and completed 26 simultaneous projects with a total value of over $78 MIL.**

FEMA Understanding and Experience

TFR possesses an intimate understanding of the FEMA funding and reimbursement process. **ALL TFR CLIENTS HAVE RECEIVED 100% OF THEIR ELIGIBLE REIMBURSEMENT. TFR HAS NEVER HAD A SINGLE DOLLAR DEOBLIGATED BY FEMA or the FHWA.** We understand that our client's reimbursement is directly correlated to their ability to pay TFR and we work with our clients to ensure this process is as fast and efficient as possible.

TFR personnel have conducted over 450+ federally funded projects, and as such, have gained invaluable experience and familiarity with the FEMA recording and reimbursement process conducted under the federal *Public Assistance Program*. With minimal turnover in our key personnel for the past five (15) years, our employees have been working as a cohesive team to confront FEMA issues and ensure the reimbursement of our clients for 35 years. Sharon Lyell, our Project Administrator, in conjunction with Tiffany Jean, Senior Contract Administrator, heads our *FEMA Compliance Team* in all disaster-related projects. Our *FEMA Compliance Team* is deeply vetted in FEMA management and operational styles, and **NEVER** has TFR, or its officers, had a disputed claim for FEMA reimbursement. These individuals are very familiar with and aware of the federal guidelines for independence in accountability and reporting as well as recognizing that it cannot perform or assume the sovereign duties of the government officials. However, this does not preclude TFR from offering the following services to aid our clients in complying with the federal *Public Assistance Program*:

- Provide extensive pre-event training sessions with a review of previously submitted FEMA paperwork.
- Design appropriate cost tracking systems before approval of Project Worksheets is received.
- Assist in the estimation of debris volumes by debris types and debris management costs for Preliminary Damage Assessments
- Train clients on FEMA's Cost Estimating Format, a forward pricing model allowing FEMA to account for all possible costs on large projects.
- Assist in the preparation of Immediate Needs Funding (INF) requests.

Supporting Communities from the Ground Up

☑ Ready

With years of experience helping hundreds of customers, TFR offers a deep understanding of the disaster recovery process. We help our clients put together a plan before a disaster strikes so that they will be ready to respond when it does.

☑ React

TFR hits the ground running as soon as a disaster strike. We can mobilize our expert project managers, crews, and state-of-the-art equipment within hours.

☑ Respond

TFR carefully coordinates every disaster recovery/debris management plan to meet the needs of the community. Our deep planning and project expertise enable us to provide extremely accurate time/cost estimates and meet or exceed all project expectations.

☑ Recover

TFR provides support and technical assistance to help clients navigate a complex maze of state and federal public assistance programs, including FEMA reimbursements, to help disaster-impacted communities get back on their feet as quickly as possible.

- Review the operational procedures of the FEMA Public Assistance Program as it relates to the overall recovery process.
- Inform and prepare for critical meetings with FEMA, with emphasis on "Kick-off Meeting" and "Applicant's Briefing."
- Aid in the preparation of Project Worksheets
- Provide, review, and confirm the accuracy of supporting documentation (i.e., Truck Certifications, Load Tickets, Equipment Time Sheets, etc.) for the Project Worksheets to realize full reimbursement.

TFR takes a proactive approach to debris management. Enacting a comprehensive, efficient debris management plan, which retains operational flexibility to address problems on the fly, is vital to the success of the project and our client's realization of full FEMA reimbursement. Upon establishment of a debris management plan, we strongly suggest submitting the plan for FEMA review, relieving undue stress over FEMA acceptance following a disaster event.

Training Sessions and Tabletop Exercises

Preparation is the be-all of good emergency management. As such, TFR offers annual on-site training and tabletop exercises for all Clients wishing to participate. Usually lasting 4 to 5 hours, TFR conducts the training service in the months preceding Hurricane Season on simulated events developed by TFR. In the past, we have offered this value-added service to Clients to familiarize ourselves with key emergency management officials and local agencies designated to the project. TFR believes understanding the needs of the local officials allows us to tailor-make a debris management plan that best suits the community.

With TFR's expertise and guidance, the client and TFR will develop a complete, full-service debris management plan that anticipates encumbrances, highlights transparency, emphasizes expediency, and forces accuracy. The preparation and experience gained during our training exercises will position local officials to respond quickly and realize full FEMA reimbursement. Additionally, by identifying key elements, such as DMS and Staging locations, TFR can rapidly mobilize to ensure an efficient response immediately following the storm.

TFR's training session focuses heavily on the following topics:

TFR Spotlight

TFR has successfully completed more than $350,000,000.00 in federally funded task orders.

FEMA Guidelines and Policies

This portion of the training is billed as "How Best to Maximize Your Federal Reimbursement." We walk through, step-by-step, the FEMA *Public Assistance Program* from the Disaster Declaration by the President to the submittal of the "Letter Requesting Project Closeout." TFR will inform our clients of topical and current FEMA guidelines and policies that are affecting the reimbursement process. Additionally, to benefit and familiarize Officials with federal documentation and expectations, TFR will review and analyze a FEMA Reimbursement Submittal from a current client that received full funding. This portion of the training is customized to fit the knowledge and expertise of the local officials, however, in every training session we stress key elements of the process outlined below:

- Review and recommendations for the *Request for Public Assistance Form*
- Training of personnel on federal expectations in Project Worksheets (PW)
    - Review the scope of work justifications including narratives, fiscal documentation, and
    - Analyze accepted content documentation of completed projects, including photo documentation, invoices, etc.
    - Review supporting documentation for PW's for accuracy.
    - Familiarize the client with an individual project and deficiencies of the file, scope of work relating to the project worksheets, and cost estimates.
- Review and identification of eligible equipment, labor, and contracts, accurate unit costs, and scope of work.

- Review and analyze the utilization of Force Account Equipment, Force Account Materials, and Force Account Labor practices for reconciliation with Work Orders and Equipment Codes
- Review and recommendations for *Force Account Labor Summary Record, Force Account Equipment Summary Record,* and *Contract Work Summary Record*
- Review and analysis of the documentation program in keeping with FEMA reimbursement guidelines:
    - Update existing documentation and record-keeping systems to comply with federal reporting and record-keeping, or
    - Propose a record-keeping and documentation system that will comply with federal reporting and record-keeping requirements.
- Provide training and orientation to clerical and department heads on required documentation quality and quantity requirements.
- Examine the reconciliation of invoices to appropriate Purchase Orders and PW's scope of work.
- Examine status reports and PW tracking through State and Federal Agencies.
- Review the organization and preparation of invoices, canceled checks, contracts, public notices, bid tabulations, force account labor and equipment information summaries with easy reference tabs, attached in document format, to coincide with the guidance documents utilized by FEMA inspectors.
- Examine the drafting and final submittal of the "Letter Requesting Closeout."

Debris Management Site Location and Testing

In conjunction with Government Officials, TFR seeks to aid in selecting and qualifying Debris Management Sites. Identification and selection of an appropriate DMS are vital to the debris management process's efficiency, cost control, and overall safety. The FEMA *Debris Management Guide* outlines the selection of a DMS through the following:

1. Ownership
2. Size
3. Location
4. Environmental and historic concerns

In past planning sessions, TFR and Government Officials have scoured potential areas locating and qualifying numerous DMS through a stringent identification process. Examining the layout of the City/County, possible high-volume areas, and environmental impact, TFR and Officials can establish probable locations that best suit the debris management effort. After sites have been identified, historical information is pulled to ensure compliance with the National Historic Preservation Act, and soil and water samples are collected to file with State Environmental Protection Agencies. Coupled with TFR's unique ability to operate 8 concurrent debris management sites with Company-owned Diamond Z Grinders, the qualification process of logistically, geographically, and environmentally appropriate DMS is key to the efficient, rapid mobilization effort TFR can offer.

Sectoring of the Impacted Area



TFR strongly recommends our clients develop and review sector maps for the debris management plan. If requested, TFR will assist in the establishment of emergency routes with a pivotal focus on immediate-need facilities. TFR prioritizes certain immediate need facilities, including EOCs, government buildings, hospitals, and FEMA Distribution Centers, to employ a rapid 70-hour "Push" to secure facility access. Following the establishment of emergency routes, TFR and Government Officials will review preliminary sector maps and designated DMS for debris collection. Our goal is to develop sector maps that retain flexibility post-storm to ensure efficient allocation of resources to debris-ridden areas while emphasizing safety to our crews and the community.

Pre-Strike Procedures

48-72 hours before anticipated landfall: Both the President and Director of Operations of TFR Enterprises, Inc. have been monitoring and tracking "Mock" hurricanes through local communication and weather channels.

The Director of Operations will contact the known designated Government Representatives and provide them with the primary and secondary, 24-hour emergency contact personnel and points of contact (e-mail and cell phone).

The Contract Administrator in the home office will produce a list of known, experienced subcontractors from the database and sort the list by State (a list can be provided upon request) *Note: The subcontractors listed as pre-qualified are companies familiar with TFR procedures and expectations. In past projects, these subcontractors have been successful in operating alongside TFR and thoroughly vetted.

Project Managers will each be given a group of these subcontractors to contact. Each Project Manager will begin calling the subcontractors and make the following determinations for each and in aggregate:

- Current equipment and personnel on hand and available to commit if tasked.
- Best-estimated anticipated response time if tasked.
- Plans for housing, feeding personnel, and fuel supply resources.

During this same period, the Service Manager in the home office will begin calling Equipment Rental Dealers to identify available equipment on hand, such as Rubber Tired Front End Loaders, Skid Steer Loaders, Grapple attachments, Knuckleboom Loaders, Bucket Trucks, Vacuum Trucks, Water Trucks, Bulldozers, Portable Generators, and Portable Toilets, to augment, if necessary, TFR owned equipment. Also, the Service Manager will prepare preliminary tracking routes for Company-owned equipment and determine what states and what permits may be required if tasked.

An evaluation of the information gathered from the Subcontractors who have been contacted and an estimated crew/response capability will be made in the following priority:

1) Subcontractors on a call with Emergency Road Clearing Equipment.
2) Subcontractors on a call with Loading and Hauling Equipment.
3) Subcontractors on a call with Site Management Equipment.

This information will be added to the estimated crew/response capability of TFR's Company-owned equipment and personnel, and a preliminary mobilization schedule will be prepared.

24-48 hours before anticipated landfall: The Service Manager will begin acquiring trip permits for dispatching the initial transport of heavy equipment (debris clearing and site preparation equipment) to the designated staging area.

Loading and Hauling equipment and personnel will be dispatched to the designated staging area as well as mobile campers and temporary housing units.

The experienced subcontractors previously notified will be contacted by the Project Managers and placed on standby, if necessary. Their mobilization capability and preparedness will be noted and updated in the preliminary crew assessment.

0-24 hours before anticipated landfall: Upon notification of the Government Representative, or at the discretion of the Director of Operations, the *Pre-Execution Planning Team* (Operations Manager, Operations Planner, Project Managers, Environmental Health and Safety Officer, and the Program/QC Manager) will deploy.

To provide an immediate point of contact, at least one (1) TFR Representative shall "ride out" the storm with Government Officials. This TFR representative shall be responsible for coordinating the "push" effort as the *Pre-Execution Planning Team* assesses the damage, and sections of the City/County, if not completed, and mobilizes resources.

A workforce of Management and Loading and Hauling crews (minimum of ten) have been notified, prepared, and will be in the affected Sector/Subsector and poised to respond within a few hours following the landfall or strike for the immediate emergency needs response.

In a post-strike environment, with a Notice to Proceed, the planning team will deploy to the designated location within hours to participate in estimating debris volume, sectoring the disaster area, locating debris sites, determining personnel and equipment requirements, evaluating environmental and health and safety issues, and identifying necessary permits and license requirements. Once this meeting has taken place, a defined list of equipment and personnel necessary will be identified.

During this planning session, the following determinations will be made:

- Total area affected.
- Estimated number of Debris (This can be performed by Government Officials or TFR, either by aerial assessment or by "windshield" drive-by through the damaged area)
- Number of Sectors to be assigned for best management.
- Number of estimated DMS required for efficient removal.
- Location of best possible DMS

Mobilization of Personnel and Equipment

Following the coordination with Government Representatives, and identifying the quantities, sectors, DMS, and production requirements, TFR will continue the mobilization process.

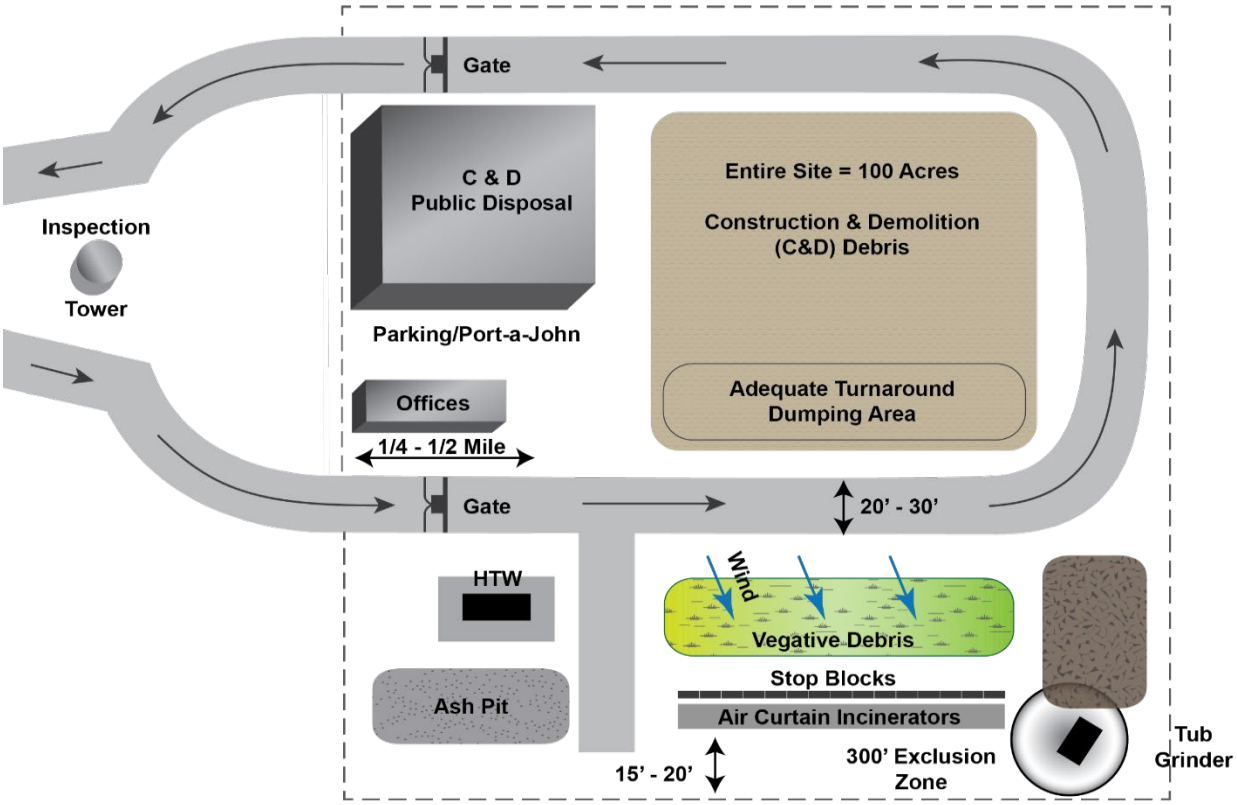


Pre-Execution Planning Team will call a meeting of all Project Managers and alert them to prepare to leave within 24 hours and be away from home for an extended period. Being within relative proximity of the disaster area, TFR can provide an expedient response, as personnel fully understand the requirements and urgency associated with disaster relief and recovery and the little notice provided after the award of a contract. TFR and its partners are fully prepared to meet the mobilization requirements, including the extended time away from families, and fulfill those requirements with the utmost pride in our product.

- The Operations Manager and his assistant will locate a Staging area where equipment and personnel can be mobilized for inspection and orientation.
- The Service Manager in the home office will deploy one or more of the company's Mobile Field Offices to the Staging area if needed.
- Project Managers will review the equipment and personnel requirements and compare them with equipment already on hand to determine the additional equipment and personnel to be mobilized. The Project managers will then review the Company-owned equipment available list, the selected Subcontractor's immediately available list, and equipment suppliers list. The project managers will notify the subcontractors selected for use on this task order.

- Communication will be given to the dispatcher in the home office about the need for any Company-owned equipment so that they may begin the process of permitting and shipping the necessary pieces. If additional equipment is needed, the project managers will communicate with the equipment manager who will contact the equipment suppliers on standby and order the necessary equipment for the completion of equipment requirements.
- The Operations manager and his assistant will attempt to secure temporary housing, such as RV parks or other suitable locations for temporary use for parking travel trailers. (The company, as well as many of its employees and subcontractors, have self-contained travel trailers which are used in the early response and mobilization of the project. As the local infrastructure improves and the demand for housing (hotels, etc.) decreases, many employees will relocate.)
- The Operations Manager or his assistant will prepare a list of all TFR employees and their Points of Contact (i.e., cell phone, e-mail) and deliver copies to Government Officials.
- The Operations Manager or his assistant will review Subcontract Agreements and supply copies of Current Wage Rates.

Preparation of Debris Management Sites



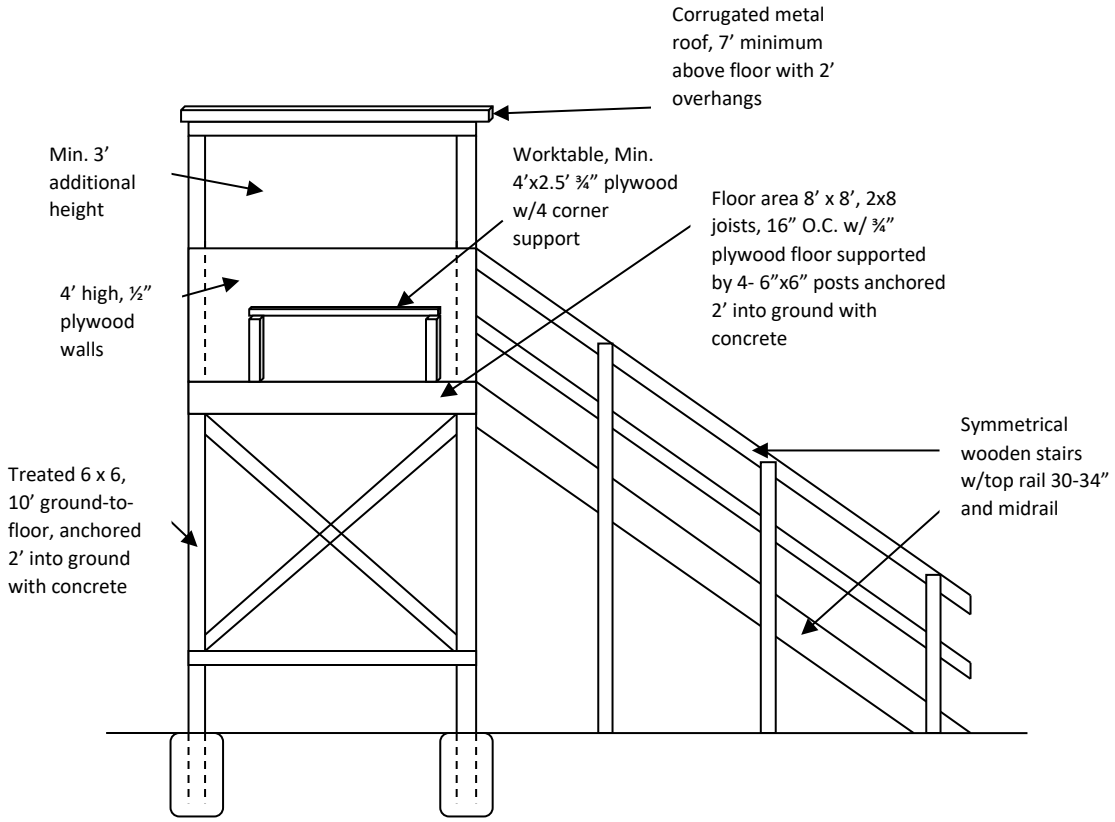
Obtaining and Possessing Necessary Licenses and Permits - The Operations Manager or his designee will investigate the state and local statutory requirements needed to perform the work described in the pre-position planning in the affected areas and determine what permits are necessary to complete the work. Video and/or digital photographs of the site, before the occupation, will be made for the record, in addition to any soil, water, or other test documents. After acquiring all necessary permits and licenses, the Operations Manager and the EHS Manager will then prepare copies of all necessary permits for delivery to Government Representatives.

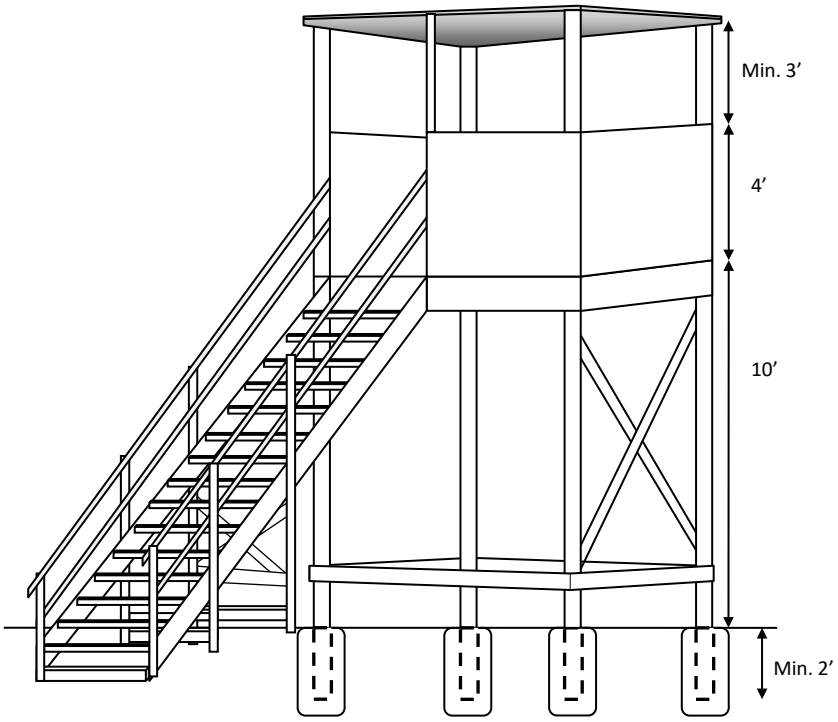
Submittal of Site Plan and Establish Field Offices and Equipment Staging Area - After the approval/assignment by Government Representatives of the DMS, which currently is unidentified, a physical review of the site will be

made by the OM, the site manager, and representatives. Within 12 hours of the location and inspection of the site, a final site plan will be submitted for approval. The Site Plan shall reflect:(1) access to the site (ingress, egress) (2) Site preparation-clearing, erosion control, and grading, (3) traffic control procedures, (4) safety, (5) segregation of debris, (6) location of ash disposal area, hazardous material containment area, contractor work area, and inspection tower, (7) location of vegetative debris dump, (8) location of Mixed Debris and C&D dump, (9) Location of Temporary sanitary facilities, (10) location of reduction operations including incineration operations, chipping operations, (11) location of any existing structures or sensitive areas requiring protection from smoke, dust, noise and with awareness to existing traffic conditions (12) location of dump area for debris hauled from the public or haulers other than TFR with traffic patterns reflected for this area. Tasks will then be assigned to construct and establish the required elements of the site, such as the inspection tower, hazardous materials containment area, temporary fencing, etc.

For this RFP and the general understanding of the layout offered by TFR, included is a general site plan utilized by TFR on previous projects that directly address the uses outlined above. However, before these site plans can be formally submitted, the necessary soil and water samples will need to be taken, checked, and filed with appropriate Government Agencies and maintained, on hand, at the TFR field office. The site plan will be reviewed and accepted by Government Representatives before DMS accepts storm-generated debris.

Inspection Tower Construction Diagrams





Hazardous Materials Containment Area – TFR's employees have been involved in the preparation and construction of many DMS to FEMA/USACE specifications. The Company will have had all necessary tools and supplies shipped from its home office for the first deployment of equipment. Once again, this is done as a safeguard measure if supplies and materials may not be readily available in the area following a disaster event. This Hazardous Materials Containment Area shall be constructed to the specifications outlined in the RFP.

Before construction, the site will be graded, and a berm constructed to provide a Hazardous Containment Area that will direct site runoff away from the Hazardous Containment Area. The area shall be 30'x30'. The perimeter shall be lined with hay bales and staked in place. The area shall be lined with a heavy gauge plastic (or tarp for colder climates where plastic may be too brittle) to provide a waterproof barrier. Six inches (6") of sand shall be spread within the area to provide an additional defense against hazardous leakage while also protecting the heavy gauge plastic against rips and tears. Additional plastic or tarp sufficient to cover the area will be available to prevent rain or snow from entering the containment. Lastly, site runoff shall be redirected away and from the containment area through the utilization of site grading.

Additional Construction Procedures that may be necessary are:

- The establishment of a lined temporary storage area for ash, fuels, and other materials that could contaminate soil and groundwater.
- Construction of temporary fencing around debris material storage areas for segregation and protection from traffic.
- Construct non-combustible stop blocks for equipment located at the burn pit.
- Establishment of an equipment staging area where equipment can be isolated and inspected regularly for fuel and oil leaks. Describe provisions for a lined area for fueling and equipment repair to protect soils from spills of petroleum products, hydraulic fluids, etc.
- Provision of plastic liners under stationary equipment such as generators and mobile light plants.
- Construct Roadways Throughout the Site - Traffic will be designed for one way in and one way out to avoid congestion.
- Erect Stop, Slow, and Direction Signs for safety and traffic flow. Signs will also be provided at the main entrance with the site name and directions, i.e., Office/Visitor Check-in, visitor parking, truck inspection tower, etc. There will also be signs designating the HTW area, white goods area, first aid area, mixed debris, etc.
- Establish a gated entrance for security to the perimeter of the site and a guard building to record visitors and authorized personnel visiting the site.
- If necessary, establish a "public" or separate dump area for debris hauled by others with separate traffic patterns and a distinguished and separated (by temporary fencing or other means) perimeter to avoid mixing the debris with the debris hauled by the contractor.



Once the Site Plan is approved, the Company will locate its office command center. TFR owns five self-contained command centers constructed on a 45-foot travel trailer. They are inventoried with all needed onsite management, communications, record-keeping, and safety materials. This includes such items as truck tickets, safety forms, identification signage, cellular phone, radio broadcast systems, desktop computer/fax and copying equipment, hard hats, steel-toed boots, flags, safety vests, and other miscellaneous items necessary to the immediate operations. These command centers will be equipped with self-supporting generators and temporary sanitary facilities if not, or until, available on site.

Establish Field Office Communications

- Mobile telephones and Company radios will be the main source of communication in the field office until local landline telephones can be installed. All TFR truck drivers are equipped with smartphones. In addition, all TFR managers, supervisors, and foremen are equipped with mobile telephones for outside communication to coordinate the mobilization and dispatching of equipment as well as being available to the client.
- All Company administrative personnel, including the Operations Manager, have electronic linkage capability for cellular telephones, satellite communications, Internet access, and fax access.
- Records and communications are made using a network of personal desktop and laptop computers.
- As quickly as the equipment is available (local services may be out for a time following a disaster) all major field locations are given at least one local number to facilitate communication with other local Government Agencies, local suppliers, and members of the public.
- As soon as the field office is established, office personnel will be available during hours of operation.
- Inspection of Equipment before beginning Task Order. All equipment previously dispatched and on hand for debris loading and hauling will be brought into the staging area for a safety inspection, identification, measuring, and numbering before being deployed to any work area.
- Each piece of equipment will be inspected, and a written inspection report prepared to denote the results of the inspection.
- In addition to the safety inspection checklist for trucks, all vehicles (trucks and trailers) will be inspected for a current license, tags, registration, and insurance. The inspection report will denote the truck owner and the truck driver. A copy of the operator's driver's license will be copied and on file.
- A determination of driver qualification will be made (i.e., a requirement for a Class A License).
- Trucks to be used in hauling debris will be inspected for proper tailgates and proper sideboards or other extensions as well as the previous checklist.
- Before a truck will be assigned a number, the inspection report and driver information will be made available for review by a Government Representative, and they shall physically inspect, approve the tailgate and any sideboards or other extensions, and measure the truck for capacity.

Personnel Safety Orientation

All Company employees will receive a copy of the Company's Health and Safety Manual at the time of employment. As part of the Company's Safety and Occupational Health plan and in compliance with the Accident Prevention Plan, a safety meeting will be held before any personnel is assigned to a task order.

- The Company Safety Officer will conduct the meeting in the presence of a Government Representative.
- All personal protective equipment required for the assigned task will be checked before personnel are dispatched to the assigned task.
- A Personal Emergency Contact List and Map of Key Facilities for emergency conditions will be passed on to all Company and Government field personnel.

Following the Equipment Inspections and Safety Orientation, Truck Measurement, and Numbering, equipment and personnel will be dispatched to the work areas prescribed because of meetings between the Project Managers and Government Representatives.

Daily Coordination with Government Representatives

The following is an outline of the company's daily procedures for keeping an informed dialogue between TFR and Government Representatives.

- Each debris removal project is assigned a Load and Haul Project Manager. Before the beginning of each Project or Task Order, the Load and Haul Project Manager and the Project Operations Manager will meet with the Government's Representative to define the scope of work, work area, and any Government priority as to areas included in the Task Order.

- After the total area of work to be performed under the Task Order has been defined, a map of the area is prepared to divide the total area into sections. These sections are then given a territorial reference (for example Section 1, Section 2, etc.,).
- Two identical copies of this map of the total area divided into sections are prepared, one for the Contractor and one for the Government. The contractor's copy is kept in the field office headquarters of the contractor.
- Each evening a meeting is held between a Government Representative and the Load and Haul Project Manager to review the areas which have not been worked on.
- The Loading and Hauling Project Manager shall confer with a Government Representative and shall provide a work schedule plan daily reflecting the assigned location of all loading crews daily.
- A daily work schedule assigning crews to specific Sections previously approved by the Government's Representative, is prepared by the Load and Haul Project Manager, and distributed to the foremen of each crew.
- Loading and Hauling crews shall not be re-assigned to another location until the Load and Haul Project Manager and the Government Representative have inspected the area worked and they have determined that the work performed has met the Scope of Work requirements in the Task Order.
- Each evening following the workday, the Crew Foremen will meet with the Load and Haul Project Manager and will report on the amount of progress in the sections assigned to them.
- The Load and Haul Project Manager, along with the Government Representative will tour each section daily to confirm progress.

When a section has been completed to the satisfaction of TFR and the Government Representative, the Load and Haul Project Manager will indicate the completed section on the map by color-coding the completed section. This map will provide a visual display of work completed and work remaining daily.

Public Service Announcements

TFR shall aid Government Representatives in developing a comprehensive Public Information Strategy. Oftentimes, residents hold local, state, and federal officials responsible for slow progress, however, enacting specific procedures to control the efficient flow of information to residents is vital to the community's recovery process. This includes the establishment of a Disaster/Debris Information Center, centralizing the release of vital information to the public. Operated from TFR's Mobile Command Unit utilizing satellite communications, Government Officials, in conjunction with TFR's Management Team, shall create television and radio advisories in the immediate aftermath of an event to be broadcasted five times daily. Additionally, when print media resumes, TFR shall aid in the development of pertinent newsletters detailing the recovery phases while providing a conservative timeline of events. These will be released online, through local newspapers, and posted at pivotal locations throughout the impacted area. TFR also recommends the establishment of an information hotline with a brief recording outlining the information listed below and additional vital information, i.e., debris drop-off locations, etc. This allows citizens to obtain up-to-date information immediately and on their schedule.

Sample Radio Address

_____ has adopted regulations for the removal of disaster-generated debris. We have established an efficient and effective system in coordination with our debris contractor, so you, the citizen, will know what to expect and how to have your disaster-generated debris removed successfully. Contractors are working seven (7) days a week, twelve (12) hours a day to collect ONLY storm-generated debris.

_____ has divided the City/County into multiple debris collection zones. All zones are being worked simultaneously with the goal of coordinated, safe, and efficient recovery. Debris contractors are collecting all the disaster-generated debris moved to the curb from one subdivision/street/block in a zone before moving to the next. Your cooperation and patience are much appreciated during this trying time.

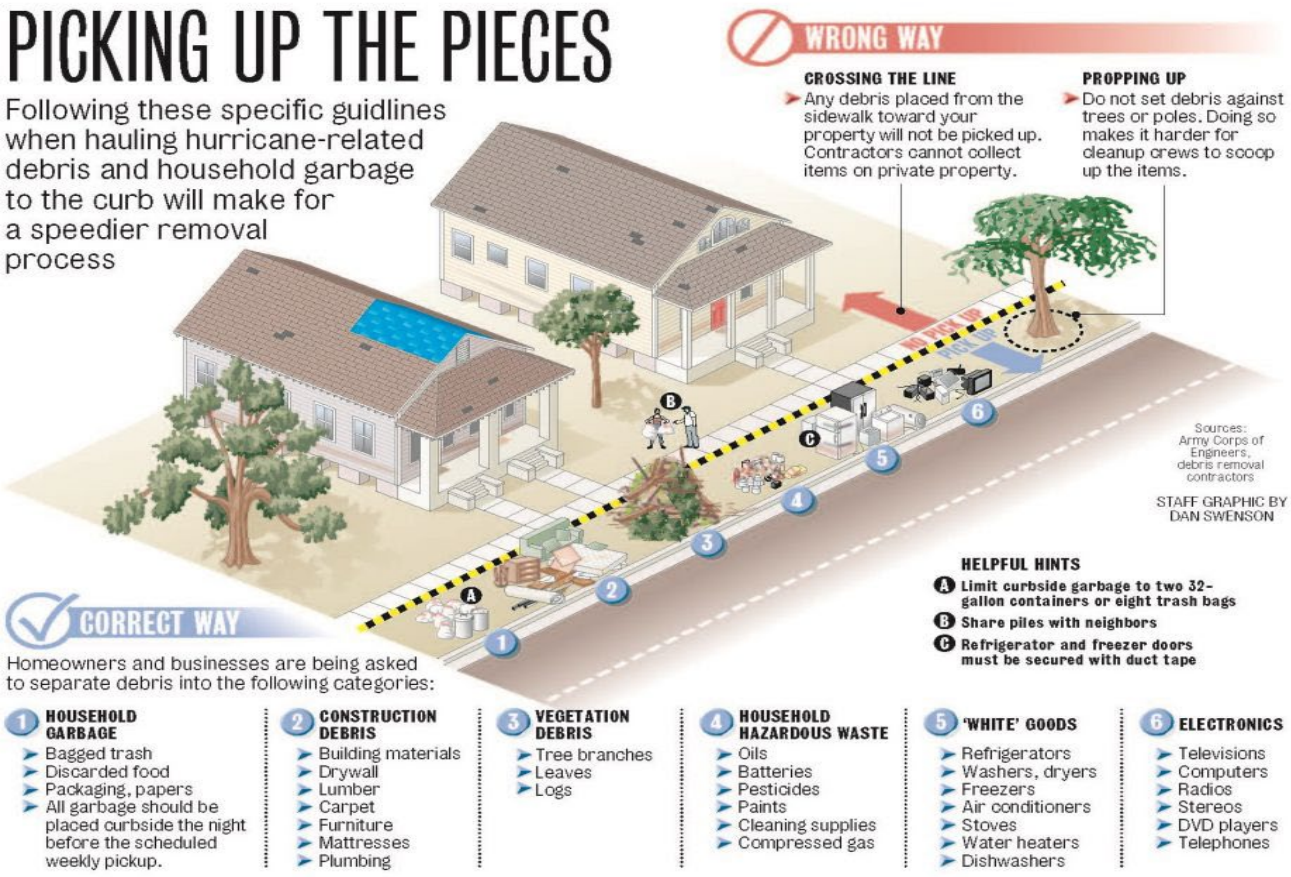
The first pass will be made in your neighborhood beginning _____.

Fellow citizens, as you prepare to place your debris curbside for collection, please adhere to the following guidelines:

1. Do not place debris on top of utilities, for example, cable, phone, electrical, or storm drain boxes.
2. Please do not place debris in front of or around your mailbox.
3. Please do not place debris in front of or around your driveway, as emergency vehicles may need to enter the area.
4. Please drive with extreme caution in areas with large debris piles.
5. Please do not block or dump any debris into the storm drains or ditches. This will cause flooding.
6. Please aid contractors by sweeping excess and loose debris from the street in front of your house for collection.
7. Report damages that occur to your personal property to the TFR hotline, at (512) 260-3322.
8. Please sort debris according to the following outline.

We are a community, and we shall recover as a community. We appreciate your patience, cooperation, and assistance as we undertake this monumental cleanup effort.

The following diagram, "Picking up the Pieces" can be posted online, distributed in local newspapers, and available for residents to properly segregate disaster debris along the ROW.



Debris Collection Operations

During the daily collection, movement, and disposition of debris, the TFR Operations Manager remains in constant contact with all Foremen and Supervisors via 2-way radio/ smartphones to ensure that proper accounting and operational management of debris collection complies with TFR operational procedures. Midday conferences, either in person or by radio, ensure that right-of-way, public/private, and local issues are quickly addressed, often immediately. TFR's manager and principals are mindful of other disaster operations taking place in the affected areas during the debris removal process and are cautious not to interfere with the efforts of others during the performance of the contract.

The CQC Plan and TFR's Quality Control Manager shall address the Recording and Reporting requirements with all levels of supervisors and crew foremen. Different levels shall have different requirements. A sample form will be provided and approved with the final CQC Plan, including any additional required modifications. This discussion shall include the general procedures set forth below:

- All loading and hauling crews are under the direction of a TFR supervisor.
- Daily reports are maintained by the crew foreman and all equipment downtime for repairs is noted on the daily reports.
- Hours of each piece of equipment and each employee are recorded and reconciled with a Government Representative daily.
- Daily Reports shall have daily and year-to-date totals for each piece of equipment/personnel tasked.
- Daily Reports shall be signed by the Contractor's Representative and by a Government Representative.

The TFR's Quality Control Officer shall prepare, sign, and submit to a Government Representative a Daily Quality Control Report. This report at a minimum shall include originals and one copy of all levels of QC reports received and in addition shall include a summary of safety issues, infrastructure damage, total numbers of trucks loaded, equipment, and plant hours worked, and idled or down, testing performed and by whom, loads and quantities hauled to DMS, the quantity of debris reduced, number of subcontractors working, contract non-compliance issues and all corrective actions.

Removal of Debris from Public Right of Way

Upon receipt of the task order and at the direction of Government Representatives, the Operations Manager will direct the Load and Haul Supervisor to dispatch the previously selected loading and hauling equipment to locations designated by the Government's Debris Managers.



One foreman will oversee the loading and hauling operations for each crew. The foreman is responsible for conducting toolbox safety meetings, and a general briefing of operations including truck routes, local ordinances, and other pertinent information. The foreman is equipped with a fire extinguisher, a pick-up truck with mobile radio and cellular telephone, a first aid safety kit and a list of emergency telephone numbers, and a map to emergency medical facilities. The foreman is responsible for preparing a daily report of activities.

Before Truck Certification and Inspection, all Subcontractors will have met with the sector superintendent or field administrator and provided the necessary paperwork including copies of current certificates of insurance (general, auto, workers comp.) copies of driver's licenses, and the execution of Subcontractor Agreements including:

- Copy of Scope of Work
- Copy of Accident Prevention Plan
- Copy of Safety Sheet
- Copy of Ticket Reporting Procedures
- Location of Emergency Response Facilities and Contact Numbers
- Copy of Equal Opportunity Policy
- Copy of Alcohol and Drug Abuse Policy

A truck Measure/Certification Site will be established at the DMS, or another appropriately designated location determined by the City/County, for all trucks to be inspected, measured, photographed, and, in case of tonnage contracts, a tare weight. Truck Certification, available upon request, will include the recording (first on a paper Certification Form and by Electronic Form) of the following:

- Date of Measure
- Assigned Truck Number
- Truck Measured Capacity
- Truck Description (including model, type, and color)
- License No. and State
- VIN No.
- Truck Owner
- Name of Subcontractor Truck is working for.
- Truck Driver
- Truck Driver's License No. and State
- Truck Drivers cell phone or contact number.
- Truck Tare Weight
- Notes or exceptions (i.e., descriptions, deductions for a doghouse, etc.)
- Signature space for
    - Truck Driver
    - Contractor's Representative
    - Government Representative
- A photograph of the Measured Truck w/driver will either be taken by Polaroid Camera and attached to the Certification Sheet; or by Digital and Stored.
- Each Truck Dump Bed will be assigned the required TFR-issued side signs on each dump body, all to be weather durable, tamperproof, and non-removable:
    - Company Name
    - Truck Number
    - Maximum Volume in Cubic Yards
    - Inspector's Name and Date

These signs will be placed, one each on each side of the dump bed body and are maintained throughout the project to ensure readability.

Additional Truck dump trailers (pup trailers) will each have a separate truck measure certification including all the information outlined above along with a notation as to the truck that it is coupled with.

Before equipment is dispatched to the loading sites, it will have already undergone all the necessary safety inspection, measurement, and hauling procedures at the staging area as outlined in the section above. All loading

and hauling crews will have received a copy of the scope of work, accident prevention plan, safety indoctrination, and assigned a crew foreman. All crews and foremen will be instructed by the Load and Haul Supervisor that they are to work in areas designated by a Government Debris Manager and are not to relocate or move from one area to another without prior approval. No employees or subcontractors of TFR will be allowed to work for private or other public entities while employed or contracted under this project.

Hazardous Tree Removal

Unstable and leaning trees along a public ROW or within a naturalized area, such as public parks or golf courses, are eligible for removal. The Sub-Grantee may choose to attempt to save the tree through straightening and bracing if the cost of repair is less than the removal and disposal. A tree is deemed hazardous and eligible for removal if:

- The tree is an immediate threat to public health and safety or improved property.
- It has a DBH of 6" or greater.
- AND one or more of these criteria:
  - 50% or more of the crown is damaged or destroyed.
  - A split trunk or broken branches that expose the heartwood.
  - Fallen or uprooted within a public use area.
  - Leaning at an angle greater than 30 degrees

After a tree has been deemed eligible and scheduled for removal, TFR tree crews will discuss a tree-specific removal plan to ensure a safe, proper felling operation, considering:

- Surrounding area for anything that may cause trouble when the tree falls.
- The shape of the tree, the lean of the tree, and decayed or weak spots.
- Wind force and direction
- Location of other people
- Electrical hazards

Once the tree crew has identified a tree-specific removal plan, the following procedures shall take place:

1. The employee shall work from the uphill side whenever possible.
2. Before felling operations, the work area shall be cleared to permit safe working conditions and an escape route shall be planned.
3. Each worker shall be instructed as to exactly what he/she is to do. All workers not directly involved in the operation shall be kept clear of the work area.
4. Before starting to cut, the operator shall be sure of his/her footing and must clear away brush, fallen trees, and other materials that might interfere with cutting operations.
5. A notch and back cut shall be used in felling trees over 5 inches in diameter measured at breast height (DBH). No tree shall be felled by "slicing" or "ripping" cuts.
6. The depth of penetration of the notch shall be about one-third the diameter of the tree. The opening or height of the notch shall be about 2.5 inches for each 1 ft. of the tree's diameter. The back cut shall be made higher (approximately 2 inches) than the base of the notch to prevent kickback.
7. The resulting notch shall be flush cut to the ground.

Hazardous Limb Removal

Hazardous limb removal work shall consist of the removal and disposal of storm-damaged limbs that are:

- Imminent and impending peril to the public
- Greater than 2" in diameter at the point of breakage
- Broken and still attached to the tree.

The resulting debris will be collected from the grounds and hauled by normal debris collection standards.

Hazardous Stump Removal
The removal of hazardous stumps is a unique process requiring specialized equipment. As such, this process requires unique documentation and costing to realize full reimbursement, and meet the following criteria:

- 50% or more of the root ball exposed.
- Greater than 24" in diameter, as measured 24" above the ground.
- Located on public property or a public ROW.
- Immediate threat to public health and safety

Once the diameter is established, pictures are taken, GPS coordinates establish the location, and the specific threat is documented, the stump will be physically removed by the best means available. The resulting hole from the stump removal will be backfilled and the amount of material needed will be recorded.

Reduction of Debris

Reduction of debris is normally applied to vegetative debris such as brush and tree debris, which is also referred to as "burnable debris". However, the reduction process can also be applied to some items that are considered non-burnable or construction and demolition debris. This would include such items as household furniture, construction materials such as roofing, and treated timber. This process is applied to reduce the volume of the material that is being landfilled. The economic evaluation of weighing the reduction cost against the unreduced landfill cost will be a factor in determining the feasibility of this approach. The most common methods of reduction are burning, chipping, grinding, and recycling. Recycling is covered in various sections as appropriate.

Incineration
There are two general classifications of the burning method, open burn, and air curtain incineration.

Open Burning: Open burning, although very cost-effective, may not be suitable for urban areas. The feasibility of this method is very dependent on the location and the cleanliness of the debris. Many areas and locations will not permit open burn, particularly in urban environments where heavy smoke can create health and property damage concerns. However, in rural locations, if the debris is clean, there is very little environmental impact, and the resulting ash can remain on the site or be used as a soil additive. Bulldozers and loaders are the primary equipment required to operate an open burn process.

Air Curtain Incineration: Air curtain incineration is also a very cost-effective method of reducing clean, vegetative debris but with less environmental impact than the open burning method. Air curtain incineration incorporates the use of a "burn pit" aided by a forced-air blower. The pit can be constructed below or above grade (depending on the water table) and includes a mechanical blower to create constant optimal burn rates and an "air curtain" effect. The air curtain incineration system is a combination of the blower and pit, engineered as a unit to achieve the effect of holding the smoke while feeding air to the fire pit. Since differing site locations contain differing conditions, such as soil composition, water table levels, etc., there are no air curtain incineration systems standards in the industry. In the construction and operation of an efficient air curtain incineration system, special consideration must be given to the following factors:

1. A setback of at least 100 feet between debris piles and the burn area with a minimum setback from buildings and structures of at least 1,000 feet.
2. Construction of non-combustible "warning" stop blocks (at least 1 foot in height) for equipment located at the burn pit.
3. Use limestone (or equal material) for the construction of the "pit" with reinforced earth anchors, or wire mesh to support the loader ramps.
4. Use clay or limestone to create an impervious layer on the bottom of the pit to prevent the leaching of the ash from the aquifer. This layer shall be at least 1 foot deep and will be regularly inspected and maintained at that depth in the event scraper activity removes part of the layer during operations.
5. Seal the pit ends at least four feet high.

6. Pit construction (by this solicitation) shall be 8-9 feet wide, and 14 feet deep.
7. A 12" dirt seal will be placed on the lip of the burn pit area to seal the lower nozzle.
8. The blower will be configured to direct the airflow to strike the wall of the pit 2 feet below the edge. Operators will be instructed that the debris should not break the path of the airflow except during dumping.
9. Equipment used will be tested and adjusted to assure that a minimum nozzle velocity of 8,800 ft/min (100 mph) and a volume of 900 cf/min/linear feet is produced during burn operations.
10. The length of the pit shall be no longer than the length of the blower nozzle.
11. The operators shall be instructed to load the pit uniformly along its length.
12. Operators will also be instructed to extinguish the fire at least 2 hours before removing the ash.
13. Water trucks will be used to dampen ash residue as well as areas surrounding the burn site.

Chipping/Grinding



Reduction of debris by chipping and/or grinding is an opportunity to recycle the vegetative debris back to economically beneficial use. However, the overall economic impact of chipping/grinding compared to burning will have to be reviewed before a determination can be made. Grinding/Chipping is the reduction of woody, vegetative debris by cutting and pounding the debris to reduce the woody materials into small pieces or "chips" This method normally produces a reduction of between 3 to 1 and 5 to 1, whereas burning reduces the debris by approximately 95%. However, wood chips can be recycled and used as mulch, fuel, ground cover, and animal bedding to name a few. The availability to recycle the chips would be a significant factor in determining the economic value of chipping/grinding. In the construction and operation of a chipping/grinding reduction operation, special consideration is given to the following factors:

1. Grinding machines must have a clearance of 300 feet. Warning signs must be stationed around the perimeter of the grinding equipment, warning of possible flying objects from the grinders.
2. The grinding machines must have screens, which produce chips not exceeding 4 inches in length and ½ inch in diameter.
3. Liners shall be placed underneath grinders, and other stationary equipment, as a preventative measure against possible leaks or spills exposing the soil and groundwater to contaminants.
4. Debris must be sorted and cleaned of other contaminants such as metals.
5. Operators must wear hard hats even in closed cab machines while operating.
6. Root Rake loaders are used to avoid contaminating the debris entering the grinder with dirt or sand.
7. Ground debris or mulch shall be stored onsite in piles no higher than 15 feet. Such piles shall not remain on-site for longer than seven (7) days and haul-out procedures shall ensure. Ground debris or mulch is monitored daily for heat and internal combustion.

Segregation of Debris

Before the material is brought into the DMS, all preparations outlined above will be substantially completed. The DMS will have staging areas for each category of debris brought to the site. All debris will pass by the inspection tower after entering the site and all loads will be inspected.

Although every effort will be made to segregate debris on the right-of-way before loading, debris materials still become mixed, and some loads are so co-mingled that they are classified as mixed debris loads. These loads will be directed to the area defined on the site plan as the "mixed debris" pile. This material will be sorted and separated

by machines with grapples and "thumbs" and by hand labor and placed into the C&D, Vegetative, HHW, White Goods, and Metals Piles.

C&D Debris is non-burnable, non-recyclable debris that will eventually be delivered to a landfill. Samples of this type of debris include mattresses, clothing, household garbage, concrete, asphalt, metals, plastics, manufactured furniture, building components, etc. Parts of this material, if well separated, can be reduced by grinding before the landfill, to reduce the cost of hauling and tipping fees (if charged by volume). Other parts, such as metal can be recycled if well separated and cleaned.

Vegetative Debris is burnable debris and can be reduced by either incineration or by chipping/grinding. If reduced by incineration, the estimated reduction rate is 95% and leaves the ash residue to be hauled off and disposed of. If reduced by chipping/grinding, the reduction rate is estimated at only 60%-75%, however, the by-product, mulch, can be recycled. The vegetative debris may become mixed with earth materials such as dirt, gravel, rock, or sand during the disaster. Root rakes are employed to shake and separate the brush and vegetative debris before it is reduced. Sometimes shaker screens or trommels are necessary to separate the earthen debris before reducing it.

Household Hazardous Waste (HHW) is debris such as household chemicals, pesticides, unidentified liquids, paint, batteries, etc. As mentioned earlier, the primary goal is to separate this material on the curbside and pick it up separately by a designated HHW crew. These items are then delivered to the collection points designated by the Government Debris Manager. However, if HHW inadvertently becomes co-mingled with other debris and enters the site, it is separated from the other debris and placed into a Hazardous Containment area on the site for further disposal by those licensed to handle and dispose of this type of debris.

White Goods refer to items such as refrigerators, air conditioners, freezers, etc. which may contain chemicals or fluids such as freon or oil, which must be remediated by someone with the appropriate license and certifications to do so. These items should be separated at the curbside and delivered to the collection points designated by the Government Debris Manager. If they are brought to the site for temporary storage, they will be contained in a separate staging area so that they may be inspected and properly cleaned of all chemicals or fluids.

Metals will be separated at the curbside and delivered to a separate staging area at the DMS unless directed otherwise by the Government Debris Manager. These items may be recycled.

During the operation of a DMS, special attention is afforded to the following areas:

Site Safety: The Operations Manager and the Site Project Manager will conduct a Pre-Operations Site Safety meeting before the beginning of operations of the debris reduction site. Items to be included in the Safety meeting will be:

a. An overall review of the Site Plan and directions as to the location of all temporary structures, the planned traffic flow, the location of first aid stations, eyewash stations, fire extinguishers, and the location of a sign with postings of emergency numbers.
b. The first Weekly Safety Meeting will be held and all information as outlined in the Company Safety and Occupational Health Plan will be covered.
c. The Activity Hazard Analysis for each operations activity will be reviewed and discussed.
d. A communication path between the site management and site personnel will be established in the event of an emergency so that an orderly and efficient means is established to mitigate the event.

Dust Control: TFR provides water trucks, which do routine trips throughout the site during the operations, keeping dry roads dampened to minimize the dust count. Water trucks are also used to dampen ash residue when removed from the burn pit to the ash pit. Attention is given to normal wind direction when the layout of the site is prepared.

Hazardous Materials Containment Area: The Site Manager will regularly inspect the Hazardous Materials Containment area for any cuts, tears, or leaks in the protective membrane that lines the containment area. The Manager will also inspect the berm surrounding the area to ensure proper site runoff is still intact.

Roadways: Traffic will be designed to allow the flow of incoming and outgoing debris trucks to avoid congestion. Safety and directional signs will be posted throughout the site along with flagmen to assist and control traffic flow as well as for safety reasons. Road surfaces will be rock laid for easier maintenance and to protect from erosion. Private, non-operation-related traffic will be prohibited from the site.

Communication: Operators and flagmen are equipped with two-way radios on the same frequency as the office base radio unit so that communications will be readily accessible throughout the site.

Disposal Procedures

Disposal sites for the debris will be determined before operations begin. This submittal encompasses the possibility that permanent or final debris resting place may not be immediately available at the beginning of operations, and we have therefore included the general operations of a Debris Management Site (DMS) in this proposal.

Disposal of debris is the operation of placing debris in its final resting place such as a licensed, permitted permanent landfill or as expressed above, at a DMS. This operation includes the use of hauling equipment. In the Hauling and Dumping operations, special consideration is given to the following:

1. All loading and hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the Crew Foreman, and all equipment downtime for repairs is noted on the daily reports. The hours of each piece of equipment and each employee are recorded and reconciled with a Government Representative, daily.
2. Qualification of all operators/drivers is reviewed and determined before being allowed to haul materials.
3. All insurance documents and copies of driver's licenses are on file in the field office before beginning operations.
4. The safety orientation meeting is held by the Load and Haul Project Manager before operations begin.
5. Equipment is inspected and a record of the inspection is retained on file in the field office before operations begin.
6. Operators/drivers are versed in the dumpsite procedures before leaving the loading site.
7. All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
8. All operators will report to the weigh station/inspection tower and deliver their "load ticket" to the QC operator (or government inspector) for inspection and approval before proceeding to dump debris.
9. Each truck operator will be directed as to where to dump each load at the dumpsite location by the designated dumpsite operator.
10. Each truck operator will inspect his truck and tailgate after the dumping process is completed to assure that it is secure before leaving the dump area.
11. Truck operators will follow the designed traffic flow when leaving the dump and returning to the designated loading area.

Haul Out Procedures

Hauling out of debris is the operation of hauling reduced debris from a DMS to a final resting place at a designated destination to be used in any number of capacities such as ground cover, biofuel, and fertilizer. This operation

includes the use of hauling equipment. In the hauling out operations, special consideration is given to the following:

1. All hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the Site Manager, and all equipment downtime for repairs is noted on the daily reports. The hours of each piece of equipment and each employee are recorded and reconciled with a Government Representative, daily.
2. Qualification of all operators/drivers is reviewed and determined before being allowed to haul materials.
3. All insurance documents and copies of driver's licenses are on file in the field office before beginning operations.
4. The safety orientation meeting is held by the Load and Haul Project Manager before operations begin.
5. Equipment is inspected and a record of the inspection is retained on file in the field office before operations begin.
6. Operators/drivers are versed in the dumpsite procedures before beginning loading activities and hauling reduced debris out of the DMS.
7. Trucks are loaded by rubber-tired backhoes, or excavators, utilizing a mulch ramp constructed approximately twelve (12) feet high, eight (8) feet wide, and at a grade, not to exceed thirty-five (35) degrees. This shall be determined at the site depending on topography and availability. No individuals will be allowed on the structure unless otherwise instructed to do so by the Site Manager and/or by assessing the overall safety of the structure.
8. Each truck operator shall inspect his/her truck before proceeding to the inspection tower to ensure the load is filled and any items are secured and covered by a tarp or other covering preventing chips from being blown from the bed.
9. All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
10. All operators will report to the weigh station/inspection tower and deliver their "load ticket" to the QC operator (or government inspector) for inspection and approval before proceeding to leave the dump to its final destination.
11. Truck operators will follow the designed traffic flow when leaving the dump and returning to the designated loading area.

White Goods

White Goods refer to items such as refrigerators, air conditioners, freezers, etc. which may contain chemicals or fluids such as Freon or oil, which must be remediated by someone with the appropriate license and certification to do so. These items will be separated at the curbside and will be delivered to the DMS collection point. At the DMS we will contain Dirty White Goods separate from White Goods and they will be inspected and properly cleaned of all chemicals or fluids or removed by professionals certified and licensed to dispose of them. TFR shall submit a Dirty White Goods Operations, Cleaning, and Disposal Plan before beginning site operations.

Upon award of a contract, a Hazmat removal team will be assigned to oversee the curbside removal and HHW removal at the DMS and, if given a contract for ROE, precede the demolition team. The Hazmat team will remove all HHW and White Goods to the curbside, separated, before hauling off, or demolition begins. This team will document on a daily reporting form, the type and quantity of HHW and White goods at the pick-up location.

- Refrigerants with putrescible wastes will be sealed by taping closed so as not to have accidental openings and spillage while in transit to a disposal site.
- The separated HHW and White Goods will be transported by separate containers from the demolition site to the DMS.
- Any HHW that may inadvertently become mixed with truckloads shall be separated at the DMS and stored in the HHW area for removal by the HHW crew.

- Automobiles will be moved to a separate temporary storage area where they will be held for recycling.
- Loose tires located at the curbside will be kept separate and removed by the HHW crew.
- Extra caution will be applied to the handling of dirty white goods that still contain putrescible wastes, such as sealed freezers, refrigerators, coolers, and iceboxes. Putrescible waste is solid waste that contains organic matter capable of being decomposed by microorganisms and of such a character and proportion as to cause obnoxious odors and to attract or provide food for birds or animals. Improper handling of putrescible waste could lead to odor issues that make sitting and operating a DMS difficult. There are also numerous potential employee health and safety issues related to the removal and disposal of putrescible waste.
- White goods may also have refrigerants (Freon and Freon replacements), and often plastics and motors and sometimes other electronic components that need to be removed before recycling. Refrigerant removal must be done by trained and qualified personnel and can potentially lead to spills of regulated chemicals. Only certified, experienced, and trained personnel will be used for these critical tasks to minimize risk and maximize efficiency.
- All waste removal, cleaning, and handling will be managed to minimize the potential exposure of workers and others to waste and minimize the generation of odors.
- Procedures such as proper sealing of refrigerants and containers will be in place to control vector exposure and the attraction of wildlife and minimize volume expansion through the addition of water to the waste stream.

Vehicles and Vessels

Abandoned Vehicles and Vessels will be removed and taken to a temporary staging/storage area. It is anticipated that the State Government's Department of Transportation or Department of Motor Vehicles will be the project manager for the title of ownership issues related to any vehicle recovery and recycling project associated with the disaster response. Vehicles and vessels brought to the staging areas will be inventoried by license plate, make, model, color, and vehicle identification number. They shall be staged, and site tagged for easy retrieval.

- For a vehicle or a vessel to be deemed eligible it must:
- Present a hazard or immediate threat that blocks ingress/egress in a public-use area
- Ownership is undetermined.
- The applicant followed all local ordinances and State laws by securing ownership.
- The applicant verified the chain of custody, transport, and disposal of the vehicle or vessel.

Bastrop County PPDR

"We are fortunate to have TFR as an experienced contractor, with an abundance of specialized equipment and an experienced management staff helping us with our recovery efforts. I am thankful for all that TFR has done to help Bastrop County in our recovery efforts, and I am pleased to provide this endorsement and recommendation to others that are in need of the services TFR provides."

Ronnie Moore

Bastrop County Engineer

616,500 Total Cubic Yards **(245,700 PPDR)**

38,000 Total Hazardous Trees **(27,000 PPDR)**

Private Property Debris Removal

Private property debris removal must present an immediate health and safety threat to the public before it is reimbursed under the Public Assistance Program. This is typically the responsibility of private property owners however if the debris poses a threat to the public at large and the property owners are unavailable the State or local municipalities may need to enter onto private property to alleviate the immediate threat.

If authorized, FEMA 325, Public Assistance Debris Management Guide states applicants are required to document all legal processes used to gain access to private property through the following:

1) Each property owner must sign a right-of-entry which includes a hold harmless agreement and indemnification applicable to the scope of work.
2) Photos to document the condition of the property before beginning work.
3) PPDR Assessment to establish the scope of eligible work.

4) Documentation of Environmental and Historic Review.

Disaster Debris Recycling

TFR is a green industry company. The principals of TFR are proponents of recycling whenever possible and many members of management are LEED Certified. As such, TFR utilizes tub grinders, slow-speed shredders, trommels, loaders, and excavators which are used to sort, separate, and reduce vegetative debris to reusable mulch, dirt, metals, and other construction products. Following each disaster event, TFR will make every effort to locate a reusable purpose for this material such as bedding material for plants, ground cover for parks, animal bedding, and reusable energy sources such as boiler fuel for co-generation plants or production mills. In addition to vegetative recycling, every effort is made to keep the metals segregated and clean so that the Ferris and non-Ferris metals can be recycled. In cases of large quantities of mixed debris, a system of separation using a trommel, air curtain burner, picking line conveyor, and tub grinder, can be used which will allow the paper and plastic to be separated, and the clean dirt, rock & concrete, Ferris metals, non-Ferris metals, and clean vegetative debris sorted and piled for recycling.

Sources will be sought for the following recyclable material:

Asphalt
C&D
Concrete/Aggregate
Dirt
E-Waste
Metals
Roofing Materials
White Goods
Mulch
Tires

TFR Spotlight

Bastrop County Wildfire

100% of the mulch created from grinding of trees was utilized in a beneficial reuse or was recycled.

100% of the C&D was recycled.

TFR has vast experience employing recycling activities and maintains established relationships with recycling firms to accept various types of debris. While completing debris reduction of 2,000,000 CYD for the City of Tulsa, TFR loaded the chips on railcars and shipped the excess reduced debris to a Company-owned mulching facility in Leander, Texas. Alternative methods of disposal exist and are well documented by TFR. During Hurricane Ike, storm-generated debris from Polk County was hauled and burned at a local paper mill in Orange County, Texas. This strict commitment to recycling storm-generated debris has benefited both clients and TFR.

DMS Remediation and Restoration

In the event of a natural disaster, a Debris Management Site (DMS), usually selected by the government, may be used to process debris before its final disposal. Substantial site preparation may be required such as proper access points of entry, security devices, control gates, fenced storage compounds, adequate internal haul roads, proper erosion, and sediment control fencing, and stormwater retention features, to name a few. If a DMS is required, then TFR will, upon entering each site for the first time, photo-document the existing site conditions using both a video camera and still photographs.

At the cessation of DMS operations, all sites will be restored to the satisfaction of Government Representatives/Owners with the intent of maintaining the utility of each site, leaving it unencumbered for future use and safeguarding the environment. Soil and water samples will be taken and compared to pre-work samples to ensure that TFR operations have not negatively affected the environment. Other factors that are considered during the remediation process are:

- All pre-existing grades including roads, ditches, etc. will be restored to the satisfaction of the customer before the final closure of each site.
- Areas where soils were excavated (e.g., ditches and retention ponds) or stockpiled (e.g., berms) will also be restored to pre-existing grade before vacating each site.

- Pre-construction drainage patterns will also be restored, as well as all improvements (e.g., trailers, fencing, construction entrances, and built-up aggregate haul roads) will be removed from each DMS unless otherwise instructed by the Government's Representative.

Upon completion of the above remediation tasks, TFR will photo-document site conditions using both video cameras and still photographs. As done with the water and soil samples, the post-work photos will be compared to pre-work photos to ensure that the site was remediated to its original condition.

Emergency Services

TFR has partnered with companies throughout the United States to provide emergency services beyond debris removal. The following is a list of additional services that TFR stands ready to supply if needed.

Emergency Services	Suppliers	
Water/Ice	• Reddy Ice • Water Monster	• H2eco • Sparkletts
Kitchen Facilities	• Kitchen Corps, Inc • Temporary Kitchens 123	• RK Emergency Management Support • Disaster Management Group, LLC
Ready Meals	• Heater Meals • Mountain House	• Chef Minute Meals • GA Foods
Base Camps	• Granny's Alliance • Ellipse Global	• Brookstone Emergency Services • Disaster Management Group, LLC
Restroom/Shower Units	• United Site Services, Inc • Daisy Waste	• Ellipse Global • Afford-A-Potty
Environmental Services	• Payne's Environmental Services, LLC • FGL Environmental	• SWS Environmental Services • One Stop Environmental
Temporary Office	• Mobile Office Pros • Pac-Van	• Mobile Modular • US Construction Trailers
Aerial Video/Photos	• Drone Aire	• Airborne Response
Housing	• CLC Lodging	• Ellipse Global
Security	• Off Duty Services	• Safety Cop LLC
Generators	• Aggreko	• Genset Services, Inc
Fuel Suppliers	• Suncoast Resources • Jaguar Fueling Services, LLC	• Atlas Oil • Fuel Master
Equipment Rental	• Deep South Crane Rentals • United Rentals • Caterpillar • Sunbelt Rentals • Hertz Equipment Rental	• Volvo • Komatsu • Herc Rentals • John Deere
Emergency Roof Tarping	• Beyond Exteriors • Affordable Roofing	• Storm Guard • Servpro
Barge Transport	• Poseidon Barge	• American Commercial Barge Line
Satellite Service/Communication	• Verizon	
Diving Services	• Lone Star Diving Services, Inc	• Diver Dan

Subcontracting Plan

TFR is uniquely positioned within the debris removal industry as one of the premier companies maintaining an extensive fleet of machinery utilized in debris removal, reduction, and management efforts to fully operate independently. To accommodate your debris project needs, TFR provides access to 200+ pieces of equipment including, but not limited to, twenty-five (25) self-loaders with trailers, six (6) Diamond Z Tub Grinders, two (2) horizontal grinders, heavy haulers, excavators, and five (5) mobile command units maintaining electronic access to manage entire projects. This extensive list would be insufficient without the pairing of our in-house maintenance crew. These individuals ensure that key equipment necessary for fluid, efficient operations shall never hamper the ongoing project and impact TFR's project timeline. TFR's maintenance crew augments the daily responsibilities of our employees and subcontractors for fulfilling any duties to the City/County by securing the vitality of our equipment.

With a large fleet of equipment and the necessary logistical support, TFR is fully capable of quickly and efficiently responding independently with a substantial workforce of equipment and personnel to an affected community almost immediately. However, this independence does not secure the necessary goals strictly outlined and routinely reinforced by upper management in response to our service-minded attitudes. TFR firmly believes that our business cannot be sustained and grow without a strong, positive working relationship with our clients, suppliers, and our countless subcontractors. This service-minded attitude drives the business and fortifies the strong relationships TFR maintains with our subcontractors. Therefore, such relationships maintained with small businesses, minority-owned, and numerous other companies allow TFR to fulfill the requirements that may be mandated by Government Representatives and other Government Agencies.

At TFR, we firmly believe that local contractors provide the most cost-effective measure to complete the contract requirements while aiding the local economy after the impact of a disaster. TFR plans to utilize local subcontractors to the extent to which they are available and properly licensed. TFR shall exhaust any avenues to obtain qualified local subcontractors to meet the needs of the community while infusing the local economy with needed revenue. As such, TFR is committed to identifying the local subcontractors qualified and is prepared to support the community on the path to recovery. TFR plans to solicit and establish local subcontractors through the following plan:

TFR Enterprises' principals and managers have always exercised a policy of recruiting subcontractors in the affected work locally. This practice is considered good business because of the advantages received by contracting with local companies residing in the affected area. Several factors contribute to the overall effectiveness of local subcontractors: (1) familiarity with the areas to be worked, (2) knowledge of the most efficient traffic patterns, (3) information on local suppliers for parts, equipment repairs, etc., (4) reduction in end project costs as local subcontractors do not require housing and travel cost, per diem, etc. These factors reduce the cost of the project while allowing the City/County to retain large portions of the money in the hands of its constituency. With these reasons in mind, TFR is committed to fulfilling the requirements by implementing the Local Subcontracting Plan listed below:

1. Establish a local telephone line so that it may be contacted easier than calling long-distance cell phone numbers.
2. The Company will post signs and telephone numbers at the entrance to its worksite and its field office.
3. Subcontracting opportunities are advertised by local newspapers/online.
4. During the search for subcontractors following an award, the company's Chief Operating Officer will contact the Small Business Administration office in the work area and access the Procurement Marketing and Access Network, National Minority Purchasing Council Vendor Information Service, and the Research and Information Division of the Minority Business Development Agency in the Department of Commerce.

5. The local Veteran's Administration is contacted upon the company's assignment of task order and alerted as to the type of products and service the contract requires, and the company's local telephone number and address are registered with them, not only for subcontracting but for short-term employment opportunities.
6. State and local trade agencies will be contacted, such as the Association of General Contractors (AGC) for example. They oftentimes maintain databases sorted by business classification and status and can provide a resource for small businesses in the area.
7. The Chamber of Commerce in the affected area will be contacted and asked to provide a listing of any (a) trade associations, (b) business development organizations, and (c) HUBZone concerns.

Contacts arising from these inquiries are followed up with calls to local subcontractors requesting detailed information leading to their qualification for work. With such action, TFR shall exhaust all avenues to identify, qualify and employ any local subcontractor. When local subcontractors are unavailable, outside sources may be contacted to achieve the desired mobilization goals.

Subcontractor Management

TFR manages subcontracts through a five-step process:

1. Selection of the most appropriate subcontractors. This is done by balancing geography and capability. Local subcontractors are almost always more cost-effective as they go home at night to sleep and eat. They also have local resources for materials, supplies, and equipment repairs, and thus, are preferred.
2. The issuing of the formal subcontract establishes contract compliance requirements, formalizes expectations, and provides an established, impartial mechanism for quick resolution of disputes as they arise.
3. Production is tracked and expectations are communicated daily.
4. Daily active Quality Control results in the immediate identification and correction of problems.
5. QC and other reporting get rolled up regularly into Contract compliance and reporting, such as small business subcontracting plans.

TFR's Subcontractor Management Plan and approach are focused on three main performance evaluation criteria.

- Production
- Safety, explained in Safety Section
- Quality Control

Production:

Ready means that the subcontractors have completed appropriate administrative actions, have their equipment and personnel on-site and in a condition to work and know the tasks they are expected to perform. Before NTP, the subcontractors are identified, selected, and notified by the Operations Manager. Priorities are based upon a review of the database of all experienced subcontractors. The priority list for subcontracts is grouped into our known, experienced subcontractors, and augmented by the capabilities of the local subcontractors.

Upon receiving notice to proceed from the contracting agency or at the discretion of the Operations Manager, we will notify subcontractors on stand-by to execute mobilization plans and their personnel and provide us with a firm arrival ready-to-work time. Additionally, TFR personnel will also review the equipment and personnel requirements and compare them with equipment already on hand to determine the additional equipment and personnel to be mobilized. This will first come from the Company-owned available list, then Level 1 Subcontractors' immediately available list, comprised of our known, experienced subcontractors and local contractors, and equipment suppliers list.

No employees or subcontractors of TFR will be allowed to work for private or other public entities while employed or contracted under this project.

Working effectively means good communication of expectations and regular optimization. There will be daily formal and informal communications between the Project Managers and the subcontractor's superintendents. At the start of each day, the geographic area assigned will be reviewed and verified, along with any known hindrances to free-flowing operations. Also covered will be production expectations, other difficulties expected, and the performance of the previous period (usually the previous day). In addition to this startup communication, the subcontractors will have the chance to review and comment on the previous QC report, noting key items like production reported, equipment and personnel readiness, and actions and variances.

Each day (or other period depending on project requirements) subcontractors will get the chance to communicate and "buy in" to the immediate operations plan.

Subcontractor Safety:
Subcontractor safety is addressed in the Corporate Safety Program Section of this proposal.

Subcontractor Quality Control Program:
The purpose of this Quality Control Program is for TFR to establish a quality control system to perform sufficient inspection and tests of all items of work, including that of our subcontractors, to ensure conformance to applicable specifications and drawings concerning the production, quantities, field activities, materials, workmanship, construction, finish, functional performance, and identification.

During work on this contract, the quality control personnel will perform the required inspections of the subcontractor's work. The Quality Control Officer is responsible for the direct supervision of all superintendents and subcontractors to ensure that the work is being performed according to the Scope of Work and TFR's Quality Control Program. Additionally, the TFR Quality Control Officer shall prepare, sign, and submit to Government Representatives a Daily Quality Control Report. This will include the identification of Subcontractor QC actions. Subcontractor actions subject to QC verification and reporting, include, at a minimum:

- Summary of safety issues
- Infrastructure damage
- Total number of trucks loaded.
- Equipment and plant hours worked and idled or down.
- Testing performed and by whom.
- Loads and quantities hauled to DMS.
- Quantity of debris reduced (if applicable)
- Number of subcontractor personnel working
- Contract non-compliance issues
- All corrective actions

In the event of notice of a violation as a result of the actions of any employee or subcontractor, the Operations Manager will take immediate corrective action and follow up on the enforcement of such action and so notate in his daily log record. Additional quality control measures will be discussed later in the Quality Control Section.

Multiple Delivery Orders in Multiple Locations

In general, the company management approach applied to multiple projects being performed simultaneously is:

- Each Task Order has its own Task Order Superintendent assigned.
- Task Order Superintendents have the authority to commit the company.
- All Task Order Superintendents report to the Operations Manager

- Depending on the scope of work and size of the contract:
  - A Project manager will be assigned to each phase of the debris removal/management operations, (i.e., Load & Haul Manager, Site Manager).
  - Each Project manager will report daily to the Task Order Superintendent
  - Each crew will be under the direction of a Crew Foreman who will report to the Project manager.
  - Crew foremen will be responsible for maintaining daily reports and overseeing the crew operations.
- Each Project manager will:
  - Provide daily work assignments to each crew foreman.
  - Perform daily reviews with the Task Order Superintendent of work performed, time schedules, performance targets, and work assignments for the following day.

Managing Multiple Subcontractors on Multiple Task Orders
If awarded multiple task orders in different geographical areas, TFR will assign a separate Project Manager for each region to oversee TFR operations and subcontractors. Subcontracting agreements will often be executed in the field and copies of all agreements along with necessary, tax, insurance, and license information will be available for review and approval by Government Representatives. As in all projects, it remains absolute condition precedence; all subcontractors will be under the direction of a TFR Supervisor.

Each superintendent will establish a field office located within the area of the assigned Task Order. The Superintendent for each task order will have the authority to hire subcontractors and additional field personnel when necessary. All field office personnel will have electronic linkage with the capability of communicating and sending information and daily records to the home office. Daily ticket recording and recordkeeping will be conducted and maintained in the field. Should the quantity of work warrant enhance capabilities for the region and at the discretion of the Superintendent, TFR shall dispatch additional mobile command units where necessary. Reconciled information for subcontractors will be sent to the home office weekly and billings and subcontractor payments, as well as local employees, vendors, and suppliers, will be recorded and posted, and checks written on National Banks from the home office. Checks for payments will be processed weekly and sent to the field office by either courier or public carrier (such as Federal Express or UPS) for disbursement.

Task Order Superintendents will appoint Load & Haul Crew Managers, Hazardous Tree Trimming and Removal Managers, Site Managers, and Demolition and ROE Managers (as needed per task order).

Each Task Order Superintendent shall have the authority to commit the Corporation, and resources of TFR including signing contracts and modifications. They shall also have the authority to provide administrative and financial resources, equipment, and personnel in support of the project. Their authority will include supporting and investing authority and oversight to Project Managers and Supervisors, Safety officers, Quality Control officers, Environmental officers, and Health and Safety officers.

The Task Order Superintendent is responsible for day-to-day operations, including waste stream documentation, daily reporting/progress, and planning requirements, communications with Government Representatives, enforcement of the Scope of Work, and oversight of Load and Haul and Site Managers. They report to the Operations Manager and the on-site Government Representative and act as liaisons between the two.

Subcontracting agreements will often be executed in the field and copies of all agreements along with necessary, tax, insurance, and license information will be available for review and approval by Government Representatives. As in all projects, as it remains absolute condition precedence, all subcontractors will be under the direction of a TFR Supervisor.

Corporate Safety Program

The safety and health of our employees continue to be the first consideration in the operation of our business. TFR Enterprises, Inc., and its' principals are committed to maintaining a safe and healthy workplace for each employee by providing guidelines for safe practices and accident prevention. Safety is considered a condition of employment and is the responsibility of all associated with TFR Enterprises, Inc. whether in the capacity of employee or subcontractor. As a condition of employment, each employee is expected to use safe work practices and identify all unsafe conditions immediately. All employees are required to report any violations, unsafe conditions, or known safety hazards to their immediate supervisors at once.

All subcontract agreements are subject to the Company's Safety and Occupational Health Policy as a condition of the contract agreement. To ensure compliance, the Safety Officer is empowered with the authority to take such actions necessary to protect life, health, and safety and to protect the environment, as they deem necessary. This authority shall be irrevocable and shall include, but is not limited to, the power to unilaterally alter, suspend and/or halt any operation or portion thereof that endangers or potentially endangers life, health, and safety or threatens the protection of the environment. The Safety Officer will report to the Operations Manager and the Chief Executive Officer of the corporation.

A copy of the Company's Safety and Occupational Health Policy and its related Accident Prevention Plan was not included with this proposal because of its length but can be supplied upon request.

Safety for Subcontractors and Suppliers

Safety is considered a condition of employment and is the responsibility of all associated with TFR, whether in the capacity of employee or subcontractor. All subcontract agreements are subject to this Safety and Occupational Health Policy as a condition of the contract agreement.

The following procedures will be administered to ensure that all subcontractor activities are fully integrated into the project safety plan and job hazards analysis. When subcontractors first report to the job site and before beginning work, the project manager shall review with the subcontractor safety representative the contractual obligation to safety and the project safety rules that subcontractor employees are required to follow.

1. Review the Corporate Accident Prevention Plan and stress all the applicable requirements and procedures.
2. Review the specific Company safety rules and regulations.
3. Review hazardous work conditions presented by the physical assessment of the project.
4. Instruct their safety representative that they are to attend a monthly safety meeting.
5. It must be firmly established that all subcontractors' employees must abide by the applicable OSHA regulations.

Housekeeping

Housekeeping is essential in accident prevention and is the responsibility of each employee and subcontractor. The work area must be maintained in a neat and orderly manner and excess materials and waste should be removed daily. Supervisors and managers are to inspect and enforce orderly, safe, and clean working areas at all times.

Subcontractors will generally be responsible for their First Aid and medical treatment. However, the following will be required in writing in the subcontract agreement:

- Contact the Contractors foreman and supervisor of any incident requiring First Aid treatment.

- Provide all their foremen and supervisors a listing (with directional maps) indicating the location of the nearest emergency facilities such as Hospitals, Emergency Medical Facilities, Police Departments, and Fire Departments.
- Provide their foremen and supervisors with a 16-man first aid kit.

Quality Control Program

The purpose of this Quality Control Program is for TFR to establish a quality control system to perform sufficient inspections and tests of all items of work, including that of our subcontractors, to ensure conformance to applicable specifications and drawings concerning the production, quantities, field activities, materials, workmanship, construction, finish, functional performance, and identification. This control will be established for all activities except where the special provisions and the technical provisions of the contract provide for specific government control by inspections, tests, or other means.

The TFR control system will specifically include the surveillance and tests required in the technical provisions of the contract specifications. Both onsite and off-site fabrication will be controlled and keyed to the proposed construction sequence. The personnel assigned to the Quality Control Section will also be charged with the responsibility of policing TFR's approved safety program as required by the Accident Prevention Plan of the contract specifications.

General

The Quality Control System will include at least three phases of inspection for all technical provisions of the specifications as follows:

Preparatory Inspection:

1. This inspection is to be performed before beginning any work on a section of the technical provisions of the specifications.
2. The inspection will include a review of contract requirements; a check to assure that all materials and/or equipment have been tested, submitted, and approved.
3. Check to ensure that provisions have been made to provide required control testing.
4. Examination of the work area to ascertain that all preliminary work has been completed.
5. A physical examination of materials and equipment to assure that they conform to approved shop drawings or submittal data and that all materials, certificates, and other submittal data are before submission to the contracting officer.
6. Each submittal offered to the contracting officer for approval will bear the date and signature of a member of TFR's Quality Control organization indicating that he has reviewed the submittal and found it to be acceptable (or showing the required changes).
7. Review the appropriate Activity Hazard Analysis to assure safety requirements are met.
8. Discussion of procedures for controlling the quality of the work including repetitive deficiencies. Document construction tolerances and workmanship standards for that feature of work.
9. Check to ensure that a Government Representative has accepted the plan for the work to be performed.

Initial Inspection:

An initial inspection will be performed as soon as a representative segment of the particular item of work has been accomplished and to include an examination of the quality of workmanship and a review of control testing for compliance with contract requirements, use of defective or damaged materials, omissions, and dimensional requirements. This phase shall be accomplished at the beginning of a definable feature of work. The following shall be accomplished:

1. A check of work to ensure that it is in full compliance with contract requirements. Review minutes of the preparatory meeting.

2. Verify adequacy of controls to ensure full contract compliance. Verify required control inspection and testing.
3. Establish the level of workmanship and verify that it meets minimum acceptable workmanship standards.
4. Resolve all differences.
5. Check safety to include compliance with an upgrade of the safety plan and activity hazard analysis. Review the activity analysis with each worker.
6. Notify a Government Representative at least 24 hours in advance of the beginning of the initial phase. Separate minutes of this phase shall be prepared by the CQC System Manager and attached to the daily CQC report. The exact location of the initial phase shall be indicated for future reference and comparison with follow-up phases.
7. The initial phase will be repeated for each new crew to work onsite, or at any time acceptable specified quality standards are not being met.

Follow Up Inspections:
Follow-up inspections will be performed daily or as frequently as necessary to assure continuing compliance with contract requirements, including control testing, until completion of the particular segment of work.

Records: TFR will maintain current records of all inspections and tests performed in the format detailed below, entitled *Quality Control Report*. This form will provide factual evidence of the required inspections or tests involved, results of inspections or tests, nature of defects, causes for rejection, etc., proposed remedial action, and corrective actions taken. TFR's records will cover both conforming and defective items and must include a statement that all supplies and materials incorporated in the work are in full compliance with the terms of the contract. Legible copies of these records will be furnished to a Government Representative daily. Daily, TFR's designated representative will verify records.

Site-Specific Quality Control Plan
The site or contract-specific QC Plan must accomplish the complete daily documentation of operations, utilization and production, safety, and variations from normal operations of a debris management operation. It must be in place and approved for use before beginning any field operations, including site preparation. It must be in full compliance with contract requirements.

Multiple forms are usually formatted for the Plan, which covers different activities. A summary general daily form is also usually formatted for the project that is completed by the CQC Officer, and totals of all activities are reported on summary forms. Usually, all originals and one set of copies are delivered to a Government Representative, and TFR keeps two copies of each form.

Quality Control Organization

The duties and specific areas of responsibility of the various members of the Quality Control Organization are as follows:

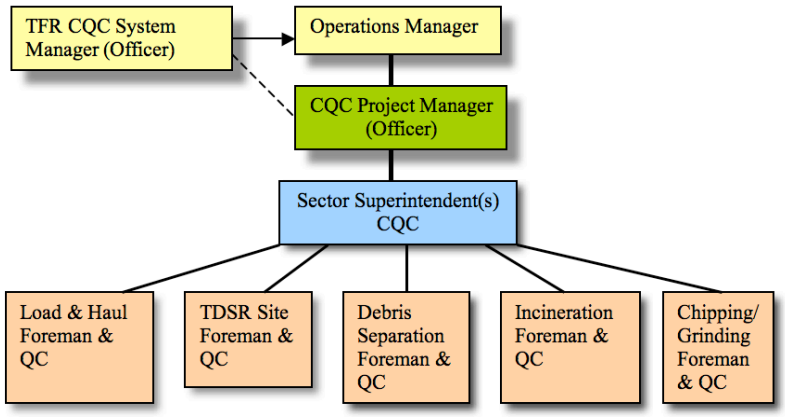
Operations Manager: Advises all supervisory personnel including, but not limited to, Sector superintendents and key foremen assigned to critical areas, of the requirements of the specifications and advises supervisors concerning methods to be used and the degree of workmanship required.

Quality Control Officer: The Quality Control Officer is responsible for the direct supervision of all superintendents and subcontractors and superintendents to ensure that the work is being performed according to the Contract Plans and Specifications and TFR's Contractor Quality Control Program. He/she will supervise the Quality Control Personnel and advise other job personnel in advance of Quality Control Requirements, submittal material, inspections, etc. of their work. When work does not comply with contract requirements, he will immediately advise the Project Manager and together they will decide what corrective action should be taken.

The corrective action taken will be shown in the daily log. The designated Quality Control Supervisor will have full authority in implementing the Quality Control Program and the Safety Program of TFR Enterprises, Inc.

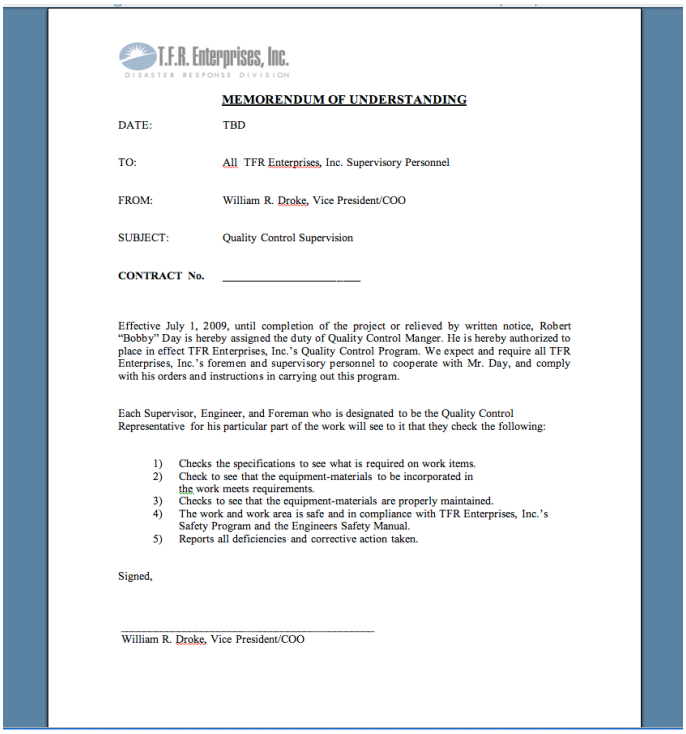
Quality Control Technician: Performs inspections as directed by the Quality Control Supervisor and reports any deviations from the contract directly to the Quality Control Supervisor.

A chart, documenting TFR's Quality Control organizational structure is detailed below:



Memorandum of Appointment

A sample memorandum of appointment and notification to supervisors and foremen of the appointment of the Quality Control Officer is detailed below:



T.F.R. Enterprises, Inc.
DISASTER RESPONSE DIVISION

MEMORENDUM OF UNDERSTANDING

DATE: TBD

TO: All TFR Enterprises, Inc. Supervisory Personnel

FROM: William R. Droke, Vice President/COO

SUBJECT: Quality Control Supervision

CONTRACT No. _____

Effective July 1, 2009, until completion of the project or relieved by written notice, Robert "Bobby" Day is hereby assigned the duty of Quality Control Manger. He is hereby authorized to place in effect TFR Enterprises, Inc.'s Quality Control Program. We expect and require all TFR Enterprises, Inc.'s foremen and supervisory personnel to cooperate with Mr. Day, and comply with his orders and instructions in carrying out this program.

Each Supervisor, Engineer, and Foreman who is designated to be the Quality Control Representative for his particular part of the work will see to it that they check the following:

1) Checks the specifications to see what is required on work items.
2) Check to see that the equipment-materials to be incorporated in the work meets requirements.
3) Checks to see that the equipment-materials are properly maintained.
4) The work and work area is safe and in compliance with TFR Enterprises, Inc.'s Safety Program and the Engineers Safety Manual.
5) Reports all deficiencies and corrective action taken.

Signed,

_____
William R. Droke, Vice President/COO

QC Daily Reporting Procedures

The CQC Plan and the TFR Quality Control Manager shall address the Recording and Reporting requirements with all levels of supervisors and Crew Foremen. Different levels will have different requirements. A sample form as a model is provided above, and all final versions of all forms will be approved with the final CQC Plan, including any additional required modifications. This discussion shall include the general procedures set forth below:

- All loading and hauling crews are under the direction of a TFR supervisor.
- Daily reports are maintained by the crew foreman and recording all equipment downtime for repairs is on the daily reports.
- The hours of each piece of equipment and each employee are recorded and reconciled daily.
- Daily Reports shall have daily and year-to-date totals for each piece of equipment/personnel tasked.
- Signatures of both TFR's Representative and a Government Representative are required on all Daily Reports.

The TFR Quality Control Officer shall prepare, sign, and submit to the Government Representative a *Quality Control Summary Sheet*. This report at a minimum shall include originals and one copy of all levels of QC reports received and in addition shall include a summary of safety issues, infrastructure damage, total numbers of trucks loaded, equipment, and plant hours worked, and idled or down, testing performed and by whom, loads and quantities hauled to DMS, the quantity of debris reduced, number of subcontractors working, contract non-compliance issues and all corrective actions.

QC Inspection Methods and Procedures

During work on the contract, the Quality Control personnel will perform the required inspections of both the TFR's and subcontractor's work. The staff that performs the Quality Control inspections will be charged with the following duties:

1. Maintain and keep in serviceable condition, all machinery, and materials.
2. Take whatever corrective action is necessary to replace or repair deficiencies observed at any time that affect the operation of machinery and materials.
3. Inspect for compliance with contract requirements.
4. Maintain copies of Inspection Records.

Detailed below are the procedures and methods that will be implemented:

Safety Issues:

The role of QC in support of safety is to document that the safety plan provisions are being followed. At each level, the *Quality Control Report* has appropriate reporting requirements for safety, including worker protection, equipment safety, trimming of loads, flagmen, work zone safety, and traffic control. Each level of the *Quality Control Report* for each activity should have a section addressing daily safety meetings, issues, and activities.

Debris Eligibility:

TFR should only be handling materials authorized by our contract. The CQC Officer shall train the field ROW personnel on these materials classifications, and shall include the general eligibility requirements set forth below:

Eligible Debris-

C&D Debris is non-burnable debris and can consist of recyclable as well as non-recyclable debris that will eventually be delivered to a landfill. Samples of this type of debris include, but are not limited to, mattresses, clothing, masonry, concrete, asphalt, metals, plastics, lumber, manufactured furniture, building components, etc.

Vegetative Debris is burnable debris of natural origin such as grass, shrubs, and trees and can be reduced and/or recycled by either incineration or by chipping/grinding.
Household Hazardous Waste (HHW) is the debris of a chemical nature and includes such items as household chemicals, pesticides, liquids, paint, batteries, waste oil, waste fuels, antifreeze, spray cans, etc.

White Goods refer to items such as refrigerators, air conditioners, freezers, etc. which may contain chemicals or fluids such as freon or oil, which must be remediated by someone with the appropriate license and certifications to do so.

Metals, both Ferris and non-Ferris such as copper, aluminum, steel, or iron may include parts from automobiles, trucks, bicycles, small engines, buildings, small appliances, and other items.

Ineligible Debris-
Any Debris which is not located on the Right of Way, regardless of category, i.e., C&D, Vegetative, Household Hazardous Waste, White Goods, or Metals is INELIGIBLE DEBRIS. Debris removal from private property is the responsibility of the individual property owner. No TFR crews or Subcontractors are allowed to work for the private sector while underemployment/contract to TFR Enterprises, Inc. during the duration of the Project/Task Order. Fallen trees located on public property but in an unused forested or wilderness area are ineligible unless specifically directed.

Daily Household Garbage, or what could be classified as Municipal Solid Waste (MSW), is ineligible debris.

Debris, which is not the result of the disaster event, for example, debris from a demolition that was performed before the disaster event occurred, is ineligible.

Segregation of Debris at Curbside Pick Up

1. All loading operators are also instructed on the importance of maintaining the segregation of eligible debris when loading.
2. All vegetative debris will be loaded on trucks hauling vegetative debris only. If other debris is encountered alongside the vegetative debris, it will be left at the curbside to be later loaded on the trucks hauling whatever type of debris that is left.
3. Separate trucks will be used for loading Construction and Demolition debris.
4. Metals and white goods will also be loaded and hauled separately.
5. Any household hazardous waste shall be left at the curbside for the HHW crew to load and haul.
6. When possible, any "mixed piles" of debris encountered at the curbside will be separated by hand before loading. If it is not practical to separate the mixed piles at the curbside by hand, the mixed piles will be loaded on separate trucks and the load ticket will indicate "mixed debris."

Loading:

1. All Loaders will have been previously inspected at the staging area for safety and compliance before being dispatched to the loading location.
2. All Loader operators will receive safety briefings before beginning loading operations.
3. Flagmen will be located ahead of loading operations to direct and control traffic.
4. All flagmen will be properly attired and wearing safety equipment including hard hats, safety shoes, reflective vests, and carrying traffic-directing flags.
5. All flagmen are under the supervision of the crew foreman.
6. Operators are cautioned to be observant and conscious of their surroundings at all times, in particular being aware of hanging and downed power lines and structures hidden by debris, such as fire hydrants, water mains, fences, etc.

7. Operators are cautioned not to overload trucks with debris so that the transporting of the debris could cause the excess debris to become dislodged and fall into traffic areas.
8. Operators are cautioned to stay in the right of way and not to enter private property during the loading process.
9. Operators are equipped with mobile radios and are supervised by a crew foreman.
10. Operators are instructed to keep the debris loads segregated between (a) burnable (vegetative), (b) non-burnable (C&D), and (c) mixed piles where C&D, non-burnable, and vegetative are co-mingled and cannot efficiently be separated at the curbside, (d) other (such as household hazardous waste [HHW])
11. Household hazardous waste (HHW) crew, trained in EPA requirements for handling of HHW, will load HHW materials, (household cleansers, butane, poisons, etc.) at the curbside by hand in a specially equipped compartmental truck. HHW will be delivered to the collection point.
12. As it is TFR policy, Loading and Hauling Crews shall complete any debris-clearing operations that have been started on any pass through a neighborhood, and shall not "skip" through designated work areas for "gravy" loads.
13. All Loading and hauling crews are under the direction of a TFR supervisor. Daily reports are maintained by the crew foreman who records all equipment downtime for repairs on the daily reports. The hours of each piece of equipment and each employee are recorded and reconciled with the Government Representative daily.
14. In the event of notice of a violation because of the actions of any employee or subcontractor, the Operations Manager will take immediate corrective action and follow up on the enforcement of such action and make note in his daily log record.

Hauling:

1. All Trucks will have been previously inspected at the staging area for measurement, numbering, safety, and compliance before being dispatched to the loading location.
2. All truck operators will be instructed to observe traffic regulations and follow the instructions of the flag persons.
3. All truck operators are to wear safety equipment, hard hats, and steel-toed shoes.
4. Truck operators are not allowed to leave with "overhanging" loads. Loads will either be trimmed or reloaded before being allowed to leave the loading area.
5. It is the truck operator's responsibility to check and determine that his load is safe before leaving the loading site.
6. Truck operators are equipped with mobile radios and are supervised by crew foremen.
7. Truck operators will be issued a "load ticket" at the loading site and will deliver the ticket to the inspector at the dump site.

Dumping:

1. Dumping operations will be at either the DMS or at a landfill/disposal site designated.
2. All traffic regulations and speed limits will be observed at the dump site.
3. Truck operators will report to the weigh station and deliver their "load ticket" to the TFR QC and Government QA for inspection and approval before proceeding to dump his/her debris.
4. Each truck operator will be directed as to where to dump each load at the dumpsite location by the designated dumpsite operator.
5. Each truck operator will inspect his truck and tailgate after the dumping process is completed to assure that it is secure before leaving the dump area.
6. Truck operators will follow the designed traffic flow when leaving the dump and returning to the designated loading area.

QC Private Property (ROE) Program Procedures

The Company's Quality Control Manager shall discuss the requirements and procedures for the removal of debris from private property under the Right of Entry (ROE) Program with all Crew Foremen. This discussion shall include the general procedures set forth below:

1. Before a demolition project on private property can begin, a Right-of-Entry document must be executed, including:
    a. Authorization to enter the property for demolition.
    b. Hold harmless agreement accompanied by a non-duplication of benefits agreement from the City/County.
2. TFR crews are not permitted to enter private property except at the direction of the TFR ROE Manager or Government Representative.
3. Proper completion of a TFR ROE Program Checklist:
    a. HHW crew will be assigned to remove any hazardous materials from the property.
    b. All HHW materials will be cataloged, and disposition defined.
    c. All utility connections will be inspected to ensure that they are disconnected.

After demolition, all materials can be either placed on the right of way to be picked up under the debris removal agreement or taken directly to the DMS for separation and disposal.

QC Rental of Equipment with Operators

1. Inspection and Identification of Equipment & Materials before any machinery or materials are placed in use; they shall be inspected and tested by competent personnel. The Contractor's personnel will perform such duties.
2. The contractor's personnel chosen by the Quality Control Officer will perform an inspection of all machinery and materials daily.
3. Records of inspections shall be maintained at the site and shall be available on request.
4. Preventative maintenance procedures recommended by the manufacturer shall be followed.
5. All repairs on machinery or materials shall be made at a location, which will protect traffic for repairmen. Any machinery or equipment found by the contractor to be unsafe shall be dead lined until unsafe conditions have been corrected.
6. Only TFR-designated personnel shall operate machinery and mechanized equipment.
7. The Quality Control Supervisor shall instruct all operators in the use and details of Safety Operations.
8. Operators of machinery will establish and confirm requirements daily to comply with contract documents with TFR's representative.
9. Material deficiencies observed shall be reported to the proper TFR personnel for correction.
10. All safety procedures will be used by TFR's Accident Prevention Plan.
11. All phases of work being performed will be inspected daily by the responsible member of the Quality Control team.

Documentation Process

TFR Enterprises, Inc. has developed a Disaster Debris Data Management System (DDD) used for creating, gathering, managing, and retaining all project information for all stakeholders involved in each debris mission. This disaster-specific debris management system includes documents, processes, and procedures that ensure accurate and timely invoices, subcontractor payments, and client reimbursement. These processes are specific to FEMA documentation compliance and employ quality controls to ensure accuracy with a goal of zero defects.

Material Tracking and Quantification

There are three critical data management forms used for material tracking and quantification:

1. Truck Certification forms which certify and measure each hauling unit. The certified truck number and measured hauling capacity are transferred onto a Placard which is affixed to each haul unit at the beginning of the job.
2. Load tickets for quantifying the right-of-way Debris Collection
3. Unit tickets for documenting Hazardous Leaners and Hangers (tree trimming and removal)

A truck certification form is a form used at the beginning of the project that documents all hauling units, and their precise measurements calculated and recorded in unit measure Cubic Yards. The client or its contracted monitoring company performs this certification. This critical record at the beginning of operations records all truck-specific information, including assigning a unique truck number or unit number sometimes referred to as a placard number, the truck owner or subcontractor contact information, legal state vehicle registration, and measured capacity in cubic yards. Proof of liability insurance for that specific vehicle is also validated at this time. Some of this information is then transferred to a placard and affixed onto each haul unit identifying 3 key items: Truck number, the Measured Capacity of the unit, and the Contract Name (Applicant/Client). These placards are then used by the monitors to document the hauling operations onto haul tickets. TFR scans the certification along with the photographs of each unit and driver information for that vehicle into our DDD system and it is downloaded into our database.

When documenting the right of way debris removal operations, and Hazardous Leaners and Hangers there are two different methods for capturing and documenting the unit data of the work being performed in the field: **hand-written paper tickets or ADMS (Automated Data Management System)** tickets using handheld units such as smartphones or tablets. Both methods are provided by either the client's personnel, if self-monitoring the project, or by monitoring company personnel selected and hired by the client. Load tickets allow all applicants or recipients to document billable activities accurately during the debris mission and are submitted to FEMA as required documentation. The following data is collected on the paper haul tickets:

Ticket number
Load Date
Load Time
Material Type
Pickup location or origin or GPS
Contractor Name
Truck number

Driver Name
Certified Capacity of Truck
Load Call % (if applicable)
Net Cubic Yards Delivered (CY or Tons)
Destination of Material
Landfill Disposal ticket number (if applicable)
Monitor Name and Signature

Similar information is collected on the Hazardous Leaner/Hanger tickets but includes Tree, Stump, or Hanger Qty and Diameter instead of truck capacity and load call and must include GPS coordinates and be accompanied by before and after photo representation.

ADMS Technology (Automated Data Management Systems) is an electronic means of capturing data on all operations in the field. ADMS technology uses handheld units such as smartphones, tablets, or other portable hardware. The field monitors capture all pertinent data with these devices including date, time, truck number, capacity, debris type, and pick-up location (with GPS coordinates), and these units typically can take photographs documenting the operations.

Load quantities will be verified and "scored" or "called" by tower monitors at DMS or final destination sites. Once the official call is recorded onto the "open" load ticket, and a validation signature is executed by the tower monitor, the ticket is “closed” and carbon copies of the ticket are distributed as follows: one copy to the truck driver, one copy to the TFR Enterprises, Inc Project manager, two copies to the monitoring firm (one for monitor and one for client). Having 5-part tickets ensures that proper reconciliation is done between the Prime Contractor, Sub-contractors (if any), the monitoring company, and the Client to maintain the integrity of the processes and to follow FEMA guidelines.

TFR Data Processing. All recorded load tickets are scanned every day at our field office and downloaded into our debris database. Quality control procedures are completed on the data to ensure no duplicate tickets are entered and each ticket line is checked through programming to ensure that the measured capacity of the trucks, from the truck certifications, is correct on each ticket. The data is then reconciled with each of our subcontractor invoices to ensure data matches and is approved through our debris data management system. This process is only used with the hand-written paper ticket method, it is eliminated when an ADMS system is utilized. These procedures incorporate multiple types of billing items to include several units of measure such as “Cubic Yard”, and “Ton” for right-of-way hauling items such as vegetative, C&D, sand, water-way debris removal, a unit of measure “each” for hazardous tree removal, hazardous hanging limbs (hanger), white goods, e-waste, vessels, abandoned vehicles, etc.) as well as “Hours/Days” for emergency debris clearance or 72-hour push. These items are the basis for customer invoicing as well as subcontractor payments.

Customer Invoicing. TFR will invoice using this data via the contract’s applicable invoicing cycles: weekly, bi-weekly, monthly, etc.). TFR will not invoice for duplicate tickets or debris collected off the designated right-of-way. If a duplicate ticket is invoiced, TFR will immediately revise and resubmit the invoice. These procedures adhere to FEMA and FHWA guidelines and Record Retention and Access (2 C.F.R. 200.333-337) regulations and will maintain records for a minimum of seven years (TFR exceeds these guidelines and retains these records for 10 years). These processes are well-vetted, have been improved over the last 34 years, and ultimately streamline our subcontractor invoice approval and payment process as well as increase the speed and accuracy of our reconciliation and invoicing to the Client. Each invoice will be accompanied by Excel spreadsheets exported from our debris data management system and

will include all pertinent data from each load ticket from the period of each invoice and will comply with FEMA guidelines for reimbursement.

Subcontractor Data Management and Weekly Payments

The above-described data management processes are used for managing subcontractor data. TFR's typical workweek is Monday through Sunday unless specified otherwise by contract. Sub-contractors email weekly invoices to TFR's Project Administration team the week following the workweek for reconciliation. Reconciliation is done quickly using TFR's debris data management system and any discrepancies are sent to the subcontractor until they are completely reconciled. Payment for each week is made on the second Friday after the workweek ends. The TFR Project Administration team sends a weekly Partial Payment and Release to the sub-contractors for signature before payment is made. This Payment release is accompanied by a spreadsheet that includes all tickets that are included in that week's payment. The subcontractor's signature on the release warrants four critical items:

a) Covenants and warrants that all labor, materials, equipment, services, and other items, including without limitation, all payroll, sales, and privilege taxes furnished under the above subcontract or purchase order(s) have been paid for, and

b) Releases TFR Enterprises, Inc., Project Owner, and Project Prime Contractor from all claims whatsoever arising out of or relating to the subcontract or purchase order, and

c) Waives any lien rights concerning the project to the extent of payments received and,

d) Agrees to indemnify TFR Enterprises, Inc., Project Owner, and Project Prime Contractor against any claim or lien asserted through or under the undersigned concerning the project.

TFR Enterprises, Inc., has prepared and submitted invoices with backup documentation for, received payments of over $240,000,000 over the past 5 years, and made subcontractor payments of over $125,000,000 on more than 100 municipal FEMA-reimbursed disaster debris management contracts. TFR's extensive FEMA experience, thorough understanding of FEMA guidelines and procedures, and reporting and payment processes allow for successful reimbursement to our customers. TFR's thoroughly vetted data management system results in the successful completion of FEMA reimbursements and audits.

Pre-Event Assistance - TFR can guide the development of debris management plans. Coordinate annual readiness (kick-off) meetings after the award. Assist in locating and pre-approving temporary debris management sites with the appropriate authorities (i.e., Department of Environmental Quality, etc.)

Post-Event Assistance - Provide guidance and assistance with debris volume assessments post-storm. Attend kickoff meetings and subsequent meetings. Provide daily progress reports. Assist with Public Announcements. Provide client-requested reports. Keep in constant communication with the client on all debris operations and provide supporting data for FEMA reimbursement.

Sample Haul Ticket

T.F.R. ENTERPRISES, INC.
601 Leander Drive
Leander, TX 78641

Ticket Number > 10001

CREW NO._____ _____,20_____
CONTRACT NUMBER_____
SUBCONTRACTOR NAME_____
TRUCK DRIVER NAME_____

QUANTITIES:

TRUCK NUMBER			MEASURED CAPACITY		CY
Est. % Full			Total CY Delivered		CY

LOAD CLASSIFICATION:

BURNABLE		MIXED		
NONBURNABLE - C & D		OTHER		

LOCATION

PICKUP ZONE/SECTION		DEBRIS DELIVERY SITE

	TIME	MONITOR SIGNATURE
LOADING SITE:		
DUMPING SITE:		

TRUCK DRIVER SIGNATURE_____

Comments:

_____
_____
_____

White-Dumpsite Monitor Green-Load Site Monitor
Canary, Pink, Gold – On-Site Contractor's Representative or Driver

T.F.R. Enterprises, Inc.
DISASTER RESPONSE DIVISION

Government Entity _____

Contract No. _____

TRUCK MEASURE CERTIFICATE

Event: _____

TRUCK NO.	
TRUCK MEASURE	CUBIC YARDS

CONTRACTOR:

TFR ENTERPRISES, INC.

Date _____

Truck Description _____ Type: _____ Color: _____

License No. & State _____ VIN No. _____

Truck Owner _____

Subcontractor truck is working for _____

Truck Driver _____ Name: _____ Drivers License # & State _____

TRUCK BED MEASUREMENTS:

	Truck Bed Length		Truck Bed Width		Truck Bed Height		Total		Divided By		
IN INCHES		X		X		=		/	46,656	=	Cubic yards

OR

	Truck Bed Length		Truck Bed Width		Truck Bed Height		Total		Divided By		
IN FEET		X		X		=		/	27	=	Cubic yards

Notes or Exceptions: (I.e. descriptions, deductions for dog house, etc.) _____

Signed: _____

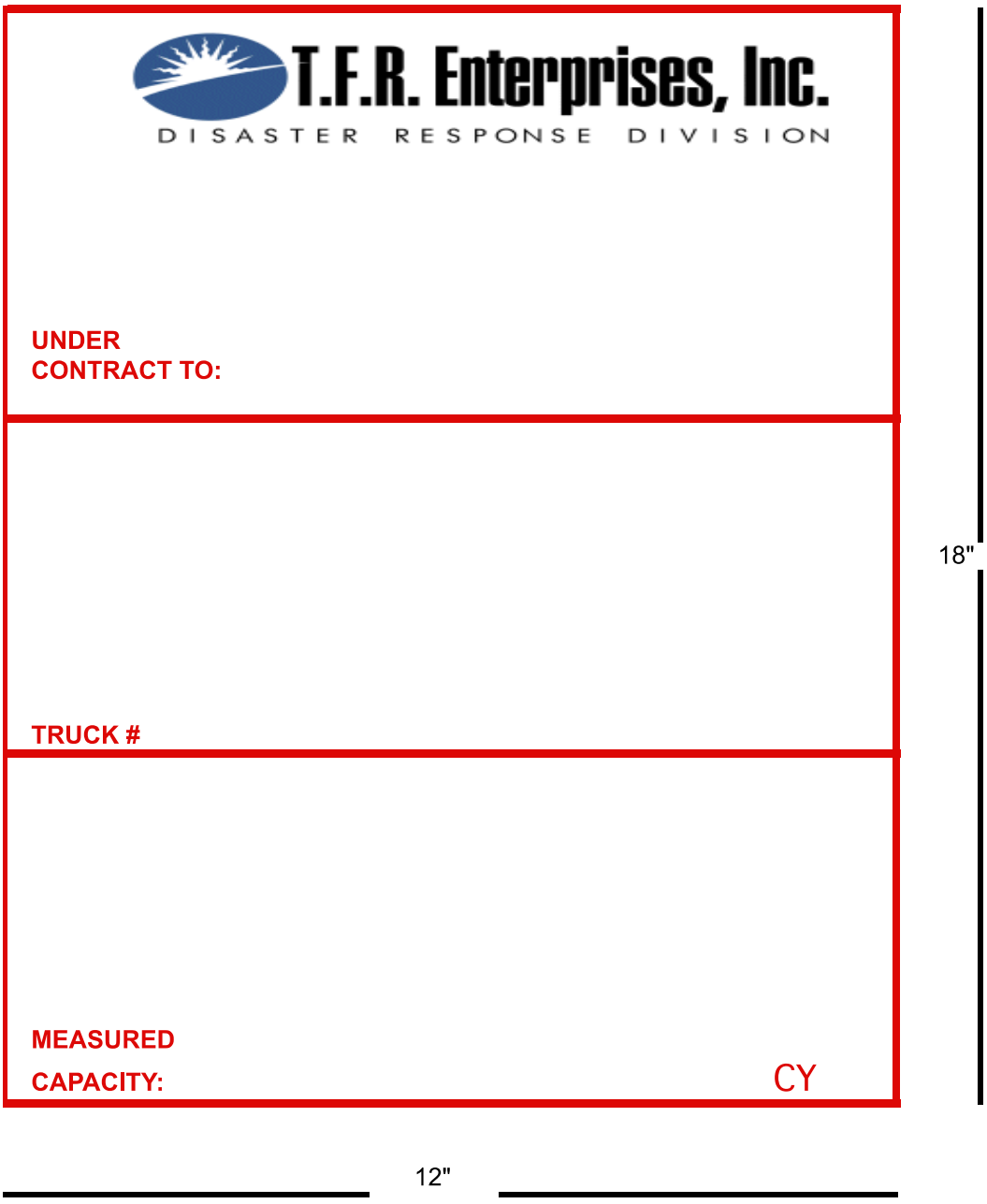
Measured By

Truck Driver

TFR Representative

Government's Representative

SAMPLE TRUCK IDENTIFICATION PLACARD



Equipment Resources

TFR maintains an extensive amount of equipment to provide our clients with greater value and to ensure the quality of our work. With the largest fleet in the industry coupled with numerous staging areas, TFR can respond to any natural or man-made disaster quickly and efficiently. This rapid response capability provides the client with vital emergency road clearance services to allow federal, state, and local officials access to debris-restricted areas and begin disaster recovery efforts. Often on TFR projects, our equipment, and manpower completely fulfill all project scopes and requirements in a timely matter. When subcontractors are used on large-scale projects, TFR self-performs all key elements of the project to the satisfaction of the client and certifies the work is done properly to the TFR standard.

Furthermore, our in-house maintenance crew provides immediate support to our field operators to ensure the sustainability of our equipment and operations. With years of experience working on Diamond Z's to overhauling dozer engines, TFR's maintenance crew is the logistical support necessary to ensure the limiting of costly downtime. Dedicated to their trade, TFR's maintenance crew can quickly identify, address, and repair any problem befalling our equipment and additionally, make the appropriate modifications on other similar equipment to avoid future pitfalls.

For large-scale projects, TFR can augment our resources with local rental suppliers in the area. TFR maintains valuable, fruitful relationships with rental companies to rapidly obtain any additional equipment needed to perform the work under contract. With corporate accounts and a priority call rating with Hertz Equipment Rental, Sunbelt Rentals, United Rentals, and Volvo Construction Equipment, TFR can readily access hundreds of pieces of specialized equipment quickly to achieve desired project goals and time requirements. Furthermore, with years of loyalty with National Dealers for Caterpillar, Prentice Loaders, and Diamond Z Corporation, TFR can obtain new and used equipment for rent or purchase faster than any other company in the industry. This vital lifeline to equipment suppliers allows TFR to mobilize a job however large and specialized the project may be.

Real-Time GPS Tracking

Our fleet is equipped with Real-Time tracking so that we can ensure our trucks are deployed and active where assistance is needed most. This gives our leaders the tools to adapt to the ever-changing demands of the project. The helicopter view is an easy-to-use feature that displays all the information one needs to efficiently dispatch &/or locate crews. All vehicle movement is saved in the Samsara cloud allowing for the routes to be reviewed and the next day's work plan. Geofencing is another feature that provides a variety of alerts to help us efficiently manage trucks and routes in the recovery efforts. With this state-of-the-art technology, TFR is always in compliance with ELD mandates and DOT/FMCSA regulations.

Samsara Features

REAL-TIME GPS TRACKING

- Live vehicle location tracking
- Trip histories
- Geofence alerts

Learn more | Watch video

TRAILER TRACKING

- Theft detection
- Utilization reporting
- Cargo and temperature

Learn more

SAFETY & DASH CAMS

- Distracted driving detection
- In-cab voice coaching
- Automatic incident upload

Learn more | Watch video

ROUTING & MESSAGING

- Real-time route tracking
- Historical performance analysis
- Two-way messaging

Learn more | Watch video

DOCUMENTS

- Document upload with photos
- Centralized record-keeping
- Proof of delivery, fuel & more

Learn more | Watch video

FLEET MAINTENANCE

- Fault code monitoring
- Paperless DVIRs
- Usage-based maintenance

Learn more | Watch video

WIFI HOTSPOT

- In-cab WiFi
- Cellular data included
- For any mobile app or device

Learn more

ELD COMPLIANCE

- FMCSA-listed ELD
- Works with any mobile device
- Centralized real-time visibility

Learn more | Watch video

REEFER MONITORING

- Easy to install wireless monitors
- Live temperature change alerts
- Automatic historical logs

Learn more

REPORTING & ALERTS

- Fuel efficiency & vehicle health
- Activity and driver behavior
- IFTA, ELD, and FSMA

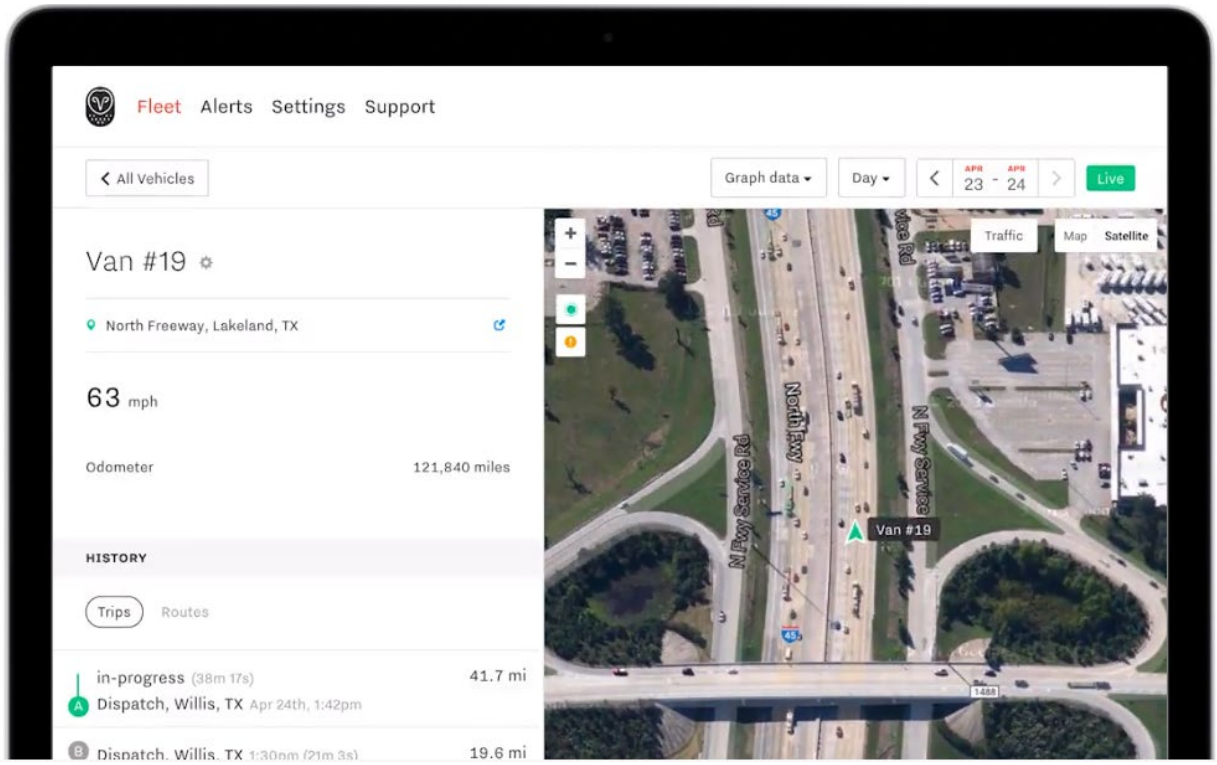
Learn more | Get a demo

DEVELOPER APIS

- Open REST APIs
- TMS, payroll, GIS integrations
- Custom software and apps

Developer docs

Samsara Helicopter View



No.	Equipment Type	Year	Make	Model	Identification No.	(C) Company Owned (R) Reserved
1	Air Compressor	1990	Emglo	Y5A60V	92190020	C
2	Air Compressor	2003	Ingersoll Rand		338927UGN221	C
3	Air Compressor	2006	Ingersoll Rand		365253UAX	C
4	Air Compressor	2012	Doosan	XP375WJDT3	435426UAW048	C
5	Air Compressor		Ingersoll Rand	MC2A	1945	C
6	Air Compressor		Campbell Hausfeld			C
7	Air Curtain Burner		ACD	T400	T35FN01052	C
8	Air Curtain Burner		ACD		103846	C
9	Air Curtain Burner		McPherson	M30F	U149701V	C
10	Air Curtain Burner		McPherson	M30F	U148961V	C
11	Bridge Erection Boat		AD	MKIII	42XBK23649H112935	C
12	Bridge Erection Boat		AD	MKII	06681V368	C
13	Bucket Truck	1999	International	4900	1HTSDAAN0XH659739	C
14	Bucket Truck	2012	Freightliner	M2106	1FVACXDU8CHBE2106	C
15	Bucket Truck	2011	Freightliner	M2106	1FVACXDU3BDAU8452	C
16	Bucket Truck	2007	International	4300	1HTMMAAN97H433997	C
17	Bucket Truck	2006	International	4300	1HTMMAAR06H199847	C
18	Bucket Truck	2010	Freightliner	M2106	1FVACXDT7AHAP3532	C
19	Bucket Truck	1998	Ford	F800	1FDXF80C0WVA35473	C
20	Bucket Truck	1990	GMC	C7H042		R
21	Bucket Truck	2007	International	430		R
22	Bucket Truck	2001	International	4700	1HTSCAAM61H398263	R
23	Bucket Truck	2004	International		1HTMMAAL54H672005	R
24	Bucket Truck	2005	International	4300	1HTMMAANX5H692740	R
25	Bucket Truck	2006	International	4300	1HTMMAAP76H248265	R
26	Bucket Truck	2007	Ford	F750	3FRNF75E77V512537	R
27	Bucket Truck	2007	Ford	F750	3FRNF75E47V467587	R
28	Bucket Truck	2007	Ford	F750SD	3FRNF75E57V467601	R
29	Bucket Truck	2007	International	4000	1HTMMAAN17H392586	R
30	Bucket Truck	2007	Ford	F750SD	3FRNF75E07V467585	R
31	Bucket Truck	2007	International		1HTMMAAN97H413877	R
32	Crawler Tractor	2014	Magnatrac	MH8000	H800152	R
33	Crawler Tractor	2012	Komatsu	D31PX22	KMTD011P01060725	R
34	Dozer	1984	Caterpillar	D7H	79Z01488	C
35	Dozer	1991	Caterpillar	D7H	4AB04147	C
36	Dozer	1981	Caterpillar	D8K	77V17840	C

37	Dozer		Caterpillar	D6TLGP	THX28329	C
38	Dozer	2006	Caterpillar	D6RLGP	CAT00D6RKWRG00215	C
39	Dozer	2008	Caterpillar	D7R	AEC01989	C
40	Dozer		Caterpillar	D6RLGP	9PN02000	C
41	Dozer	1991	Caterpillar	D7H	4FG04117	C
42	Dozer	2003	Caterpillar	D7R	AEC00681	C
43	Dozer	2008	Caterpillar	D6TLGP	CAT00D6TCKJL00560	C
44	Dozer	1978	Caterpillar	D6D	6X597	C
45	Dozer	2009	Caterpillar	D6TLGP	KJL00985	C
46	Dozer	1979	Caterpillar	D6D	4X5133	C
47	Dozer		Caterpillar	DV060	08Z53048	C
48	Dozer		Caterpillar	963-TL	0963CKBBD01120	C
49	Dozer		Caterpillar	973-C	CAT0973CK3RZ00613	C
50	Dozer	1989	John Deere	550G	T0550GH758338	R
51	Dump Truck	2000	Freightliner	FL70	1FV6HLAA5YHB76509	C
52	Excavator	2001	Komatsu	PC270LC6	A85139	C
53	Excavator		Deere	690D	DW690DL533807	C
54	Excavator		Volvo	EC330BLC	330B10324	C
55	Excavator		Volvo	EC220DL	220D210418	C
56	Excavator	2012	Komatsu	PC240LC10	A20120	C
57	Excavator	2013	Komatsu	PC210LC	KMTPC243V02450356	C
58	Excavator	2020	Kobelco	EK-SK210	YQ15605293	C
59	Excavator		Komatsu	210LC	KMTPC257PLTC81212	C
60	Excavator	2013	Komatsu	PC240LC10	KMTPC240C02090090	C
61	Excavator	2019	Kobelco	SK260LC10	LL1610594	C
62	Excavator		Komatsu	210LC	KMTPC257HJTC80715	C
63	Excavator		Komatsu	290LC	KMTPC255TEWA27188	C
64	Flatbed Trailer	2005	Big Tex		4YNBN20245C027949	C
65	Flatbed Trailer	2007	Big Tex		16VGX202672680173	C
66	Flatbed Trailer	2011	Magnum		4P5B52027B2159392	C
67	Flatbed Trailer	2013	Big Tex		16VNX122XD2C97883	C
68	Flatbed Trailer	2013	Big Tex		16VPX1629C2348689	C
69	Flatbed Trailer	1999	HMDE		4AG6U2338XC029735	C
70	Flatbed Trailer	1997	Centerville		1C6EG102XV1752300	C
71	Flatbed Trailer	1997	Reitnouer		1RNF48A27VR003233	C
72	Flatbed Trailer	2006	Town		4KNTT14226L161597	C
73	Flatbed Trailer	2015	JLG		5DYAAB2L5FC006883	C
74	Flatbed Trailer	2015	PJ		4P5FD3623F1217625	C
75	Flatbed Trailer	2008	Towmaster		4KNTT14248L161314	C
76	Flatbed Trailer	2008	Towmaster		4KNTT14257L162843	C
77	Flatbed Trailer	2015	Big Tex		16VFX2026F2092400	C

78	Flatbed Trailer	2007	Trail King		1DA72C7N07C018695	C
79	Flatbed Trailer	2019	Texas Pride			R
80	Flatbed Trailer	2016	Big Tex		16VFX2020G2074525	R
81	Horizontal Grinder	2014	Diamond Z	DZH4000	1R9FX390XEC722024	C
82	Horizontal Grinder	2014	Diamond Z	DZH4000	1R9FX3904EC722030	C
83	KB Pup-Trailer	2012	Homemade	HMDE	MOHMTRAILER020044	C
84	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23336S139786	C
85	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23346S139779	C
86	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23376S139712	C
87	KB Pup-Trailer	2006	Great Lakes		1G9CD23356S139711	C
88	KB Pup-Trailer	2018	Titan Machinery	HMDE	M0HMTRAILER025812	C
89	KB Pup-Trailer	2019	Edgewood	ST	1E9US2629KS589119	C
90	KB Pup-Trailer	2018	Homemade	HMDE	M0HMTRAILER025813	C
91	KB Pup-Trailer	2019	Edgewood	ST	1E9US2625KS589103	C
92	KB Pup-Trailer	2019	Edgewood	ST	1E9US2624KS589089	C
93	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589118	C
94	KB Pup-Trailer	2018	Homemade	HMDE	MOHMTRAILER025811	C
95	KB Pup-Trailer	2019	Edgewood	ST	1E9US2626KS589126	C
96	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589135	C
97	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589149	C
98	KB Pup-Trailer	2020	Edgewood	ST	1E9US2923LS589159	C
99	KB Pup-Trailer	2020	Edgewood	ST	1E9US2923LS589162	C
100	KB Pup-Trailer	2020	Edgewood	ST	1E9US2927LS589164	C
101	KB Pup-Trailer	2020	Edgewood	ST	1E9US2925LS589163	C
102	KB Pup-Trailer	2012	Edgewood	HMDE	MOHMTRAILER020042	R
103	KB Pup-Trailer	2010	Edgewood	HMDE	MOHMTRAILER018042	R
104	KB Pup-Trailer	2012	Edgewood	HMDE	MOHMTRAILER020041	R
105	KB Pup-Trailer	2018	Edgewood	ST	1E9US2728JS589061	R
106	KB Pup-Trailer	2018	Edgewood	ST	1E9US2725JS589050	R
107	KB Pup-Trailer	2018	Edgewood	ST	1E9US2725JS589048	R
108	KB Pup-Trailer	2018	Edgewood	ST	1E9US2727JS589049	R
109	KB Pup-Trailer	2018	Edgewood	ST	1E9US2762JS589060	R
110	KB Pup-Trailer	2018	Edgewood	ST	1E9US2622JS589073	R
111	KB Pup-Trailer	2017	Edgewood	ST	1E9US2623HS589030	R
112	KB Pup-Trailer	2018	Edgewood	ST	IE9US2723JS580947	R
113	KB Pup-Trailer	2018	Edgewood	ST	1E9US2721JS589046	R
114	KB Pup-Trailer	2021	Edgewood	ST	1E9US302XMS589258	R
115	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589262	R
116	KB Pup-Trailer	2021	Edgewood	ST	1E9US3028MS589260	R
117	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589259	R
118	KB Pup-Trailer	2021	Edgewood	ST	1E9US3023MS589263	R

119	KB Pup-Trailer	2021	Edgewood	ST	1E9US3022MS589268	R
120	KB Pup-Trailer	2021	Edgewood	ST	1E9US3024MS589269	R
121	KB Pup-Trailer	2021	Edgewood	ST	1E9US3020MS589270	R
122	KB Pup-Trailer	2021	Edgewood	ST	1E9US3023MS589277	R
123	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589276	R
124	KB Pup-Trailer	2021	Edgewood	ST	1E9US302XMS589275	R
125	KB Pup-Trailer	2009	Edgewood	ST	ARKAVTL0590455016	R
126	KB Pup-Trailer	2007	Great Lakes			R
127	KB Pup-Trailer	2000	WBH		1W9SD1628YC269033	R
128	KB Self-Loader	2003	Sterling	L9500	2FZHAZAS73AK28772	C
129	KB Self-Loader	2004	Sterling	L9500	2FZHAZAS84AM87966	C
130	KB Self-Loader	2003	Kenworth	T800	1NKDLU0X43J710108	C
131	KB Self-Loader	1998	Peterbilt	357	1NPALT9X0WN461734	C
132	KB Self-Loader	1998	Peterbilt	357	1NPALT9X5WN461728	C
133	KB Self-Loader	2003	Freightliner	FL112	1FVHBGAS53HK52388	C
134	KB Self-Loader	2006	Western Star	4900 SB	5KKPALAV96PV43823	C
135	KB Self-Loader	2007	Western Star	4900 SB	5KKPALAV47PY35512	C
136	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X69J242505	C
137	KB Self-Loader	2009	Kenworth	T800	1NKDLU0XX9J242507	C
138	KB Self-Loader	2007	Kenworth	T800	1NKDLT0X87J190818	C
139	KB Self-Loader	2008	Kenworth	T800	1NKDLU0X78J235352	C
140	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X89J242506	C
141	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X09J242502	C
142	KB Self-Loader	2009	Kenworth	T800	1XKDDU0X89J246574	C
143	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X99J242501	C
144	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X18J223975	C
145	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X78J223981	C
146	KB Self-Loader	2011	Kenworth	T800	1NKDLU0X6BJ281035	C
147	KB Self-Loader	2010	Kenworth	T800	1NKDLU0XXAR266280	C
148	KB Self-Loader	2011	Kenworth	T800	1NKDLU0X7BJ278354	C
149	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X69J256033	C
150	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X78J228727	C
151	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X39J237424	C
152	KB Self-Loader	2008	Kenworth	T800	1NKDLU0X08J233491	C
153	KB Self-Loader	2005	Sterling		2FWBA2DE5SAV23128	R
154	KB Self-Loader	1995	Freightliner		1FUPFZXB2SA597897	R
155	KB Self-Loader	2004	Peterbilt	357	1XPADB0X04DB819508	R
156	KB Self-Loader	2005	Peterbilt	357	1NPALB0X45D842644	R
157	KB Self-Loader	2006	Peterbilt	357	1NPALB0X96D632705	R
158	KB Self-Loader	2007	Freightliner		1FVHC5DE27HX68138	R
159	KB Self-Loader	2007	Freightliner		1FYHC5DE07HX68140	R

160	KB Self-Loader	2006	Western Star		5KKHAWAVX6PW37855	R
161	KB Self-Loader	2001	Peterbilt	379	1NP5XU0X41D569216	R
162	KB Self-Loader	2013	Peterbilt		1NPTX4TX6DD181864	R
163	KB Self-Loader	2005	Peterbilt/Red		1XP5DB9X25D881630	R
164	KB Self-Loader	2006	Peterbilt	379	1XP5DB9X76D646688	R
165	KB Self-Loader	2006	Peterbilt	379	1XP5DB9XX6N898414	R
166	KB Self-Loader	2003	Peterbilt	357	1NPALB0X53N596260	R
167	KB Self-Loader	2019	International	HX520	3HTDPAPT4KN358427	R
168	KB Self-Loader	2005	International	5900L	1HTXRAPTX5J028306	R
169	KB Self-Loader	1990	Ford		1FDZY90X3LVA25141	R
170	KB Self-Loader	2007	Peterbilt		1XP5D49X17D683748	R
171	KB Self-Loader	2005	Peterbilt		1XP5DB9X05N860477	R
172	KB Self-Loader	2014	Peterbilt	367	1NPTL40X9ED227589	R
173	KB Self-Loader	2003	Peterbilt	379	1XP5DB9X13D591649	R
174	KB Self-Loader	2019	Freightliner		3ALHG3DV1KDKN11095	R
175	KB Self-Loader	2020	Western Star	4900SB	5KKMALD10LPLJ3935	R
176	KB Self-Loader	2007	Sterling		2F2HAZCV07AV53003	R
177	KB Self-Loader	2003	Sterling	9500	2FZHAZAS03AK68711	R
178	KB Self-Loader	2004	Sterling	LT9501	2FZHAZCV64AM24825	R
179	KB Self-Loader	2005	Sterling	LT9501	2FZHAZCV75AU92195	R
180	KB Self-Loader	2006	Freightliner	M2112	1FVHC5CV86HV54044	R
181	KB Self-Loader	2007	Kenworth		1NKWLB0X071156522	R
182	KB Self-Loader	2008	Mac	CH613	1M1AN07Y18N002964	R
183	KB Self-Loader	2019	Western Star	4700SF	5KKMAVDV7KPKM6019	R
184	Light Tower	2012	Doosan	LSC	4FVLSACA6CU444257	C
185	Light Tower		Magnum			C
186	Light Tower		Magnum	MLT3060MMH	80743	C
187	Light Tower		Magnum	MLT3060MMH	170255	C
188	Light Tower	2008	Ingersoll Rand		393605UJRC13	R
189	Light Tower		Nighthawk	LT12		R
190	Light Tower	1999	Magnum	40601MH	99246	R
191	Light Tower		Coleman	MH4000RDKH	151217	R
192	Low Boy Trailer	2014	Fontaine		57JE5130XE3561385	C
193	Low Boy Trailer	2013	Fontaine		13NE51308D3560602	C
194	Low Boy Trailer	1994	Talbert		40FH0482R1010817	C
195	Low Boy Trailer	1992	Trail King		1TKS00517NM030565	C
196	Low Boy Trailer	1992	Trail King		1TKS00517NM030566	C
197	Office Trailer	1984	Grumman		1GXDBAF21EW001008	C
198	Office Trailer	1987	Ellis		1E9EE5743H1013022	C
199	Office Trailer	1992	Trail MBL		1PT011AH6W9002247	C
200	Office Trailer	1992	Moex		1M9X25225TA237065	C

201	Office Trailer	1997	Coach		1M9A6A729VH022102	C
202	Office Trailer	1999	Moex		1M9X25227TA237058	C
203	Power Screen	2001	Trommel	725	9500531	C
204	Power Screen		Trommel	830	9202071	C
205	Pressure Washer	2007	HMDE		PC101	C
206	Pressure Washer		Alkota		192477	C
207	Pressure Washer		American Kleaner		C368	C
208	Pressure Washer		Hotsy		H51669	C
209	Pressure Washer		Landa		P00306	C
210	RV	2006	Denali	31FGBS	47CTD1R216P615392	C
211	RV	2004	Jayco	27B	1UJBJ02N741EF1875	C
212	RV	2006	Open Road		5L4TR322361012206	C
213	RV	1998	Prevost		2PCV33493V1011707	C
214	RV	2015	Heartland	Trail Runner	5SFEB3222GE312623	C
215	Service Trailer	2001	Titan		5DZC8162511001697	C
216	Service Trailer	1997	WW		11WEC1623VM227765	C
217	Service Trailer	2002	TRBL		4X4TSEV282U200791	C
218	Service Trailer	1999	WW		11WHC162XYW251191	C
219	Service Trailer	1999	Magnum		1V5BA1624X1133175	C
220	Service Truck	2005	Ford	F450	1FDXF46P05EC08622	C
221	Service Truck	2013	Ford	F350	1FT8W3BT1CEC38201	C
222	Service Truck	2014	Ford	F350	1FT8W3BT6EEA40636	C
223	Service Truck	2009	Ford	F450	1FDAX46R79EA14566	C
224	Service Truck	2014	Ram	5500	3C7WRNBL8EG228497	C
225	Service Truck	2011	Ford	F350	1FDRF3G6XBEA70849	C
226	Service Truck	2001	Ford	F450	1FDXF46F31EA27158	C
227	Service Truck	2018	Toyota	Tacoma	5TFCZ5AN9JX150501	C
228	Service Truck	2020	Ram	3500	3C7WRTCLXLG103257	C
229	Service Truck	2013	Ford	F150	1FTFW1ET1DKD64424	C
230	Service Truck	2020	Ram	2500	3C6UR5CL6LG252045	C
231	Service Truck	2022	Ram	3500	3C63RRGL2NG135014	C
232	Service Truck	2022	Ram	3500	3C63RRGL0NG114808	C
233	Service Truck	2011	Dodge	57H7CK	3D6WU7EL6BG591535	R
234	Skid Steer	2003	Bobcat	T300	5219-12445	C
235	Skid Steer		Bobcat	S300	525815902	C
236	Skid Steer	2009	Bobcat	T300	A5GU35117	C
237	Skid Steer		Bobcat	T300	A5GU20012	C
238	Skid Steer		Bobcat	T300	525415884	C
239	Skid Steer		Bobcat	T300	525413076	C
240	Skid Steer	2009	Bobcat	T300	A5GU35209	C

241	Skid Steer	2012	Bobcat	T750	ANKA12229	C
242	Skid Steer	2019	Bobcat	T870		R
243	Skid Steer	2013	Bobcat	T190		R
244	Skid Steer		Bobcat	T320	A7MP60119	R
245	Skid Steer		Bobcat	T300	532011795	R
246	Skid Steer		Bobcat	246	00246C5SZ06425	R
247	Skid Steer	2019	Bobcat	T770	AT6318861	R
248	Stump Grinder	2013	Rayco	RG1665AC	0-449	C
249	Stump Grinder	2014	Fecon	SH260		C
250	Tractor	2005	Peterbilt	379	1XP5PBEX75D826166	C
251	Tractor	2008	Kenworth	T800	1XKDDU9X68R213592	C
252	Tractor	2009	Kenworth	T800	1XKDP4EX59J253787	C
253	Tractor	2010	Kenworth	T800	1XKDDU9XXAR259318	C
254	Tractor	2009	Kenworth	T800	1XKDDU9X89J256363	C
255	Tractor	2010	Kenworth	T800	1XKDDU9X4AR260416	C
256	Tractor	2012	Western Star	W4900	5KJJABDR5DPBU1199	C
257	Tub Grinder	1999	Diamond Z	1352BI	1D9FX423XN147003	C
258	Tub Grinder	2003	Diamond Z	1463-B	1D9FX4530NN47068	C
259	Tub Grinder	1997	Diamond Z	1463-B	1D9FX4536TN147184	C
260	Tub Grinder	1999	Diamond Z	1463-B	1D9FX4534XN147240	C
261	Tub Grinder	1998	Diamond Z	1463-B	1D9FX4537WN147232	C
262	Tub Grinder	2003	Diamond Z	1463-B	1D9FX4639YC147259	C
263	Tub Grinder	2004	Diamond Z	1463-B	1D9FX46311C147262	C
264	Tub Grinder	1999	Diamond Z	1463-B	1D9FX46364C147293	C
265	Vacuum Truck	2000	Freightliner		1FVUFXYB9YPB65702	C
266	VersaHandler	2009	Bobcat	V723ZFL	368112100	C
267	VersaHandler		Genie	GTH6622		C
268	Walking Floor Trailer	2002	MAC		5MAMN45292C005339	C
269	Walking Floor Trailer	2005	MAC		5MAMN48285C008359	C
270	Walking Floor Trailer	2004	MAC		5MAMN48214C007357	C
271	Walking Floor Trailer	2008	MAC		5MAMN48288C016384	C
272	Walking Floor Trailer	2005	MAC		5MAMN482X5C008556	C
273	Walking Floor Trailer	2019	MAC		5MAMN4824KW051069	C
274	Walking Floor Trailer	2019	MAC		5MAMN4824KW051073	C
275	Walking Floor Trailer	2017	East		1E1U2X289JR060527	C
276	Water Truck	2000	Freightliner	FL70	1FV6HJAA3YHB19746	C
277	Water Truck	2000	Ford	F650	3FRNF65995V180949	C
278	Water Truck	2006	Eco		5PKUEH2236W052290	C
279	Wheel Loader		Volvo	L110E	L110EV60278	C
280	Wheel Loader		Volvo	L120E	L120EV66140	C
281	Wheel Loader		Volvo	L120G	VCEL120GL00030787	C

282	Wheel Loader		Volvo	L120E	L120V64601	C
283	Wheel Loader		Volvo	L120E	L120EV64757	C
284	Wheel Loader		Volvo	L120C	62368	C
285	Wheel Loader		Volvo	L120G	30275	C
286	Wheel Loader		Volvo	L120E		C
287	Wheel Loader	2001	John Deere	444H	DW444HX581391	R

Tab 5. Previous Experience - Past Performance on Projects of Similar Scope

Florida Department of Transportation		
a.	**Point of Contact**	Kevin Rogers District Construction Service Manager Office: 386-961-7416 Email: kevin.rogers@dot.state.fl.us
b.	**Event Details**	Dixie, Suwannee, Hamilton, and Madison Counties Hurricane Idalia, DR4734 09/2023 to Present
c.	**Contract Value**	$52,565,466.00 to Date
d.	**Key Personnel Assigned**	Operations Manager, Sharon Lyell Project Manager, Mel Utterback Health & Safety, Roger Barfield Site Manager, Kevin Rolison Contract Manager, Tiffany Jean
e.	**Scope of Work**	-Vegetative Debris Removal -C&D Debris Removal -Hazardous Tree Removals
f.	**Quantity of Debris Removed**	3,282,724 CY of Veg 21,026 CY of C&D 185,255 Hazardous Tree Removals

On August 30th, 2023, Hurricane Idalia made a historic landfall in North Central Florida. With recorded wind speeds of up to 125mph, the heavily wooded geography of this area sustained widespread damage. Due to the low population density, and high poverty levels of this region, the Florida Department of Transportation entered into a mutual aid agreement to assist the affected counties with debris removal and recovery operations. TFR crews assisted with the initial road clearance efforts under a pre-event contract which was in place with FDOT District 2.

One week after landfall, FDOT was ready to move from the initial emergency response into their long-term recovery efforts. On September sixth, six individual contracts were let for bid by FDOT, for debris removal operations in the affected counties. On September 8th, TFR Enterprises was awarded four of these six, covering all operations in Hamilton, Madison, Suwannee, and Dixie counties in Florida. Due to the magnitude of this storm, a swift response was imperative. Within 48 hours of receiving notice to proceed from the Department, TFR Enterprises dispatched 25 double-hauling units, and 15 aerial bucket trucks with traffic control personnel and devices to each county. The logistics involved with mobilizing 160 crews in this short time was challenging but allowed TFR to showcase our extensive network of resources when the residents of Florida needed it most.

Within 72 hours of NTP, TFR Enterprises began securing private land lease agreements, and established debris management sites, for storage and processing of the recovered materials. Accomplishing this in as little time as possible was of the utmost importance, as this allows us to begin removing right-of-way debris without delay.

With resources in place, and disposal sites opened, TFR Enterprises began the daunting process of mitigating the hazards left behind by this Category 3 hurricane. Crews worked tirelessly from sun-up to sun-down, 7 days a week, removing debris and hazardous trees from the county and state-maintained

highway systems. Over the next 5 months, TFR crews would ultimately collect 3.2 million cubic yards of debris from the public ROW, over 30,000 cubic yards of private property debris, and remove roughly 160,000 hazardous limbs and trees.

Collecting the debris is only half of the burden following a storm. These materials must be processed, reduced, and disposed of. With limited landfills in this area, finding an alternate disposal stream was crucial to avoid overfilling the existing facilities. TFR Enterprises leveraged our years of experience with materials recycling to locate, and permit alternative disposal options, using the reduced vegetative materials as agricultural soil amendments. Over 500,000 cubic yards of mulch were hauled to privately owned lands and recycled through this effort. This not only significantly lessened the impacts to local landfills, but also provided substantial cost savings to the Florida Department of Transportation.

Project Spotlight
Reduction Site



From the initial emergency road clearance to the final disposal of recycled materials, TFR Enterprises fully supported the Florida Department of Transportation in providing an efficient, cost-effective, and FEMA-reimbursable recovery to the residents of North Central Florida. Our expertise and years of experience in this industry allowed TFR Enterprises to accomplish this large-scale mission with minimal setbacks or delays and return a sense of normalcy to the affected area and its residents.

Florida Department of Environmental Protection		
a.	**Point of Contact**	Wes Howell, Bureau Chief Division of Recreation and Parks Office: 850-245-3112 Email: wes.howell@floridadep.gov
b.	**Event Details**	Delnor Wiggins Pass State Park Hurricane Ian, DR4673 11/2022 to 04/2023
c.	**Contract Value**	$3,409,902.98
d.	**Key Personnel Assigned**	Operations Manager, Sharon Lyell Project Manager, Mel Utterback Health & Safety, Roger Barfield Contract Manager, Tiffany Jean
e.	**Scope of Work**	-Vegetative Debris Removal -C&D Debris Removal -Demolition -Sand Screening -Beach Restoration -Mangrove Cleaning -Hazardous Tree Removals
f.	**Quantity of Debris Removed**	58,095 CY of Sand 12,249 CY of Veg 7,981 CY of C&D 9,597 CY of Demolition 190 Acres of Mangroves 150 Hazardous Tree Removals

On September 28th, 2022, Hurricane Ian landed on the southern coast of Florida as a category 4 storm. Initial landfall occurred near Cayo Costa Florida, with wind speeds reaching 140+mph, and storm surge inundation totaling 15’ or more in areas. The damage left behind by this storm impacted many state parks managed by the Florida Department of Environmental Protection, with whom TFR Enterprises holds a disaster response contract.

Immediately following this storm TFR management was dispatched by FDEP to survey the impacts at Delnor Wiggins Pass State Park in Naples, Florida. Located just 50 miles from the landfall of this monstrous hurricane's eye, Delnor Wiggins suffered extensive damage. The single access road for the park was piled with sand ranging from 2’ in depth up to almost 10’ in places. All nine structures were demolished or damaged beyond repair. The once wooded areas between the beach and the parking area had been turned into a mangled pile of downed trees, and debris littered the mangroves that encompass half of the park property. Knowing that this park not only has economic significance, but also ecological, TFR Enterprises worked quickly to develop a recovery plan and set it into motion.

This process began by clearing the access road using heavy machinery and moving displaced sand into lots within the park for stockpiling. Once a clear route was established, TFR utilized experienced arborists to inspect the wooded areas and remove any hazardous trees. Haul units were then dispatched to remove the vegetative material piled by these arborists.

After establishing a route for ingress and egress, TFR management met with park managers, state biologists, and the volunteer group that serves as a stewardess for the park, to develop a plan for restoration of the beach. This started with the removal of the damaged structures. Heavy equipment was utilized to remove and dispose of the nearly 10,000 linear feet of bathhouses, ranger stations, and dwellings. Next, biologists marked off sensitive areas including tortoise burrows, endangered cacti, and other habitats in need of protection. Multiple trommel screens, stacking belts, wheel loaders, excavators, and off-road trucks were then deployed to the beach side of the park. TFR crews worked from sun-up to sun-down, Monday through Sunday, screening this sand for debris left behind by Ian. Over 58,000 cubic yards of sand were removed, sifted clean, and returned to the beach.

Simultaneously with sand screening operations, TFR headed up the daunting task of returning the mangroves of the park, to their pre-storm condition. Ian left tons of large debris entangled within the 190-acre mangrove forest. To protect the mangroves from machinery impacts, TFR utilized a 20-man crew to hand clean this extremely sensitive and important ecosystem. Debris was cut into pieces that could be carried and then passed down the assembly line of workers, to be piled by the park access road, where haul crews could remove it for final disposal.

Within a few short months, TFR Enterprises evaluated, planned, and executed the recovery of Delnor Wiggins Pass State Park with minimal environmental impacts, allowing residents and visitors to once again enjoy the white sand, wildlife, and sunset views that make this beach a local favorite.

Project Spotlight



Before and After Beach Restoration



"I am so grateful for each and every one of the amazing individuals that brought our park back to life and would recommend TFR Enterprises without hesitation of reservation."

~Amy Modglin, Modglin Leadership Solutions

Additional Task Orders Assigned by Florida DEP in Response to Hurricane Ian:

Lake Manatee	Cayo Costa	Koreshan
Cockroach Bay	Gamble Plantation	Sebastian Inlet
Charlotte harbor Preserve	Florida Keys Overseas	Estero Bay
Stump Pass	Indian Keys	Lovers Key
Washington Oaks	James Van Fleet	Don Pedro
Highland Hammock	Oscar Scherer	Gasparilla
Hillsborough	Myakka River	Lake Louisa

Kentucky Transportation Cabinet		
a.	**Point of Contact**	Laura Hagan Purchasing Director Office: 502-782-3980 Email: laura.hagan@ky.gov
b.	**Event Details**	Ice Storm, DR4592 05/2021 to 10/2021
c.	**Contract Value**	$4,297,152.00
d.	**Key Personnel Assigned**	Operations Manager, Sharon Lyell Project Manager, Mel Utterback Health & Safety, Roger Barfield Contract Manager, Tiffany Jean
e.	**Scope of Work**	-Vegetative Debris Removal -Hazardous Tree Removals
f.	**Quantity of Debris Removed**	36,050 Tons of Veg

On February 8th, the state of Kentucky endured an ice storm event that left more than 150,000 homes without power. Many of these power outages were caused by broken, twisted, and uprooted trees that could not handle the sheer weight of the accumulated ice. This was only the beginning of their battle. Once the ice began to melt, the influx of water exceeded the capacity of the creeks, rivers, and drainage systems, leading to flooding in many areas. Once the power was restored and flooding had receded, the state worked to secure FEMA funding and procure contractor assistance with debris and hazardous tree removal. The quantities of debris left behind were far more than they were capable of handling with in-house or force-account labor.

TFR Enterprises was awarded a contract by the Kentucky Transportation Cabinet in May of 2021 to remove ice storm and flood debris from state rights-of-way in ten eastern Kentucky counties. TFR management arrived on site within 24 hours of contract activation and immediately started mobilizing equipment. TFR crews removed more than 100 tons of debris within the first 72 hours following the notice to proceed.

Project Spotlight



Because of the region's geography, which includes steep embankments, high rock walls, deep valleys, and small winding roads, TFR needed to use specialized equipment to fully service the client's needs. A fleet of excavators, skilled operators, grapple trucks, sawmen, and traffic control personnel were deployed. Over 14,000 tons of garbage and thousands of hazardous trees were removed by these crews, who worked nonstop. TFR cleared more than double the expected quantities of debris from KYTC rights-of-way in the first 30 days of work. TFR's capacity to overcome hurdles while exceeding our client's expectations was demonstrated throughout the contract, resulting in the effective completion of the work we were tasked with.

Large Scale Disaster Events 1,000,000 Plus Cubic Yards

Disaster Events	Municipalities Under Contract	Work Performed	1,000,000 CY+	Cost
Hurricane Idalia 2023	-FLDOT Madison County -FLDOT Hamilton County -FLDOT Suwannee County -FLDOT Dixie County	-ROW Debris Removal and Hauling -Hazardous Tree, Limb & Stump Removal -Reduction of Debris -Hauling and Disposal -Final Disposal	**3,303,750 CY Handled** -185,255 Hazardous Trees Removed	**$56,000,000 to Date**
Iowa Severe Storms (Derecho) 2020	-Sac & Fox Tribe of the Miss, IA -Iowa Dept. of Homeland Security -City of Cedar Rapids, IA -Iowa Dept. of Homeland Security	-Vegetative Debris Reduction by Grinding	**4,929,979 CY Handled** -Vegetative Debris Reduction by Grinding	**$18,364,690**
Hurricane Laura 2020	-City of Eunice, LA -City of Bastrop, LA -Rapides Parish, LA -City of Ruston, LA -City of Beaumont, LA -Louisiana DOT	-ROW Debris Removal -Hazardous Tree, Limb, & Stump Removal -Final Disposal -Hourly Rental of Equipment	**3,913,952 CY Handled**	**$59,448,788**
Hurricane Maria 2017	-Puerto Rico	-ROW Debris Removal -Tree Trimming -Hauling and Disposal	**1,113,691 CY Handled** -39,411 Hazardous Trees Removed	**$35,404,180**
Hurricane Irma 2017	-Miami-Dade -Florida Turnpike -FLDOT District 01 -FLDOT District 02 -FLDOT District 05 -FLDOT District 07 -City of Plantation, FL -City of Homestead, FL -St. John's County, FL	-ROW Debris Removal and Hauling -Hazardous Tree, Limb & Stump Removal -Reduction of Debris -Hauling and Disposal -Street Sweeping -Waterway Debris -Hourly Emergency Push -Final Disposal	**1,145,821 CY Handled** -74,463 Hazardous Limbs, Trees, and Stumps Removed -31 Push Crews -7,355 Hours Emergency Push Crews	**$31,927,010**
East Coast Ice Storm 2014	-NCDOT Davidson County -NCDOT Guilford County -SCDOT	-ROW Debris Removal -Hauling -Hazardous Tree Work	**1,005,700 CY Handled** -1,136 Tons Handled -59,530 Hazardous Trees Removed	**$14,834,300**
Texas Wildfires 2011-2012	-Bastrop County, TX -TXDOT	-ROW & ROE Debris Removal, Reduction, and Disposal -Disposal and Hazardous Limb & Tree Removal -Temporary Debris Site Management -Haul-Out of Reduced Debris	**1,286,500 CY Handled** -43,850 Hazardous Trees Removed	**$13,275,471**

Below is a summary of the projects undertaken by TFR Enterprises, Inc. over the past decade. This includes details on the season, storm events, contract terms, and financial amounts associated with each project.

Contracts over $25,000,000.00

Contracts over $10,000,000.00

Contracts over $5,000,000.00

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
10/24 to 02/25	**Carter County** Sonya Shows 601-422-5975 sonya@schausllc.com	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- **TS Helene DR4832-TN**	$5,369,956 To Date	TBD
10/24	**Florida DEP** Wes Howell 850-528-3576 wes.howell@dep.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- **Hurricane Helene DR4830-GA**	TBD	TBD
10/24	**Emanuel County** L. Guy Singletary 478-237-3881 lgsingletary@emanuelco-ga.gov	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- **Hurricane Helene DR4830-GA**	$26,204,202 To Date	1,364,185 CY 47,975 Trees
10/24 to 11/24	**St. Petersburg College** Kara Schrader-Smith 727-341-3080 Schrader-smith.kar@spcollege.edu	Campus Debris Removal **Hurricane Helene DR4828-FL**	$10,877.17	1,050 CY
10/24 to 10/24	**School District of Palm Beach Co** Kevin Wagner 561-688-7577 Kevin.wagner@palmbeachschools.org	Campus Debris Removal **Hurricane Helene DR4828-FL**	$2,432.00	128 CY
10/24 to 03/25	**Osceola County** Danny Sheaffer 321-624-3705 Danny.sheaffer@osceola.org	ROW Debris Removal, Reduction, and Disposal **Hurricane Milton DR4834-FL**	$515,606.00	41,342 CY
10/24 to 01/25	**City of Leesburg** Neil Gaines 352-571-0989 Neil.gaines@leesburgflorida.gov	ROW Debris Removal, Reduction, and Disposal **Hurricane Milton DR4834-FL**	$385,540.10	35,017 CY
10/24 to	**Madison County** Leigh Basford 850-973-3698 madisonem@madisoncountyfl.com	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- **Hurricane Helene DR4828-FL**	$17,818,361 To Date	937,595 CY 32,744 Trees
10/24 to 01/25	**ECC** Larry Spain 530-330-4331 Lspain@ecc.net	Military Base Debris Removal Hazardous Tree Removal **Hurricane Helene DR4828-FL**	$3,108,841.00	21,385 Hours
10/24 to 11/24	**City of Port Orange** Thomas DiEulio 386-281-2285 tdieulio@port-orange.org	ROW Debris Removal **Hurricane Milton DR4834-FL**	$69,703.95	10,977 CY
07/24 to 09/24	**Cooke County** Shelly Atteberry 940-668-5493 Shelly.atteberry@co.cooke.tx.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- **Severe Storms DR4781-TX**	$1,027,926.95	76,662 CY 1,280 Trees
07/24 to 09/24	**City of Wharton** Gwyneth Teves 979-532-2491 gteves@cityofwharton.com	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal- **Hurricane Beryl DR4798-TX**	$575,803.44	48,640.50 CY 411 Trees
07/24 to 09/24	**City of La Porte** Ashley Lovercheck 281-470-5125 baezk@laportetx.gov	ROW Debris Removal, Reduction, Disposal, and	$667,240.25	59,219 CY 1,021 Trees

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
		Hazardous Tree Removal-**Hurricane Beryl DR4798-TX**		
07/24 to 09/24	**City of Nassau Bay** Sherri Ditrich 281-336-6284 Sherri.ditrich@nassaubay.com	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-**Hurricane Beryl DR4798-TX**	$142,266.63	8000 CY 350 Trees
07/24 to 10/24	**City of Sugarland, TX** Dawn Steph 281-275-2172 dsteph@sugarlandtx.gov	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-**Hurricane Beryl DR4798-TX**	$2,780,694.66	117,362 CY 8,999 Trees
09/23 to 04/24	**Florida DOT- Hamilton County** Kevin Couey 386-961-7059 John.couey@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-**Hurricane Idalia DR4734**	$17,983,904.16	791,500 CY 43,125 Trees
09/23 to 04/24	**Florida DOT- Dixie County** Mark Hanna 352-493-6870 Mark.hanna@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-**Hurricane Idalia DR4734**	$5,377,898.50	334,250 CY 10,600 Trees
09/23 to 04/24	**Florida DOT- Madison County** Tim Whitley 352-381-4329 Timothy.whitley1@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-**Hurricane Idalia DR4734**	$19,451,968.35	978,000 CY 48,095 Trees
09/23 to 04/24	**Florida DOT- Suwannee County** Kevin Couey 386-961-7059 John.couey@dot.state.fl.us	ROW Debris Removal, Reduction, Disposal, and Hazardous Tree Removal-**Hurricane Idalia DR4734**	$26,658,941.58	1,200,000 CY 83,435 Trees
09/23 to 02/24	**Florida DEP** Wes Howell 850-528-3576 wes.howell@dep.state.fl.us	ROW Debris Removal Reduction, Disposal, and Hazardous Tree Removal-**Hurricane Idalia DR4734**	$5,905,335.47	143,258 CY 12,535 Trees
09/23 to 11/23	**Jefferson County, FL** Shannon Metty 850-342-0223 smetty@jeffersoncountyfl.gov	ROW Debris Removal Hazardous Tree Removal **Hurricane Idalia DR4734**	$1,138,239.00	61,450 CY 8,400 Trees
09/23 to 10/23	**Hernando County, FL** Stephen Stack 352-754-4060 sstack@co.hernando.fl.us	ROW C&D Debris Removal **Hurricane Idalia DR4734**	$107,720.00	6,500 CY
08/23 to 10/23	**Forsyth County, GA** Joey Smith 770-205-4530 jhsmith@forsythco.com	ROW Debris Removal, Grinding, and Final Disposal	$287,078.00	20,335 CY
08/23 to 10/23	**Berkeley County, SC** Alan Roberts 843-719-2382 Alan.roberts@berkeleycountysc.gov	Wood Waste Grinding Services	$175,350.00	283 Hours
07/23 to 07/23	**City of Topeka, KS** Travis Tenbrink 785-861-5476 ttenbrink@topeka.org	Emergency ROW Debris Removal-**Severe Storms**	$108,840.00	10,240 CY 125 Hours
06/23 to 07/23	**City of Hopkinsville, KY** Mike Perry 270-890-0601 mperry@h-ky.net	Emergency ROW Debris Removal-**Severe Storms DR4702**	$112,020.00	12,000 CY
05/23 to 06/23	**Hardin County, TN** Lori Bearden 731-925-9943 hcsw@hardincountytn.net	Emergency ROW Debris Removal-**Tornado DR4712**	$160,515.00	12,000 CY Veg & 475 Tons C&D
05/23 to 05/23	**City of Birmingham, AL** Joshua Yates 205-335-8082 joshua.yates@birminghamal.gov	Bulk Waste Hauling	$72,000.00	590 Tons

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
04/23 to 07/23	**City of Jacksonville, AR** Randy Watkins 501-982-6071 rwatkins@cityofjacksonville.net	Emergency ROW Debris Removal & Reduction-**Tornado DR4698**	$411,300.00	31,480 CY
03/23 to 04/23	**City of Norman, OK** Joseph Hill 405-329-2524 joseph.hill@normanok.gov	Emergency ROW Debris Removal-**Ice Storm DR4690**	$618,615.00	3716 Hours
03/23 to 04/23	**City of Lago Vista, TX** James LeBlanc 512-517-8005 james.leblanc@lagovistatexas.gov	Emergency Debris Removal & Reduction-**Ice Storm DR4705**	$54,000.00	9,000 CY
02/23 to 05/23	**City of Cedar Park, TX** Michael Lerash 512-769-1195 michael.lerash@cedarparktx.gov	Emergency Debris Removal & Reduction-**Ice Storm DR4705**	$1,608,000.00	9565 Hours
03/23 to 04/23	**Williamson County, TX** Leticia Gomez 512-943-1591 lgomez@wilco.org	DMS Site Support Equipment-**Ice Storm DR4705**	$28,500.00	150 Hours
02/23 to 03/23	**Sunset Valley, TX** Dakota Burns 512-591-9102 dburns@sunsetvalley.org	Debris Reduction by Grinding-**Ice Storm DR4705**	$31,900.00	2,700 CY
02/23 to 04/23	**City of Round Rock, TX** Ricci Strayhorn 512-801-7391 rstrayhorn@roundrocktexas.gov	Emergency Debris Removal, Reduction, & Disposal-**Ice Storm DR4705**	$1,658,989.00	6662 Hours
02/23 to 05/23	**City of Leander, TX** Mike Neu 512-28-2745 mneu@leandertx.gov	Emergency Debris Removal, Reduction, & Disposal-**Ice Storm DR4705**	$460,000.00	22,600 CY
02/23 to 03/23	**Hale County, AL** Frederick Powell 334-529-7453 hcengrl@gmail.com	Emergency Debris Removal, Reduction, & Disposal-**Tornado DR4710**	$304,000.00	25,000 CY & 200 Hazardous Trees
10/22 to 10/23	**Florida DEP, FL** Wes Howell 850-528-3576 wes.howell@dep.state.fl.us	Emergency Debris Removal, Reduction, & Disposal Waterway Debris Removal-**Hurricane Ian DR4673**	$12,986,000.00	111,000 CY & 4,000 Hazardous Trees
10/22 to 11/22	**City of Lake Mary, FL** Bruce Paster 407-585-1452 bpaster@lakemaryfl.com	Emergency Debris Removal & Disposal-**Hurricane Ian DR4673**	$212,000.00	939 Hours
10/22	**State College of FL Manatee, FL** Rebecca Ferda 941-752-5342 ferdar@scf.edu	Emergency Debris Removal & Disposal-**Hurricane Ian DR4673**	$28,890.00	2,646 CY
10/22 to 12/22	**Lake County, FL** Mary Hamilton 352-253-6006 mary.hamilton@lakecountyfl.gov	Emergency Debris Removal, Reduction, & Disposal-**Hurricane Ian DR4673**	$1,923,459.00	88,000 CY
10/22 to 11/22	**FL Southwestern State College, FL** Mat Mason 239-985-3497 matthew.mason@fsw.edu	Emergency Debris Removal & Disposal-**Hurricane Ian DR4673**	$429,492.00	12,687 CY & 1,390 Hours
09/22	**FLDOT – District 02, FL** Brad Long 386-961-7067 bradford.long@dot.state.fl.us	72-Hour Push-**Hurricane Ian DR4673**	$12,500.00	Standby Cut & Toss Crews
10/22	**City of Cedar Rapids, IA** Taylor Burgin 319-491-4164 t.burgin@cedar-rapids.org	Debris Reduction by Grinding-**Derecho**	$279,160.00	54,275 CY
06/22	**Hale County, AL** Fredrick Powell 334-538-7453 hcengrl@gmail.com	Emergency Debris Removal-**Tornado**	$53,808.00	5,585 CY
06/22 to 07/22	**City of Pembroke, GA** Arlene Hobbs 912-653-4406	Debris Reduction by Burning-**Tornado**	$79,538.00	21,210 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
	clerk@pembrokega.net			
02/22	**USDA, KY** Billy Graham 615-210-0617 billy.m.graham@usda.gov	Vegetative Reduction by Grinding & Haul Out-**Avian Flu**	$10,800.00	1,200 CY
01/22 to 02/22	**Fulton County, KY** Jim Martin 270-559-0192 feje@bellsouth.net	ROW Debris Removal, Reduction, & Disposal-**Tornado DR4643**	$385,440.00	30,000 CY
11/21 to 04/22	**Marion County, OR** James Hess 503-566-4139 jwhartonhess@co.marion.or.us	ROW Debris Removal-**Winter Storm DR4599**	$1,465,617.00	10,000 CY & 5,525 Hazardous Trees
09/21 to 01/22	**Hidalgo County, TX** Tony Forina 956-383-3112 tony.forina@co.hidalgo.tx.us	ROW Debris Removal-**Ice Storm**	$630,000.00	93,600 CY
09/21 to 10/21	**City of Bogalusa, LA** Robert Wallace 985-732-6213 robert.wallace@bogalusa.org	ROW Debris Removal, Reduction, & Disposal-**Hurricane Ida DR4611**	$82,656.00	13,225 CY
09/21 to 10/21	**Village of Folsom, LA** Margra Steel 985-796-5607 margrasteele@villageofolsom.com	ROW Debris Removal, Reduction, & Disposal-**Hurricane Ida DR4611**	$50,669.00	5,835 CY
09/21 to 10/21	**Town of Madisonville, LA** Kyle Matthews 985-264-9862 kylem@townofmadisonville.org	ROW Debris Removal & Disposal-**Hurricane Ida DR4611**	$310,544.00	27,733 CY & 180 Hazardous Trees
07/21	**Iowa DOT, IA** Jody McNaughton 515-239-1298 jody.mcnaughton@iowadot.us	Vegetative Debris Reduction & Haul Out-**Derecho**	$79,343.00	12,340 CY
07/21	**Sac & Fox Tribe, IA** Mark V. Bear 641-484-4678 mark.vbear@meskwaki-nsn.gov	Vegetative Debris Reduction by Grinding-**Derecho**	$48,750.00	13,000 CY
06/21	**TXDOT-Kingsland, TX** Joe Muck 512-715-5702 joe.muck@txdot.gov	Waterway Debris Removal of Collapsed Bridge-**Storms & Flooding**	$289,000.00	112 CY
06/21	**Boyd County, KY** Jason Queen 606-393-1801 jqueen@boydcountyky.gov	Reduction of Vegetative Debris-**Ice Storm DR4592**	$103,680.00	192 Hours
05/21 to 10/21	**KYTC, KY** Laura Hagan 502-782-3980 laura.hagan@ky.gov	Debris Removal, Reduction, & Site Restoration-**Ice Storm DR4592**	$4,297,452.00	36,050 Tons
04/21 to 05/21	**City of Eunice, LA** Paul Carrier 337-305-1635 pccarrier@yahoo.com	ROW Debris Removal-**Hurricane Laura DR4559**	$102,260.00	11,490 CY
03/21 to 06/21	**City of Bastrop, LA** Diane Lenoir 318-283-3301 ddlenoir@cityofbastrop.com	ROW Debris Hauling, Reduction, & Disposal-**Hurricane Laura DR4559**	$946,770.00	99,660 CY
03/21 to 09/21	**TXDOT-Travis County, TX** Jacob Wells 512-304-8122 jacob.wells@txdot.gov	ROW Debris Removal & Disposal-**Ice Storm DR4586**	$186,182.00	8,950 CY
03/21 to 04/21	**City of Corpus Christi, TX** Gabriel Maldonado 361-826-1986 gabrielm3@cctexas.com	ROW Debris Removal & Disposal-**Ice Storm DR4586**	$671,580.00	74,620 CY
12/20 to 3/21	**Hancock County, MS** Ben Benvenutti 228-368-4786 ben@ccellc.us	ROW Debris Removal & Disposal-**Hurricane Zeta DR4576**	$590,696.00	64,520 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
02/21 to 04/21	**City of Choctaw, OK** Loren Bumgarner 405-390-8300 lbumgarner@choctawcity.org	ROW Debris Removal & Disposal-**Ice Storm DR4587**	$375,000.00	81,694 CY
01/21 to 05/21	**Oklahoma City, OK** Greg Little 405-297-2105 greg.little@okc.gov	Debris Removal from City Drainage Channels-**Ice Storm DR4575**	$1,450,493.00	3,680 Tons
02/21 to 06/21	**Oklahoma City, OK** Jacob Webb 405-919-4169 jacob.webb@okc.gov	Removal of Debris from City Parks-**Ice Storm DR4587**	$351,505.00	1,770 Tons
12/20 to 01/21	**City of Enid, OK** Everett Glenn 580-747-2677 eglenn@enid.org	ROW Debris Removal & Disposal-**Ice Storm DR4575**	$680,635.00	5,770 Tons
01/21 to 03/21	**City of Blanchard, OK** Robert Floyd 405-485-9392 citymanager@cityofblanchard.us	ROW Debris Removal & Disposal-**Ice Storm DR4575**	$730,085.00	137,752 CY
10/20 to 02/21	**City of Norman, OK** Tony Mensah 405-329-2524 tony.mensah@normanok.gov	ROW Debris Removal, Grinding, Hauling, & Final Disposal-**Ice Storm DR4575**	$4,054,876.00	572,400 CY & 9,995 Hazardous Trees
01/21 to 02/21	**City of Citronelle, AL** Tanya Williams 251-866-7977 mayor@cityofcitronelle.com	ROW Hauling, Grinding, & Final Disposal-**Hurricane Zeta DR4573**	$942,531.00	75,400 CY & 2,618 Hazardous Trees
12/20 to 04/21	**Alabama DOT-Dallas County, AL** David Bohannon 334-269-2311 kirby.mccrary@volkert.com	ROW Hauling, Grinding, & Final Disposal-**Hurricane Zeta DR4573**	$1,612,114.00	35,000 CY & 6,990 Hazardous Trees
09/20 to 03/21	**City of Robertsdale, AL** Gregory Smith 251-947-8955 gregsmith@robertsdale.org	ROW Hauling, Grinding, & Final Disposal-**Hurricane Sally DR4563**	$2,508,447.00	420,411 CY
10/20 to 11/20	**City of Beaumont, TX** Patrick Bardwell 409-880-3720 patrick.bardwell@beaumonttx.gov	ROW Hauling-**Hurricane Beta**	$244,625.00	Hauling Daily Rate
09/20 to 05/21	**Rapides Parish, LA** Corey Ashmore 318-729-5663 cashmorel@rppj.com	ROW Hauling, Grinding, & Final Disposal-**Hurricane Laura DR4559**	$7,364,356.00	692,024 CY
09/20 to 10/20	**City of Ruston, LA** John Freeman 318-245-2398 jfreeman@ruston.org	ROW Hauling-**Hurricane Laura DR4559**	$108,322.00	15,078 CY
09/20 to 05/21	**Louisiana DOT, LA** Seth Matherne 225-719-3424 seth.matherne@la.gov	ROW Hauling, Grinding, & Final Disposal- **Hurricane Laura DR4559**	$50,777,879.00	3,095,700 CY
08/20 to 09/20	**City of Beaumont, TX** Patrick Bardwell 409-880-3720 patrick.bardwell@beaumonttx.gov	Rental Equipment-**Hurricane Laura DR4572**	$149,201.00	Hourly Rental
09/20 to 02/21	**Iowa Dept Homeland Security, IA** Jordan Moser 515-323-4246 jordan.moser@iowa.gov	Reduction of Vegetative Debris-**Derecho** Contract #21074 & #21214	$7,722,536.00	1,600,000 CY
09/20 to 08/21	**City of Cedar Rapids, IA** Taylor Burgin 319-491-4163 t.burgin@cedar-rapids.org	Reduction of Vegetative Debris-**Derecho**	$10,571,166.00	3,571,339 CY
08/20 to 09/20	**City of Corpus Christi, TX** Gabriel Maldonado 361-244-6264 gabrielm3@cctexas.com	ROW Hauling-**Hurricane Isaias**	$575,820.00	64,000 CY
07/20 to 08/20	**City of Norman, OK**	ROW Hauling-**Severe Storms**	$150,910.00	891 Hours

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
	Tony Mensah 405-329-2524 tony.mensah@normanok.gov			
01/20 to 07/20	**TXDOT-Montague County, TX** Mike Hallum 940-665-5071 mike.hallum@txdot.gov	ROW Removal of Brush & Hazardous Trees-ROW Maintenance	$335,907.00	28 Miles & 362 Hazardous Trees
11/19 to 01/20	**NCDOT, Carteret, Craven, Jones, & Pamlico Counties, NC** Jeremy Stroud 252-775-6103 jdstroud@ncdot.gov	ROW Hauling & Reduction of Debris-**Hurricane Dorian DR4465**	$206,000.00	100,000 CY
11/19	**City of Ingleside, TX** Kimberly Sampson 361-776-2517 ksampson@inglesidetx.gov	PPDR Debris & Hazardous Tree Removal-**Hurricane Harvey**	$26,568.00	100,000 CY & 1,000 Hazardous Trees
10/19	**City of Beaufort** Christi Wood 252-728-2141 cwood@beaufortnc.org	ROW Hauling, Hazardous Tree Removal, Grinding, & Final Disposal-**Hurricane Dorian DR4465**	$116,383.00	100,000 CY & 1,000 Hazardous Trees
09-19	**NCDOT-Duplin County, NC** Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465**	$17,825.00	35 Hours
09/19	**NCDOT-Onslow County, NC** David Sawyer 910-467-0550 dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465**	$32,337.00	63.5 Hours
09/19	**NCDOT-Pender County, NC** Patrick Riddle 910-467-0505 priddle@ncdot.gov	Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465**	$43,795.00	86 Hours
09/19	**NCDOT-Sampson County, NC** Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance-**Hurricane Dorian DR4465**	$18,587.00	36.5 Hours
09/19 to 10/19	**City of Beaumont, TX** Patrick Bardwell 409-880-3720 patrick.bardwell@beaumonttx.gov	ROW Hauling-**Tropical Storm Imelda DR4466**	$143,000.00	166 Roll-Off Trucks at Daily Rate
08/19 to 09/19	**City of Donalsonville, GA** Stephen Powell 850-209-4165 stephen.powell@gmcnetwork.com	Vegetative Debris Reduction by Grinding-**Hurricane Michael DR4400**	$136,230.00	47,800 CY
02/19 to 03/19	**City of Raleigh, NC** Timothy Gainer 919-625-3175 timothy.gainer@raleighnc.gov	Vegetative Debris Reduction by Grinding-**Hurricane Florence DR4393**	$125,056.00	42,000 CY
02/19 to 03/19	**Columbus County, NC** Harold Nobles 910-642-5257 hnobles@columbussco.org	Vegetative Reduction by Grinding & Disposal **DR4393**	$318,000.00	40,000 CY
01/19 to 04/19	**Tyndall Airforce Base, FL** Johnny Walker 850-283-1378 johnny.walker.4@us.af.mil	Debris Removal & Final Disposal-**Hurricane Michael DR4399**	$2,314,186.00	151,000 CY
12/18 to 01/19	**TXDOT-Lee County, TX** Lori Wagner 512-832-7057 lori.wagner@txdot.gov	ROW Debris Removal & Under-Bridge Debris Removal-**Severe Storms & Flooding DR4416**	$61,392.00	1,600 CY
11/18 to 01/19	**TXDOT-Llano County, TX** Billy Carney 325-423-2762 billy.carney@co.llano.tx.us	ROW Debris Removal & Final Disposal-**Severe Storms & Flooding DR4416**	$1,065,621.00	19,600 CY
10/18 to 07/19	**TXDOT-Kingsland, TX** Lori Wagner 512-832-7057 lori.wagner@txdot.gov	Waterway Debris Removal of Collapsed Bridge-**Severe Storms & Flooding DR4416**	$7,532,510.00	13,838 Hours

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
10/18 to 07/19	**(KBR) Tyndall Airforce Base, FL** Bee Trajkovski 713-753-5872 brankica.trajkovski@kbr.com	AFB Emergency Debris Hauling & Reduction-**Hurricane Michael DR4399**	$11,355,773.00	71,500 Hours
12/18 to 02/19	**New Hanover County, NC** Kim Roane 910-798-4402 kroane@nhcgov.com	Landfill Debris Management-Hurricane Florence **DR4393**	$175,365.00	128 Total Day Rate
10/18 to 11/18	**(EEC) Camp Lejune, NC** Dan McFerrin 720-635-2237 dmcferrin@eec.net	Utility ROW Trimming-Hurricane Florence **DR4393**	$1,240,865.00	560 Total Day Rate
09/18	**(EEC) Camp Cherry Point, NC** Craig Duncan 210-632-2493 cduncan@eec.net	Tree Trimming, Hauling, & Debris Reduction-Hurricane Florence **DR4393**	$944,455.00	378 Total Day Rate
09/18	**NCDOT-Brunswick, NC** Patrick Riddle 910-467-0505 priddle@ncdot.gov	Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393**	$567,450.00	30 Crews & 1,170 Hours
09/18	**NCDOT-Columbus County, NC** Ken Clark 910-642-3760 kclark@ncdot.gov	Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393**	$227,576.00	30 Crews & 1,548 Hours
09/18	**NCDOT-Duplin County, NC** Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393**	$496,398.00	28 Crews & 1,023.5 Hours
09/18	**NCDOT-Onslow County, NC** David Sawyer 910-467-0550 dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393**	$246,896.00	26 Crews & 761.25 Hours
09/18	**NCDOT-Pender County, NC** Jeff Garrett 910-259-5413 jlgarrett@ncdot.gov	Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393**	$464,751.00	30 Crews & 958.25 Hours
09/18	**NCDOT-Sampson County, NC** Kevin Bradshaw 910-682-5100 ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance, Hauling, & Final Disposal-Hurricane Florence **DR4393**	$2.895,617.00	30 Crews, 777 Hours, & 14,000 Tons
09/18	**NCDOT-New Hanover County, NC** Chris Cocker 910-387-2128 cacocker@ncdot.gov	Emergency Cut & Shove Road Clearance-Hurricane Florence **DR4393**	$510,463.00	30 Crews & 1,033.5 Hours
09/18	**(EEC) Parris Island, SC** Barbara Growney 201-953-2790 bgrowney@ecc.net	Debris Removal & Hazardous Trees on Base-Hurricane Florence **DR4393**	$66,650.00	2 Debris Removal Crews, 1 High Voltage Line Crew
08/18 to 09/18	**City of Port Aransas, TX** Leo Wood 228-224-2156 lwood@broaddusassociates.com	Nature Preserve Waterway Debris Removal-Hurricane Harvey **DR4332**	$1,051,818.00	11,220 CY
02/18 to 03/18	**USACE, CA** James Constantino 213-452-3237 james.constantino@usace.army.mil	Flood Creeks/Channels Debris Hauling-CA Floods	$6,251,020.00	45,369 CY
02/18 to 03/18	**USACE, CA** Tracy Eccles 661-265-7222 tracy.l.eccles@usace.army.mil	Flood Basin Debris Removal-CA Floods	$2,379,000.00	13,051 CY
12/17 to 12/18	**Puerto Rico DOT** Elias Huertas 787-380-7078 etirado@dtop.pr.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Maria **DR4339**	$35,404,180.00	494,974 CY & 35,411 Hazardous Trees
12/17 to 04/18	**Miami-Dade, FL** Jennyfer Calderon 305-375-5312 jennyfer.calderon@miamidade.gov	ROW Hauling & Debris Reduction-Hurricane Irma **DR4337**	$4,450,000.00	104,500 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
09/17 to 10/17	**Florida Turnpike, FL** Maria Connolly 954-934-1209 maria.connolly@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337**	$2,404,647.00	740 CY & 5,436 Hazardous Trees
09/17 to 11/17	**FLDOT-District 1, FL** Amy Perez 863-519-2316 amarilys.perez@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337**	$6,934,050.00	77,500 CY & 5,625 Hazardous Trees
09/17 to 11/17	**FLDOT-District 2, FL** Jennifer Curls 38-961-7561 jennifer.curls@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337**	$2,682,704.00	18,736 CY & 6,419 Hazardous Trees
09/17 to 02/18	**FLDOT-District 5, FL** Victor LoPiccolo 386-943-5287 victor.lopicollo@dot.state.fl.gov	Debris Removal, Hauling, Disposal, Street Sweeping, & Emergency Push Crews-Hurricane Irma **DR4337**	$3,018,580.00	45,000 CY, 918 Miles, & 4,500 Hazardous Trees
09/17	**FLDOT-District 7, FL** Anita Mountjoy 813-975-6442 anita.mountjoy@dot.state.fl.gov	ROW Debris Removal, Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337**	$46,704.00	1,700 CY & 68 Hazardous Trees
09/17 to 02/18	**City of Plantation, FL** Steve Rodgers 954-452-2535 srodgers@plantation.org	ROW & Waterway Debris Removal-Hurricane Irma **DR4337**	$8,200,063.00	500,000 CY & 12,000 Hazardous Trees
09/17 to 01/18	**City of Homestead, FL** Maria Pineda 305-224-4772 mpineda@cityofhomestead.com	ROW Debris Removal, Reduction, Final Disposal, & Emergency Push Crew-Hurricane Irma **DR4337**	$3,568,027.00	153,600 CY, 3,600 Hazardous Trees, & 6,150 Hours
10/17 to 12/17	**St. John's County, FL** Benjamin Bright 904-209-0252 bbright@sjcfl.us	ROW Tree Trimming, Hauling, & Disposal-Hurricane Irma **DR4337**	$622,235.00	2,100 Hazardous Trees
10/17 to 11/17	**TXDOT-Victoria, TX** David Stephens 361-293-4341 david.stephens@txdot.gov	ROW Debris Removal and Disposal-Hurricane Harvey **DR4332**	$516,582.00	30,125 CY
09/17 to 12/17	**TXDOT-Nueces County, TX** Martin Horst 361-808-2261 martin.horst@txdot.gov	ROW Debris Removal, Reduction, & Final Disposal - Hurricane Harvey **DR4332**	$3,603,645.00	212,000 CY
10/17 to 01/18	**TXDOT-Harris County, TX** Cody McKenney 281-686-9871 cody.mckenney@txdot.gov	ROW Debris Hauling & Disposal-Hurricane Harvey **DR4332**	$238,150.00	13,300 CY
09/17 to 10/17	**City of Beaumont, TX** Tommy Gill 832-767-8118 tgill@ci.beaumont.tx.us	Emergency Pumps, Generators, & Dump Trucks for ROW Debris Removal-Hurricane Harvey **DR4332**	$490,597.00	11,750 CY & 2,100 Hours
10/17	**City of Dayton, TX** Theo Melancon 936-258-2642 citymanager@daytontx.org	ROW Debris Removal & Disposal-Hurricane Harvey **DR4332**	$29,106.00	1,000 CY
10/17 to 11/17	**City of Port Lavaca, TX** Jody Weaver 361-827-3601 jweaver@portlavaca.org	ROW Debris Removal & Reduction-Hurricane Harvey **DR4332**	$400,451.00	34,900 CY
09/17 to 10/17	**City of Sugarland, TX** Ilana Harris 281-275-2497 iharris@sugarlandtx.gov	ROW Debris Removal & Disposal-Hurricane Harvey **DR4332**	$45,601.00	2,000 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
02/17	**City of Raleigh, NC** Kelly Lindsey 919-996-2202 kelly.lindsey@raleighnc.gov	Debris Reduction by Grinding & Haul Out-Hurricane Matthew **DR4285**	$96,000.00	14,650 CY
10/16 to 02/17	**Port St. Lucie, FL** Richard Perkins 772-344-4263 rperkins@cityofpsl.com	ROW Debris Removal, Reduction, & Haul Out-Hurricane Matthew **DR4283**	$2,706,514.00	100,800 CY & 5,775 Hazardous Trees
10/16 to 01/17	**FLDOT-District 3, FL** Rick Coe 386-740-3490 frederick.coe@dot.state.fl.us	Clearance Debris Removal, Reduction, & Disposal. Street Sweeping, Inlets Vacuuming, & Sand Hauling-Hurricane Matthew **DR4283**	$12,299,889.00	146,805 CY & 57,000 Hazardous Trees
10/16 to 12/16	**FLDOT-District 3, FL** Amanda Mauldin 850-330-1364 amanda.mauldin@dot.state.fl.us	ROW Debris Removal & Sea Grass Removal-Hurricane Matthew **DR4283**	$1,480,308.00	15,600 CY & 6,030 Hazardous Trees
10/16 to 12/16	**FLDOT-District 2, FL** Jennifer Smith 386-943-5367 jennifer.smith2@dot.state.fl.us	ROW Debris Removal & Disposal-Hurricane Matthew **DR4283**	$1,307,107.00	3,400 CY & 6,650 Hazardous Trees
08/16 to 12/16	**LADOTD-District 61, LA** Mark Benton 225-379-1164 mark.benton3@la.gov	ROW Flood Debris Removal & Disposal, White Goods & E-Waste-Severe Storms & Flooding **DR4277**	$3,192,347.00	240,530 CY & 2,043 Lbs. Recycled
09/16 to 12/16	**LADOTD-District 03, LA** Mark Benton 225-379-1164 mark.benton3@la.gov	ROW Flood Debris Removal & Disposal-Severe Storms & Flooding **DR4277**	$185,039.00	17,125 CY
09/16	**Iberia Parish, LA** Michael Broussard 337-492-5412 mbroussard@iberiagov.net	ROW Flood Debris Removal & Disposal-Storms & Flooding **DR4277**	$30,025.0	2,555 CY
03/16 to 04/17	**Waste Management Landfill, OK** Shawn Cockrell 405-427-1112 scockrel@wm.com	Debris Reduction Services-Single Contract, 3 Callouts	$105,000.00	70,000 CY
06/16 to 08/16	**Fort Bend County, TX** Scott Wieghat 218-342-4513 scott.weighat@fortbendcounty.gov	ROW Flood Debris, E-Waste, White Goods, & HHW Removal & Disposal-Severe Storms & Flooding **DR4272**	$423,187.00	48,010 CY, 20,280 Lbs. HHW, & 9,985 Lbs. E-Waste
01/16	**Maryland Dept of General Services** Denise Wade 240-205-3086 denise.wade@maryland.gov	ROW Snow Removal - Snowstorm **DR4261**	$75,096.00	732 Hours
06/16 to 09/16	**Collin County, TX** Gary Enna 972-548-3700 genna@co.collin.tx.us	Debris Reduction Services-Annual Contract	$347,752.00	94,400 CY
11/15	**TXDOT, TX** Jamie Witten 512-585-4678 jamie.whitten@txdot.gov	ROW Debris Removal & Disposal-Severe Storms & Flooding **DR4245**	$111,779.00	10,000 CY
11/15	**Bastrop County, TX** Ronnie Moore 512-779-9926 ronnie@cbdeng.com	ROW Debris Removal & Disposal-Severe Storms & Flooding **DR4245**	$43,469.00	5,000 CY
12/15	**City of Guthrie, TX** Tenny Maker 405-260-3091 tmaker@cityofguthrie.com	Debris Reduction Services-Ice Storm **DR4256**	$15,000.00	10,000 CY
12/15 to 01/16	**City of Edmond, OK** Johnny Carter 405-216-7612	Debris Reduction Services-Ice Storm **DR4256**	$175,000.00	58,500 CY

Project Dates	Contracting Agency	Description of Work	Contract Amount	Volume
	jcarter@ci.edmond.ok.us			
11/15	**Guadalupe County, TX** Judge Kyle Kutscher 830-303-8857 kyle.kutscher@co.guadalupe.tx.us	ROW Debris Removal & Disposal-Tornado **DR4245**	$36,000.00	550 CY
09/15 to 10/15	**Texas State University, TX** Joel Soto 512-245-1880 js1142@txstate.edu	Debris Removal, Reduction, & Disposal-Severe Storms DR4245	$196,400.00	11,060 CY, 370 Hazardous Trees
06/15	**TXDOT-Blanco, Bastrop, Caldwell, Lee, & Hays County, TX** Jamie Witten 512-585-4678 jamie.whitten@txdot.gov	Debris Removal from Bridges & Waterways-Severe Storms **DR4223**	$374,000.00	9,916 CY
06/15 to 07/15	**City of Martindale, TX** Jordan Powell 512-398-1811 jpow@caldwellcountync.org	ROW & Park Debris Removal & Disposal-Severe Storms **DR4223**	$94,000.00	9,050 CY
06/15 to 09/15	**City of Wimberly, TX** Mark Kennedy 512-393-2219 mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, & Disposal-Severe Storms **DR4223**	$394,000.00	20,500 CY
06/15 to 09/15	**City of San Marcos, TX** Bert Stratemann 512-393-2219 bstratemann@sanmarcostx.gov	Debris Removal & Disposal-Severe Storms **DR4223**	$439,500.00	12,000 CY
06/15	**TXDOT-Recovery, TX** Jamie Witten 512-585-4678 jamie.whitten@txdot.gov	Search & Rescue Services-Severe Storms **DR4223**	$86,400.00	635 Hours
05/15 to 07/15	**Caldwell County, TX** Jordan Powell 512-398-1811 jpow@caldwellcountync.org	Debris Removal, Reduction, & Disposal-Severe Storms **DR4223**	$29,100.00	1,300 CY
06/15 to 09/15	**Hays County, TX** Mark Kennedy 512-393-2219 mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, Disposal, White Good, E-Waste, & HHW-Severe Storms **DR4223**	$489,009.00	16,764 CY
04/15 to 05/15	**Town of Monterey, TN** Bill Wiggins 931-839-3770 bwmanager@citlink.net	Debris Reduction Services-Ice Storm **DR4211**	$30,000.00	15,000 CY
04/15 to 05/15	**Overton County, TN** Ben Danner 931-823-5638 overtonexec@twlakes.net	ROW Debris Removal & Disposal-Ice Storm **DR4211**	$366,241.00	53,000 CY
04/15 to 05/15	**Putnam County, TN** Randy Porter 931-526-2161 randy.porter@putnametn.gov	ROW Debris Removal & Disposal-Ice Storm **DR4211**	$1,044,000.00	102,000 CY
03/14 to 08/14	**NCDOT-Davidson County, NC** Brad Wall 336-487-0000 bwall@ncdot.gov	ROW Debris Removal, Hauling, & Hazardous Tree Work-Ice Storm **DR4167**	$1,347,067.00	1,126 Tons & 14,530 Hazardous Trees
03/14 to 08/14	**NCDOT-Guildford County, NC** Brad Wall 336-487-0000 bwall@ncdot.gov	Debris Removal, Hauling, & Hazardous Tree Work-Ice Storm **DR4167**	$7,627,602.00	352,100 CY & 13,850 Hazardous Trees
02/14 to 06/14	**SCDOT, SC** Shannon Welch 843-907-2095 welchsl@dot.state.sc.us	Debris Removal, Hauling, & Hazardous Trees-Ice Storm **DR4166**	$5,814,631.00	134,000 CY & 31,150 Hazardous Trees

Financial Capability

$400,000,000

Bonding Capacity

$5,000,000

Unfunded Line of Credit

TFR has consistently fulfilled all commitments, never defaulted on a contract, and has no history of bankruptcy.

Banking:
Prosperity Bank
Travis Freeman
Regional President
25661 I-45
The Woodlands, TX 77380
P: (281) 292-6691

Bonding:
Toby Miclette
Bowen, Miclette & Britt
Insurance Agency
2800 North Loop West
Suite 1100
Houston, TX 77092
P: (713) 880-7109

Insurance:
TrueNorth Companies
Evan Behnke
500 1st Street SE
Cedar Rapids, IA 52401
P: (319) 739-1376



BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC
2800 NORTH LOOP WEST, SUITE 1100
HOUSTON, TEXAS 77092
TELEPHONE (713) 880-7100
FACSIMILE (713) 880-7149

January 2, 2025

T.F.R. Enterprises, Inc.
601 Leander Drive
Leander, Texas 78641

Re: Bonding Capacity - Prequalification

To Whom It May Concern:

We are the surety bonding agent for T.F.R. Enterprises, Inc., of Leander, Texas. In this capacity, we have become very familiar with their financial, management, and operational capabilities. T.F.R. Enterprises, Inc. is bonded through Travelers Casualty and Surety Company of America (Travelers), which has an A.M. Best Rating of A++ (Superior) with a Financial Size Category of XV (Greater than or Equal to USD 2.00 Billion). Travelers has agreed to support performance and payment bonds for single projects up to $150 Million as long as these projects fit within a $400 Million aggregate work program.

Please note that the decision to issue performance and payment bonds is a matter between T.F.R. Enterprises, Inc., and Travelers, and will be subject to the review and approval of the contract terms, conditions and related underwriting criteria at the time the bonds are requested. We assume no liability to third parties or to you if for any reason Travelers does not execute said bonds.

We hold T.F.R. Enterprises, Inc. in the highest possible regard and it is our pleasure and privilege to recommend them for your consideration.

Very truly yours,

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC

David T. Miclette
Executive Vice President

DTM / ab

PROSPERITY BANK®

Monday, August 5th, 2024

TFR Enterprises Inc.
601 Leander Dr.
Leander, TX 78646

RE: Banking Relationship with TFR Enterprises Inc.

To Whom it may Concern:

TFR Enterprises Inc. as well as the principle's Tipton and Julie Rowland, have been excellent customers of the bank for almost 20 years. TFR Enterprises Inc. has a $5,000,000 Revolving Line of Credit that is currently unfunded. Additionally, they keep considerable deposits with Prosperity Bank. The Rowland's have always performed as agreed and are a pleasure to work with. If you have any questions, please call me at 281-465-5308.

Sincerely,

Travis Freeman
Regional President

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 7/2/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
TrueNorth Companies, L.C.
500 1st St SE
Cedar Rapids IA 52401

CONTACT NAME:
PHONE (A/C, No, Ext): 319-366-2723 **FAX (A/C, No):** 319-862-0612
E-MAIL ADDRESS: certs@truenorthcompanies.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Carolina Casualty Insurance Company	10510
INSURER B : Nautilus Insurance Company	17370
INSURER C : Key Risk Insurance Company	10885
INSURER D :	
INSURER E :	
INSURER F :	

INSURED TFRENTE-01
TFR Enterprises Inc
601 Leander Dr
Leander TX 79641

COVERAGES **CERTIFICATE NUMBER:** 1007133946 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY X PRO-JECT LOC OTHER:			ECP2043137-10	7/1/2024	3/31/2025	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 1,000,000 $ 50,000 $ 5,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
C	**AUTOMOBILE LIABILITY** ANY AUTO X OWNED AUTOS ONLY SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			BAP2043139-10	7/1/2024	3/31/2025	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
B	**UMBRELLA LIAB** X OCCUR X **EXCESS LIAB** CLAIMS-MADE DED RETENTION $			FFX2043138-10	7/2/2024	3/31/2025	EACH OCCURRENCE AGGREGATE $	$ 5,000,000 $ 5,000,000 $
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		CCWC426201	7/1/2024	3/31/2025	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
B	Pollution Liability			ECP2043137-10	7/1/2024	3/31/2025	Occurrence Limit	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
In accordance with policy terms and conditions: If Yes is indicated above for Additional Insured, General Liability form ECP 1246 01/21(ongoing operations), form ECP 1248 01/21 (completed operations) and Auto Liability form BENV CA06 09/17 apply. If Yes is indicated above for Waiver of Subrogation, General Liability form ECP 1259 01/21, Automobile Liability form CA 0444 10/13 and Workers Compensation form WC420304B 06/14 apply.

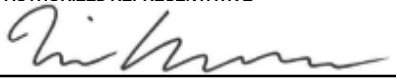
CERTIFICATE HOLDER

For Information only
*
* * *

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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Litigation

Below is a list of all the litigation involving TFR Enterprises, Inc. within the past ten years, including cases that are pending, settled, dismissed, or abandoned.

Year	Type of Action	Title of Action	TFR Enterprises Status	Nature of Action	Status
2022	Arbitration	In the matter of Arbitration Between Core Tree Care, Inc. vs. TFR Enterprises, Inc.	Claimant	Payment Dispute- TFR withheld retainage	**Settlement agreement reached – pending final paperwork**
2019	Lawsuit	TFR Enterprises, Inc. vs. Florida Department of Transportation, Target Engineering Group, LLC, formerly known as Target Engineering Group, Inc.	Plaintiff	Non-Payment for Services	**Settled**

Core Tree Care

Core Tree filed this arbitration demand seeking payment of retainage TFR rightfully withheld due to Core Tree's failure to timely and properly perform and provide the necessary number of trucks related to certain TFR projects with the Florida Department of Transportation. TFR is permitted to withhold retainage to offset the fees and expenses incurred in connection with Core Tree's failures, which it did. TFR is vigorously defending against this arbitration. **The parties have reached a settlement agreement whereby TFR agreed to pay Core Tree $55,250, and the parties canceled the arbitration. TFR is awaiting final paperwork from Core Tree to send the settlement amount to Core Tree.**

Florida Department of Transportation

After repeated efforts to obtain payment for Monitoring-firm issued and signed tickets for a debris removal job contracted by the Florida Department of Transportation, TFR was forced to file a suit to protect the interests of its local subcontractors, the Company, and other vendors. Despite repeated requests by TFR to amicably resolve this matter, FDOT provided no reasonable grounds for refusing payment (all payments were for work authorized and completed as evidenced by signed debris tickets or other comparable support). TFR spent almost two years negotiating with FDOT to resolve the nonpayment without the need for formal legal proceedings. TFR only undertook formal legal action after exhausting all other avenues failed and when FDOT refused to resolve this matter in good faith. **Settled.**

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	6.45	3,940,000	$25,413,000.00
16-30 miles	6.95	500,000	$3,475,000.00
31-60 miles	7.15	50,000	$357,500.00
61+ miles	7.45	10,000	$74,500.00

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	7.95	50,000	$397,500.00
16-30 miles	8.45	700,000	$5,915,000.00
31-60 miles	9.45	700,000	$6,615,000.00
61+ miles	10.45	50,000	$522,500.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	15.00	10,000	$150,000.00
16-30 miles	16.00	90,000	$1,440,000.00

31-60 miles	17.00	90,000	$1,530,000.00
61+ miles	18.00	10,000	$180,000.00

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	23.00	10,000	$230,000.00
16-30 miles	25.00	90,000	$2,250,000.00
31-60 miles	28.00	90,000	$2,520,000.00
61+ miles	31.00	10,000	$310,000.00

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding	3.65	4,400,000	$16,060,000.00

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	3.50	50,000	$175,000.00

DDMS Site Management and Reduction of Vegetative Debris Through Controlled Open Burning Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only	3.00	50,000	$150,000.00

Haul-out of Reduced Eligible Debris to a County Designated Final Disposal Site Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles	4.00	100,000	$400,000.00
16-30 miles	4.50	450,000	$2,025,000.00
31-60 miles	4.85	450,000	$2,182,500.00
61+ miles	5.50	120,500	$662,750.00

Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter	150.00	200	$30,000.00
13” to 24” diameter	250.00	500	$125,000.00
25” to 36” diameter	350.00	200	$70,000.00
37” to 48” diameter	479.00	100	$47,900.00
49” and larger diameter	595.00	50	$29,750.00

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter	275.00	100	$27,500.00
37" to 48" diameter	375.00	50	$18,750.00
49" and larger diameter	495.00	50	$24,750.00

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound		10.00	$10.00

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination	75.00	500	$37,500.00
All other white goods	45.00	500	$22,500.00
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit	10.00	500	$5,000.00

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds	100.00	950	$95,000.00
Large animals more than 101 pounds	200.00	50	$10,000.00
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard	38.50	10,000	$385,000.00

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard	26.00	1000	$26,000.00

EXHIBIT "A" Price Proposal **PROPOSER:** TFR Enterprises, Inc.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES
FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: 05/06/2025

Name: Tipton F. Rowland	Address: 601 Leander Drive
Title: CEO	City: Leander State: TX
Telephone: 512-260-3322	Fax: 512-528-1942
Email: tiffany@tfrinc.com	

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE RESIDENTIAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

LYELL, SHARON G

T.F.R., INC. OF TEXAS
601 LEANDER DRIVE
LEANDER TX 78641

LICENSE NUMBER: CRC1332507

EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 08/24/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

State of Florida
Department of State

I certify from the records of this office that T.F.R., INC. OF TEXAS is a Tennessee corporation authorized to transact business in the State of Florida, qualified on September 10, 2002.

The document number of this corporation is F02000004640.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on January 16, 2025, 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 Twenty-sixth day of March, 2025



Secretary of State

Tracking Number: 1914146067CU

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

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

2025 FOREIGN PROFIT CORPORATION ANNUAL REPORT

FILED
Jan 16, 2025
Secretary of State
0455194388CC

DOCUMENT# F02000004640

Entity Name: T.F.R., INC. OF TEXAS

Current Principal Place of Business:

601 LEANDER DR
LEANDER, TX 78641

Current Mailing Address:

601 LEANDER DR
LEANDER, TX 78641

FEI Number: 72-1149862

Certificate of Status Desired: No

Name and Address of Current Registered Agent:

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301-2525 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE:

Electronic Signature of Registered Agent — Date

Officer/Director Detail :

Title	PRESIDENT, DIRECTOR	Title	SECRETARY, TREASURER
Name	ROWLAND, TIPTON	Name	ROWLAND, JULIE
Address	12408 CEDAR ST	Address	601 LEANDER DR
City-State-Zip:	AUSTIN TX 78732	City-State-Zip:	LEANDER TX 78641

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: JULIE ROWLAND SECRETARY 01/16/2025

Electronic Signature of Signing Officer/Director Detail — Date

FLORIDA DEPARTMENT OF
Environmental Protection

Marjory Stoneman Douglas Building
3900 Commonwealth Boulevard
Tallahassee, FL 32399

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

August 29, 2024

Sharon G Lyell
T.F.R., Inc.
601 Leander Drive
Leander, TX 78641

Dear Ms. Lyell,

Effective August 29, 2024, T.F.R., Inc., is prequalified to bid on the Florida Department of Environmental Protection, Bureau of Design and Construction's projects that require state licenses. This prequalification expires on August 31, 2026.

If you have any questions regarding this prequalification please feel free to contact Logan Lee-Marple by phone at (850) 245-2519 or via email at Logan.LeeMarple@FloridaDEP.gov.

Sincerely,

Ralph Perkins, FCCM
Program Administrator
Bureau of Design and Construction

REFERENCES

The following projects showcase our ability to successfully execute disaster response operations of any scale. From small-scale incidents to large-scale disaster events, we are equipped to deliver efficient and effective solutions. We believe it is just as important to highlight smaller projects as it is to showcase major operations, demonstrating our adaptability and commitment to every community we serve.

01. MADISON COUNTY, FLORIDA

POC: Leigh Basford
Address: 229 SW Pickney Street, Madison, FL 32340
Phone: (850) 973-3698 **Email:** madisonem@madisoncountyfl.com
Term: 09/2024 to Present **Amount:** $17,818,361 to Date
Description: Hurricane Helene Debris removal, reduction, disposal, and hazardous tree removals. **(937,595 CY & 32,744 Trees to Date)**

02. EMANUEL COUNTY, GEORGIA

POC: L. Guy Singletary
Address: 124 North Main Street, Swainsboro, GA
Phone: (478) 237-3881 **Email:** lgsingletary@emanuelco-ga.gov
Term: 10/2024 to Present **Amount:** $26,204,202 to Date
Description: Hurricane Helene Debris removal, reduction, disposal, and hazardous tree removals. **(1,364,185 CY & 47,975 Trees to Date)**

03. CITY OF SUGAR LAND, TEXAS

POC: Lauren Lathon
Address: 2700 Town Center Blvd N. Sugar land, TX 77479
Phone: (713) 485-9342 **Email:** llathon@sugarlandtx.gov
Term: 07/2024 to 10/2024 **Amount:** $2,780,695
Description: Hurricane Beryl debris removal, reduction, disposal, and hazardous tree removals. **(117,362 CY & 8,999 Trees)**

04. JEFFERSON COUNTY, FLORIDA

POC: Shannon Metty
Address: 445 W Palmer Mill Rd, Monticello, FL 32344
Phone: (850) 342-0223 **Email:** smetty@jeffersoncountyfl.gov
Term: 08/2023 to 11/2023 **Amount:** $1,138,239.00
Description: Hurricane Idalia debris removal, reduction, disposal, and hazardous tree removals. **(61,450 CY & 8,431 Trees)**

05. FORSYTH COUNTY, GEORGIA

POC: Joey Smith
Address: 3520 Settingdown Rd, Cumming, GA 30028
Phone: (770) 205-4530 **Email:** jhsmith@forsythco.com
Term: 08/2023 to 10/2023 **Amount:** $287,078.00
Description: Emergency debris removal, reduction, disposal, and hazardous tree removals from 2023 severe weather event. **(20,335 CY and 8 Trees)**

Letters of Recommendation

TFR Enterprises, Inc. has built a reputation for excellence in disaster recovery and debris management through years of proven performance and dedication to client satisfaction. Our ability to mobilize quickly, execute large-scale projects efficiently, and navigate complex recovery operations has earned us the trust of federal, state, and local government agencies across the country.

The following letters of recommendation highlight our commitment to professionalism, responsiveness, and quality service. These testimonials from past clients and project partners serve as a testament to our experience, capabilities, and ability to deliver results. We take pride in our role in restoring communities and appreciate the confidence our clients have in our work.



CITY OF SUGAR LAND

RE: Hurricane Beryl Debris Removal

To whom it may concern,

I am writing to provide a reference for TFR Enterprises. The City of Sugar Land had the opportunity to observe their work firsthand after Hurricane Beryl, and I can confidently recommend them for similar projects.

From the outset, TFR representatives and project managers demonstrated a high level of professionalism and dedication. Prior to hurricane season they met with the City and were able to provide valuable information regarding coordination and activation. After receiving the Notice to Proceed (NTP) post Hurricane Beryl, they arrived promptly and were well-prepared to tackle the challenges posed by the storm debris. Their team worked efficiently, utilizing effective techniques to ensure the safe and thorough removal of debris while adhering to all FEMA guidelines, local regulations, and safety protocols.

After activation they met with City staff, and the Debris Monitor, multiple times a day to ensure we had a coordinated plan. TFR Project Manager, Steven Vinyard, maintained open communication throughout the project, providing daily updates and addressing any concerns that arose. Their commitment to quality and customer satisfaction was evident in their attention to detail and willingness to meet the City's requests. In addition to their technical expertise, TFR Enterprises and their team displayed a strong work ethic and a positive attitude, which contributed to a collaborative and productive working environment. TFR was able to assist the City of Sugar Land in recovering from Hurricane Beryl in a timely manner in comparison to surrounding areas impacted.

I recommend TFR Enterprises for any future projects involving cleanup and debris removal. Their experience, reliability, and dedication make them an excellent choice for municipalities and organizations in need of these services. Please feel free to contact the City of Sugar Land or myself if you have any further questions.

Sincerely,

Lauren Lathon
Innovation Project Lead
(713)485-9342

Forsyth County Emergency Management Agency

Thomas S. Cisco, Director

TO: TFR Enterprises

RE: Letter of Recommendation

To whom it may Concern:

On behalf of Forsyth County GA, I would like to acknowledge the excellent level of professionalism and service that was provided by TFR Enterprises after a severe thunderstorm occurred on July 20th, 2023. TFR Enterprises was used as our emergency debris management contractor and was very responsive to the County's needs and requirements.

All the staff and crews working with, or for TFR were a pleasure to work with and all the pieces of the project went very smoothly from the onset. Forsyth County Government is appreciative of the service provided and would recommend TFR Enterprises to other local governments.

Sincerely,

Thomas S. Cisco

Thomas S. Cisco
Director
Forsyth County Emergency Management
3520 Settingdown Rd.
Cumming, GA 30028
Tel: 678-965-7173

CITY OF
TOPEKA

Forestry Department
201 NW Topeka Blvd
Topeka, KS 66603

Tel: 785-368-0914
ttenbrink@topeka.org

To whom it may concern,

Please accept this letter of recommendation from City of Topeka Forestry Department, Kansas. On July 14, 2023 the city of Topeka sustained citywide damage as a result of strong winds during a storm that moved through the City. The damage resulting from the storm required citywide clearing and hauling of vegetative debris. Within 24 hours' notice TFR mobilized crews and equipment to assist in our clean-up efforts. Rodger and his team were very courteous to city staff and citizens during the project and greatly aided in our ability to complete the project in a timely manner. I would recommend and utilize TFR's services again.

Sincerely,

Travis Tenbrink

City Forester, City of Topeka

FLORIDA DEPARTMENT OF Environmental Protection

Florida Department of Environmental Protection
Highlands Hammock State Park
Lake June-In-Winter-Scrub State Park
5931 Hammock Road
Sebring, FL 33872

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

24 February 2023

TFR Enterprises, INC
601 Leander Drive
Leander, TX 78641

To All it May Concern,

I would strongly recommend TFR Enterprises for any debris clearing and especially Hurricane cleanup duties after our state park's experience with them after Hurricane Ian in 2022. I manage both Highlands Hammock State Park in Sebring and Lake June in Winter Scrub Preserve State Park in Lake Placid, Florida. I would start by saying that they arrived on site within three days of the storm, stayed on site for 3 months and were wonderful to work with throughout the entire process. And after almost 30 years as a Florida Park Service Park Manager, I wish that all park vendors were as helpful, communicative, flexible, efficient, safe, and trustworthy. They were an extension of our own staff during a trying time with extensive damage over 11,000 acres in two parks separated by 20 miles. Not only did they clean up downed debris but also cleared flooded ditching, cut damaged trees, burned off the debris by Florida Forestry Service specifications, and worked very well with our debris monitoring company, Tetra Tech who did not show up until a week later. I can not say enough good about TFR and their employees. I hope to work with them again under different, less stressful circumstances again.

TFR Enterprises were worth much more than their cost,

V. Morgan Tyrone, PM
Highlands Hammock State Park
Lake June in Winter Scrub Preserve State Park
Sebring, FL 33872
863-386-6099

STATE OF IOWA

KIM REYNOLDS
GOVERNOR

ADAM GREGG
LT. GOVERNOR

IOWA DEPARTMENT OF HOMELAND SECURITY
AND EMERGENCY MANAGEMENT
PAUL TROMBINO III, HOMELAND SECURITY ADVISOR
AND EMERGENCY MANAGEMENT DIRECTOR

Tiffany,

On behalf of the State of Iowa, I would like to thank TFR Enterprises for the exceptional debris removal services provided in the wake of the devastating severe weather event that impacted Iowa on August 10th, 2020. TFR's swift response and unwavering commitment to this mission has assisted Iowan's, at every level, in returning to normal life in a time when the very definition of the word, "normal," seems to be ever in doubt.

Battling a global pandemic environment, inclement winter weather, while also responding to multiple hurricanes that impacted other areas of the country during 2020, TFR has successfully aided the State of Iowa in grinding and disposing of more than 1.6 million cubic yards of vegetative debris in less than six months, a feat which, to my knowledge, is unprecedented in Iowa's Emergency Management history.

The professionalism, knowledge, insight, and work ethic, displayed by TFR Enterprises' staff is a tribute to your company and is in keeping with the highest standards of emergency response contractors everywhere.

Thank you for all that you have done and continue to do. Having secured a standing master agreement with your company through 2021, I take great comfort in the knowledge that, should the State of Iowa require these services in the future, TFR Enterprises is standing by, at the ready, to help Iowa travel the road to recovery.

Sincerely,

Jordan Moser
Strategic Planner
Response Division

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm: TFR Enterprises, Inc.

Signature: 

Name (type/print): Tipton F. Rowland

Title: CEO

Address: 601 Leander Drive

City: Leander State: TX Zip: 78641

Telephone: 512-260-3322 Fax No.: 512-528-1942 Date: 05/06/2025

Email Address: tiffany@tfrinc.com

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

ITEMS REQUIRED		DESCRIPTION OF ITEM REQUIRED	*Verify Document is attached by checking the box
1	Title Page	Must include RFB# 25-05-PW DISASTER DEBRIS MANAGEMENT	☑
2	Table of Contents	TAB 1	☑
3	Letter of Interest	TAB 2: Max 2 pages, Firm Overview, Commitment, Summary of Capabilities, why your Firm is the best fit	☑
4	Experience and Ability	TAB 3: Organizational Background, Staff Resumes, Relevant Certifications, Subcontractor Info, List of Current debris contracts	☑
5	Operational Plan	TAB 4: Approach to debris management, pre-planning, mobilization, training, QA/QC, etc.	☑
6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☑
7	Financial Capability	TAB 6: Financial Status, Line of Credit, Proof of Assets	☑
8	Project Cost/Rates	TAB 7: Exhibit "A" provided	☑
9	Business Structure & Registrations	TAB 8: Business Licenses, Proof of Registration of the State of Florida, Professional Certifications	☑
10	Additional Information	TAB 9: Any pertinent information not required above	☑
Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☑
13	Appendix A – Certification Regarding Lobbying	provided	☑
14	FAR 52.209-5 Certification Regarding Debarment	provided	☑
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☑
16	Drug-Free Workplace	provided	☑
17	Bidders List Form	provided	☑
18	Non-Collusion Affidavit	provided	☑
19	Anti-Kickback Affidavit	provided	☑
20	Public Entity Crimes	provided	☑

	Statement		
21	Acknowledgement of Addenda	provided	☑
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☑

*If any boxes are left unchecked bid is considered unresponsive.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, TFR Enterprises, Inc., certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

05/06/2025

Date

Tipton F. Rowland, CEO

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: TFR Enterprises, Inc. Date: 05/06/2025

Authorized Signature: _____ Printed Name: Tipton F. Rowland

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

TFR Enterprises, Inc.
Company Name



Authorized Signature

Tipton F. Rowland

Printed Name

05/06/2025
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.



Signature

Tipton F. Rowland, CEO

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: TFR Enterprises, Inc.

Business Address: 601 Leander Drive, Leander TX 78641

Street City State Zip

County Business is located in: Williamson County, TX

Name of Contact Person: Tiffany Jean

Phone: ( ) 512-565-0710 Fax: ( ) 512-528-1942

Email Address: tiffany@tfrinc.com

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: 35 Years 11 Months

Part B: Project and Work Description

RFP # 25-05-PW Project Name: Disaster Debris Management Services

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

Three-Year Prepositioned Contract for Disaster Debris Management

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____ Date: 05/06/2025

Printed Name: Tipton F. Rowland Title: CEO

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF ~~FLORIDA~~ Texas COUNTY OF
~~OKALOOSA~~ Williamson

Tipton F. Rowland, being first duly sworn, deposes and says that:

1. (S)He is CEO of TFR Enterprises, Inc., the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

(Signature) CEO (Title)

Subscribed and Sworn to before me of this 06 day of May, 2025.

(Notary's Signature) Thayne Alexis Tipton (Notary's Stamped or Printed Name)

THAYNE ALEXIS TIPTON
Notary Public, State of Texas
Comm. Expires 08-29-2027
Notary ID 134530881

Notary Public, in and for Williamson County,
My commission expires: 08/29/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. RFP 25-05-PW

   for Three-Year Prepositioned Contract for Disaster Debris Management Services.

2. This sworn statement is submitted by TFR Enterprises, Inc.
   [name of entity submitting sworn statement]

   whose business address is 601 Leander Drive, Leander TX 78641
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is 72-1149862

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is Tipton F. Rowland and my relationship to
   [please print name of individual signing]

   the entity named above is CEO.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

✓ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature) CEO (Title)

Subscribed and Sworn to before me of this 06 day of May, 2025.

(Notary's Signature) Thayne Alexis Tipton (Notary's Stamped or Printed Name)

THAYNE ALEXIS TIPTON
Notary Public, State of Texas
Comm. Expires 08-29-2027
Notary ID 134530881

Notary Public, in and for Williamson County,
My commission expires: 08/29/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

(Signature) CEO (Title)

Subscribed and Sworn to before me of this 06 day of May, 2025.

(Notary's Signature) Thayne Alexis Tipton (Notary's Stamped or Printed Name)

THAYNE ALEXIS TIPTON
Notary Public, State of Texas
Comm. Expires 08-29-2027
Notary ID 134530881

Notary Public, in and for Williamson County,
My commission expires: 08/29/2027

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I Tipton F. Rowland (insert name) as CEO (insert title) on behalf of TFR Enterprises, Inc. (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. TFR Enterprises, Inc. (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, TFR Enterprises, Inc. (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

Printed Name: Tipton F. Rowland
Title: CEO
Nongovernmental entity: TFR Enterprises, Inc.
Date: 05/06/2025

STATE OF Texas
COUNTY OF Williamson

SWORN TO AND SUBSCRIBED before me X in person or _____ remote notarization by Tipton F. Rowland as CEO on behalf of TFR Enterprises, Inc., who is personally known to me or who produced _____ as identification this 06 day of May, 2025.

Notary Public

(Notary Seal)

THAYNE ALEXIS TIPTON
Notary Public, State of Texas
Comm. Expires 08-29-2027
Notary ID 134530881

Company ID Number: 303767

Approved by:

Employer TFR Enterprises, Inc	
Name (Please Type or Print) Tiffany J Wilkes	Title
Signature Electronically Signed	Date 02/12/2010
Department of Homeland Security – Verification Division	
Name (Please Type or Print) USCIS Verification Division	Title
Signature Electronically Signed	Date 02/12/2010

Company ID Number: 303767

Information Required for the E-Verify Program **Information relating to your Company:**	
Company Name	TFR Enterprises, Inc
Company Facility Address	601 Leander Drive Leander, TX 78641
Company Alternate Address	
County or Parish	WILLIAMSON
Employer Identification Number	721149862
North American Industry Classification Systems Code	238
Parent Company	
Number of Employees	20 to 99
Number of Sites Verified for	1 site(s)

CITY OF DESTIN, FLORIDA
REQUEST FOR PROPOSALS

RFP# 25-05-PW

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

The City of Destin is requesting proposals from professional Debris Removal Firms experienced in providing Disaster Debris Management Services.

Sealed and complete hardcopy proposals **with original or electronic signature**, and **one (1) complete and identical electronic copy (SINGLE PDF DOCUMENT)** on flash drive or CD must be received no later than **May 8, 2025, 2 PM**, local time, at the following location:

Destin City Hall
4200 Indian Bayou Trail Destin, Florida, 32541
Attention: City Clerk

Submittals received after the closing time will not be accepted. Multiple submittals from the same entity will not be accepted. After the submittal deadline those submittals received will be opened and publicly acknowledged. Interested parties may attend.

Specifications will be posted to the City's website at www.cityofdestin.com/bids.aspx. **Addenda will be posted to the City's website. Proposers are responsible for obtaining addenda and are advised to check the website frequently.**

A proposal tabulation with a Notice of Intent to Award will be posted to the City's website at www.cityofdestin.com/bids.aspx. Proposers are advised to check the website frequently.

Any questions concerning the proposal should be addressed and submitted in writing **no later than 2:00 PM**, local time, **April 24, 2025,** to:

City Clerk
City of Destin
4200 Indian Bayou Trail
Destin, FL 32502
cityclerk@cityofdestin.com

The City of Destin adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs, and activities. Please email ADACoordinator@cityofdestin.com or call (850) 837-4242. Requests must be made at least 48 hours in advance of the event to allow the City time to provide accommodation.

The City of Destin reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item number when applicable, to waive any proposal informalities and to re-advertise for proposals when deemed in the best interest of the City of Destin.

The City of Destin provides equal access in employment and public services.

SECURITY NOTICE

Visitors to City Hall are required to stay in the lobby unless otherwise directed.

Late submittals will not be accepted.

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT
SUBMITTAL REQUIREMENTS CHECKLIST

Note: if any of the required documentation is not provided, the submittal will be deemed to be incomplete/non-responsive and will not be considered. Provide documentation in the following order.

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6	Previous Experience	TAB 5: Examples of Similar Projects, References with full details	☐
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8	Project Cost/Rates	TAB 7: Exhibit “A” provided	☐
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Required Proposal Forms (TAB 10)			
12	Signature Sheet	provided	☐
13	Appendix A – Certification Regarding Lobbying	provided	☐
14	FAR 52.209-5 Certification Regarding Debarment	provided	☐
15	FAR 52.209-6 Certification re: Debarred Subcontractors	provided	☐
16	Drug-Free Workplace	provided	☐
17	Bidders List Form	provided	☐
18	Non-Collusion Affidavit	provided	☐
19	Anti-Kickback Affidavit	provided	☐
20	Public Entity Crimes	provided	☐

	Statement		
21	Acknowledgement of Addenda	provided	☐
22	Copies of the Proposal	One printed copy of the proposal and one digital copy provided on a USB Drive (.pdf format)	☐

*If any boxes are left unchecked bid is considered unresponsive.

FEDERAL CONDITIONS

Required Contract Provisions

1. BREACH OF CONTRACT TERMS *(2 CFR § 200 Appendix II(A))*
The City reserves the right to seek all remedies available under law in the event of a failure to perform or other breach of this Contract by the Contractor, and the failure of the City to employ a particular remedy shall not be regarded by the Parties as a waiver of that or any other available remedy.

2. TERMINATION FOR CAUSE OR CONVENIENCE *(2 CFR § 200 Appendix II(B))*
The City may terminate this Contract for cause or for convenience upon thirty (30) days prior written notice.

3. CLEAN AIR ACT AND FEDERAL WATER POLLUTION CONTROL ACT
Clean Air Act
Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 U.S.C. §§ 7401-7671q.) and the Federal Water Pollution Control Act as amended (33 U.S.C. §§ 1251-1387). Violations must be reported to the Regional Office of the Environmental Protection Agency. See 2
C.F.R. Part 200, Appendix II(G).

The contractor agrees to report each violation to the City of Destin and understands and agrees that the City of Destin will, in turn, report each violation as required to assure notification to the appropriate Environmental Protection Agency Regional Office.
The contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with assistance provided by the federal government.

Federal Water Pollution Control Act (Clean Water Act)
The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 et seq.
The contractor agrees to report each violation to the City of Destin and understands and agrees that the City of Destin will, in turn, report each violation as required to assure notification to the appropriate Environmental Protection Agency Regional Office.

The contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with assistance provided by the federal government.

4. DEBARMENT AND SUSPENSION
This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

This certification is a material representation of fact relied upon by City of Destin. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to City of Destin, the federal government may pursue available remedies, including but not limited to suspension and/or debarment.

The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

5. ACCESS TO RECORDS

The Contractor agrees to provide the City of Destin, the federal officials, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.

The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed. The Contractor agrees to provide the federal government or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

In compliance with the Disaster Recovery Act of 2018, the City of Destin and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the federal government or the Comptroller General of the United States.

6. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

This is an acknowledgement that federal financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable federal law, regulations, executive orders, federal policies, procedures, and directives.

7. NO OBLIGATION BY FEDERAL GOVERNMENT

The federal government is not a party to this contract and is not subject to any obligations or liabilities to the non-federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

8. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

9. EQUAL EMPLOYMENT OPPORTUNITY

The regulation at 41 C.F.R. Part 60-1.4(b) requires the insertion of the following contract clause: During the performance of this contract, the contractor agrees as follows:
The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause. The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.

The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books,

records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance, provided however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors

by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

10. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT

Compliance with the Contract Work Hours and Safety Standards Act.
Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

Violation; liability for unpaid wages; liquidated damages.
In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of $27 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1) of this section.

Withholding for Unpaid Wages and Liquidated Damages
The City of Destin shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.
Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.

11. PROCUREMENT OF RECOVERED MATERIALS

In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired—

a) Competitively within a timeframe providing for compliance with the contract performance schedule;

b) Meeting contract performance requirements; or

c) At a reasonable price.

Information about this requirement, along with the list of EPA- designated items, is available at EPA's Comprehensive Procurement Guidelines web site, https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program.

The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act."

12. BYRD ANTI-LOBBYING AMENDMENT.

Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of $100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

Required Certification. If applicable, contractors must sign and submit to the non- federal entity the attached certification (Appendix A).

ATTACHMENT "C"

DAVIS BACON REQUIREMENTS - 29 CFR 5.5

(1) ***Minimum wages*** —

(i) ***Wage rates and fringe benefits.*** All laborers and mechanics employed or working upon the site of the work (or otherwise working in construction or development of the project under a development statute), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3)), the full amount of basic hourly wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the contractor and such laborers and mechanics. As provided in paragraphs (d) and (e) of this section, the appropriate wage determinations are effective by operation of law even if they have not been attached to the contract. Contributions made or costs reasonably anticipated for bona fide fringe benefits under the Davis-Bacon Act (40 U.S.C. 3141(2)(B)) on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (a)(1)(v) of this section; also, regular contributions made or costs incurred for more than a weekly period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics must be paid the appropriate wage rate and fringe benefits on the wage determination for the classification(s) of work actually performed, without regard to skill, except as provided in paragraph (a)(4) of this section. Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification for the time actually worked therein: *Provided,* That the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classifications and wage rates conformed under paragraph (a)(1)(iii) of this section) and the Davis-Bacon poster (WH–1321) must be posted at all times by the contractor and its subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.

(ii) ***Frequently recurring classifications.***

(A) In addition to wage and fringe benefit rates that have been determined to be prevailing under the procedures set forth in 29 CFR part 1, a wage determination may contain, pursuant to § 1.3(f), wage and fringe benefit rates for classifications of laborers and mechanics for which conformance requests are regularly submitted pursuant to paragraph (a)(1)(iii) of this section, provided that:

(1) The work performed by the classification is not performed by a classification in the wage determination for which a prevailing wage rate has been determined;

(2) The classification is used in the area by the construction industry; and

(3) The wage rate for the classification bears a reasonable relationship to the prevailing wage rates contained in the wage determination.

(B) The Administrator will establish wage rates for such classifications in accordance with paragraph (a)(1)(iii)(A)(*3*) of this section. Work performed in such a classification must be paid at no less than the wage and fringe benefit rate listed on the wage determination for such classification.

(iii) ***Conformance.***

(A) The contracting officer must require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination, and which is to be employed under the contract be classified in conformance with the wage determination. Conformance of an additional classification and wage rate and fringe benefits is appropriate only when the following criteria have been met:

(1) The work to be performed by the classification requested is not performed by a classification in the wage determination; and

(2) The classification is used in the area by the construction industry; and

(3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.

(B) The conformance process may not be used to split, subdivide, or otherwise avoid application of classifications listed in the wage determination.

(C) If the contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken will be sent by the contracting officer by email to *DBAconformance@dol.gov*. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30–day period that additional time is necessary.

(D) In the event the contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer will, by email to *DBAconformance@dol.gov*, refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the

Administrator for determination. The Administrator, or an authorized representative, will issue a determination within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30–day period that additional time is necessary.

(E) The contracting officer must promptly notify the contractor of the action taken by the Wage and Hour Division under paragraphs (a)(1)(iii)(C) and (D) of this section. The contractor must furnish a written copy of such determination to each affected worker or it must be posted as a part of the wage determination. The wage rate (including fringe benefits where appropriate) determined pursuant to paragraph (a)(1)(iii)(C) or (D) of this section must be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.

(iv) ***Fringe benefits not expressed as an hourly rate.*** Whenever the minimum wage rate prescribed in the contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the contractor may either pay the benefit as stated in the wage determination or may pay another bona fide fringe benefit or an hourly cash equivalent thereof.

(v) ***Unfunded plans.*** If the contractor does not make payments to a trustee or other third person, the contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, *Provided,* That the Secretary of Labor has found, upon the written request of the contractor, in accordance with the criteria set forth in § 5.28, that the applicable standards of the Davis-Bacon Act have been met. The Secretary of Labor may require the contractor to set aside in a separate account asset for the meeting of obligations under the plan or program.

(vi) ***Interest.*** In the event of a failure to pay all or part of the wages required by the contract, the contractor will be required to pay interest on any underpayment of wages.

(2) ***Withholding*** —

(i) ***Withholding requirements.*** The City may, upon its own action, or must, upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld from the contractor so much of the accrued payments or advances as may be considered necessary to satisfy the liabilities of the prime contractor or any subcontractor for the full amount of wages and monetary relief, including interest, required by the clauses set forth in paragraph (a) of this section for violations of this contract, or to satisfy any such liabilities required by any other Federal contract, or federally assisted contract subject to Davis-Bacon labor standards, that is held by the same prime contractor (as defined in § 5.2). The necessary funds may be withheld from the contractor under this contract, any other Federal contract with the same prime contractor, or any other federally assisted contract that is subject to Davis-Bacon labor standards requirements and is held by

the same prime contractor, regardless of whether the other contract was awarded or assisted by the same agency, and such funds may be used to satisfy the contractor liability for which the funds were withheld. In the event of a contractor's failure to pay any laborer or mechanic, including any apprentice or helper working on the site of the work (or otherwise working in construction or development of the project under a development statute) all or part of the wages required by the contract, or upon the contractor's failure to submit the required records as discussed in paragraph (a)(3)(iv) of this section, the City may on its own initiative and after written notice to the contractor, sponsor, applicant, owner, or other entity, as the case may be, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.

(ii) ***Priority to withheld funds.*** The Department has priority to funds withheld or to be withheld in accordance with paragraph (a)(2)(i) or (b)(3)(i) of this section, or both, over claims to those funds by:

(A) A contractor's surety(ies), including without limitation performance bond sureties and payment bond sureties;

(B) A contracting agency for its re-procurement costs;

(C) A trustee(s) (either a court-appointed trustee or a U.S. trustee, or both) in bankruptcy of a contractor, or a contractor's bankruptcy estate;

(D) A contractor's assignee(s);

(E) A contractor's successor(s); or

(F) A claim asserted under the Prompt Payment Act, 31 U.S.C. 3901–3907.

(3) ***Records and certified payrolls*** —

(i) ***Basic record requirements*** —

(A) ***Length of record retention.*** All regular payrolls and other basic records must be maintained by the contractor and any subcontractor during the course of the work and preserved for all laborers and mechanics working at the site of the work (or otherwise working in construction or development of the project under a development statute) for a period of at least 3 years after all the work on the prime contract is completed.

(B) ***Information required.*** Such records must contain the name; Social Security number; last known address, telephone number, and email address of each such worker; each worker's correct classification(s) of work actually performed; hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in 40

U.S.C. 3141(2)(B) of the Davis-Bacon Act); daily and weekly number of hours actually worked in total and on each covered contract; deductions made; and actual wages paid.

(C) ***Additional records relating to fringe benefits.*** Whenever the Secretary of Labor has found under paragraph (a)(1)(v) of this section that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in 40 U.S.C. 3141(2)(B) of the Davis-Bacon Act, the contractor must maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits.

(D) ***Additional records relating to apprenticeship.*** Contractors with apprentices working under approved programs must maintain written evidence of the registration of apprenticeship programs, the registration of the apprentices, and the ratios and wage rates prescribed in the applicable programs.

(ii) ***Certified payroll requirements*** —

(A) ***Frequency and method of submission.*** The contractor or subcontractor must submit weekly, for each week in which any DBA- or Related Acts-covered work is performed, certified payrolls to the U.S. Department of Labor if the agency is a party to the contract, but if the agency is not such a party, the contractor will submit the certified payrolls to the applicant, sponsor, owner, or other entity, as the case may be, that maintains such records, for transmission to the U.S. Department of Labor. The prime contractor is responsible for the submission of all certified payrolls by all subcontractors. A contracting agency or prime contractor may permit or require contractors to submit certified payrolls through an electronic system, as long as the electronic system requires a legally valid electronic signature; the system allows the contractor, the contracting agency, and the Department of Labor to access the certified payrolls upon request for at least 3 years after the work on the prime contract has been completed; and the contracting agency or prime contractor permits other methods of submission in situations where the contractor is unable or limited in its ability to use or access the electronic system.

(B) ***Information required.*** The certified payrolls submitted must set out accurately and completely all of the information required to be maintained under paragraph (a)(3)(i)(B) of this section, except that full Social Security numbers and last known addresses, telephone numbers, and email addresses must not be included on weekly transmittals. Instead, the certified payrolls need only include an individually identifying number for each worker (*e.g.,* the last four digits of the worker's Social Security number). The required weekly certified payroll information may be submitted using Optional Form WH–347 or in any other format desired. Optional Form WH–347 is available for this purpose from the Wage and Hour Division website at: *https://www.dol.gov/sites/dolgov/files/WHD/legacy/files/wh347/.pdf* or its successor website. It is not a violation of this section for a prime contractor to require a subcontractor to provide full Social Security numbers and last known addresses, telephone numbers, and email addresses to the prime contractor for its own records, without weekly submission by the subcontractor to the sponsoring government agency (or the applicant, sponsor, owner, or other entity, as the

case may be, that maintains such records).

(C) ***Statement of Compliance.*** Each certified payroll submitted must be accompanied by a "Statement of Compliance," signed by the contractor or subcontractor, or the contractor's or subcontractor's agent who pays or supervises the payment of the persons working on the contract, and must certify the following:

(1) That the certified payroll for the payroll period contains the information required to be provided under paragraph (a)(3)(ii) of this section, the appropriate information and basic records are being maintained under paragraph (a)(3)(i) of this section, and such information and records are correct and complete;

(2) That each laborer or mechanic (including each helper and apprentice) working on the contract during the payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in 29 CFR part 3; and

(3) That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification(s) of work actually performed, as specified in the applicable wage determination incorporated into the contract.

(D) ***Use of Optional Form WH–347.*** The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH–347 will satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (a)(3)(ii)(C) of this section.

(E) ***Signature.*** The signature by the contractor, subcontractor, or the contractor's or subcontractor's agent must be an original handwritten signature or a legally valid electronic signature.

(F) ***Falsification.*** The falsification of any of the above certifications may subject the contractor or subcontractor to civil or criminal prosecution under 18 U.S.C. 1001 and 31 U.S.C. 3729.

(G) ***Length of certified payroll retention.*** The contractor or subcontractor must preserve all certified payrolls during the course of the work and for a period of 3 years after all the work on the prime contract is completed.

(iii) ***Contracts, subcontracts, and related documents.*** The contractor or subcontractor must maintain this contract or subcontract and related documents including, without limitation, bids, proposals, amendments, modifications, and extensions. The contractor or subcontractor must preserve these contracts, subcontracts, and related documents during the course of the work and for a period of 3 years after all the work on the prime contract is completed.

(iv) ***Required disclosures and access*** —

(A) ***Required record disclosures and access to workers.*** The contractor or subcontractor must make the records required under paragraphs (a)(3)(i) through (iii) of this section, and any other documents that the City of Destin or the Department of

Labor deems necessary to determine compliance with the labor standards provisions of any of the applicable statutes referenced by § 5.1, available for inspection, copying, or transcription by authorized representatives of the City of Destin or the Department of Labor, and must permit such representatives to interview workers during working hours on the job.

(B) ***Sanctions for non-compliance with records and worker access requirements.*** If the contractor or subcontractor fails to submit the required records or to make them available, or refuses to permit worker interviews during working hours on the job, the Federal agency may, after written notice to the contractor, sponsor, applicant, owner, or other entity, as the case may be, that maintains such records or that employs such workers, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available, or to permit worker interviews during working hours on the job, may be grounds for debarment action pursuant to §5.12. In addition, any contractor or other person that fails to submit the required records or make those records available to WHD within the time WHD requests that the records be produced will be precluded from introducing as evidence in an administrative proceeding under 29 CFR part 6 any of the required records that were not provided or made available to WHD. WHD will take into consideration a reasonable request from the contractor or person for an extension of the time for submission of records. WHD will determine the reasonableness of the request and may consider, among other things, the location of the records and the volume of production.

(C) ***Required information disclosures.*** Contractors and subcontractors must maintain the full Social Security number and last known address, telephone number, and email address of each covered worker, and must provide them upon request to the Wage and Hour Division of the Department of Labor. If the Federal agency is not such a party to the contract, the contractor, subcontractor, or both, must, upon request, provide the full Social Security number and last known address, telephone number, and email address of each covered worker to the applicant, sponsor, owner, or other entity, as the case may be, that maintains such records, for transmission to the contractor, or the Wage and Hour Division of the Department of Labor for purposes of an investigation or other compliance action.

(4) ***Apprentices and equal employment opportunity*** —

(i) ***Apprentices*** —

(A) ***Rate of pay.*** Apprentices will be permitted to work at less than the predetermined rate for the work they perform when they are employed pursuant to and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Office of Apprenticeship (OA), or with a State Apprenticeship Agency recognized by the OA. A person who is not individually registered in the program, but who has been certified by the OA or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice, will be permitted to work at less than

the predetermined rate for the work they perform in the first 90 days of probationary employment as an apprentice in such a program. In the event the OA or a State Apprenticeship Agency recognized by the OA withdraws approval of an apprenticeship program, the contractor will no longer be permitted to use apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

(B) ***Fringe benefits.*** Apprentices must be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator determines that a different practice prevails for the applicable apprentice classification, fringe benefits must be paid in accordance with that determination.

(C) ***Apprenticeship ratio.*** The allowable ratio of apprentices to journey workers on the job site in any craft classification must not be greater than the ratio permitted to the contractor as to the entire work force under the registered program or the ratio applicable to the locality of the project pursuant to paragraph (a)(4)(i)(D) of this section. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed as stated in paragraph (a)(4)(i)(A) of this section, must be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under this section must be paid not less than the applicable wage rate on the wage determination for the work actually performed.

(D) ***Reciprocity of ratios and wage rates.*** Where a contractor is performing construction on a project in a locality other than the locality in which its program is registered, the ratios and wage rates (expressed in percentages of the journey worker's hourly rate) applicable within the locality in which the construction is being performed must be observed. If there is no applicable ratio or wage rate for the locality of the project, the ratio and wage rate specified in the contractor's registered program must be observed.

(i) ***Equal employment opportunity.*** The use of apprentices and journey workers under this part must be in conformity with the equal employment opportunity requirements of Executive Order 11246, as amended, and 29 CFR part 30.

(5) ***Compliance with Copeland Act requirements.*** The contractor shall comply with the requirements of 29 CFR part 3, which are incorporated by reference in this contract.

(6) ***Subcontracts.*** The contractor or subcontractor must insert in any subcontracts the clauses contained in paragraphs (a)(1) through (11) of this section, along with the applicable wage determination(s) and such other clauses or contract modifications as the U.S. Department of Labor may by appropriate instructions require, and a clause requiring the subcontractors to include these clauses and wage determination(s) in any lower tier subcontracts. The prime contractor is responsible for the compliance by any subcontractor or lower tier subcontractor with all the contract clauses in this section. In the event of any violations of these clauses, the prime contractor and any subcontractor(s) responsible will be liable for any unpaid wages and monetary relief, including interest from the date of the underpayment or loss, due to any workers of lower-tier

subcontractors, and may be subject to debarment, as appropriate.

(7) ***Contract termination: debarment.*** A breach of the contract clauses in 29 CFR 5.5 may be grounds for termination of the contract, and for debarment as a contractor and a subcontractor as provided in 29 CFR 5.12.

(8) ***Compliance with Davis-Bacon and Related Act requirements.*** All rulings and interpretations of the Davis-Bacon and Related Acts contained in 29 CFR parts 1, 3, and 5 are herein incorporated by reference in this contract.

(9) ***Disputes concerning labor standards.*** Disputes arising out of the labor standards provisions of this contract shall not be subject to the general disputes clause of this contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in 29 CFR parts 5, 6, and 7. Disputes within the meaning of this clause include disputes between the contractor (or any of its subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.

(10) ***Certification of eligibility.***

(i) By entering into this contract, the contractor certifies that neither it nor any person or firm who has an interest in the contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of 40 U.S.C. 3144(b) or § 5.12(a).

(ii) No part of this contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of 40 U.S.C. 3144(b) or § 5.12(a).

(iii) The penalty for making false statements is prescribed in the U.S. Code, Title 18 Crimes and Criminal Procedure, 18 U.S.C. 1001.

(11) ***Anti-retaliation.*** It is unlawful for any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, or to cause any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, any worker or job applicant for:

(i) Notifying any contractor of any conduct which the worker reasonably believes constitutes a violation of the DBA, Related Acts, this part, or 29 CFR part 1 or 3;

(ii) Filing any complaint, initiating or causing to be initiated any proceeding, or otherwise asserting or seeking to assert on behalf of themselves or others any right or protection under the DBA, Related Acts, this part, or 29 CFR part 1 or 3;

(iii) Cooperating in any investigation or other compliance action, or testifying in any proceeding under the DBA, Related Acts, this part, or 29 CFR part 1 or 3; or

(iv) Informing any other person about their rights under the DBA, Related Acts, this part, or 29 CFR part 1 or 3.

(b) ***Contract Work Hours and Safety Standards Act (CWHSSA).*** The Agency Head must cause or require the contracting officer to insert the following clauses set forth in paragraphs (b)(1) through (5)

of this section in full, or (for contracts covered by the Federal Acquisition Regulation) by reference, in any contract in an amount in excess of $100,000 and subject to the overtime provisions of the Contract Work Hours and Safety Standards Act. These clauses must be inserted in addition to the clauses required by paragraph (a) of this section or 29 CFR 4.6. As used in this paragraph (b), the terms "laborers and mechanics" include watchpersons and guards.

(1) ***Overtime requirements.*** No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek inwhich he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) ***Violation; liability for unpaid wages; liquidated damages.*** In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages and interest from the date of the underpayment. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchpersons and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of $32 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1).

(3) ***Withholding for unpaid wages and liquidated damages*** —

(i) ***Withholding process.*** The City of Destin may, upon its own action, or must, upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld from the contractor so much of the accrued payments or advances as may be considered necessary to satisfy the liabilities of the prime contractor or any subcontractor for any unpaid wages; monetary relief, including interest; and liquidated damages required by the clauses set forth in this paragraph (b) on this contract, any other Federal contract with the same prime contractor, or any other federally assisted contract subject to the Contract Work Hours and Safety Standards Act that is held by the same prime contractor (as defined in § 5.2). The necessary funds may be withheld from the contractor under this contract, any other Federal contract with the same prime contractor, or any other federally assisted contract that is subject to the Contract Work Hours and Safety Standards Act and is held by the same prime contractor, regardless of whether the other contract was awarded or assisted by the same agency, and such funds may be used to satisfy the contractor liability for which the funds were withheld.

(ii) ***Priority to withheld funds.*** The Department has priority to funds withheld or to be withheld in accordance with paragraph (a)(2)(i) or (b)(3)(i) of this section, or both, over claims to those funds by:

(A) A contractor's surety(ies), including without limitation performance bond sureties and payment bond sureties;

(B) A contracting agency for its reprocurement costs;

(C) A trustee(s) (either a court-appointed trustee or a U.S. trustee, or both) in bankruptcy of a contractor, or a contractor's bankruptcy estate;

(D) A contractor's assignee(s);

(E) A contractor's successor(s); or

(F) A claim asserted under the Prompt Payment Act, 31 U.S.C. 3901–3907.

(4) ***Subcontracts.*** The contractor or subcontractor must insert in any subcontracts the clauses set forth in paragraphs (b)(1) through (5) of this section and a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor is responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (5). In the event of any violations of these clauses, the prime contractor and any subcontractor(s) responsible will be liable for any unpaid wages and monetary relief, including interest from the date of the underpayment or loss, due to any workers of lower-tier subcontractors, and associated liquidated damages and may be subject to debarment, as appropriate.

(5) ***Anti-retaliation.*** It is unlawful for any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, or to cause any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, any worker or job applicant for:

(i) Notifying any contractor of any conduct which the worker reasonably believes constitutes a violation of the Contract Work Hours and Safety Standards Act (CWHSSA) or its implementing regulations in this part;

(ii) Filing any complaint, initiating or causing to be initiated any proceeding, or otherwise asserting or seeking to assert on behalf of themselves or others any right or protection under CWHSSA or this part;

(iii) Cooperating in any investigation or other compliance action, or testifying in any proceeding under CWHSSA or this part; or

(iv) Informing any other person about their rights under CWHSSA or this part.

(c) ***CWHSSA required records clause.*** In addition to the clauses contained in paragraph (b) of this section, in any contract subject only to the Contract Work Hours and Safety Standards Act and not to any of the other laws referenced by § 5.1, the Agency Head must cause or require the contracting officer to insert a clause requiring that the contractor or subcontractor must maintain regular payrolls and other basic records during the course of the work and must preserve them for a period of 3 years after all the work on the prime contract is completed for all laborers and mechanics, including guards and watchpersons, working on the contract. Such records must contain the name; last known address, telephone number, and email address; and social security number of each such worker; each worker's correct classification(s) of work actually performed; hourly rates of wages paid; daily and weekly number of hours actually worked; deductions made; and actual wages paid. Further, the Agency

Head must cause or require the contracting officer to insert in any such contract a clause providing that the records to be maintained under this paragraph must be made available by the contractor or subcontractor for inspection, copying, or transcription by authorized representatives of the (write the name of agency) and the Department of Labor, and the contractor or subcontractor will permit such representatives to interview workers during working hours on the job.

(d) ***Incorporation of contract clauses and wage determinations by reference.*** Although agencies are required to insert the contract clauses set forth in this section, along with appropriate wage determinations, in full into covered contracts, and contractors and subcontractors are required to insert them in any lower-tier subcontracts, the incorporation by reference of the required contract clauses and appropriate wage determinations will be given the same force and effect as if they were inserted in full text.

(e) ***Incorporation by operation of law.*** The contract clauses set forth in this section (or their equivalent under the Federal Acquisition Regulation), along with the correct wage determinations, will be considered to be a part of every prime contract required by the applicable statutes referenced by § 5.1 to include such clauses, and will be effective by operation of law, whether or not they are included or incorporated by reference into such contract, unless the Administrator grants a variance, tolerance, or exemption from the application of this paragraph. Where the clauses and applicable wage determinations are effective by operation of law under this paragraph, the prime contractor must be compensated for any resulting increase in wages in accordance with applicable law.

GENERAL CONDITIONS

To ensure acceptance, all proposers submitting proposals to the City of Destin shall be governed by the following conditions, attached specifications, and proposal form(s) unless otherwise specified. Proposals not submitted on the proposal form(s) provided shall be rejected, and proposals not complying with these conditions will be subject to rejection. **Multiple submittals from the same entity will not be accepted.**

1. **Alternate Solutions:** During the drafting of written specifications, a sincere effort is made to describe items or services best suited to the needs of the City. However, the City invites proposals with alternate solutions to the objectives set forth in the specifications, unless a particular specification is expressly identified as mandatory.

2. **Approved Equivalents or Equals:** Any manufacturer's names, trade names, brand names, model numbers, etc. listed in the specifications are for information only and not intended to limit competition. The proposer may offer any brand for which he is an authorized representative which meets or exceeds the specifications as written. If the proposal is based on an "approved equivalent or equal" item(s) or service(s), supportive information in the form of the manufacturer's printed literature or brochures, sketches, diagrams, and/or complete specifications must accompany the proposal. The proposer must explain in detail the reasons why the proposed equivalent or equal will meet specifications and not be considered an exception thereto. The City of Destin reserves the right to determine acceptance of proposed equivalent or equal item(s) or service(s).

3. **Award Determination to be Based on Best Interest of City:** There is no obligation on the part of the City to award a contract to any proposer. The City reserves the right to award a contract to or negotiate a contract with a responsible proposer submitting the most responsive or best alternative proposal for a resulting contract which is most advantageous to and in the best interest of the City. The City shall be the sole judge of the proposal and the resulting contract, and its decision shall be final.

4. **Proposal (RFP) Bond: None.**

5. **E-Verify System (Mandatory):** In compliance with the provisions of F.S. 448.095 (Employment Eligibility Verification), the parties to this contract and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.
6. **Exceptions to Specifications:** In order that equal consideration be given in evaluating proposals, any exceptions to or deviations from the specifications as written must be noted and fully explained. The City Manager or City Council is the final authority in determining the acceptability of any exceptions to specifications.

7. **Governing Law:** The laws of the State of Florida shall be the laws applied in the resolution of any action, claim or other proceeding arising out of this contract.

8. **Interpretations:** All questions concerning the specifications or conditions shall be directed in writing to the Purchasing Office at least ten (10) days prior to submittal deadline, unless otherwise instructed on the Request for Proposals Page. Inquiries must refer to the proposed item(s) or service(s) and the date of the proposal submittal deadline. Interpretations will be made in the form of an addendum placed on the City's website. The City shall not be responsible for any other explanation or interpretation.

9. **Legal Requirements:** All applicable provisions of Federal, State, County, and local laws including all ordinances, rules, and regulations shall govern the development, submittal and evaluation of all proposals received in response to these specifications, and shall govern any and all claims between person(s) submitting a proposal response hereto and the City of Destin, by and through its officers, employees and authorized representatives. A lack of knowledge by the proposer concerning any of the aforementioned shall not constitute a cognizable defense against the legal effect thereof. The proposer agrees that it will not discriminate on the basis of race, creed, color, national origin, sex, age or disability.

10. **Licenses, Registration and Certificates:** Each proposer shall possess at the time of submitting its proposal all licenses, registrations and certificates necessary to engage in the business of contracting (or special contracting if the work to be performed necessitates a particular type of specialty contractor) in the City of Destin. Proposer must also possess all licenses, registrations and certificates necessary to comply with federal, state and local laws and regulations. The awarded proposer shall be registered at the time of contract execution as an active vendor with the Florida Department of State, Division of Corporations (www.sunbiz.org).

11. **Mistakes:** Proposers are expected to examine the conditions, scope of work, proposal prices, extensions, and all instructions pertaining to the item(s) or service(s) involved. Failure to do so will be at the proposer's risk. Unit prices proposed will govern in award.

12. **Payment of Invoices:** The City of Destin issues checks for payment of invoices on the 10th of each month. The signed receiving copy of the purchase order and a correct invoice must have been received by the Accounts Payable Activity prior to the 4th of the month. Item(s) or service(s) received on or after the 4th will be processed in the following month. All invoices are payable by the City under the terms of Florida Prompt Payment Act, Florida Statute §218.70. All purchases are subject to availability of funds in the City's budget.

13. **Permits and Taxes:** The proposer shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary and incidental to the due and lawful prosecution of the work. Proposers who use public roads of the City of Destin,

Florida for transport of goods of any kind which said goods were transported from a point without the City of Destin, Florida to a point within the City of Destin shall obtain a "Use of Streets" permit for a fee not in excess of the license paid for by local licensees engaged in the same business.

14. **Prohibited Conduct by Proposers:** Upon the publication of any solicitation for sealed bids, requests for proposals, requests for qualifications, or other solicitation of interest or invitation to negotiate by any authorized representative of the City of Destin, any party interested in submitting a bid, proposal, or other response reflecting an interest in participating in the purchasing or contracting process shall be prohibited from engaging in any communication **pertaining to formal solicitations** with any member of Destin City Council, the City Manager, or any member of a selection/evaluation committee for RFPs/RFQs, whether directly or indirectly or through any representative or agent, whether in person, by mail, by facsimile, by telephone, by electronic communications device, or by any other means of communication, until such time as the City has completed all action with respect to the solicitation.

15. **Proposal Withdrawals:** No proposal may be withdrawn after closing time for receipt of proposals for a period of sixty (60) days thereafter. The contract award shall be legally binding at the time of award by the Destin City Council.

16. **Protests:** Protests of the plans, specifications, and other requirements of requests for proposals must be received in writing by the Purchasing Office at least ten (10) business days prior to the scheduled proposal submittal deadline. A detailed explanation of the reason for the protest must be included. Protests of the intended award of proposal or contract must be in writing and received in the Purchasing Office within five (5) business days of the notice of intent to award. A detailed explanation of the protest must be included.

17. **Public Entity Crimes:** By submitting a proposal each proposer is confirming that the company has not been placed on the convicted vendors list as described in Florida Statute §287.133 (2) (a).

18. **Public Records:** Any material submitted in response to this Request for Proposal will become a public document pursuant to Florida Statute §119.07. This includes material which the responding proposer might consider to be confidential or a trade secret. Any claim of confidentiality is waived upon submission, effective after opening the proposal pursuant to Florida Statute §119.07.
19. **Public Records Law:** The Parties shall each comply with Florida Public Records laws. The Parties hereby contractually agree that each Party shall allow public access to all documents, papers, letters, or other public records as defined in Chapter 119, Florida Statutes, made or received by either Party in conjunction with this agreement, or related thereto, unless a statutory exemption from disclosure exists. Notwithstanding any provision to the contrary, it is expressly agreed that Contractor's failure to comply with this provision, within seven (7) days of notice from the City, shall constitute an immediate and material breach of contract for which the City may, in the City's sole discretion, unilaterally terminate this agreement without prejudice to any right or remedy.

20. **Rejection of Proposals:** The City of Destin reserves the right to accept or reject any or all proposals,

to award proposals on a split-order basis by item or service number, to waive any irregularities, technicalities, or informalities, and to re-advertise for proposals when deemed in the best interest of the City of Destin.

21. **Sealed Proposals:** The specifications and all executed proposal forms must be submitted in a sealed envelope. All proposals must be signed by an authorized representative of the proposer. In the event more than one proposal submittal deadline is scheduled for the same date and time, do not include proposals concerning different sets of specifications within the same envelope. **The face of the sealed envelope shall be plainly marked identifying the proposer, the item(s) or service(s) proposed and the proposal number.** It shall be the sole responsibility of the proposer to assure receipt of proposal at the Purchasing Office prior to the published time for the proposal submittal deadline. No proposal will be accepted after closing time for receipt of proposals; **nor will any offers by telephone, fax, internet or email be accepted.**

22. **Tax:** The City of Destin is exempt from all State and local sales tax.

23. **Termination for Convenience:** A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected via delivery to the contractor at least thirty (30) business days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services.

24. **Unauthorized Aliens:** The City of Destin shall consider the employment by any contracted vendor of unauthorized aliens a violation of Section 274A of the Immigration and Nationality Act. Such violation shall be cause for unilateral termination of this contract.

25. **Venue:** Venue for any claim, action or proceeding arising out of this contract shall be Okaloosa County, Florida.

ANY AND ALL SPECIAL CONDITIONS AND SPECIFICATIONS ATTACHED HERETO WHICH VARY FROM THESE GENERAL CONDITIONS SHALL HAVE PRECEDENCE.

SPECIAL CONDITIONS

The following instructions are given for the purpose of guiding proposers in properly preparing their bids or proposals. These directions have equal force and weight with the specifications, and strict compliance is required with all provisions.

1. QUALIFICATIONS OF BIDDERS – Proposals will not be accepted from, nor will any contract be awarded to, any person who is in arrears to the City of Destin, upon any debt or contract, or who has defaulted, as surely or otherwise, upon any obligations to the City, or who has been deemed irresponsible or unreliable by the City.

2. PERSONAL INVESTIGATION – Proposers shall satisfy themselves by personal investigation and by such other means as they may deem necessary or desirable as to the conditions affecting the proposed work and the cost.

3. INCONSISTENCIES – Any seeming inconsistency between different provisions of the plans, specifications, proposal or agreement, or any point requiring explanation must be inquired into by the proposer, in writing, at least ten (10) days prior to the time set for the opening proposals. After proposals are opened, the proposers shall abide by the decision of the City as to such interpretation.

4. LEGAL CONDITIONS – Proposers are notified to familiarize themselves with the provisions of the law of the State of Florida relating to the hours of labor on municipal work, and with the provisions of the laws of the State of Florida and the Charter and the ordinances of the City of Destin.

5. FORM OF PROPOSALS – Each proposal and its accompanying statements must be made on the blanks provided. The forms must be submitted in good order and with all the blanks filled in. The proposal must be signed by one duly authorized to do so, or in such cases where it is signed by a deputy or subordinate, the principal's properly written authority to such deputy or subordinate must accompany the proposal.

6. FILLING IN BIDS – All prices in the proposal must be clearly stated in the figures, and all proposals must fully cover all items for which proposals are asked and no other. Proposers are required to state the names and places of residence of all persons interested, and if no other person is interested, the proposer shall state that the proposal is, in all respects, fair and without collusion or fraud. Where more than one person is interested, it is required that all persons interested or their legal representatives make all verification and subscribe to the proposal.

7. NON-COLLUSION – The proposer agrees that there has been no consorting with any other firm or employees from any other firm who will be submitting a proposal on the same project.

8. CAUSES FOR REJECTION – No proposal will be considered which, in the opinion of the City, contains inadequate or unreasonable prices for any items; each item must carry its own proportion of the cost as nearly as is practicable. Any alteration, erasure, interlineations, or

failure to specify proposals for all items called for in the schedule shall render the proposal informal.

9. WITHDRAWALS – Any proposer may, without prejudice to himself, withdraw his proposal at any time prior to the proposal submittal deadline. Such request for withdrawal must be in writing and signed in the same manner and by the same person who signed the proposal. After the submittal deadline, no proposal can be withdrawn, modified, or explained. Where more than one person is interested, it is required that all persons interested or their legal representative make all verification and subscribe to the proposal.

10. CONTRACT – The proposer selected for the award of proposal shall execute a written contract with the City within ten (10) days of notice to provide the services described in this RFP, and maintain the ability to perform those services for the entirety of contract term. If the proposer to whom the first award is made fails to enter into a contract as provided, the award may be annulled and the contract let to the next lowest proposer who is reliable and responsible in the opinion of the City. Such proposer shall fulfill every stipulation as if it were the original party to whom award was made.

11. ENFORCEMENT OF SPECIFICATIONS – The City shall enforce each and every requirement of the contract.

12. HOURS OF WORK – All work will be performed as outlined in the Scope of Work.

13. COPIES OF SPECIFICATIONS – Copies of the specifications, details, and contract will be on file in the City Clerk's Office.

14. TERMS OF CONTRACT – The term of this Agreement shall be a three (3) year period from the award of the contract. The term can be extended for two (1) additional one-year terms, under the same conditions, upon agreement of both parties.

15. MEASUREMENT AND PAYMENT – Payments and charges shall be in accordance with the Price Proposal Form (EXHIBIT "A") as submitted by the selected Proposer.

16. SAFETY AND TRAFFIC CONTROL – It shall be the responsibility of the Debris Management Contractor (DMC, also referred to as Contractor) to maintain proper traffic control and safety precautions including, but not limited to, the use of barricades, flagman, and portable electric traffic control devices. No extra payment shall be made for providing the necessary traffic control. Any questions regarding the requirements for traffic control shall be referred to the City's Director of Public Works & Emergency Management.

17. OWNER MAY STOP THE WORK – If the work performed by the contractor is deficient, contrary to the proposal documents or contract, or the DMC performs work in such a way that the completed work would not conform to the Contract Documents, the CITY may order the DMC to stop the work, or any portion thereof, until the cause for such order has been eliminated; however, the right of the CITY to stop the work shall not give rise to any duty on the part of the DMC to exercise this right for the benefit

of the DMC or any other party.

18. CUSTOMER RELATIONS – The DMC, all its employees and subcontractors under the supervision and control of the DMC shall at all times at a site, office, or yard be required to conduct themselves in a professional and courteous manner and do all things necessary to ensure good and harmonious customer relations. Continuous failure to abide by this requirement shall constitute a basis for termination of this agreement.

19. APPLICATION FOR PROGRESS PAYMENT – Unless otherwise prescribed by law, on the 25th of each month, the DMC shall submit to the City for review an Application for Payment filled out and signed by the Project Manager covering the work completed as of the date of the Application and accompanied by such supporting documentation as is required by the Contract Documents. The Application for Payment shall also be accompanied by a bill of sale, invoice, or other documentation warranting that the CITY has received the services and/or materials requested, and all invoiced charges are clear of liens, charges, security interests, and encumbrances. Vendor checks are issued by the City on the 10th day of each month. From the amount determined as correct in the Application for Payment, the CITY will deduct the amount of all previous payments, and the remainder, less the retainage, shall constitute the monthly payment due to the DMC. The amount of retainage with respect to progress payments will be ten percent (10%) of the total project cost.

20. QUANTITIES – The quantity of cubic yards shown on Column III of the Price Proposal Form (EXHIBIT "A") is an estimate used for the purpose of this proposal solicitation. Actual quantities of cubic yard collected, hauled and processed will be used for the purpose of calculation of actual service rendered and payment due.

21. TAX EXEMPTION – All proposals submitted must include all local, state and federal taxes, if applicable.

22. BID PRICES – All prices submitted on the Price Proposal Form (EXHIBIT "A") must be firm through the completion of the project. Any proposals containing escalation clauses will be rejected.

23. CONE OF SILENCE – After a Proposal is opened or a Short List is established, a Proposer or a Proposer's representative may not seek information or clarification or in any way contact any Official or employee of the City concerning this solicitation with the exception of the Purchasing Manager or an individual specifically designated by the Purchasing Office. A copy of any written communication concerning this solicitation shall be on file in the Purchasing Office and shall be made available to the public upon request.

24. INDEMNIFICATION OF CITY. The DMC shall indemnify and hold harmless the City of Destin, its officers and employees, from any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the DMC and persons employed, contracted, sub-contracted, or utilized by the DMC in the performance of this contract. The DMC's obligation shall not be limited by, or in any way to,

any insurance coverage or by any provision in or exclusion or omission from any policy of insurance.

25. INSURANCE. Before starting and until termination of work for, or on behalf of the City, the DMC shall procure and maintain insurance of the types and to the limits specified. The term City as used in this section is defined to mean the City of Destin itself, any subsidiaries, or affiliates, elected and appointed officials, employees, volunteers, representatives and agents.

Insurance shall be issued by an insurer whose business reputation, financial stability and claims payment reputation is satisfactory to the City, for the City's protection only. Unless otherwise agreed, the amounts, form and type of insurance shall conform to the following minimum requirements:

WORKER'S COMPENSATION

The CONTRACTOR shall purchase and maintain Worker's Compensation Insurance Coverage for all Workers' Compensation obligations as legally required. Additionally, the policy, or separately obtained policy, must include Employers Liability Coverage of at least $1,000,000 each person - accident, $1,000,000 each person - disease, $1,000,000 aggregate - disease.

COMMERCIAL GENERAL, AUTOMOBILE, PROFESSIONAL, POLLUTION AND UMBRELLA LIABILITY COVERAGES

The CONTRACTOR shall purchase coverage on forms no more restrictive than the latest editions of the Commercial General Liability and Business Auto policies filed by the Insurance Services Office. The City shall be an Additional Insured and such coverage shall be at least as broad as that provided to the Named Insured under the policy for the terms and conditions of this Contract. The City shall not be considered liable for premium payment, entitled to any premium return or dividend, and shall not be considered a member of any mutual or reciprocal company. Minimum limits of $3,000,000 per occurrence, and per accident, combined single limit for liability must be provided, with umbrella insurance coverage making up any difference between the policy limits of underlying policies coverage and the total amount of coverage required. If the required limits of liability afforded should become impaired by reason of any claim, then the CONTRACTOR agrees to have such limits of $3,000,000 per occurrence, reinstated under the policy.

Commercial General Liability coverage, or its equivalent shall provide at least, broad form contractual liability applicable to this specific contract, personal injury liability and broad form property damage liability. The coverage shall be written on occurrence-type basis. Minimum limits of $3,000,000 per occurrence and in the aggregate must be provided.

Business Auto Policy coverage must be provided, including bodily injury and property damage arising out of operation, maintenance or use of owned, non-owned and hired automobiles and employee non-ownership use. Minimum limits of 3,000,000 CSL must be provided.

Professional Liability insurance coverage must be provided to afford protection for errors and omissions arising out of services provided under or associated with this Contract. Minimum limits of $2,000,000 per occurrence and in the aggregate must be provided.

Pollution Liability insurance coverage must be provided to afford protection for bodily injury, property damage and cleanup costs arising out of services provided under or associated with this Contract. Minimum limits of $2,000,000 per occurrence and in the aggregate must be provided.

Umbrella Liability Insurance coverage shall not be more restrictive than the underlying insurance policy coverages. The coverage shall be written on an occurrence-type basis.

CERTIFICATES OF INSURANCE

Required insurance shall be documented in the Certificates of Insurance that provide that the City of Destin shall be notified at least thirty (30) days in advance of cancellation, nonrenewal or adverse change or restriction in coverage. This Contract shall be listed on each Certificate. If required by the City, the CONTRACTOR shall furnish copies of the CONTRACTOR's insurance policies, forms, endorsements, jackets and other items forming a part of, or relating to such policies. Certificates shall be on the "Certificate of Insurance" form equal to, as determined by the City an ACORD 25. The CONTRACTOR shall replace any canceled, adversely changed, restricted or non- renewed policies with new policies acceptable to the City and shall file with the City Certificates of Insurance under the new policies prior to the effective date of such cancellation, adverse change or restriction. If any policy is not timely replaced, in a manner acceptable to the City, the CONTRACTOR shall, upon instructions of the City, cease all operations under the Contract until directed by the City, in writing, to resume operations. The "Certificate Holder" address should read: City of Destin, Department of Human Resources, 4200 Indian Bayou Trail, Destin, FL 32541.

INSURANCE OF THE CONTRACTOR PRIMARY

The CONTRACTOR required coverage shall be considered primary, and all other insurance shall be considered as excess, over and above the CONTRACTOR's coverage. The CONTRACTOR's policies of coverage will be considered primary as relates to all provisions of the contract.

LOSS CONTROL AND SAFETY

The CONTRACTOR shall retain control over its employees, agents, servants and subcontractors, as well as control over its invitees, and its activities on and about the subject premises and the manner in which such activities shall be undertaken and to that end, the CONTRACTOR shall not be deemed to be an agent of the City. Precaution shall be exercised at all times by the CONTRACTOR for the protection of all persons, including employees, and property. The CONTRACTOR shall make special effort to detect hazards and shall take prompt action where loss control/safety measures should reasonably be expected.

PAY ON BEHALF OF THE CITY

The CONTRACTOR agrees to pay on behalf of the City, as well as provide a legal defense for the City, both of which will be done only if and when requested by the City, for all claims as described in the Hold Harmless paragraph. Such payment on the behalf of the City shall be in addition to any and all other legal remedies available to the City and shall not be considered to be the City's exclusive remedy.

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

SCOPE OF WORK

1. PURPOSE

The City of Destin, Florida (City) seeks proposals from qualified firms, hereinafter referred to as the Debris Management Contractor (DMC), to provide Disaster Debris Management Services, in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

The City is seeking proposals to establish a prepositioned contract with a qualified and experienced emergency and debris management firm, herein after referred to as Debris Management Contractor (DMC), to provide services to the City during disaster or emergency events. Disasters could include natural events such as hurricanes, tornadoes, windstorms, floods, and fires, as well as man-made events or emergencies such as civil unrest and terrorist attacks. In the event of a disaster, or emergency, the DMC shall service the City first and be on-call to provide all support services necessary to ensure the safety and well-being of all residents and visitors to the City. The City retains the right to obtain similar services from additional contractors.

Services may include, but not be limited to, large-scale debris removal, separation, storage, debris processing and disposal; managing and operating disaster debris management sites; hazardous waste handling; project management assistance; and assistance with Federal and State reporting and reimbursement efforts.

The City's expectation is that by hiring a professional Debris Management Contractor (DMC) to assist the City in a disaster event, the City is fully dependent and relying upon the professional expertise, training and experience of the DMC. The DMC shall be fully responsible to advise the City on the do's and don'ts of Federal Emergency Management Administration (FEMA) procedures and/or other governmental regulatory agencies and insurance companies. DMC shall perform all work in compliance with such regulations, representing the City to ensure maximum financial recovery.

DMC will work under the direction of the City’s Director of Public Works & Emergency Management. The City Manager, or designee, will issue a Notice to Proceed to start work and the notice to reduce resources and to end work. All payments under the contract resulting from this RFP shall be made only for services approved by the City’s Director of Public Works & Emergency Management.

To be eligible for award of a contract in response to this RFP, the Proposer must demonstrate that it has successfully completed services, as specified in this solicitation and is normally and routinely engaged in performing such services and is properly and legally licensed to perform such work.

The selected firm must be experienced and knowledgeable in FEMA and Insurance reimbursement rules and procedures and must demonstrate such to the City in its proposal and subsequent selection process

presentations. The selected firm must also demonstrate experience and knowledge of state, local and federal environmental regulating and permitting agencies. The selected firm will be responsible for staying current with all FEMA and other agencies' guidelines and regulations and will be responsible for advising the City from beginning to end to ensure maximum financial recovery for the City.

The City has a separate contractor for Disaster Debris Monitoring Services.

2. BACKGROUND

The City of Destin is located in Okaloosa County, Florida. It is a coastal community bordered by Choctawhatchee Bay to the north and the Gulf of America to the south.

In the past, the City of Destin has been struck by several hurricanes. Most recently, the City was severely impacted by two major hurricanes, Ivan in 2004 and Dennis in 2005.

To facilitate timely recovery from such events, the City is seeking a highly experienced and highly qualified Disaster and Debris Management Contractor to provide recovery services to the community should disaster strike.

3. DEFINITIONS

3.1. **Choke Point** means an inspection site where all trucks must pass.

3.2. **Clean-as-you-go Policy** means clearing all debris from each street or work zone on the first pass, whenever possible.

3.3. **Construction and Demolition Debris (C&D Debris)** means damaged components of buildings and structures such as lumber and wood, gypsum wallboard, glass, metal, roofing material, tile, carpeting and floor coverings, window coverings, plastic pipe, concrete, fully cured asphalt, heating, ventilation and air conditioning (HVAC) systems and their components, light fixtures, small consumer appliances, equipment, furnishings and fixtures that are a result of a disaster event. (Note: This definition of C&D is for disaster recovery purposes and is not the same definition commonly as found in Chapter 62-701, Florida Administrative Code.)

3.4. **Debris** means all forms of disaster-related debris, including Vegetative Debris and Mixed Debris.

3.5. **Debris Management Contractor (DMC)** means the successful Proposer, whether a corporation, partnership, individual or any combination thereof, and its successors, personal representatives, executors, administrators and assignees.

3.6. **Debris Monitor** means the firm retained by the City to monitor the DMC's activities pursuant to its contract with the City and to ensure compliance with FEMA requirements.

3.7. **Director of Public Works & Emergency Management** means the City's representative duly authorized by the City Manager to provide direction to the DMC regarding services provided pursuant to this RFP and resulting contract.

3.8. **Disaster Debris Management Site (DDMS)** means the temporary site approved by the City and by FDEP to process debris for reduction before final disposal.

3.9. **Electronic Waste (E-Waste)** means loosely discarded, damaged, obsolete, or broken electrical or electronic devices including, but not limited to, computers, computer monitors, televisions, and microwaves.

3.10. **Eligible Debris** as determined by FEMA Section #325 Debris Management Guide and other applicable regulations means debris resulting from a Presidentially declared disaster whose removal, as determined by the City Manager or his designee, is in the public interest because it is necessary to (1) eliminate immediate threats to life, public health and safety; (2) eliminate immediate threats of significant damage to improved public or private property; or (3) ensure economic recovery.

3.11. **Federal Aid Eligible Roads** means roads that are paved, gravel or dirt and are eligible for repair or replacement.

3.12. **FDEP** means the Florida Department of Environmental Protection.

3.13. **FDOT** means the Florida Department of Transportation.

3.14. **FEMA** means the Federal Emergency Management Agency.

3.15. **FHWA** means the Federal Highway Administration.

3.16. **Global Positioning System (GPS)** means a global navigation satellite system that provides location and time information in all weather conditions, anywhere on or near the Earth, where there is an unobstructed line of sight to four or more GPS satellites.

3.17. **Hazardous Stump** means an uprooted tree or stump (i.e., 50% or more of the root ball is

exposed) on a public right-of-way, improved public property, and the exposed root ball poses an immediate threat to life, public health and safety.

3.18. **Hazardous Waste** means materials and products from institutional, commercial, recreational, industrial, and agricultural sources that contain certain chemicals with one or more of the following characteristics, as defined by the U.S. Environmental Protection Agency: 1) toxic; 2) flammable; 3) corrosive; and/or 4) reactive, in accordance with Environmental Protection Agency (EPA) Section for toxic, flammable, corrosive reaction Resource Conservation and Recovery Act (RCRA) Subtitle C 40 CFR Part 260.

3.19. **Household Hazardous Waste** means used or leftover contents of consumer products that contain chemicals with one or more of the following characteristics, as defined by the U.S. Environmental Protection Agency: 1) toxic; 2) flammable; 3) corrosive; and/or 4) reactive. Examples of Household Hazardous Waste include small quantities of normal household cleaning and maintenance products, latex and oil-based paint, cleaning solvents, gasoline, oils, swimming pool chemicals, pesticides, and propane gas cylinders in accordance with Environmental Protection Agency (EPA) Section for toxic, flammable, corrosive reaction Resource Conservation and Recovery Act (RCRA) Subtitle C 40 CFR Part 260.

3.20. **Mixed Debris** means a mixture of various types of debris including, but not limited to, C&D Debris, White Goods, E-Waste, Household Hazardous Waste, metals, abandoned vehicles, tires, etc.

3.21. **Notice to Proceed** means the written notice given by the City Manager (or designee) to the DMC of the date and time for work to start.

3.22. **NRCS** means Natural Resources Conservation Service.

3.23. **OSHA** means the U.S. Department of Labor's Occupational Safety and Health Administration.

3.24. **Project Manager** means the DMC's representative authorized to make and execute decisions on behalf of the DMC.

3.25. **Vegetative Debris** means clean, woody debris and other organic materials that can be chipped and mulched.

3.26. **White Goods** means all appliances; including, but not limited to, refrigerators, freezers, stoves, washers, dryers, and HVAC units.

4. GENERAL REQUIREMENTS

4.1. DMC shall supply all labor, supervision, materials, equipment, facilities, power, communications, provisions, and other services and supplies necessary for, or incidental to, the performance of debris removal and disposal services as described in this RFP, in accordance with all laws, regulations

and FEMA requirements. Any and all services provided by DMC and labor, materials and equipment used by DMC, and its subcontractors, must comply fully with all Federal, State and local laws, regulations and guidance.

4.2. DMC shall submit with its response to this RFP an operational plan to demonstrate compliance with the proposal specifications.

4.3. DMC shall disclose current debris management contractual obligations for counties and municipalities located along the gulf coast of Florida and Alabama with their proposal and provide reasonable assurance that such obligations will not preclude DMC from meeting its obligations under this contract. Such disclosure shall be provided in report form listing the number of accounts individually, by population served, and percentage of DMC available resources committed to these other accounts. The expectation is that in the event of a disaster, DMC shall prioritize service to the City of Destin.

4.4. DMC's Project Manager, or a higher-ranking decision-making designee, shall be physically present in Destin within forty-eight (48) hours after a request for services in the aftermath of a disaster. DMC's duties shall include, but are not limited to, assisting in the impact assessment and required resources; assessing damage; ordering and staging equipment and supplies; and assisting in coordinating the action plan to be operational within the first seventy-two (72) hours.

4.5. DMC shall commence debris management services within seventy-two (72) hours of issuance of Notice to Proceed. DMC shall mobilize a minimum of fifty percent (50%) of the required resources within seventy-two (72) hours of issuance of Notice to Proceed and one hundred percent (100%) of the required resources within one hundred forty-four (144) hours. The City may issue Notice to Proceed prior to a storm event, depending upon the magnitude of the event, in order to allow sufficient time to prepare for commencement of operations.

4.6. Reserved.

4.7. DMC shall provide a Clean-as-you-go Policy and supervise and enforce such policy during debris management operations.

4.8. DMC shall provide the following annual services at the DMC's expense:

4.8.1. Prior to each hurricane season (preferably in May) the DMC shall arrange for a meeting to discuss action plans in the event of a disaster.

4.8.2. DMC shall provide phone consultations and reference information to City staff upon request.

4.9. DMC shall notify the City within twenty-four (24) hours of any Notices of Violation or other notice of any legal or regulatory actions taken against DMC or its subcontractors while conducting work within the scope of this contract. DMC shall be responsible for responding to and completing any corrective

action necessary in response to such
notice, and for any fines resulting from any violations of Federal, State or local laws or regulations.

4.10. To the extent required by applicable federal and state regulations, the City must approve all of DMC's subcontractors prior to their providing service. DMC shall not use a subcontractor or material supplier to whom the City reasonably objects. At the annual meeting between the DMC and the City, the DMC shall supply the City a list of local individuals and firms under contract. All debris management subcontractors shall work for the DMC rather than the City. All subcontractors will operate in strict accord with local, State, and Federal laws governing the type of work to be performed.

4.11. DMC agrees to hire or contract with willing local individuals and firms to provide labor and equipment for emergency services and to give local firms working within the City and/or Okaloosa County the first opportunity when awarding subcontracted work. Small Business Enterprises (SBE) should be considered first.

5. DEBRIS REMOVAL

DMC shall provide debris collection and removal activities including, but not limited to, the following types of tasks:

5.1. **FEMA Compliance** – DMC shall work closely with the City's Debris Monitor to ensure that all work is FEMA-compliant and all documentation is properly obtained, including GPS coordinates and photos. DMC's failure to utilize federally-approved documentation while performing work may result in nonpayment of services to the DMC by the City.

5.2. **Debris Removal from Public Rights-of-Way** – As identified and directed by the City, DMC shall provide all labor, services, equipment, materials, and supplies necessary to collect Vegetative Debris and Mixed Debris from the City rights-of-way and public property. Vegetative Debris and other natural materials that can be chipped, mulched, burned and disposed of in some other similar manner and shall be handled separately from Mixed Debris.

5.3. **Multiple Schedule Pass** – DMC shall make as many passes as necessary, unless otherwise directed by the City's Director of Public Works & Emergency Management, to collect all Vegetative Debris and Mixed Debris set out by residents for collection within the rights-of-way from both sides of the roadway. DMC shall not move from one designated work area to another designated work area without approval from the Debris Monitor or City's Director of Public Works & Emergency Management.

5.4. **Security of Debris during Hauling** – DMC shall secure debris on/in each vehicle or piece of equipment utilized to haul debris. Prior to leaving the loading sites, DMC shall ensure that each load is secure and trimmed so that no debris extends horizontally beyond the bed of the equipment in any direction. All loose debris shall be reasonably compacted and secured during transport in accordance with FDOT guidelines. As required, DMC will survey the primary routes used by DMC for debris hauling as soon as possible after the transport and will recover fallen or blown debris from the roadways.

5.5. **Damage by DMC** – DMC shall restore and/or repair, at DMC's expense, all damaged infrastructure (curbs, sidewalks, water meters, utility lines, etc.) if the damage is caused by DMC's activities. DMC is responsible for the preservation of all public and private property including turf, landscaping, sidewalks, curbs, fences, driveways and sprinkler heads and valves. If any direct or indirect damage occurs to public or private property, on account of any act, omission, neglect or misconduct in the execution of the work on the part of DMC, such property shall be restored by DMC at its expense to a condition similar or equal to that existing before such damage or injury, or DMC shall repair such damage in a manner acceptable to the City's Director of Public Works & Emergency Management. DMC shall respond to complaints immediately or within twenty-four (24) hours and repair any damage within the timeframe established by the City. In the event DMC fails to respond in a timely manner, the City may respond and perform damage repairs as necessary and all costs for labor, equipment and supplies shall be deducted from the DMC's invoice. Additionally, DMC's continuous and repetitive incidents of "failure to respond" as contracted, may be considered cause to cancel this contract.

5.6. **Eligibility of Debris** – The City's Director of Public Works & Emergency Management or Debris Monitor will have load site monitors stationed at designated Choke Points. The City's Director of Public Works & Emergency Management or Debris Monitor will also have roving monitors that will observe DMC operations to ensure that only Eligible Debris, as determined by FEMA regulations, is removed from the specified locations as designated. Each truck that is observed picking up material outside of the designated rights-of way or assigned work zone, or material that is classified as ineligible, will have all loads hauled that day deducted and the load tickets invalidated. DMC shall be responsible for any hauling, processing and disposal costs charged to the City by that truck during that day.

5.7. **Interference with Disaster Recovery Efforts** – DMC shall conduct its work so as not to interfere with the disaster response and recovery activities of Federal, State and local government or agencies, or of any public utilities.

5.8. **Accumulation of Debris** – No debris shall be allowed to accumulate or be stored on public property or private property at any time without proper authorization from the City's Director of Public Works & Emergency Management. Under no circumstances shall the accumulation of brush, limbs, cut trunks, logs, or other debris be allowed on a public right-of way in such a manner as to result in a hazard to the public.

5.9. **Monitoring of DMC Removal Activities** – The City's Director of Public Works & Emergency Management and Debris Monitor will monitor all DMC operations. DMC is expected to work closely with the Debris Monitor and has the responsibility to follow FEMA procedural protocol and guidelines, obtaining all required documentation during the performance of work.
Each truck driver will be given a load ticket that validates where the material originated. The estimated quantity will be recorded on the load ticket and a copy of the load ticket will be given to the truck driver.

6. ADDITIONAL SERVICES

At negotiated pricing at the time of the need, the DMC may be requested to perform the services

detailed below:

6.1. **Demolition of Structures, Debris Removal from Private and Publicly Owned Property** – Should an imminent threat to life, safety and health to the general public be present on private property (right-of-entry program) or publicly owned property other than rights-of-way, the City may negotiate with the DMC for demolition services to remove and relocate the debris to the public rights-of-way. This service shall commence upon authorization of the City and upon receipt of completed right-of-entry forms, hold harmless agreements, non-duplication agreements, and an address-specific Notice to Proceed, and subsequent approval of such Notice to Proceed by the City. DMC shall place all debris collected through this process in the public right-of-way, where the above Scope of Services (Debris Removal from Public Rights-of-Way) shall commence.

6.2. **Removal of Vehicles and Vessels** – DMC, as directed by the City, shall remove vehicles and vessels from land and waterways. DMC shall seek to obtain three (3) quotes for such work and select a subcontractor upon approval by the City's Director of Public Works & Emergency Management.

6.3. **Dead Animal Carcasses** – DMC shall collect, transport and dispose of dead animal carcasses including, but not limited to, dead livestock, poultry and large animals, in any permissible manner consistent with Federal, State and local laws and regulations.

6.4. **White Goods** – DMC should expect to encounter White Goods available for disposal. DMC shall remove and recover Freon from any White Goods, such as refrigerators, freezers or air conditioners, in accordance with applicable regulations. DMC shall recycle all eligible White Goods in accordance with all Federal, State and local laws and regulations. White Goods may be transported to a storage area before decontamination as long as Freon is not released during the removal, hauling or recycling.

6.5. **E-Waste** – DMC shall remove, haul and recycle in any permissible manner consistent with Federal, State and local laws and regulations, E-Waste from public property and rights-of-way.

6.6. **Other Services as Requested** – DMC shall also provide other related services as requested by the City.

7. DOCUMENTATION MANAGEMENT AND SUPPORT

DMC shall provide data management and support to the City during the emergency recovery effort including, but not limited to, the following:

7.1. DMC shall utilize load tickets provided by the Debris Monitor to track and document the removal and management of Eligible Debris. DMC shall ensure that load tickets meet the requirements of FEMA and other Federal, State, or local reimbursement agencies.

7.2. Each load ticket shall contain the following information:

7.2.1. Prime Contractor name.

7.2.2. City contract/Disaster number.
7.2.3. Load ticket number.
7.2.4. Sub-Contractor name.
7.2.5. Truck Driver name.
7.2.6. Date and time of pick up.
7.2.7. Date and time of delivery.
7.2.8. Pick up location (street address or primary street between specific area).
7.2.9. Loading Zone Number
7.2.10. Debris Clearing Cycle (Push, First Pass, Second Pass, Third Pass, etc.)
7.2.11. Truck ID number and capacity.
7.2.12. Total cubic yards picked up.
7.2.13. Debris classification (Vegetative, White Goods, C&D, Mulch, Stump, etc.)
7.2.14. Delivery site.
7.2.15. Load Monitor Printed Name and Signature.
7.2.16. Dump Monitor Printed Name and Signature.
7.2.17. GPS.

7.3. Load tickets will be issued by the Debris Monitor or City personnel prior to departure from the loading site or upon arrival at the DDMS staging area. The City's Debris Monitor will keep two (2) copies of the load ticket and the vehicle operator will retain the remaining copies for DMC's records. DMC will scan all load tickets. DMC shall provide scanned copies of all load tickets, as well as a spreadsheet itemizing all load tickets, every thirty (30) days or more frequently as requested by the City's Director of Public Works & Emergency Management.

7.4. DMC shall supply certification placards meeting FEMA requirements and place such placards on its vehicles. Placards shall also include the wording "City of Destin Emergency Debris Contractor" and the DMC's name.

7.5. DMC shall have a system for clearly tracking and documenting all its costs associated with work conducted pursuant to this contract, identifying expenditures eligible for reimbursement, and maintaining documentation of the recovery process.

7.6. DMC will work closely with the City and applicable Federal, State and local agencies to ensure that the City's emergency recovery procedures and data documentation for Eligible Debris meet the requirements of the reimbursement agencies. DMC shall provide to the City all records, disposal tickets, field inspection reports and other data necessary to adequately document recovery services and provide sufficient substantiation for Federal and State reimbursement applications. DMC shall provide hard copies and electronic scanned documents with an itemized spreadsheet. DMC shall assist the City in preparing Federal and State reports and

applications for reimbursement, including training agency/department employees. DMC shall review all reimbursement applications prepared by the City or Debris Monitor prior to submittal for sufficiency in meeting the reimbursement requirements of these organizations and notify the City or Debris Monitor of any recommended changes, corrections, alterations or deletions. DMC shall assist, as directed by the City, in responding to Federal and State agency requests for additional information and in negotiations with Federal and State officials. DMC shall retain all documentation and records for a minimum of ten (10) years.

7.7. DMC shall reconcile any discrepancies between the Debris Monitor's daily report and the corresponding load tickets within forty-eight (48) hours.

7.8. DMC shall provide documentation for all items salvaged or recycled. Documentation shall include identification of material type, quantity; location material is accepted for salvage or recycling, and the value of the salvaged or recycled material. DMC shall provide the value of the salvaged or recycled material back to the City as a reimbursement credit back to FEMA, as required by FEMA. The value of the material will be defined as the value of the material as paid to DMC by the entity accepting the material for salvage or recycling.

8. STAFF AND EQUIPMENT REQUIREMENTS

8.1. DMC shall have a professional staff with the knowledge, skills and training to manage the disaster recovery process efficiently and effectively. Extensive knowledge of FEMA, FHWA, NRCS, FDOT, FDEP, FFWC and other applicable Federal, State or local agency regulations and policies is required.

8.2. DMC shall ensure that its work force, including subcontractors, maintains self- sufficiency related to fuel, vehicle repair/maintenance, housing, sanitation, food, and related accommodations in a manner that is consistent with local requirements and minimizing adverse effects on the community. Employee overnight camping must be approved by the City's Director of Public Works & Emergency Management.

8.3. DMC shall employ a Project Manager and an Operations Manager, both fluent in English, who shall be accessible and shall have full authority to act on behalf of DMC and to address and resolve issues that may arise during the course of the work. All communications given to the Project Manager or Operations Manager in writing by the City's Director of Public Works & Emergency Management shall be as binding as if given to DMC. The City expects the DMC to dedicate key employees to this contract for a minimum period of one year in order to fully understand the scope and responsibilities as a first responder.

8.4. The Operations Manager shall be on call twenty-four (24) hours per day, seven (7) days per week, and shall be available by cell phone. In the event normal communication (telephone, cell phone, radio, etc.) is unavailable, DMC shall provide its Project Manager and Operations Manager with a reliable means of communication (satellite radio, satellite telephone, etc.) with the City.

8.5. DMC's Operations Manager shall coordinate daily with the City's Director of Public Works &

Emergency Management and Debris Monitor, and shall comply with all directions and guidance provided by Federal or State representatives.

8.6. DMC must attend any and all meetings required by the City's Director of Public Works & Emergency Management to evaluate the debris removal and disposal operations.

8.7. All equipment and equipment operators used in the performance of this contract must be in compliance with all applicable Federal, State, and local rules and regulations.

8.8. Prior to start of work, DMC shall submit, electronically and in hardcopy to the City and Debris Monitor, certification indicating the type of vehicle; make; model; license plate number; DMC equipment number; measured maximum volume, in cubic yards, of the load bed of each piece of equipment to be utilized to transport debris; and any other information necessary to comply with Federal or State requirements. The measured volume shall be calculated from actual physical measurement performed by DMC and the reported volume shall be the same as shown on the signs affixed to each piece of equipment. DMC and Debris Monitor or City's Director of Public Works & Emergency Management shall jointly measure the volume of each piece of equipment calculated from actual interior bed measurements.

8.9. Per FEMA policy, mechanically loaded vehicles are preferred for debris removal. Handloaded vehicles are prohibited unless pre-authorized, in writing, by the City's Director of Public Works & Emergency Management or Debris Monitor. The observed capacity of all hand-loaded trucks and trailers shall be reduced by fifty percent (50%) to account for low compaction.

8.10. All trucks and trailers utilized in transporting debris shall have a tailgate that will permit the vehicle to be loaded to capacity and effectively contain the debris while in transport. All trucks and trailers should be capable of rapidly dumping its load without the assistance of other equipment. Subject to approval by the City, sideboards or other extensions to the bed are allowed provided they meet all applicable rules and regulations and are constructed to withstand severe operating conditions. Vehicles must be re-measured and re-marked if sideboards or extensions are removed or if the vehicle is similarly altered. Vehicle load tarps may be required before the recovery period is complete.

8.11. Equipment used under this contract shall be rubber tired and sized properly to fit loading conditions. Excessively sized equipment (100 cubic yards and up) or non-rubber tired equipment must be approved for use on the road by the City's Director of Public Works & Emergency Management or Debris Monitor.

8.12. All equipment used in the performance of this contract shall be in good operating condition. All equipment, including but not limited to grinding equipment, generators, light towers, etc., shall be equipped with a properly functioning accurate hour meter.

8.13. Trucks or equipment designated for use under this contract shall not be used for any other work during the working hours of this contract. DMC shall not solicit work from private citizens or others to be

performed in the designated work area during the period of this contract. Under no circumstances will DMC mix debris hauled for others with debris hauled under this contract. DMC and subcontracted employees are strictly prohibited from engaging in scavenging.

8.14. DMC shall be responsible for obtaining sites to stage equipment, such as trucks, when not in use.

9. REPORTING

DMC shall submit periodic, written reports, in a format required by the City, documenting the progress of debris removal and disposal. These reports shall include, but are not limited to, the following:

9.1. **Daily Reports** – DMC shall make daily reports to the City to detail the progress of debris removal and disposal operations. Such reports shall include (1) a description of all areas where work was done, detailing street names and address blocks where debris removal was completed during each pass; (2) types and volumes of debris transported, reduced and disposed; (3) the number of trucks, other equipment and personnel utilized that day; and (4) other operational and complaint tracking information as requested by the City. The format of the reports shall be developed during the pre-event planning and coordination phase.

9.2. **Weekly Summaries** – DMC shall submit, within two days of the close of the week, a summary of all information contained in the daily reports as described above. At the request of the City, the data making up the weekly summaries shall also be submitted in electronic format, utilizing Microsoft Excel. The submitted electronic weekly data will include DMC or subcontractor name, load ticket number, load date, load location, truck yardage, percent full, calculated yardage (or weight if applicable), field monitor name/number, tower monitor name, debris materials categorization, location of collection (e.g., ROW), etc.

9.3. **Damage Reports** - DMC shall notify the City's Director of Public Works & Emergency Management, on a daily basis, of any significant damage to public or private property or major problems, such as equipment failure or loss of qualified labor.

9.4. **Data Reconciliation** – Reconciliation of data will be accomplished weekly between DMC and the City's Director of Public Works & Emergency Management or Debris Monitor. All discrepancies will be resolved within five (5) days.

9.5. **Final Project Closeout** – Within thirty (30) days of final inspection and/or closeout of the project by the City, DMC shall prepare and submit a detailed description of all debris management activities in an electronic spreadsheet, to include, but not limited to, the total volume by type of debris hauled, reduced and/or disposed; final disposal
locations and amounts of the debris delivered to each; and the total cost of the project invoiced to the City. DMC shall provide, upon request of the City and/or no later than project closeout, a release of liens demonstrating that all subcontractors to DMC have been fully paid. DMC will provide any other additional information as may be necessary to adequately document the conduct of the debris

management operations for the City. Final project reconciliation must be approved by the City.

9.6. **Report Maintenance** – DMC will be subject to audit by Federal, State and local agencies. DMC shall maintain all reports, records, debris reporting tickets and correspondence related to this contract for a period of not less than ten (10) years.

10. OTHER OPERATIONAL CONSIDERATIONS

10.1. **Inspection** – All emergency debris shall be subject to inspection by the Debris Monitor, City's Director of Public Works & Emergency Management, or any public authority in accordance with generally accepted standards to insure compliance with the contract and applicable Federal, State and local laws and regulations. DMC shall, at all times, provide the Debris Monitor and City access to all work sites and disposal areas.

10.2. **Working Hours** – Unless otherwise approved by the City, all activity associated with gathering, loading and hauling debris shall be performed during visible daylight hours. DMC may work during these hours seven (7) days per week, including holidays. DMC shall mandate employee rest breaks and meal time when hourly rates apply and such time shall be posted on invoice. It is expected that DMC shall work daily until project completion. Holiday leave and closure may be authorized based on operational needs and with City approval. DMC shall be responsible to coordinate with the City's Director of Public Works & Emergency Management in the event weather conditions delay or modify the daily schedule.

10.3. **Traffic Control** – DMC shall mitigate the impact of its operations on local traffic to the fullest extent practicable. DMC is responsible for establishing and maintaining appropriate traffic controls in all work areas. DMC shall provide sufficient signage, flags, barricades and appropriate public safety personnel to ensure the safety of vehicular and pedestrian traffic in all work areas.

11. TECHNICAL ASSISTANCE

DMC may be requested by the City to provide technical expertise and guidance to support the City during the emergency recovery effort including, but not limited to, the following:

11.1. Assisting in emergency debris recovery planning efforts such as disaster recovery plan development and identification of adequate resources.

11.2. Assisting in determining and assessing the impact and magnitude of the emergency event before federal assistance is requested, identifying damaged locations and facilities, assessing and preparing initial estimates of debris volumes, distinguishing
between pre-emergency damage and emergency-generated damage, documenting eligible costs, and describing the physical and financial impact of the emergency.

11.3. Providing training sessions for key City personnel.

11.4. Assisting with developing, producing or distributing public information.

12. PRICING

Proposers shall provide all-inclusive unit prices that include supplying all equipment, tools, and labor necessary to perform the duties described in the proposal item. The documentation and recovery process, including plan development, mobilization, demobilization, record keeping and quality control shall be included in the prices. Disposal costs must be documented and shall be a pass-through cost to the City without markup by the DDC. Prices must be provided on the EXHIBIT "A" Price Proposal Form for proposal items or Proposer may be deemed nonresponsive.

12.1. For collection and removal from the rights-of-way, proposal prices vary with the distance between the pickup location and DDMS location as detailed on the Price Proposal Form. Invoices will be paid based on the incoming load tickets.

12.2. For haul-out of processed debris from the DDMS, proposal prices vary with the distance between the DDMS location and final disposal site as detailed on the Price Proposal Form. Invoices to be paid based on outgoing load tickets.

12.3. DMC will pay disposal fee, if applicable, at final disposal site(s) and bill the City at cost. DMC will likewise reimburse City for any revenue received for salvaged or recycled materials.

12.4. In addition, the Proposer shall provide the cubic yard rate for management of the DDMS as detailed on the Price Proposal Form.

13. CONTRACT PERIOD

The initial contract term shall commence upon date of award by the City and shall expire three (3) years from that date. The City reserves the right to extend the contract for two (2) additional one-year terms, providing all terms, conditions and specifications remain the same, and both the City and DMC agree to the extension.

14. INVOICES

The DMC should submit regular invoices for no more than 30-day periods. Invoice format and documentation should be acceptable for FEMA reimbursement. Timely invoicing is beneficial for both City and DMC. Invoices should be submitted within 60 days of service to reconcile with supporting documentation prior to payment disbursement.

15. NO EXCLUSIVE CONTRACT/ADDITIONAL SERVICES

The DMC agrees and understands that the contract shall not be construed as an exclusive arrangement and further agrees that the City may, at any time, secure similar or identical services from another vendor at the City's sole option. The City may require additional items or services of a similar nature, but not specifically listed in the contract. The DMC agrees to provide such items or services, and shall provide the City prices on such additional items or services based upon a formula or method, which is

the same or similar to that used in establishing the prices in their proposal. If the price(s) offered are not acceptable to the City, and the situation cannot be resolved to the satisfaction of the City, the City reserves the right to procure those items or services from other vendors, or to cancel the contract upon giving the DMC thirty (30) days written notice.

16. DELETION OR MODIFICATION OF SERVICES

The City reserves the right to delete any portion of the Contract at any time without cause, and if such right is exercised by the City, the total fee shall be reduced in the same ratio as the estimated cost of the work deleted bears to the estimated cost of the work originally planned. If the DMC and the City agree on modifications or revisions to the task elements, after the City has approved work to begin on a particular task or project, and a budget has been established for that task or project, the DMC will submit a revised budget to the City for written approval prior to proceeding with the work. If the DMC and the City agree on modifications or revisions to the task elements, after the City has approved work to begin on a particular task or project, and a budget has been established for that task or project, the DMC will submit a revised budget to the City for written approval prior to proceeding with the work.

17. SUBSTITUTION OF PERSONNEL

In the event the DMC wishes to substitute trained, qualified, personnel for those listed in the proposal, the City shall receive prior notification and have the right to review, test and approve such substitutions, if deemed necessary. If the City has reasonable evidence to believe that an employee of the DMC is incompetent, or has performed his or her employment in an objectionable manner, the City shall have the right to require the DMC to resolve the situation to the City's satisfaction, provided, however, that the DMC shall not be required to institute or pursue to completion any action if to do so would violate any law, state statute, city ordinance, contract or employment or union agreement.

18. SUBCONTRACTORS

If the DMC proposes to use subcontractors in the course of providing services to the City, this information shall be a part of the proposal response. Such information shall be subject to review, acceptance and approval of the City, prior to any contract award. The City reserves the right to approve or disapprove of any subcontractor candidate in its best interest and to require the DMC to replace subcontractor with one that meets City approval. The DMC shall ensure that all DMC subcontractors perform in accordance with the terms and conditions of the Contract. The DMC shall be fully responsible for all of the DMC subcontractors' performance, and liable for any of the DMC subcontractors' non-performance and all of the DMC subcontractors' acts and omissions. The DMC shall defend, counsel being subject to the City's approval or disapproval, and indemnify and hold harmless the City and the City's officers, employees, and agents from and against any claim, lawsuit, third-party action, or judgment, including any award of attorney fees and any award of costs, by or in favor of any DMC subcontractors for payment for work performed for the City. The DMC shall require all of its subcontractors to provide the same coverage that is required for the DMC, as well as any other coverage that the DMC may consider necessary, and any deficiency in the coverage or policy limits of said subcontractors will be the sole responsibility of the DMC.

19. DAMAGE TO PUBLIC OR PRIVATE PROPERTY

Extreme care shall be taken to safeguard all existing facilities, site amenities, irrigation systems, vehicles, etc. on or around the job site. Damage to public and/or private property shall be the responsibility of the DMC and shall be repaired and/or replaced at no additional cost to the City.

20. SAFETY

The DMC and its subcontractor(s) shall adhere to the **Florida Department of Transportation's Manual on Uniform Traffic Control** for construction and maintenance work zones when working on or near a roadway. It will be the sole responsibility of the DMC to make themselves and their employees fully aware of these provisions, especially those applicable to safety.

21. VERIFICATION OF EMPLOYMENT STATUS

Any Contractor/Consultant assigned to perform responsibilities under its' contract with a State agency are required to utilize the U.S. Department of Homeland Security's E- Verify system (per the **State of Florida Executive Order Number 11-02 "Verification of Employment Status"**) to verify the employment eligibility of: (a) all persons employed during the contract term by the Contractor to perform employment duties within Florida; and (b) all persons (including subcontractors) assigned by the Contractor to perform work pursuant to the contract with the State agency. **U.S. Department of Homeland Security's E-Verify System Affirmation Statement** should be completed and submitted with Proposer's response to this RFP.

PROPOSAL REQUIREMENTS

The Proposer interested in responding to this RFP must provide the information requested below. Submittals that do not respond completely to all requirements specified herein may be considered non-responsive and eliminated from the process. A checklist of required documents has been provided above.
All proposals should be addressed and be tabbed/indexed as outlined below:

Title Page: RFP #25-05-PW "Three-Year Prepositioned Contract For Disaster Debris Management Services", name of proposer, date

Tab 1 - Table of Contents: Include a clear identification of the material included in the proposal by tab number and page number.

Tab 2 - Letter of Interest: Limit to two (2) pages.

1. Attach a letter of interest that explains your firm's interest in working on this project, a positive commitment to perform the required work and a description of the firm including:
a. Include firm size
b. Range of services
c. Years of experience that the proposer has in providing similar services.
d. Summary of abilities and experience of the firms' professional personnel (More detail to be provided in **Tab 3 - Experience and Ability**)
e. Summary of past performance of the firm on similar projects (More detail to be provided in **Tab 5 - Previous Experience**)
f. Recent, current, and projected workload of the firm, and availability and access to the firms' top level management personnel.
g. A brief statement must be included which explains why your proposal would be the most effective and beneficial to the City of Destin.

Tab 3 - Experience and Ability **(5 points)**

The relative experience and qualification of each respondent's proposed team. This parameter expresses the general and specific project-related capability of the in-house staff and indicates the adequate depth and abilities of the organization which it can draw upon as needed. This will include management, technical, and support staff. Major consideration will be given to the successful completion of previous projects comparable in design, scope, and complexity.

1. Describe the firm's background, history and overall experience.
2. Describe the firm's expertise and experience in performing proposed work.
3. Describe the firm's experience in filing and receiving Federal and State reimbursements.
4. Proposer will provide experienced staff. Certification or active involvement with disaster preparedness agencies is highly desirable such as: NIMS certification, FEMA

National Training Programs (NTP), FEMA Center for Domestic Preparedness (CDP), FEMA Emergency Management Institute (EMI), Florida State Emergency Response Team (SERT), and/or Florida Governor's Hurricane Conference training/instructor.

5. Briefly describe the number of employees and supervisors available for this contract and the firm's ability to secure subcontractors, if necessary.

6. Identify location of the office responsible for this project, the contact person and supervisory personnel who will work on the project, including the relative experience of all professionals proposed for use on the team in the planning and administration of the project.

7. Provide resume(s) of key persons to be assigned to the project with emphasis on their experience with similar work.

8. Provide resume(s) of the on-site staff to be assigned to the project with emphasis on their experience with similar work.

9. Explain the ability and experience of the field staff with specific attention to project related experience.

10. For Office Staff and On-site Staff show the organization chart as it relates to the project, indicating key personnel and their relationship.

11. If the Contractor proposes to use subcontractors in the course of providing these services to the City, this information shall be a part of the proposal response. Package should also include a list of subcontractors proposed to work on the project including professional services, along with their abilities and qualifications as related to the project's specific requirements and their ability to accomplish the project.

12. List of current and future debris management contractual obligations with their current status and projected termination dates.

a. Provide reasonable assurance that such obligations will not preclude DMC from meeting its obligations under this contract.

b. Plan for managing multiple Florida and Alabama based debris management contracts

c. Proposer must currently have a minimum of three (3) full-service Disaster Debris Management contracts in place in which (1) the Bidder is the primary contractor; and (2) the contract is with a government entity with a population of at least 10,000 residents.

Tab 4 – Operational Plan **(5 points)**

The Operational Plan shall demonstrate the proposer's compliance with the bid specifications and demonstrate their understanding of the requirements and needs of this project.

1. The Operational Plan shall clearly address all aspects of the project proposed; including debris management services, pre-planning services, operating plan, mobilization time frames, staffing, management, employee training, quality assurance, quality control, assistance with FEMA Reimbursement, etc.

2. Organizational structure of firm; chain of command; subcontractor's plan.

3. Define methods used to complete assigned tasks.

4. Please clearly describe all aspects of the project proposed.

5. Include details of your approach and work plans.

6. Identify any issues or concerns of significance that may be appropriate.

Tab 5 - Previous Experience **(5 points)**

Provide specific examples of similar contracts delivered by the proposed team members. Provide details on related projects (preferably where the team was the same). References should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein.

1. Confirm that the Proposer is currently, and has been conducting business as, a full- service Disaster Debris Management Contractor for the last ten (10) consecutive years. References should reflect this.
2. Demonstrate that the Proposer has experience performing work as a primary contractor on Disaster Debris Management projects exceeding twenty-five million dollars ($25,000,000) per event.
3. Details of References should include the following:

a. Name and location of the project
b. Provide a detailed description of the comparable projects (similar in scope of services to those requested herein).
c. Nature of the firm's responsibility on the project
d. Project owner's representative name, address, phone number, and e-mail address
e. Project duration and the date the project was completed or is anticipated to be completed.
f. Size of project including number of residents
g. Cost of project
h. Work for which staff was responsible
i. Contract Type
j. The results/deliverables of the project

Tab 6 - Financial Capability **(5 points)**

The firm's financial capability is to be addressed and should indicate the resources and the necessary working capital to assure financial stability through to the completion of the project. Proposer must provide the following required documentation related to the firm's financial stability:

1. Briefly describe your firm's financial status and provide proof of adequate line of credit or other financial assets to access funds for multiple projects during the same time period.

Tab 7 – Project Cost **(10 points):**

Tab 8 – Business Structure & Professional Registration Certificates:

1. Proposer must provide proof that it is properly and legally licensed to perform Disaster and Debris Management Services.
2. Firms must be registered at the time of application to legally practice their profession in the State of Florida and with the appropriate State Board governing their services.
3. If the firm offering services is a corporation, or joint venture, it must be properly chartered with the Department of State to operate in Florida and provide a copy of the firm's current Florida Corporate Charter.

Tab 9 – Additional Information: Please provide any additional information that you deem necessary to complete your proposal in this section, if it has not been requested in another section.

Tab 10 – Required Proposal Forms

1. Signature Sheet
2. Appendix A, 44 C.F.R. Part 18 – Certification Regarding Lobbying
3. 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters
4. 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment
5. Drugfree Workplace Certificate
6. Bidders List Form
7. Anti-Collusion Affidavit
8. Anti-Kickback Affidavit
9. Anti-Human Trafficking Affidavit
10. Public Entity Crimes Statement
11. Acknowledgement of addenda

Proposal Form

a. Signature page shall be signed by the contact person authorized to represent the contractor.
b. Proposals by corporations must be executed in the corporate name by the President or other corporate officer accompanied by evidence of authority to sign. The corporate address and state of incorporation must be shown below the signature.
c. Proposals by partnerships must be executed in the partnership name and signed by a partner whose title must appear under the signature and the official address of the partnership must be shown below the signature.

EVALUATION OF PROPOSALS & PROCESS OF SELECTION

a. Staff will evaluate all responsive proposals received from proposers who meet or exceed the bid requirements contained in the RFP. Evaluations shall be based upon the information and references contained in the proposals as submitted. **As such, the Proposal should be as comprehensive as possible, clearly describing the details of services that the Proposer intends to provide.**

b. The City will convene an Evaluation Committee and brief its members on the scope of the project and the services required. The Evaluation Committee will evaluate proposals based on the following criteria:

Criteria Points (1-5 points each)

Project Cost (x2)	10 points
Experience and Ability	5 points
Operational Plan	5 points

Previous Experience	5 points
Financial Capability	5 points
Total	**30 points**

Scoring Guidance

5 points: Meets the requirement 100%.

4 points: Some minor gaps but substantially meet the requirements.

3 points: More moderate gaps and does not meet the requirements.

2 points: Only partially meets the requirements.

1 point: Does not meet the requirements at all.

c. In the event that there are more than three (3) proposers, the Evaluation Committee shall have the option to short-list the proposers based on the criteria listed above. Then the Evaluation Committee may schedule a second meeting for the firms to make presentations and answer questions of clarification as part of its evaluation. As part of this process, the firms shall have officials of the appropriate management level present and representing the firm. The project manager should be available. The firm shall be prepared to present an overall briefing regarding the manner in which the contractual obligations will be accomplished.

d. The Evaluation Committee will make a recommendation to the City Council for the award of contract(s). The City intends to award contracts to a Primary and a Secondary DMC. The contract(s) shall be awarded to the most responsive/responsible proposer(s) whose proposal is determined to be the most advantageous to the City taking into consideration the evaluation criteria.

In accordance with Chapter 119 of the Florida Statutes (Public Records Law) and except as may be provided by other applicable state and federal law, the Request for Proposals and the responses thereto are in the public domain. However, the Proposers are requested to identify specifically any information contained in their Proposals which they consider confidential and/or proprietary and which they believe to be exempt from disclosure, citing specifically the applicable exempting law.

All Proposals received from Proposers in response to the solicitation will become the property of CITY and will not be returned to the Proposers. In the event of Contract award, all documentation produced as part of the Contract shall become the exclusive property of CITY. Proposals may be modified or withdrawn by an appropriate document duly executed (in the manner that a Proposal must be executed) and delivered to the place where Proposals are to be submitted at any time prior to the deadline for submitting Proposals. A request for withdrawal or a modification must be in writing and signed by a person duly authorized to do so. Evidence of such authority must accompany the request for withdrawal or modification. Withdrawing a Proposal does not prevent proposer from submitting a new one before the deadline. After expiration of the period for receiving Proposals, no Proposal may be withdrawn or modified.

If, within twenty-four (24) hours after Proposals are opened, any Proposer files a duly signed written notice with CITY and within five (5) calendar days thereafter demonstrates to the reasonable satisfaction of CITY by clear and convincing evidence there was a material and substantial mistake in the preparation of its Proposal, or that the mistake is clearly evident on the face of the Proposal but the intended correct

Proposal is not similarly evident, then Proposer may withdraw its Proposal and the Bid Security will be returned. Thereafter, the Proposer will be disqualified from further bidding on the subject Contract.

To the extent permitted by applicable state and federal laws and regulations, CITY reserves the right to reject any and all Proposals, to waive any and all informalities not involving price, time or changes in the work with the Successful Proposer, and the right to disregard all nonconforming, non-responsive, unbalanced or conditional Proposals. Proposal will be considered irregular and may be rejected, if they show serious omissions, alterations in form, additions not called for, conditions or unauthorized alterations, or irregularities of any kind.

CITY reserves the right to reject the Proposal of any Proposer if CITY believes that it would not be in the best interest of the CITY to make an award to that Proposer, whether because the Proposal is not responsive or the Proposer is unqualified or of doubtful financial ability or fails to meet any other pertinent standard or criteria established by CITY.
The Contract shall be awarded by City's Commission to the responsible Proposer whose Proposal is determined to be the most advantageous to CITY, taking into consideration the evaluation factors and criteria set forth in the Evaluation of Proposals.

e. Criteria Descriptions

Price Proposal

- Costs will be evaluated based on the items outlined in the scope of work and price proposal submission requirements.
- Are costs reasonable compared to the work performed? Are assumptions used in developing costs reasonable?
- Did bidder provide all the requested cost information?
- How competitive is the price proposal compared to the others received?

Experience & Ability

- Does the contractor have the experience necessary to carry out the specific work for this project? Does the contractor have experience with similar projects?
- Does the background and qualifications of individual key team members provide proven technical, operational, and managerial experience needed to handle the proposed project? Are the company structure and the relation of the project team clearly shown?
- Do financial qualifications clearly demonstrate the financial stability of the company?

Project Approach and Performance Differentiators

- Does the submittal include detailed information that demonstrates the bidder's understanding of the scope of work and how they intend to meet the objectives of the project?
- Does submittal demonstrate the firm's ability to manage existing budgets and implement cost controls throughout a project?
- Has bidder demonstrated knowledge of local site conditions and applicable requirements? Does submittal contain the approach to receiving permitting and maintaining the original construction scheduled as provided for in the scope of work?

- Is project approach specific, describing the means and methods of accomplishing the work. Does it identify any key issues on the project and/or propose some potential solutions?
- Is contractor's schedule and availability practical and meet project requirements?

Past Performance

- Do past performance evaluations and/or past performance information provided reflect a trend of satisfactory performance?
- Basis of evaluation:
- A pattern of successful completion of work
- A pattern of work identical to, similar to, or related to the work the project requires.
- Ability shown through workmanship provided on other projects.
- Did the bidder provide references, did they demonstrate the company's quality of work?

Financial Capability

- Evidence of a strong financial position (e.g., audited financial statements, balance sheets, or income statements for the past 2–3 years).
- Credit ratings or lines of credit from financial institutions.
- Demonstrated ability to manage cash flow during multi-phase or large-scale projects.
- Bonding Capacity
- Proof of bonding capacity and ability to obtain performance/payment bonds if required.
- Statement from a surety company verifying bonding limits.
- Access to Operating Capital
- Documentation of available capital or financial resources to support the startup, ongoing operations, and any unforeseen costs associated with disaster response.
- Litigation or Bankruptcy History
- Disclosure of any past or current bankruptcies, lawsuits, liens, or judgments that may affect financial integrity or stability.
- Concurrent Project Load
- Description of the firm's current and anticipated workload.
- Evidence that the firm can financially handle simultaneous commitments (e.g., multiple active contracts) without overextending resources.

SCHEDULE OF EVENTS

Date	**Activity**
Week of April 8, 2025	Publish RFP
April 24, 2025, 2 p.m.	Questions due
May 8, 2025, 2:00 p.m.	Proposals due
Week of May 8, 2025	Distribution of Materials for Review
May 13, 2025, 2 p.m. City Hall Board Room 4200 Indian Bayou Trail Destin, FL 32541	Evaluation Committee Meeting Ranking / Shortlisting Proposals
May 19, 2025, 6 p.m. City Hall Annex, Council Chambers 4100 Indian Bayou Trail, Destin, FL 32514	Recommendation of Contract Award to City Council, possible award

All times are Central Daylight Savings time.

RFP# 25-05-PW PROPOSAL

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Destin, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Legal Name of Firm:_____

Signature: _____

Name (type/print): _____

Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax No.: _____ Date: _____

Email Address: _____

PRICE PROPOSAL FORM

The Price Proposal Form for RFP # 25-05-PW is attached as EXHIBIT "A".

All Proposers **must fill out the Price Proposal Form** (EXHIBIT "A") and submit the completed and signed form with the Proposal.

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients 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 section 1352, title 31, U.S. Code. 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 Contractor, _____, certifies or affirms the truthfulness and 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. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

_____ _____

Signature of Contractor's Authorized Official Date

_____

Name and Title of Contractor's Authorized Official

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name:_____ Date:_____

Authorized Signature:_____ Printed Name:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of $25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.

2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed $25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.

3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:

   A. The name of the subcontractor.

   B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.

   C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

   D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

_____
Company Name

_____
Authorized Signature

_____
Printed Name

_____
Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the Workplace, the business's policy of maintaining a Drug-Free Workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the Workplace no later than five (5) days after such conviction.
5) Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free Workplace through implementation of this section.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

_____ _____

Signature Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

BIDDERS LIST FORM

The City of Destin is required per 49 CFR 26. 11 (c) to create and maintain a comprehensive Bidders List. The Bidders List Form will be used to determine the relative availability of Disadvantaged Business Enterprise (DBE) and non- DBEs, and will assist with establishing the agency's annual DBE goal. Each Bidders List is a compilation of bidders, proposers, quoters, subcontractors, manufacturers, and suppliers of materials and services who have submitted bids during the advertising period of a specific project. Please provide the following mandatory data:

Part A: Business Data

Business Name: _____

Business Address: _____

Street City State Zip

County Business is located in: _____

Name of Contact Person: _____

Phone: ( ) _____ Fax: ( ) _____

Email Address: _____

Is this business certified as a Disadvantaged Business Enterprise? Yes No

Business Annual Gross Receipts (check one):[ ] Less than $500,000 [ ] $500,000 to $1,000,000
[ ] $1,000,000 to $2,000,000 [ ]$2,000,000 to $5,000,000 [ ]Over $5,000,000

Age of Business: _____Years _____Months

Part B: Project and Work Description

RFP # _____ Project Name: _____

Provide brief description of scope of work, services, and/or materials to be performed/furnished:

_____

_____

_____

Will you subcontract any of your work? Yes* No

(* If "Yes," the subcontractor(s) must complete an individual Bidders List Form also.)

Part C: Signature

The undersigned declares that the information set forth on this page is current, complete and accurate.

Authorized Signature: _____Date: _____

Printed Name: _____ Title: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA COUNTY OF
OKALOOSA

_____, being first duly sworn, deposes and says that:

1. (S)He is _____of _____, the Proposer that has submitted the attached Proposal;

2. (S)He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the Proposer nor anyone acting on behalf of the Proposer, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has be submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Destin, Florida or any person interested in the proposed Contract; and,
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or anyone acting on his/her/its behalf.

_____ _____
(Signature) (Title)

Subscribed and Sworn to before me of this _____day of _____, 20____.

_____ _____
(Notary's Signature) (Notary's Stamped or Printed Name)

Notary Public, in and for _____County,
My commission expires:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

SWORN STATEMENT UNDER SECTION 287.113(3)(a), FLORIDA STATUTES,
ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. _____

   for _____.

2. This sworn statement is submitted by _____
   [name of entity submitting sworn statement]

   whose business address is _____
   and (if applicable) its Federal Employer

   Identification Number (FEIN) is _____

   (If the entity has no FEIN, include the Social Security number of the individual signing this sworn statement:(_____.)

3. My name is _____and my relationship to
   [please print name of individual signing]

   the entity named above is _____.

4. 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 with 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 the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.

5. 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, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

1. A predecessor or successor of a person convicted of a public entity crime, or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. 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 thirty-six (36) months shall be considered an affiliate.

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 the 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, partners, shareholders, employees, members and agents who are active in management of an entity.

Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Indicate which statement applies.)

_Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity, have 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, AND [Please indicate which additional statement applies.]

____There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. [Please attach a copy of the final order.]

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

__The person or affiliate was placed on the convicted vendor list. There has been subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. [Please attach a copy of the final order.]

_____The person or affiliate has not been placed on the convicted vendor list. [Please describe any action taken by or pending with the Department of General Services.]

(Signature)	(Title)

Subscribed and Sworn to before me of this _____day of _____, 20____.

(Notary's Signature)	(Notary's Stamped or Printed Name)

Notary Public, in and for _____County,
My commission expires:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

FEDERAL CONTRACT PROVISIONS COPELAND "ANTI-KICKBACK" ACT

(Reference: 2 CFR § 200 Appendix II(D), 29 CFR parts 3 & 5)

Contractor must comply with the requirements of the Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 3145), as supplemented by Department of Labor regulation 29 CFR part 3. Contractor and subcontractors are prohibited from inducing, by any means, any person employed on the project to give up any part of the compensation to which the employee is entitled. The Contractor and each Subcontractor must submit to the Owner, a weekly statement on the wages paid to each employee performing on covered work during the prior week. Owner must report any violations of the Act to the Federal Aviation Administration.

_____ _____

(Signature) (Title)

Subscribed and Sworn to before me of this ____day of _____, 20___.

_____ _____

(Notary's Signature) (Notary's Stamped or Printed Name)

Notary Public, in and for _____County,
My commission expires:_____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

CITY OF DESTIN
ANTI-HUMAN TRAFFICKING AFFIDAVIT

DIRECTIONS: *All nongovernmental entities that are or potentially will be contracting, renewing or extending contracts with the City of Destin must have an officer or representative fully execute this affidavit. Note, this is a mandatory requirement of s 787.06(13), Florida Statutes effective July 1, 2024.*

I _____ (insert name) as _____ (insert title) on behalf of _____ (insert entity name) under penalty of perjury hereby attest as follows:

1. I am over 21 years of age and have personal knowledge of the matters set forth in this affidavit.
2. _____ (insert entity name) does not use coercion for labor or services as defined in s. 787.06(2)(a), Florida Statutes.
3. More particularly, _____ (insert entity name) does not participate in any of the following actions:
    a. Using or threatening to use physical force against any person;
    b. Restraining, isolating or confining or threatening to restrain, isolate or confine any person without lawful authority and against her or his will;
    c. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of the labor or services are not respectively limited and defined;
    d. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
    e. Causing or threatening to cause financial harm to any person;
    f. Enticing or luring any person by fraud or deceit; or
    g. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03, Florida Statutes to any person for the purpose of exploitation of that person.

FURTHER AFFIANT SAYETH NAUGHT.

_____
Printed Name:
Title:
Nongovernmental entity:
Date:

STATE OF _____
COUNTY OF _____

SWORN TO AND SUBSCRIBED before me ____ in person or _____ remote notarization by _____ as _____ on behalf of _____, who is personally known to me or who produced _____ as identification this _____ day of _____, 202___.

_____
Notary Public

(Notary Seal)

PROPOSAL RFP# 25-05-PW

THREE-YEAR PRE-POSITIONED CONTRACT FOR DISASTER DEBRIS MANAGEMENT SERVICES

EVALUATION SHEET

Name of Firm(s): _____

Reviewer: _____

	Possible Points	Points Given
1. Experience and Ability:	*20*	_____
2. Operational Plan:	*20*	_____
3. Previous Experience:	*20*	_____
4. Financial Capability:	*10*	_____
5. Project Cost:	*30*	_____
TOTAL POINTS	*100*	_____

Comments:

_____

_____

_____

_____

_____

_____

EXHIBIT A

DISASTER DEBRIS REMOVAL AND DISPOSAL SERVICES RFP# 25-05-PW

COST PROPOSAL

Items will be used for evaluation purposes only. Quantities are not guaranteed and are used for evaluation purposes only. Prices shall be all-inclusive of requirements as defined in the scope of work. All labor rates are to be fully burdened to include all taxes, benefits, handling charges, overhead, and profits.

ELIGIBLE VEGETATIVE DEBRIS REMOVAL Work consists of the collection of transportation of Eligible Vegetative Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles		3,940,000	
16-30 miles		500,000	
31-60 miles		50,000	
61+ miles		10,000	

ELIGIBLE C&D DEBRIS REMOVAL Work consists of the collection of transportation of Eligible C&D Debris on the ROW to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles		50,000	
16-30 miles		700,000	
31-60 miles		700,000	
61+ miles		50,000	

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF NON-RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible Non-RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles		10,000	
16-30 miles		90,000	

31-60 miles		90,000	
61+ miles		10,000	

ELIGIBLE DEMOLITION, REMOVAL, TRANSPORT AND DISPOSAL OF RACM STRUCTURES Work consists of the decommissioning, demolition and disposal of Eligible RACM Structures on public or private property and hauling the resulting debris to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles		10,000	
16-30 miles		90,000	
31-60 miles		90,000	
61+ miles		10,000	

DDMS SITE MANAGEMENT, OPERATIONS AND REDUCTION Work consists of managing and operating DDMS sites and reducing Eligible disaster debris through grinding or source separation and reduction. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Grinding		4,400,000	

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH AIR CURTAIN INCINERATORS Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through air curtain incinerators. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only		50,000	

DDMS SITE MANAGEMENT AND REDUCTION OF VEGETATIVE DEBRIS THROUGH CONTROLLED OPEN BURNING Work consists of managing and operating DDMS sites and reducing Eligible vegetative disaster related debris through controlled open burning. Contractor shall provide certified scales and/or debris site towers as requested by City.	Price per CY	Estimated Total Units	TOTAL
Vegetative Waste Only		50,000	

HAUL-OUT OF REDUCED ELIGIBLE DEBRIS TO A COUNTY DESIGNATED FINAL DISPOSAL SITE Work consists of loading and transporting reduced Eligible disaster related debris from a City approved DDMS site to a City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
0-15 miles		100,000	
16-30 miles		450,000	
31-60 miles		450,000	
61+ miles		120,500	

REMOVAL OF ELIGIBLE HAZARDOUS LEANING TREES AND HANGING LIMBS Work consists of removing Eligible hazardous trees or limbs and placing them on the safest possible location on the ROW for collection under the terms and conditions of Scope of Services, Eligible Vegetative Debris Removal.	Price per Tree	Estimated Total Units	TOTAL
6” to 12” diameter		200	
13” to 24” diameter		500	
25” to 36” diameter		200	
37” to 48” diameter		100	
49” and larger diameter		50	

REMOVAL OF ELIGIBLE HAZARDOUS STUMPS Work consists of removing Eligible hazardous stumps and transporting resulting debris on the ROW to a City approved DDMS site or City Final Disposal Site. Contractor to backfill all stump holes.	Price per Stump	Estimated Total Units	TOTAL
25" to 36" diameter		100	
37" to 48" diameter		50	
49" and larger diameter		50	

TRANSPORT & DISPOSAL Work consists of the removal, transportation and disposal of Eligible Household Hazardous Waste (HHW). City to designate specific materials to be collected as part of HHW program.	Price per CY	Price Per LB	TOTAL
Cost Per Pound			

ELIGIBLE ROW WHITE GOODS DEBRIS REMOVAL Work consists of the removal of Eligible White Goods from the ROW to a designated City approved DDMS Site. Contractor shall be responsible for recovering/disposing refrigerants as required by law as well as unit decontamination in a contained area. The Contractor shall also be responsible for the transportation of Eligible White Goods from the designated County approved DDMS site to an approved designated facility for recycling. Contractor shall record any revenue resulting from recycling efforts as a credit to the City on invoices.	Price per Unit	Estimated Total Units	TOTAL
Refrigerators, freezers, and other items requiring refrigerant recovery and decontamination		500	
All other white goods		500	
		1000	

ELIGIBLE E-WASTE ITEM REMOVAL Work consists of the recovery and disposal of televisions, computers, computer monitors unless otherwise specified in writing by the City.	Price per Unit	Estimated Total Units	TOTAL
Cost per unit		500	

ELIGIBLE DEAD ANIMAL CARCASSES Work consists of the recovery and disposal of dead animal carcasses.	Price per Unit	Estimated Total Units	TOTAL
Small animals less than 100 pounds		950	
Large animals more than 101 pounds		50	
		1000	

WATERWAYS DEBRIS REMOVAL Work consists of the removal, transportation and lawful processing and/or disposal of debris collected from waterways and drainage systems to a City approved DDMS site or City Designated Final Disposal Site.	Price per CY	Estimated Total Units	TOTAL
Cubic yard		10,000	

SOIL/SAND/BEACH SCREENING Work consists of the collection of Eligible debris laden sand from City beaches, transportation to a processing screen, processing of sand through a screen, maintenance of sand pile, transportation of sand back to the City beach and shaping sand to final grade	Price per CY	Estimated Total Units	TOTAL
Cubic yard		1000	

EXHIBIT "A" Price Proposal **PROPOSER:**

RFP# 25-05-PW DISASTER DEBRIS MANAGEMENT SERVICES

FOR THE CITY OF DESTIN, FLORIDA

SIGNATURE: _____

Date: _____

Name:	Address:	
Title:	City:	State:
Telephone:	Fax:	
Email:		

City of Destin

PROJECT: RFB 25-05-PW Debris Management Score Summary

SCORE TABLULATION SUMMARY SHEET

	Aftermath	Ash Britt	Ceres	Crowder-Gulf	CTC	DRC	Dynamic	GES	LGS	Phillips	SDR	TFR
Michael Burgess	24	26	24	28	26	24	22	22	27	24	30	30
Joe Bodi	25	23	18	24	22	23	27	27	24	27	28	28
David Prichard	23	17	24	22	13	25	27	27	24	27	27	28
Jeff Cozadd	25	22	22	24	24	24	21	20	23	21	26	28
Total Score (Max 120 Pts)	97	88	88	98	85	96	97	96	98	99	111	114

DISASTER DEBRIS MANAGEMENT SERVICES CONTRACT BETWEEN CITY OF DESTIN AND SOUTHERN DISASTER RECOVERY, LLC.

This Disaster Debris Management Services Contract ("Contract") dated June _____, 2025, is entered into between the **CITY OF DESTIN, FLORIDA**, a Florida municipal corporation, located at 4200 Indian Bayou Trail, Destin, Florida 32541 herein referred to as the **City,** and **SOUTHERN DISASTER RECOVERY, LLC**., a foreign profit corporation, located at 93 Sonia Drive, Greer, SC 29650, herein referred to as the **Contractor**, to supply disaster debris management services for the City of Destin as more specifically set forth herein. The Contractor's Response to RFP 25-08-PW and Cost Schedule associated for the terms of their engagement are attached hereto as **"Exhibit A"** and fully incorporated herein by this reference.

l. Entire Contract:
This Contract represents the entire and integrated Contract between the City and Contractor and supersedes all prior negotiations, representations or contracts, either written or oral. Provisions of this Contract may be amended only by written instrument approved by the Destin City Council and signed by the City Manager and Contractor.

2. Intent of Contract:
This Contract is for supplying the City with disaster debris management services. The Scope of Work, herein referred to as the **Work,** encompasses the foregoing and all descriptive work components described in **Exhibit A**, which includes the Contractor's responses to RFP 25-08-PW and costs shown within.

3. Term of Contract and Time Extensions:
This contract will be in effect from June 2, 2025 through December 31, 2027 and is for supplying the City with disaster debris management services.

4. Time for Performance:
The Contractor agrees to provide disaster debris management services for the satisfactory approval and acceptance by the City.

5. Compensation:
All payments upon contract are contingent upon the Contractor's Work being acceptable to the City. For satisfactory completion and acceptance of the Work, the City agrees to pay the Contractor in accordance with the terms of this Contract and the Contractor's Cost Schedule as identified in the Bid Form set forth in **Exhibit A**.

6. Changes in the Work:
The City shall have the right at any time during the progress of the Work to increase or decrease the Work. Promptly after having been notified of a change, the Contractor shall submit an itemized estimate of any costs and/or time increases or savings it foresees as a result of the change. No additions or changes to the Work shall be made except upon written order of the City and the City shall not be liable to Contractor for any increased compensation without such written order.

7. Insurance:
Contractor shall, during the performance of the contract, maintain Worker's Compensation Insurance sufficient to secure benefits of the Florida Workmen's Compensation Law for all employees and any of the work sublet to any vendor or subcontractor, Comprehensive General Liability Insurance, Auto

Liability Insurance, Builder's Risk Insurance, all with companies and in the form and amounts acceptable to the City. Said certificates of insurance of contractor are attached hereto and made a part hereof by reference. If any part of the work is sublet, similar insurance shall be provided by and in behalf of any subcontractors.

Evidence of Insurance: Contractor shall provide the City Certificates of Insurance naming the City as an additional insured. All binders, policies, or certificates of insurance shall provide for at least ten days' notice from insurers to the City of any cancellation or amendment to any of the insurance policies.

8. Indemnification:

Contractor shall indemnify, defend, save, and hold the City, its agents, officers and employees, harmless of and from any losses, fines, penalties, costs, damages, claims, demands, suits, and liabilities of any nature, including reasonable attorney's fees (including regulatory and appellate fees), arising out of: because of: or due to any accidents arising in any manner on account of the exercise or attempted exercise of Contractor's rights hereunder whether the same regards person or property of any nature whatsoever, regardless of the apportionment of negligence, unless due to the sole negligence of the City.

Contractor shall indemnify, defend, save and hold the City, its agents, officers and employees, harmless of and from and against any and all liens, claims, damages, demands, suits and liabilities, attorney's fees and costs, including appellate attorney's fees and costs, of and for mechanics and materialmen furnishing labor and materials in the performance of this contract.

9. Licensing:

The Contractor shall obtain all permits and maintain at his expense all professional and business certificates and licenses required by law and as necessary to perform services under this Contract. If Contractor performs any Work without obtaining, or contrary to, permits and licenses, Contractor shall bear all costs arising therefrom. The City may waive fees for City controlled permits, but in no instance can the City waive permit requirements nor fees beyond their control.

10. Cancellation for Lack of Appropriation:

This contract is contingent upon the annual appropriation by the City of legally available funds and may be canceled by either party with a thirty-day written notice for if such annual appropriation is not made. The City's obligation to pay the amount due hereunder in any fiscal year is contingent upon the appropriation by the City Council of legally available funds for the purposes set forth in this contract.

11. Performance of Work/Responsibilities:

For each task, the Contractor will be issued a work order by the City's Public Services Director or designee. The Public Services Director or designee will issue verbal work orders only in emergency situations. The Contractor shall commence work in a reasonable length of time and shall complete the work in an expeditious manner. In emergency situations, the Contractor shall endeavor to commence work immediately. All work shall be done under the supervision of the City's Public Services Director or designated representative. The performance of Work and responsibilities hereto are outlined and made a part hereof as identified in Exhibit "A".

12. Termination for Default:

The Contract will remain in force for the full period specified and until the City Manager or his designee determines that all requirements and conditions have been satisfactorily met and the City Manager or his designee has accepted the work under the Contract Documents following the initial contract terms and all subsequent contract terms, including warranty and guarantee periods. However, the City Manager will have the right to terminate this Contract sooner if the Contractor has failed to perform satisfactorily the work required or comply with the other requirements of the Contract.

In the event the City Manager decides to terminate this Contract for the Contractor's failure to perform satisfactorily or meet its other responsibilities under the Contract, the City Manager will give the Contractor five (5) days' notice, whereupon the Contract will terminate, unless during the notice period the Contractor cures the failure to perform or meets its other responsibilities under the Contract to the satisfaction of the City Manager.

Upon Contract termination for the Contractor's failure to provide satisfactory contract performance, the Contractor will be entitled to receive compensation for Contract services satisfactorily performed by the Contractor and allocable to the Contract and accepted by the City Manager or his designee prior to such termination. However, an amount equal to all additional costs required to be expended by the City to complete the Work covered by the Contract, including costs of delay in completing the project, shall be either subtracted from any amount due or amount charged to the Contractor in the event the City Manager terminates the Contract.

Except as otherwise directed by the City Manager, or in the case of termination for default (in which event the Contractor may be entitled to cure, at the option of the City Manager), the Contractor shall stop work on the date of receipt of the notice or other date specified in the notice, place no further orders or subcontract for materials, services, or facilities except as are necessary for the completion of such portion of the work not terminated, and terminate all contractor and subcontracts and settle all outstanding liabilities and claims. *In the event that any termination for default shall be found to be improper or invalid by any court of competent jurisdiction, then such termination shall be deemed to have been a termination for convenience.*

13. Termination for Convenience:

The performance of work under this Contract may be terminated for convenience by the City Manager in whole or in part whenever the City Manager, in their discretion, determines that such termination is in the City's best interest. Any such termination shall be affected by the City Manager giving at least five (5) days' notice to the Contractor, specifying the extent to which performance of the work under this Contract is terminated and the date upon which such termination becomes effective.

As to termination for convenience, after receipt of the date of termination, the Contractor shall stop all work as specified in the notice; place no further orders or subcontract for materials, services, or facilities except as are necessary for the completion of such portion of the Work not terminated; immediately transfer all documentation and paperwork for terminated work to the City; and terminate all contractors and subcontracts and settle all outstanding liabilities and claims.

14. Disclosure:

Contractor warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Contractor to solicit or secure this Contract and that it has not paid or agreed to pay any person, company, corporation, individual, or firm, other than a bona fide employee working solely for the Contractor, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Contract.

15. Governing Law

The parties intend that this Contract and the relationship of the parties shall be governed by the laws of the State of Florida. Venue for any action arising out of this contract shall be in Okaloosa County Florida and nowhere else.

16. Severability

If any section, subsection, term or provision of this Contract or the application thereof to any party or circumstance shall, to any extent, be invalid or unenforceable, the remainder of said section, subsection, term or provision of this Contract or the application of same to parties or circumstances other than those to which it was held invalid or unenforceable, shall not be affected thereby and each remaining section, subsection, term or provision of this Contract shall be valid or enforceable to the fullest extent permitted by law.

17. Sovereign Immunity

The parties further agree, nothing contained herein is intended nor shall be construed to waiver the City of Destin's rights and immunities under the Florida constitution, common law or Florida Statutes 768.28, as amended from time to time.

18. Construction

The Parties have participated jointly in the negotiation and drafting of this Contract. In the event an ambiguity or question of intent or interpretation arises, this Contract shall be construed as if drafted jointly by the Parties and no presumption or burden of proof shall arise favoring or disfavoring any Party by virtue of the authorship of any of the provision of this contract.

19. Jury Trial Waiver

CONTRACTOR AND CITY AGREE TO WAIVE THE RIGHTS TO A TRIAL BY JURY REGARDING ANY LAWSUIT INVOLVING THE INTERPRATION, CONSTRUCTION, ENFORCEMENT, OR GOVERNANCE OF TIDS CONTRACT, AND FOR ANY LAWSUIT RELATED IN ANY WAY TO THIS CONTRACT OR FOR THE WORK PERFORMED PURSUANT TO THIS CONTRACT.

20. Attorney's Fees

In any dispute relating to this contract each party shall be responsible for their respective attorney's fees and costs.

21. Public Records

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT RBAILEY@CITYOFDESTIN.COM; CITY CLERK, 4200 INDIAN BAYOU TRAIL, DESTIN FLORIDA 32541, (850) 837-4242.

Contractor shall comply with Florida Public Records Laws, specifically to:

1. Keep and maintain public records required by the City to perform the service.
2. Upon request from the City Clerk, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the

records to the City.

4. Upon completion of the contract, transfer, at no cost, to the City all public records in possession of the contractor or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request from the City Clerk, in a format that is compatible with the information technology systems of the City.

22. Notices

All notices under the Contract shall be in writing and shall be effective when mailed by certified mail, return receipt requested, or when delivered personally, as provided hereafter, or to such other addresses as may be designated by notice:

As to the City:
Larry Jones, City Manager
4200 Indian Bayou Trail
Destin, FL 32541

As to the Contractor:
Southern Disaster Recovery, LLC
92 Sonia Drive
Greer, SC 29650

With a copy to:
Kimberly Romano Kopp, City Attorney
Romano Kopp Law, P.A.
P.O. Box 5524
Destin, FL 32541

(Signature Page Follows)

IN WITNESS THEREOF, the City hereunto caused these presents to be subscribed and the Contractor has affixed their name and seal, this _____ day of _____, 2025.

ATTEST:

_____
Rey Bailey, City Clerk

SEAL

CITY OF DESTIN

_____
Larry Jones, City Manager

This agreement has been reviewed for legal sufficiency by the City Attorney for the City of Destin, only.

_____
Kimberly Romano Kopp, City Attorney

Southern Disaster Recovery, LLC.
CONTRACTOR:

By: _____
Al McClaran, Founder/CEO

Witnesses to Signature:

_____
Signature

_____
Print Name

_____
Signature

_____
Print Name

EXHIBIT A

DISASTER DEBRIS MANAGEMENT SERVICES CONTRACT BETWEEN CITY OF DESTIN AND T.F.R. ENTERPRISES, INC.

This Disaster Debris Management Services Contract ("Contract") dated June _____, 2025, is entered into between the **CITY OF DESTIN, FLORIDA**, a Florida municipal corporation, located at 4200 Indian Bayou Trail, Destin, Florida 32541 herein referred to as the **City,** and **T.F.R. ENTERPRISES, INC**., a foreign profit corporation, located at 601 Leander Drive, Leander, TX 78641, herein referred to as the **Contractor,** to supply disaster debris management services for the City of Destin as more specifically set forth herein. The Contractor's Response to RFP 25-08-PW and Cost Schedule associated for the terms of their engagement are attached hereto as **"Exhibit A"** and fully incorporated herein by this reference.

l. Entire Contract:
This Contract represents the entire and integrated Contract between the City and Contractor and supersedes all prior negotiations, representations or contracts, either written or oral. Provisions of this Contract may be amended only by written instrument approved by the Destin City Council and signed by the City Manager and Contractor.

2. Intent of Contract:
This Contract is for supplying the City with disaster debris management services. The Scope of Work, herein referred to as the **Work,** encompasses the foregoing and all descriptive work components described in **Exhibit A**, which includes the Contractor's responses to RFP 25-08-PW and costs shown within.

3. Term of Contract and Time Extensions:
This contract will be in effect from June 2, 2025 through December 31, 2027 and is for supplying the City with disaster debris management services.

4. Time for Performance:
The Contractor agrees to provide disaster debris management services for the satisfactory approval and acceptance by the City.

5. Compensation:
All payments upon contract are contingent upon the Contractor's Work being acceptable to the City. For satisfactory completion and acceptance of the Work, the City agrees to pay the Contractor in accordance with the terms of this Contract and the Contractor's Cost Schedule as identified in the Bid Form set forth in **Exhibit A**.

6. Changes in the Work:
The City shall have the right at any time during the progress of the Work to increase or decrease the Work. Promptly after having been notified of a change, the Contractor shall submit an itemized estimate of any costs and/or time increases or savings it foresees as a result of the change. No additions or changes to the Work shall be made except upon written order of the City and the City shall not be liable to Contractor for any increased compensation without such written order.

7. Insurance:
Contractor shall, during the performance of the contract, maintain Worker's Compensation Insurance sufficient to secure benefits of the Florida Workmen's Compensation Law for all employees and any of the work sublet to any vendor or subcontractor, Comprehensive General Liability Insurance, Auto Liability Insurance, Builder's Risk Insurance, all with companies and in the form and amounts acceptable

to the City. Said certificates of insurance of contractor are attached hereto and made a part hereof by reference. If any part of the work is sublet, similar insurance shall be provided by and in behalf of any subcontractors.

Evidence of Insurance: Contractor shall provide the City Certificates of Insurance naming the City as an additional insured. All binders, policies, or certificates of insurance shall provide for at least ten days' notice from insurers to the City of any cancellation or amendment to any of the insurance policies.

8. Indemnification:

Contractor shall indemnify, defend, save, and hold the City, its agents, officers and employees, harmless of and from any losses, fines, penalties, costs, damages, claims, demands, suits, and liabilities of any nature, including reasonable attorney's fees (including regulatory and appellate fees), arising out of: because of: or due to any accidents arising in any manner on account of the exercise or attempted exercise of Contractor's rights hereunder whether the same regards person or property of any nature whatsoever, regardless of the apportionment of negligence, unless due to the sole negligence of the City.

Contractor shall indemnify, defend, save and hold the City, its agents, officers and employees, harmless of and from and against any and all liens, claims, damages, demands, suits and liabilities, attorney's fees and costs, including appellate attorney's fees and costs, of and for mechanics and materialmen furnishing labor and materials in the performance of this contract.

9. Licensing:

The Contractor shall obtain all permits and maintain at his expense all professional and business certificates and licenses required by law and as necessary to perform services under this Contract. If Contractor performs any Work without obtaining, or contrary to, permits and licenses, Contractor shall bear all costs arising therefrom. The City may waive fees for City controlled permits, but in no instance can the City waive permit requirements nor fees beyond their control.

10. Cancellation for Lack of Appropriation:

This contract is contingent upon the annual appropriation by the City of legally available funds and may be canceled by either party with a thirty-day written notice for if such annual appropriation is not made. The City's obligation to pay the amount due hereunder in any fiscal year is contingent upon the appropriation by the City Council of legally available funds for the purposes set forth in this contract.

11. Performance of Work/Responsibilities:

For each task, the Contractor will be issued a work order by the City's Public Services Director or designee. The Public Services Director or designee will issue verbal work orders only in emergency situations. The Contractor shall commence work in a reasonable length of time and shall complete the work in an expeditious manner. In emergency situations, the Contractor shall endeavor to commence work immediately. All work shall be done under the supervision of the City's Public Services Director or designated representative. The performance of Work and responsibilities hereto are outlined and made a part hereof as identified in Exhibit "A".

12. Termination for Default:

The Contract will remain in force for the full period specified and until the City Manager or his designee determines that all requirements and conditions have been satisfactorily met and the City Manager or his designee has accepted the work under the Contract Documents following the initial contract terms and all subsequent contract terms, including warranty and guarantee periods. However, the City Manager will have the right to terminate this Contract sooner if the Contractor has failed to perform satisfactorily the work required or comply with the other requirements of the Contract.

In the event the City Manager decides to terminate this Contract for the Contractor's failure to perform satisfactorily or meet its other responsibilities under the Contract, the City Manager will give the Contractor five (5) days' notice, whereupon the Contract will terminate, unless during the notice period the Contractor cures the failure to perform or meets its other responsibilities under the Contract to the satisfaction of the City Manager.

Upon Contract termination for the Contractor's failure to provide satisfactory contract performance, the Contractor will be entitled to receive compensation for Contract services satisfactorily performed by the Contractor and allocable to the Contract and accepted by the City Manager or his designee prior to such termination. However, an amount equal to all additional costs required to be expended by the City to complete the Work covered by the Contract, including costs of delay in completing the project, shall be either subtracted from any amount due or amount charged to the Contractor in the event the City Manager terminates the Contract.

Except as otherwise directed by the City Manager, or in the case of termination for default (in which event the Contractor may be entitled to cure, at the option of the City Manager), the Contractor shall stop work on the date of receipt of the notice or other date specified in the notice, place no further orders or subcontract for materials, services, or facilities except as are necessary for the completion of such portion of the work not terminated, and terminate all contractor and subcontracts and settle all outstanding liabilities and claims. *In the event that any termination for default shall be found to be improper or invalid by any court of competent jurisdiction, then such termination shall be deemed to have been a termination for convenience.*

13. Termination for Convenience:

The performance of work under this Contract may be terminated for convenience by the City Manager in whole or in part whenever the City Manager, in their discretion, determines that such termination is in the City's best interest. Any such termination shall be affected by the City Manager giving at least five (5) days' notice to the Contractor, specifying the extent to which performance of the work under this Contract is terminated and the date upon which such termination becomes effective.

As to termination for convenience, after receipt of the date of termination, the Contractor shall stop all work as specified in the notice; place no further orders or subcontract for materials, services, or facilities except as are necessary for the completion of such portion of the Work not terminated; immediately transfer all documentation and paperwork for terminated work to the City; and terminate all contractors and subcontracts and settle all outstanding liabilities and claims.

14. Disclosure:

Contractor warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Contractor to solicit or secure this Contract and that it has not paid or agreed to pay any person, company, corporation, individual, or firm, other than a bona fide employee working solely for the Contractor, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Contract.

15. Governing Law

The parties intend that this Contract and the relationship of the parties shall be governed by the laws of the State of Florida. Venue for any action arising out of this contract shall be in Okaloosa County Florida and nowhere else.

16. Severability

If any section, subsection, term or provision of this Contract or the application thereof to any party or

circumstance shall, to any extent, be invalid or unenforceable, the remainder of said section, subsection, term or provision of this Contract or the application of same to parties or circumstances other than those to which it was held invalid or unenforceable, shall not be affected thereby and each remaining section, subsection, term or provision of this Contract shall be valid or enforceable to the fullest extent permitted by law.

17. Sovereign Immunity

The parties further agree, nothing contained herein is intended nor shall be construed to waiver the City of Destin's rights and immunities under the Florida constitution, common law or Florida Statutes 768.28, as amended from time to time.

18. Construction

The Parties have participated jointly in the negotiation and drafting of this Contract. In the event an ambiguity or question of intent or interpretation arises, this Contract shall be construed as if drafted jointly by the Parties and no presumption or burden of proof shall arise favoring or disfavoring any Party by virtue of the authorship of any of the provision of this contract.

19. Jury Trial Waiver

CONTRACTOR AND CITY AGREE TO WAIVE THE RIGHTS TO A TRIAL BY JURY REGARDING ANY LAWSUIT INVOLVING THE INTERPRATION, CONSTRUCTION, ENFORCEMENT, OR GOVERNANCE OF TIDS CONTRACT, AND FOR ANY LAWSUIT RELATED IN ANY WAY TO THIS CONTRACT OR FOR THE WORK PERFORMED PURSUANT TO THIS CONTRACT.

20. Attorney's Fees

In any dispute relating to this contract each party shall be responsible for their respective attorney's fees and costs.

21. Public Records

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT RBAILEY@CITYOFDESTIN.COM; CITY CLERK, 4200 INDIAN BAYOU TRAIL, DESTIN FLORIDA 32541, (850) 837-4242.

Contractor shall comply with Florida Public Records Laws, specifically to:

1. Keep and maintain public records required by the City to perform the service.
2. Upon request from the City Clerk, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the records to the City.

4. Upon completion of the contract, transfer, at no cost, to the City all public records in possession of the contractor or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public records to the City upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request from the City Clerk, in a format that is compatible with the information technology systems of the City.

22. Notices

All notices under the Contract shall be in writing and shall be effective when mailed by certified mail, return receipt requested, or when delivered personally, as provided hereafter, or to such other addresses as may be designated by notice:

As to the City:
Larry Jones, City Manager
4200 Indian Bayou Trail
Destin, FL 32541

As to the Contractor:
TFR Enterprises Inc.
601 Leander Drive
Leander, TX 78641

With a copy to:
Kimberly Romano Kopp, City Attorney
Romano Kopp Law, P.A.
P.O. Box 5524
Destin, FL 32541

(Signature Page Follows)

IN WITNESS THEREOF, the City hereunto caused these presents to be subscribed and the Contractor has affixed their name and seal, this _____ day of _____, 2025.

ATTEST:

_____
Rey Bailey, City Clerk

CITY OF DESTIN

_____
Larry Jones, City Manager

SEAL

This agreement has been reviewed for legal sufficiency by the City Attorney for the City of Destin, only.

_____
Kimberly Romano Kopp, City Attorney

T.F.R. Enterprises, Inc.
CONTRACTOR:

By: _____
Tipton Rowland, President

Witnesses to Signature:

_____
Signature

_____
Print Name

_____
Signature

_____
Print Name

EXHIBIT A

ITEM # 2025-691

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Action Item
AGENDA OUTLINE NUMBER: 4.B.

TO: City Council

THRU: Kimberly Kopp, City Attorney
Larry Jones , City Manager

FROM: Larry Jones , City Manager

DATE: 5/28/2025

SUBJECT: Bonfires on the Beach Discussion

I. BACKGROUND: During the regular City Council meeting held on May 5, 2025, Councilmember Schmidt made the following motion regarding beach bonfires, which was approved by the Council:

> **Councilmember Schmidt proposed exploring the idea of allowing beach bonfires in Destin, similar to what is done in Walton County. He made a motion for the city manager and staff to research and bring back a proposal, including potential revenues and implementation logistics. The motion was seconded by Councilmember Hebert and passed 6-0.**

In addition to the passed motion above, Councilmember Bagby requested the following:

Councilmember Bagby requested that, along with the bonfire proposal, the staff should include a calculation of the linear feet of public beach the City of Destin actually controls. He highlighted that most of Destin's beach is privately owned, with the state and county controlling the largest public sections, limiting where beach bonfires could feasibly occur. He suggested coordinating with the county on James Lee Park if the city wants to pursue the idea for meaningful revenue.

II. DISCUSSION: As directed by Council on May 5, 2025, the City Manager and staff researched Walton County's regulations for permitting beach bonfires. The information below was gathered from Walton County:

1. There is a permitting process for having a bonfire on the beach and all permit requests are processed through South Walton Fire District (SWFD), which includes public and private property.

2. Permits are $105.00 ($50.00 to SWFD, $50.00 to Walton County, $5.00 processing fee)

- Total revenue in Walton County for beach bonfires in FY2024 was approximately $936,300.
    - 50/50 split between South Walton Fire District and Walton County
        - SWFD revenue $468,150
        - Walton County revenue $468,150

In addition to the City Manager contacting Walton County, Larry and staff met with the Destin Fire District, who have expressed their willingness to assist with the permitting process if the Council decides to allow beach bonfires.

The following documents are attached to this item:

- Walton County Rules for having a bonfire on the beach
- Walton County permit request
- Beachfront Property Totals in Linear Feet

A. Link to Strategic Goals / Objectives: II. Enhanced quality of life and safety for families

B. Effect on Budget (EOB):

C. Level of Service (LOS):

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION:

IV. RECOMMENDED MOTION:

Attachments:

1. Beach Bonfires _ South Walton Fire District
2. Bonfire Permit Request _ South Walton Fire District
3. Beachfront Property

Please Note:

All beach bonfires are required to be permitted through the South Walton Fire District.

Our offices will be closed for the Holidays on these days

Office Holiday Schedule

New Year's Day

Martin Luther King, Jr. Day

President's Day

Memorial Day

Independence Day

Labor Day

Veteran's Day

Thanksgiving

Christmas

New Year's Day

SWFD BEACH BONFIRE GUIDELINES

CONTAINER:

- Bonfire material shall be placed in a metal container such as a galvanized tub, fire pit or burn barrel and shall be no larger than four (4) feet in diameter.
- All containers shall be equipped with a steel bottom which must sit a minimum of 4 inches off the sandy portion of the beach.
- Fire rings or pits with no bottoms are strictly prohibited.
- There shall be a minimum of (3) feet clearance from the outer edge of the container at all times from any combustible materials.
- Bonfire material shall be stacked to ensure the flame reaches no higher than four (4) feet.
- No permitted fire shall be within 30 feet of another permitted fire on any beach owned, leased, dedicated to, or maintained by the County.
- There is a six (6) tiki torch maximum limit per event regardless of the number of permits issued for said event.

MATERIAL:

- Flammable and/or combustible liquids shall not be utilized for fueling the bonfires. Use paper and matches rather than lighter fluid/gasoline to ignite your fire.
- Bonfire material shall not consist of pressure treated lumber, tar paper, contents containing any rubber products, creosote treated lumber, glue impregnated material, plastic, foam, or household trash.
- All burn material shall be free of nails or other metals.

SET UP:

- Servicing of the bonfire site will be accomplished by hand carrying the equipment and supplies to the site. Vehicles shall not service the bonfire site (unless you have a beach vehicle permit.)
- **March 1st to October 31st**, bonfire pits and any evidence of shall not be placed on the beach prior to 5:00pm; and any evidence of or remnant from fires must be removed by 12:00 midnight.
- **November 1st to the last day of February**, bonfire pits and any evidence of shall not be placed on the beach prior to 4:00pm and any evidence of or remnants from fires must be removed by 11:00pm.

Applicants shall adhere to the following:

- The fire pit, galvanized tub or burn barrel shall not be buried in the sand at any time during use or after the fire.
- Shall be 100 feet away from habitable structures.
- Shall be 200 feet away from sea turtle nests.
- Shall be 50 feet away from vehicles, public roads, other structures, plants and vegetation (Dunes.)

EXTINGUISHMENT:

- Upon completion of the bonfire, all ashes and leftover material must be thoroughly extinguished and removed from the beach. ***KEEP A SOURCE OF WATER OR OTHER EXTINGUISHING DEVICE NEARBY.***

CLEAN UP AND RESTORATION:

- **It shall be unlawful and is in violation of the South Walton Fire District Ordinance as well as the Walton County Ordinance for any person to fail to cleanup as provided with the ordinance. Issuance of the permit does not excuse or relieve the applicant from liability, responsibility for any damages, residual damages as a result of an improper, carelessness or negligence in setting up, tending , or extinguishing the fire.**
- Cleanup and restoration of the site shall be completed by the expiration date and time set forth by the permit. The person obtaining the permit is responsible for providing the trash bags, removing the trash and placing all the trash in the proper containers.
- Evidence of or remnants from fires shall not be buried or deposited in the County beach garbage collection stations, beach dune systems, parking areas, or any other areas owned, leased, dedicated to, or maintained by the County.

Leave the area clean, dark & flat!

WEATHER:

- Unsuitable wind or weather conditions shall be taken into consideration prior to and during the actual bonfire; adverse conditions may cause the revocation of the permit.

Refunds or rainchecks are not granted on the permits, so please plan your event carefully.

AGE REQUIREMENTS:

- Permits are issued to persons 18 years or older. Participant under the age of 18 shall be chaperoned by an adult EIGHTEEN (18) years of age or older. FOR SUCH GROUPS, THE PERMIT WILL ONLY BE ISSUED TO THE CHAPERONE. Children shall be accompanied by an adult at all times when near a recreational fire.

THE PERMIT:

- The person obtaining the permit must be present during the hours of the bonfire. The approved bonfire permit shall be present upon request of a Fire Official or Law Enforcement Officer. The

South Walton Fire District reserves the right to check for permit compliance at any time.

PENALTIES

- Persons that light a beach bonfire without a permit are in violation of SWFD and Walton County Ordinances.
- Penalties for lighting a fire on the beach without a permit is $500.00 as listed in Walton County Resolution 2021-151
- https://www.co.walton.fl.us/471/Resolutions-Ordinances (https://www.co.walton.fl.us/471/Resolutions-Ordinances)

Order Permit Online:

www.swfd.org/beach-safety/bonfire-permit-request (http://www.swfd.org/beach-safety/bonfire-permit-request)

If you need assistance with this process our Administrative Office is open Monday – Friday, between 8am and 4pm.

Call: 850.267.1307 OR email: beachbonfire@swfd.org (mailto:beachbonfire@swfd.org)

South Walton Fire District

911 N County Highway 393

Santa Rosa Beach, FL 32459

(/)

Headquarters:
911 N. County Highway 393
Santa Rosa Beach, FL 32459

Phone: (Phone Number) (tel:850-267-1298)
Fax: (Fax) 850.267.3294

(mailto:info@swfd.org)

LINKS

(/)

(/about)

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(/ems-billing)

(/fire-life-safety)

Beach Safety

(/contact-us)

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(http://www.swfd.org/terms-conditions)

BONFIRE PERMIT REQUEST

AUTHORIZATION NUMBER:

Leave blank if you have not been issued authorization number in the past.

BUSINESS NAME:

Leave blank unless you are a vendor.

FIRST NAME:

LAST NAME:

DRIVER'S LICENSE NUMBER:

DRIVER'S LICENSE ISSUED STATE:

(select state)

PHONE NUMBER:

(

)

-

EMAIL ADDRESS:

STREET ADDRESS LINE 1:

ADDRESS LINE 2:

CITY:

COUNTRY AND STATE:

USA

(select state)

ZIP CODE:

NUMBER OF PEOPLE ATTENDING:

1

Bonfires are limited to less than 30 people in attendance. Groups of 30 or more will require proof of a special event permit from Walton County.

SPECIAL EVENT CODE:

If this permit request is for a special event enter the special event code here otherwise leave blank.

DATE OF BONFIRE:

All permits start at 4 PM for the date selected and expire at 1 AM the following day

LOCATIONS:

(select a location)

I CERTIFY THAT I AM 18 YEARS OF AGE OR OLDER:

I CERTIFY THAT I UNDERSTAND REFUNDS AND/OR RAINCHECKS ARE NOT GIVEN FOR BEACH BONFIRE PERMITS:

I CERTIFY THAT I UNDERSTAND THE RULES AND REGULATIONS REGARDING BEACH BONFIRES IN SOUTH WALTON:

Submit

(/)

Headquarters:
911 N. County Highway 393
Santa Rosa Beach, FL 32459

Phone: (Phone Number) (tel:850-267-1298)
Fax: (Fax) 850.267.3294

(mailto:info@swfd.org)

LINKS

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(/fire-life-safety)

Beach Safety

(/contact-us)

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Beachfront Property

City of Destin		City of Destin and County		County		State		City, County and State Property Total
Parcel	**Linear Feet**	**Parcel**	**Linear Feet**	**Parcel**	**Linear Feet**	**Parcel**	**Linear Feet**	
Norreigo Point Beach Property	3537.6	Tarpon Beach	344	James Lee Park	1320	State Land in West Destin (Jetties)	1328	
Calhoun Beach Trail	40					Henderson Beach Park	6441	
June White Decker Beach Park	80							
Shirah Beach Trail	52							
Shore at Crystal Beach Park	232							
Barracuda Beach Trail	40							
Pompano Beach Trail	40							
Total Linear Ft.	**4,021.6**	**Total Linear Ft.**	**344**	**Total Linear Ft.**	**1320**	**Total Linear Ft.**	**6441**	**Total Linear Ft. 12,126.6**

ITEM # 2025-692

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Action Item
AGENDA OUTLINE NUMBER: 4.C.

TO: City Council

THRU: Kimberly Kopp, City Attorney
Larry Jones , City Manager

FROM: David Prichard, Community Development Director

DATE: May 29, 2025

SUBJECT: 4481 B Luke Avenue - Proposed Scaglione Agreement

I. BACKGROUND: The Property Owner previously came before Council (during public input) to discuss the real property and improvements located at 4481 Luke Avenue, Unit B, Destin, FL, 32541, which is located within the Crystal Beach Neighborhood zoning district where short term rentals are permitted. It is anticipated that the Property Owner will be present at the June 2, 2025 Council meeting to further discuss this item as needed.

As previously explained to Council by the Owner, Owner desires to live in the primary structure but constructed the addition for use as a short-term rental, expending funds based on the belief that such use was permitted. The Land Development Code allows short term rentals in the primary structure as single room occupancy housing, which may have precipitated some confusion between the Parties.

II. DISCUSSION: The City and Owner desire to resolve the matter in a mutually agreeable manner, and as such have put together the attached proposed agreement for Council consideration. The proposed agreement is non-precedent setting and does not create any vested rights. It provides for temporary use of the addition as a rental ONLY during the time that Owner owns the Property and resides in the Property. It also requires that said unit is properly registered with the City of Destin at all times and all outstanding fees are timely paid. The rights under the Agreement also permanently expire if Owner fails to timely register during any one-year period. The proposed agreement does not authorize the Owner to rent out the primary and addition as separate rentals.

A. Link to Strategic Goals / Objectives:
B. Effect on Budget (EOB): Not applicable.
C. Level of Service (LOS):
D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: Approval of the agreement is recommended if Council deems appropriate.

IV. RECOMMENDED MOTION: I move to approve the proposed agreement with the property owner, as presented.

Attachments:

1. Scaglione Agt Luke Ave Partial executed

AGREEMENT

This Agreement ("Agreement") is entered into this 26 day of May, 2025, ("Effective Date") by and between, BARRIE SCAGLIONE I, with an address at 4481 Luke Avenue, Unit B, Destin, Florida 32541 ("**Owner**") and the CITY OF DESTIN ("**City**"), located at 4200 Indian Bayou Trail, Destin Florida 32541, collectively referred to as the "Parties."

RECITALS

WHEREAS, Owner owns the real property and improvements located at 4481 Luke Avenue, Unit B, Destin, FL, 32541 ("Property"), and

WHEREAS, the Property is located within the Crystal Beach Neighborhood zoning district where short term rentals are permitted; and

WHEREAS, the Owner desires to live in the primary structure but constructed the addition for use as a short-term rental, expending funds based on the belief that such use was permitted; and

WHEREAS, short term rentals are allowed in the primary structure as are single room occupancy housing, which may have precipitated some confusion between the Parties; and

WHEREAS, the Owner alleges some detriment due to the foregoing and although the City does not admit to any wrongdoing, the City desires to resolve the matter in a mutually agreeable manner; and

WHEREAS, the Parties now desire to settle and finally resolve all disputes between and among them concerning the property and agree that this agreement constitutes final resolution; and

WHEREAS, the Parties understand and agree that this agreement is non-precedent setting and shall not create any vested rights.

NOW, THEREFORE, the Parties hereby agree as follows:

1. **Recitals.** The above recitals are true and correct and are incorporated herein by reference.

2. **Temporary Use of Addition as a Rental.** Owner shall have the right to utilize the addition as a long term or short term rental during the time that Owner owns the Property and resides in the Property, provided that said unit is properly registered with the City of Destin at all times and all outstanding fees are timely paid. **The right shall cease to exist upon any changes in ownership, at which time this right shall expire permanently. This right runs with ownership of the property and does not run with the land, nor can this right be assigned, sold or transferred.** Further, as Owner is required to timely register the addition as a long-term or short-term rental, as appropriate, this right shall permanently expire if Owner fails to timely register during any one-year period. This Agreement does not authorize the Owner to rent out the primary and addition as separate rentals.

3. **Entire Agreement.** The Parties acknowledge that this Agreement constitutes the entire agreement between them regarding the settlement of their dispute and any prior statements, whether oral or written, are merged herein. This

Agreement may not be modified or amended without a written instrument signed by the party against whom enforcement is sought.

4. **Term of Agreement.** This Agreement shall not be deemed to run with the land. This Agreement shall automatically be terminated, with no action of the parties required, at such time Owner no longer owns the property.

5. **No Transfer or Assignment of Agreement. This Agreement is not assignable or transferrable.**

6. **Authority.** The signatories to this Agreement affirm their authority to execute this Agreement.

7. **Governing Law.** The law of the State of Florida shall apply to this Agreement. Any dispute regarding this Agreement shall be litigated exclusively in the courts of Okaloosa County, Florida. The parties expressly consent to such agreed jurisdiction and venue, and waive any objections thereto.

8. **Attorney's Fees.** In the event of any action, whether pre-suit, mediation, litigation or appellate proceeding to enforce the terms and conditions of this Agreement, each party to the action shall pay its own attorney's fees and costs incurred therein.

EXECUTED to be effective on the date stated above.

OWNER:

Barrie Scaglione I

STATE OF FLORIDA
COUNTY OF OKALOOSA

The foregoing instrument was acknowledged before me by (check one) ☑ physical presence or ☐ remote online notarization this 26 day of May 2025, by BARRIE SCAGLIONE I who is personally known to me or who has produced _____ as identification and who did not (did) take an oath.

Signature of Notary

(NOTARY SEAL)

BONNIE S. HALL
Commission # HH 483616
Expires January 22, 2028

Bonnie S Hall
Print or Type Name

CITY OF DESTIN:

_____

By: Larry Jones, City Manager

ATTEST:

_____

Rey Bailey, City Clerk

The form and legal sufficiency of the foregoing has
been reviewed and approved by the City Attorney for
the City of Destin, only.

_____

Kimberly Romano Kopp

ITEM # 2025-693

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Action Item
AGENDA OUTLINE NUMBER: 4.D.

TO: City Council

THRU: Larry Jones , City Manager

FROM: Kimberly Kopp, City Attorney

DATE: May 29, 2025

SUBJECT: Engagement Letter with Warner Law Firm for Requested City Litigation re: Beach Vending

I. BACKGROUND: On May 19, 2025, the City Council directed the City Attorney and City Manager to obtain counsel for commencing litigation against certain mobile food vendors operating in prohibited areas within the City limits. The City Attorney and City Manager are presenting this item in that regard.

II. DISCUSSION: The City Attorney and City Manager recommend engaging the Warner Law Firm. The Warner law firm is familiar with the issues because it also represents the City in insurance defense litigation that is currently pending related to mobile vending in prohibited areas in the City. As such, the Warner Firm is able to offer its services at a discounted rate. The firm's hourly rates are therefore highly competitive and legal services are made available to the City at the same rate the Warner Law Firm charges insurance carrier.

A. Link to Strategic Goals / Objectives:

B. Effect on Budget (EOB): The total cost of litigation will be discussed with Council after additional information gathering is performed, however, the City Attorney estimates the first year's litigation costs at $30,000. This is just an estimate and actual costs may be greater or less than $30,000 in the first year. However, litigation cost updates will be provided to Council on a regular basis.

C. Level of Service (LOS):

D. Legislative Sponsor: City Council Directive on May 19, 2025

E. Business Impact Statement:

III. CONCLUSION: The City Attorney and City Manager recommend that the City Council authorize the City Manager to execute the attached engagement letter and engage the Warner Law Firm to represent the City in litigation against mobile vendors that refuse to adhere to City

regulations prohibiting mobile vending in certain areas of the City.

IV. RECOMMENDED MOTION: I move to authorize the City Manager to engage the Warner Firm to represent the City against mobile vendors that fail to comply with City regulations prohibiting mobile vending in certain areas of the City, and execute the attached engagement letter.

Attachments:

1. Engagement Letter - City of Destin - Ice Cream Vendors

WARNER LAW FIRM, P.A.

501 W. 11TH STREET, STE A
POST OFFICE BOX 1820 (32402)
PANAMA CITY, FLORIDA 32401
TELEPHONE (850) 784-7772
FACSIMILE (850) 784-7756
Toll Free Telephone (888) 927-6370
Toll Free Facsimile (888) 781-7754
pleadings@warnerlaw.us

TIMOTHY M. WARNER*
WILLIAM G. WARNER
ALYSSA M. YARBROUGH
JENNIFER A. HAWKINS
ERIC A. KREBS**

timwarner@warnerlaw.us
billwarner@warnerlaw.us
alyssayarbrough@warnerlaw.us
jenniferhawkins@warnerlaw.us
erickrebs@warnerlaw.us

* ALSO ADMITTED IN LOUISIANA
** ALSO ADMITTED IN TEXAS

May 27, 2025

Larry Jones
City Manager
City of Destin
4200 Indian Bayou Trail
Destin, FL 32541

Dear Mr. Jones:

It is our understanding that the City of Destin would like to engage Warner Law Firm, P.A., hereinafter referred to as "the firm," to advise and represent the City of Destin, hereinafter "City," with respect to legal action that the City wishes to pursue against certain mobile food vendors operating in prohibited areas within the City limits.

This letter will confirm the terms our engagement.

It is acknowledged that the firm's client is the City, and no other person or entity. The scope of the firm's representation of the City includes: preparing and filing a Complaint for Injunctive Relief and other appropriate pleadings, investigating, conducting discovery in accordance with the Florida Rules of Civil Procedure, preparing and arguing pretrial motions, conducting settlement negotiations, attending mediation, preparing for trial, trial, and appeal, if necessary.

The firm's fee will be based upon an hourly rate of $208.00 for partner time, $170.00 for attorney time, and $104.00 for paralegal time. The City will be billed on a monthly basis by itemized statement of services rendered and expenses charged, with payment being due upon receipt.

In addition to attorney's fees, the firm shall be reimbursed for expenses, including travel, court reporter's fees, process server's fees, copy costs, and any other out-of-pocket expenses incurred by the firm in its representation under this agreement.

During the course of our engagement, the firm will use its best efforts on the

City's behalf. Please be reminded, however, that the firm cannot guarantee favorable results in this matter.

It is understood that the firm will not settle or compromise this matter without the City's consent.

The City understands that it has certain obligations in connection with this case, including an obligation of complete honesty and full disclosure of any and all facts surrounding this matter, and further understands that it must cooperate with the firm's personnel during the representation.

Failure of either party to abide by the terms of this engagement shall be the basis for termination of the parties' relationship hereunder, including withdrawal of counsel from the representation.

If you understand and approve the terms of this engagement as outlined in this letter, please sign where indicated below and return the executed original to my office.

We appreciate your consideration and look forward to working with you in this matter.

Sincerely,

WARNER LAW FIRM, P. A.

s/*William G. Warner*

WILLIAM G. WARNER

Agreed, on the date set forth below:

_____

Larry Jones
City of Destin

Dated: _____

ITEM # 2025-672

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Consent Agenda
AGENDA OUTLINE NUMBER: 4.E.

TO: City Council

THRU:

FROM:

DATE:

SUBJECT: Draft Minutes of Standing Committees and Boards - **Informational Only**

I. BACKGROUND:

II. DISCUSSION:

A. Link to Strategic Goals / Objectives:
B. Effect on Budget (EOB):
C. Level of Service (LOS):
D. Legislative Sponsor:
E. Business Impact Statement:

III. CONCLUSION:

IV. RECOMMENDED MOTION:

Attachments:

1. 4-17-25 LPA

LOCAL PLANNING AGENCY MEETING MINUTES
APRIL 17, 2025 - 5:30 P.M.
DESTIN CITY HALL ANNEX CHAMBERS

1. CALL TO ORDER & PLEDGE OF ALLEGIENCE:

Vice Chairman Buhr called the Local Planning Agency to order on Thursday, April 17, 2025, at 5:30 p.m., in a workshop setting, due to not having a quorum, in the Destin City Annex Chambers; with the Pledge of Allegiance immediately following.

2. ROLL CALL:

Members Present	Members Absent	Staff Members Present
Todd Buhr	James T. Wood, Jr.	Kimberly Montgomery Deputy City Clerk
Marcie Bell	Jay Purut	Daniel Butler Principal Planner
Tammy Weidenhamer		Jesse Hernandez Planner
Ken Wampler		David Prichard, Community Dev. Director
Bree Uptigrove		Kim Kopp City Attorney

3. AGENDA APPROVAL:

Motion to approve the agenda with no changes or additions by Agency member Bell with Agency member Weidenhamer providing the second, the motion passed unanimously.

4. NEW BUSINESS:

A. Ordinance 25-09-LC - Amending Section 7.16.00 Alcoholic Beverage Dispensing of the Land Development Code; Creating an exception to the separation requirement from churches for certain tax-exempt organizations that specifically benefit veterans of the U.S. Armed Forces.

Principal Planner Daniel Butler read the ordinance by title into the record.

City Attorney Kim Kopp explained this ordinance was initiated by Council member Braden who is the Legislative Sponsor and has been before the City Council for first reading. She further explained the reasoning behind this ordinance is that a local citizen and Veteran of the Armed Forces wants to be able to dispense alcohol for charity and fund raising purposes for their 501C-19, which typically takes place a few times a year. However, it is within the 500-feet of a church (approximately 437 feet), and per Code, is currently not allowed, being that these type services they provide must be 500 feet or more from a church or school.

Vice Chairman Buhr opened the public for comment, with no one present, he closed the public portion of the meeting and called for a motion.

Motion by Agency member Wampler to recommend City Council approve Ordinance 25-09-LC, with Agency member Bell providing the second. In discussion, Agency member Bell asked if staff has received any negative comments against this ordinance. According to city Planner Jesse Hernandez, with this subject already being discussed at a Council meeting and advertised for first reading, staff did not feel the need for sending letters to all churches and schools on the subject since they have already been doing this for some time and staff has never received any complaints against the practice in the past, this ordinance is just making the practice official. **With no further discussion, the motion passed with a unanimous vote of 5-0.**

6. PUBLIC COMMENTS:

Vice Chairman Buhr opened the public for any other comments, with no one present, he closed the public portion of the meeting.

Mr. Butler announced to the members that the second phase of Harborwalk Village, Phase II of the Emerald (Baby) Grande will be discussed at the next Council on April 21, 2025 meeting for any questions or discussion by the City Council and public. Mr. Butler then introduced the Community Development Director, David Prichard and Planner Jesse Hernandez to the members.

7. ADJOURNMENT:

Having no further discussion at this time, the meeting adjourned at 5:45 p.m.

Adopted and approved this _____ day of _____ 2025.

_____ _____

Vice Chairman, Todd Buhr Kim Montgomery, Deputy City Clerk

ITEM # 2025-242

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Announcement
AGENDA OUTLINE NUMBER: 4.F.

TO: City Council

THRU:

FROM:

DATE:

SUBJECT: Announcements

I. BACKGROUND:

II. DISCUSSION:

A. Link to Strategic Goals / Objectives:
B. Effect on Budget (EOB):
C. Level of Service (LOS):
D. Legislative Sponsor:
E. Business Impact Statement:

III. CONCLUSION:

IV. RECOMMENDED MOTION:

Attachments:

None

ITEM # 2025-508

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Ordinance
AGENDA OUTLINE NUMBER: 5.A.

TO: City Council

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: Daniel Butler, Principal Planner
David Prichard, Community Development Director

DATE: May 21, 2025

SUBJECT: First reading of Ordinance 25-10-LC - High Density Residential Townhomes Setbacks

I. BACKGROUND: Currently, per the City's ***Land Development Code (LDC) Section 7.12.08***, ***Table 7-3: Schedule of Dimensional Requirements in Zoning Districts,*** townhomes (multi-family development) are required to provide a rear setback of 10' for any portion of a building having a height of 35 feet or less if the property does not front the harbor, bay, or gulf. The language reads as follows –

> *For lots fronting the harbor: Zero feet. For lots fronting the Choctawhatchee Bay: rear setback must meet the requirements set forth in section 11.01.10 Bay shoreline protection zone. For lots fronting the gulf, the rear setback will be established by DEP. For all lots that do not front the harbor, bay or the gulf, but instead have a rear property line,* ***ten*** *feet for any portion of a building having a height of 35 feet or less. Fifteen feet for any portion of a building having a height above 35 feet but below 50 feet. For each ten feet or fraction thereof exceeding 50 feet in height, the rear setback shall be increased by two feet on each side.*

II. DISCUSSION: There are multiple townhome properties within the HDR zoning district that have built accessory structures, such as attached decks/patios, onto the rear of their residence, intruding into the required ten foot (10') rear setback. Some of these improvements were made illegally without a permit, while a couple of others were erroneously approved and permitted by previous City Staff.

In an attempt to eliminate these nonconforming structures within the City, the staff is suggesting reducing the required rear setback for townhome properties within the HDR zoning district that

do not front the harbor, bay, or gulf and have a maximum building height of 35 feet (35') or less to five feet (5') rather than the currently required ten feet (10'). This would still provide a minimum of ten feet (10') between any two townhome structures that were to back up to each other, if designed accordingly.

As proposed, this ordinance would have no effect on single-family dwellings, apartment and/or condominium buildings within the HDR Zoning District and could have potential effects on approximately 178 townhome units within the HDR zoning district.

A. Link to Strategic Goals / Objectives: III. Economic development and revitalization

B. Effect on Budget (EOB): n/a

C. Level of Service (LOS): n/a

D. Legislative Sponsor: Teresa Hebert

E. Business Impact Statement:

III. CONCLUSION: Staff recommend that the City Council approve proposed **Ordinance 25-10-LC**, which would reduce the required rear setback for townhome properties within the HDR zoning district that do not front the harbor, bay, or gulf and have a maximum building height of 35 feet (35') or less to five feet (5') rather than the currently required ten feet (10')

The Local Planning Agency (LPA) met on Thursday, May 15, 2025 and voted 3-0 (with one abstention) to recommend that the City Council approve Ordinance 25-10-LC.

IV. RECOMMENDED MOTION: I move that the City Council approve Ordinance 25-10-LC.

Attachments:

1. 25-10-LC_HDR Townhome Rear Setback Ordinance
2. HDR Townhome Graphic

ORDINANCE NO. 2025-10-LC

AN ORDINANCE OF THE CITY OF DESTIN, FLORIDA, REDUCING CERTAIN SETBACKS FOR TOWNHOMES WITHIN THE HIGH DENSITY RESIDENTIAL ("HDR") ZONING DISTRICT; AMENDING TABLE 7-3 "TABLE OF DIMENSIONAL REGULATIONS"; PROVIDING FOR AUTHORITY; PROVIDING FOR FINDINGS OF FACT; PROVIDING FOR INCORPORATION INTO THE LAND DEVELOPMENT CODE; PROVIDING FOR CONFLICTING PROVISIONS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

SECTION 1. AUTHORITY.

The authority for enactment of this Ordinance is Article 1, Section l.0l (b) of the City Charter, Section 166.021, Florida Statutes and Chapter 163, Part II, Florida Statutes.

SECTION 2. FINDINGS OF FACT.

WHEREAS, Chapter 163, Part II, of Florida Statutes, entitled the Community Planning Act ("Act"), empowers and requires the City Council to plan for the City's future development and growth and to adopt and amend its Land Development Code, or elements of portions thereof, to guide the future growth and development of the City; and

WHEREAS, the Land Development Code currently contains setback requirements which the City Council seeks to reduce for townhomes only in the High Density Residential (HDR) zoning district; and

WHEREAS, the City Council desires to provide for the health, safety and welfare of its citizens by modernizing and simplifying the LDC; and

WHEREAS, the City Council has determined that this ordinance is consistent with the adopted comprehensive plan and is in the best interests of the City and its citizens; and

WHEREAS, the Local Planning Agency held a public hearing, with all required public notice on for the purpose of providing recommendations to the City Council with regard to this Ordinance amending the Land development Code and recommended that the City Council adopt the Ordinance amending the Land Development Code; and

WHEREAS, a public hearing has been conducted by the City Council after due public notice.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DESTIN, FLORIDA, AS FOLLOWS:

NOTE: Language in all sections of this ordinance that is ~~strike-thru~~ is language proposed to be deleted, <u>underline language</u> is language to be added, language that is not in strike-thru or underlined is not to be changed. The symbol * represents sections of the Land Development Code that have been skipped and remain unchanged.**

***

Article 7 - LAND USE, TYPE, DENSITY, INTENSITY, ZONING AND REGULATORY CONTROLS

***

SECTION 3. TABLE 7-3 "TABLE OF DIMENSIONAL REGULATIONS

TABLE 7-3: SCHEDULE OF DIMENSIONAL REQUIREMENTS IN ZONING DISTRICTS

(Dimensions are in feet)

***

TABLE 7-3: SCHEDULE OF DIMENSIONAL REQUIREMENTS IN ZONING DISTRICTS

(Dimensions are in feet)

Zoning Districts	Minimum Lot Area (sq. ft.)	Minimum Lot Size		Maximum Building Height	Setbacks			Maximum Density (units per acre)	Maximum Floor Area Ratio	Minimum Open Space (%)
		Width	Depth		Front	Side	Rear			
BE - one d.u.	15,000	80	150	35/3 stories	20	10	10	2.90	N/A	25
LDR-V/LDR-H/MDR-V - one d.u.	7,500	70	100	35/3 stories	20	7½	10	5.81	N/A	25
LDR-HI/MDR-HI - one d.u.	7,500	70	100	30/3 stories	20	7½	10	5.81	N/A	30
HDR - one d.u.	7,500	70	100	30/3 stories	20	7½	10	9.90	N/A	30
CL - one d.u.	7,500	70	100	30/3 stories	20	7½	10	9.00	N/A	30
ROI-TD - one d.u.	7,500	70	100	30/3 stories	20	7½	10	9.00	N/A	30
ROI-VR/ROI-CBR - one d.u.	7.500	70	100	35/3 stories	20	7½	10	9.00	N/A	25
CBN - one d.u.	7,500	70	100	30/3 stories	20	7½	10	6.00	N/A	30
CBN-TDD - one d.u. (Y)	Q	50	150	Q	Q	Q	Q	Q	Q	Q

CBR - one d.u.	7,500	70	100	30/3 stories	20	7½	10	6.00	N/A	30
CMU - one d.u.	7,500	70	100	35/3 stories	20	7½	10	6.00	N/A	25
CMU-V - one d.u.	5,000	50	100	35/3 stories	20	7½	10	9.00	N/A	25
CMU-V - two or d.u.	None	None	None	50/4 stories	H	H	H	12.00	N/A	25
CMU-V - non d.u.	None	None	None	F	H	H	H	N/A	.50	25
SHMU - one d.u.	7,500	70	100	30/3 stories	20	7½	10	9.00	N/A	30
NHMU - one d.u.	7,500	70	100	35/3 stories	20	7½	10	9.00	N/A	25
GRMU - one d.u.	7,500	70	100	50/4 stories	20	7½	10	9.00	N/A	30
HIMU - one d.u.	7,500	70	100	50/4 stories	20	7½	10	9.00	N/A	30
BRMU - one d.u.	7,500	70	100	35/3 stories	20	7½	10	9.00	N/A	25
MDR-V/MDR-HI - two or more d.u.	None	None	None	35/3 stories	A/B	A/B	A/B	9.90	N/A	25
HDR - two or more d.u.	None	None	None	50/4 stories	H	H	H	19.90	N/A	25
CBN - two or more d.u.	None	None	None	50/4 stories	20	A/B	A/B	6.00	N/A	25
CBN - non d.u.	None	None	None	50/4 stories	20	A/B	A/B	N/A	.50	25
CL - two or more d.u.	None	None	None	50/4 stories	20	A/B	A/B	12.00	N/A	25
CL - non d.u.	None	None	None	C	10	A/B	A/B	N/A	.50	25

CG - two or more d.u.	None	None	None	50/4 stories	K	K	K	16.90	N/A	25
CG - non d.u.	None	None	None	50/4 stories/F	K	K	K	N/A	1.30	25
CTS	None	None	None	35/3 stories	L	L	L	O	1.30	25
ROI-VR - two or more d.u.	None	None	None	35/3 stories/E	A/B	A/B	A/B	12.00	N/A	25
ROI-TD - two or more d.u	None	None	None	30/3 stories/E	A/B	A/B	A/B	12.00	N/A	25
CBR - two or more d.u.	None	None	None	50/4 stories	M	M	M	12.00	N/A	25
CBR - non d.u.	None	None	None	50/4 stories	M	M	M	N/A	0.7	25
TCMU - one d.u.	5,000	50	100	35/3 stories	20	5	10	9.00	N/A	25
TCMU - two or more d.u.	None	None	None	50/4 stories	K	K	K	24.00	N/A	25
TCMU - none d.u.	None	None	None	75/6 stories	K	K	K	N/A	1.5	25
CMU - two or more d.u.	None	None	None	50/4 stories	H	H	H	12.00	N/A	25
CMU - non d.u.	None	None	None	50/4 stories/F	H	H	H	N/A	.50	25
SHMU - two or more d.u. (short-term)	None	None	None	50/4 stories/G	N	N	N	24	N/A	25
SHMU - two or more d.u. (long-term)	None	None	None	50/4 stories/G	N	N	N	24	N/A	25

SHMU - non d.u.	None	None	None	75/6 stories/G	N	N	N	N/A	.60	25
NHMU - two or more d.u.	None	None	None	50/4 stories	K	K	K	24.00	N/A	25
NHMU - non d.u.	None	None	None	35/3 stories	K	K	K	N/A	.60	25
GRMU - two or more d.u.	None	None	None	50/4 stories	M	M	M	24.00	N/A	25
GRMU - non d.u.	None	None	None	65/55 stories	M	M	M	N/A	1.30	25
HIMU - two or more d.u.	None	None	None	50/4 stories	H	H	H	16.90	N/A	25
HIMU - non d.u.	None	None	None	50/4 stories	H	H	H	N/A	1.30	25
BRMU - two or more d.u.	None	None	None	50/4 stories/P	M	M	M	16.90	N/A	25
BRMU - non d.u.	None	None	None	50/4 stories/P	M	M	M	N/A	.75/X	25
IN	None	None	None	35/3 stories	L	L	L	N/A	1.30	25
A	None	None	None	35/3 stories/ I	J	J	J	N/A	1.30	25
INST	None	None	None	35/3 stories	None	None	None	N/A	.50	25
REC	None	None	None	35/3 stories	None	None	None	N/A	.20	25
CON	None	None	None	15/1 story	None	None	None	N/A	.05	80

Footnotes defining requirements:

A. For all structures three stories in height, the minimum front setback shall be 20 feet, the minimum side setback shall be 15 feet on each side and the minimum rear setback shall be 20 feet.

For all buildings exceeding three stories in height, the minimum front setback shall be 20 feet, the minimum side setback shall be 20 feet and increased by two feet on each side for each story exceeding four stories, and a minimum 25-foot rear yard setback shall be required.

Within the Old Destin MMTD, no minimum front, side or rear setbacks are required, except where the property line is contiguous with a BE or LDR residential district boundary; then ten-foot side and rear yards, maintained as open space, shall be provided.

Buildings or structures three stories or less utilized for residential or multifamily purposes on the same lot shall be a minimum of ten feet apart. All buildings exceeding three stories in height, the distance apart on the same lot shall be increased by two feet for each story exceeding three stories with a maximum of 50 feet between buildings being required. There are no minimum spacing requirements between residential, nonresidential, mixed-use or multifamily buildings located on the same lot in the Old Destin MMTD.

B. For all structures two stories or less in height, the minimum front setback shall be 20 feet, and no side or rear yards are required except where property line is contiguous with residential district boundary; then a ten-foot yard, maintained as open space, shall be provided. Within the Old Destin MMTD, no minimum front setback is required.

C. Retail, service, restaurant, and similar commercial uses have a maximum height of 35 feet/two stories. Medical, office, hotel, motel, bed and breakfast, and other commercial transient living accommodations have a maximum height of 50 feet/four stories.

D. Retail, service, restaurant, and similar commercial uses have a maximum height of 35 feet/three stories.

E. For those properties that abut U.S. Highway 98, the height may be extended to a maximum of 50 feet and four stories.

F. Office, neighborhood retail commercial goods and services, restaurant, and similar commercial uses have a maximum height of 35 feet/two stories.

G. Please refer to the footnotes 1 through 3 of Table 1-13: general development standards for "SHMU" designated land of Policy 1-2.4.3(3) of the comprehensive plan for information on maximum building height and measurement of building height.

H. The following setbacks shall apply to developments proposed in the HDR, CMU and HIMU zoning districts.

i. *Front setback.* For those properties that front U.S. Highway 98, 15 feet minimum to 25 feet maximum for any portion of a building having a height below 40 feet. For any portion of a building having a height above 40 feet, the front setback shall be a minimum of 45 feet. For those properties that do not have frontage on U.S. Highway 98, ten feet minimum to 20 feet maximum for any portion of a building having a height of 40 feet or less. For any portion of a building having a height above 40 feet, the front setback shall be a minimum of 30 feet.

ii. *Side setbacks.* Zero feet for any portion of a building having a height of 35 feet or less. Fifteen feet for any portion of a building having a height above 35 feet but below 50 feet. For each ten feet or fraction thereof exceeding 50 feet in height, the side setback shall be increased by two feet on each side.

iii. *Rear setback.* For lots fronting the harbor: Zero feet. For lots fronting the Choctawhatchee bay: rear setback must meet the requirements set forth in section 11.01.10 Bay shoreline protection zone. For lots fronting the gulf the rear setback will be established by DEP. For all lots that do not front the harbor, bay or the gulf, but instead have a rear property line, ten feet for any portion of a building having a height of 35 feet or less. <u>However, townhome units having a height of 35 feet or less may have a rear property line setback of five feet.</u> Fifteen feet for any portion of a building having a height above 35 feet but below 50 feet. For each ten feet or fraction thereof exceeding 50 feet in height, the rear setback shall be increased by two feet on each side.

I. Aircraft communication towers are exempt from the height limitations of this district, but continue to be subject to the remaining standards set forth in City of Destin Commercial Communications Tower Regulations, as now or hereafter amended.

J. The setback requirements for the A district are as follows:

Setbacks from taxiway pursuant to adopted FAA construction standards.

Setbacks from property lines minimum of 15 feet.

Building separation requirements minimum of ten feet or 20 feet if designated a fire lane.

K. The following setbacks shall apply to developments proposed in the CG, NHMU and TCMU zoning districts:

i. *Front setback.* For those properties that front U.S. Highway 98, 16 feet minimum to 26 feet maximum for any portion of a building having a height below 40 feet. For any portion of a building having a height above 40 feet, the front setback shall be a minimum of 45 feet. For those properties that do not have frontage on U.S. Highway 98, ten feet minimum to 20 feet maximum for any portion of a building having a height of 40 feet or less. For any portion of a building having a height above 40 feet, the front setback shall be a minimum of 30 feet.

ii. *Side setbacks.* Zero feet for any portion of a building having a height of 40 feet or less. For any portion of a building having a height greater than 40 feet, the side setback shall be increased by two feet on each side for each ten feet or fraction thereof exceeding 40 feet in height. Those portions of a development that abut single-family, duplex or townhome uses shall meet the supplemental setbacks requirements set forth in Section 7.09.03.F.1.f.1.

iii. *Rear setback.* Zero feet. Those portions of a development that abut single-family, duplex or townhome uses shall meet the supplemental setbacks requirements set forth in Section 7.09.03.D.

L. The following setbacks shall apply to developments proposed in the CTS and IN zoning districts:

i. *Front setback.* For those properties within the Old Destin MMTD, zero feet minimum to ten feet maximum setback is required. For those properties outside of the Old Destin MMTD, a front setback of ten feet is required.

ii. *Side setbacks.* For all structures three stories or less in height no side yard is required except where the property line is contiguous with a residential district boundary; then a ten-foot yard, maintained as open space, shall be provided.

iii. *Rear setback.* For all structures three stories or less in height no rear yard is required except where the property line is contiguous with a residential district boundary; then a ten-foot yard, maintained as open space, shall be provided.

M. The following setbacks shall apply to developments proposed in the CBR, BRMU and GRMU zoning districts:

i. *Front setback.*

a. For those properties located in the CBR and BRMU zoning districts, ten feet minimum and no maximum.

b. For those properties in the GRMU zoning district and that front U.S. Highway 98, 15 feet minimum to 25 feet maximum for any portion of a building having a height below 40 feet. For any portion of a building having a height above 40 feet, the front setback shall be a minimum of 45 feet.

c. For those properties in the GRMU zoning district that do not have frontage on U.S. Highway 98, ten feet minimum to 20 feet maximum for any portion of a building having a height of 40 feet or less. For any portion of a building having a height above 40 feet, the front setback shall be a minimum of 30 feet.

d. For those properties in the GRMU zoning district that have frontage on that portion of Scenic Highway 98 lying west of Henderson Beach State Park, zero feet minimum to ten feet maximum.

ii. *Side setbacks.* Ten feet for any portion of a building having a height of 35 feet or less. Fifteen feet for any portion of a building having a height above 35 feet but below 50 feet. For each ten feet or fraction thereof exceeding 50 feet in height, the side setback shall be increased by two feet on each side.

iii. *Rear setback.* For lots fronting the gulf the rear setback will be established by DEP. For all lots that do not front the gulf, ten feet for any portion of a building having a height of 35 feet or less. Fifteen feet for any portion of a building having a height above 35 feet but below 50 feet. For each ten feet or fraction thereof exceeding 50 feet in height, the rear setback shall be increased by two feet.

N. The following setbacks shall apply to developments proposed in the SHMU zoning district:

i. *Front setback.* For those properties that front U.S. Highway 98, 16 feet minimum to 26 feet maximum for any portion of a building having a height below 40 feet. For those properties that do not have frontage on U.S. Highway 98, ten feet minimum to 20 feet maximum for any portion of a building having a height of 40 feet or less. For any portion of a building having a height above 40 feet, the front setback shall be a minimum of 45 feet.

ii. *Side setbacks.* Zero feet for any portion of a building having a height of 35 feet or less. Fifteen feet for any portion of a building having a height above 35 feet but below 50 feet. For each ten feet or fraction thereof exceeding 50 feet in height, the side setback shall be increased by two feet on each side.

iii. *Rear setback.* Note: For lots that have a rear lot line on the harbor, a minimum setback of 15 feet shall apply in order to have enough space for the Harbor Boardwalk to be constructed when said boardwalk cannot be constructed over the Destin Harbor. Properties must still provide for the Harbor Boardwalk in accordance with Section 8.09.03(A)(9). For lots that have a rear lot line on Choctawhatchee Bay: rear setback must meet the requirements set forth in Section 11.01.10, Bay shoreline protection zone. For all lots that do not have a rear lot line on the harbor or the bay, but instead have a rear property line: Zero feet.

O. No residential uses allowed, except for one custodian or night-watchman residence per development.

P. In the BRMU zoning, district, the maximum height by right shall be 35 feet and three stories, excepting those properties that abut Emerald Coast Parkway, in which case height may be extended to a maximum of 50 feet and four stories.

Q. Crystal Beach Neighborhood-Traditional Development District (CBN-TDD) overlay applies only to minimum lot width and depth.

***

SECTION 4. INCORPORATION INTO LAND DEVELOPMENT CODE. This ordinance shall be incorporated into the City of Destin's Land Development Code and any section or paragraph number or letter and any heading may be changed or modified as necessary to effectuate the foregoing.

SECTION 5. CONFLICTING PROVISIONS. Special Acts of the Florida Legislature applicable to the incorporated area of the City of Destin, City Ordinances and City Resolutions, or parts, thereof, in conflict with the provisions of this ordinance are hereby superseded by this ordinance to the extent of such conflict.

SECTION 6. SEVERABILITY. If any section, phase, sentence, or portion of this Ordinance is, for any reason, held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be

deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

SECTION 7. EFFECTIVE DATE. This ordinance shall become effective upon its adoption by the City Council and signature by the Mayor.

ADOPTED THIS ____DAY OF _____, 2025.

By: _____
Bobby Wagner, Mayor

ATTEST:

The form and legal sufficiency of the foregoing has been reviewed and approved by the City Attorney for the City of Destin, only.

Rey Bailey, City Clerk

Kimberly Romano Kopp, City Attorney

First Reading: May 18, 2025
Second Reading: _____


Townhomes within
High Density Residential
Zoning
Townhomes (178 Units)
N
500 250 0 500
Feet
05/20/2025
Destin Harbor
Gulf of Mexico
NORRIEGO RD
OSCEOLA DR
VERA CRUZ DR
LAGOON DR
CHOCTAW DR
MAGNOLIA DR
GULF SHORE DR
MORENO POINT RD
LANDS END DR

AGENDA
CRA BOARD MEETING
MONDAY, JUNE 2, 2025
6:00 PM
DESTIN CITY HALL ANNEX COUNCIL CHAMBERS

TO: City Council

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: David Prichard, Community Development Director

DATE: May 28, 2025

SUBJECT: Resolution 25-14 Harbor CRA Master Plan

I. <u>BACKGROUND</u>: At the September 19, 2022, City Council meeting, the Council approved the funding to update the Harbor and Town Center Community Redevelopment Areas Master Plans. Based on experience and existing knowledge of the City, 3TP Ventures, Inc. was selected and approved by the Council as the consultant to assist Staff and the CRA Committees in carrying out both updates.

II. <u>DISCUSSION</u>: The update of the CRA Master Plans consists of **Three Phases.**

PHASE 1: EXISTING CONDITIONS AND REGULATIONS **- COMPLETE**
PHASE 2: ANALYSIS AND PLAN UPDATE RECOMMENDATIONS **- COMPLETE**
PHASE 3: COMPILATION OF FINAL DRAFT **- COMPLETE**

Tonight's meeting is one of the last remaining steps to complete the adoption of the Harbor CRA Master Plan. The Plan presented is the culmination of the Harbor CRA Advisory Committee's, 3TP Ventures, LLC, and Staff's effort to update and provide the highest quality analysis, recommendations, and direction for the continued redevelopment of the Harbor area.

Through open and continuing engagement, the plan was developed by listening to the Committee's, the public's, and other stakeholders' concerns and recommendations. The public engagement also included the Mobility Plan, as the two plans will complement each other to implement the objectives and priorities of, not just the Harbor CRA (HCRA), but the surrounding areas of the City as well.

The new plan clearly and concisely:

1. Identifies the existing conditions and deficiencies of the HCRA;
2. Explicitly calls out the priorities and projects; and
3. Provides a logical and legal foundation that will help shape decision-making now and in the future.

Tonight, City Council has three options:

1. Adopt Plan as presented
2. provide feedback on any changes, or
3. Deny the plan

Staff will update and complete any substantive comments provided. Once the approved changes are completed, Staff will bring it back to the CRA Board and City Council for consideration.

Comprehensive Plan Compliance

If adopted, the Master Plan will satisfy many objectives of the adopted Comprehensive Plan, specifically the Goals, Objectives, and Policies of Chapter 10—Economic Development. But its impact is not limited to just Chapter 10; it also helps develop and implement Chapter 4—Public Facilities and Chapter 7—*Recreation and Open Space*.

The Harbor CRA Advisory Committee recommended approval of the draft plan on November 13, 2024, with a vote of 4-0. The LPA reviewed the plan for compliance with the Comprehensive Plan on February 6, 2025, and passed with a vote of 6-0.

At the regularly scheduled CRA Board Meeting on May 19, 2025, the CRA Board unanimously recommended City Council approval for the adoption of the Harbor CRA Master Plan.

A. Link to Strategic Goals / Objectives: II) Enhance Quality of Life
III) Economic Development and Revitalization
IV) Effective, efficient, and aesthetically pleasing infrastructure.

B. Effect on Budget (EOB): Budget for each update is committed to each project.

C. Level of Service (LOS): Improved quality of life, infrastructure, and mobility.

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: This is the City Council's opportunity to affirm the plan or address any

deficiencies in the provided updates.

IV. <u>RECOMMENDED MOTION</u>: I move the City Council approve Resolution 25-14 and the **Harbor CRA Master Plan,** as presented.

<u>ALTERNATIVE MOTIONS:</u>
I move the City Council modify the **Harbor CRA Master Plan**, as follows _____ and return to Council with an updated resolution.

I move the City Council deny approval of the **Harbor CRA Master Plan**.

Attachments:

1. Harbor CRA Plan - CRA Board Edits_Project List
2. Harbor CRA Plan - CRA Board Edits
3. Resolution 25-14 Harbor CRA Master Plan

Any person requiring a special accommodation at this hearing because of a disability or physical impairment should contact the City Clerk at (850) 837-4242 at least 48 hours prior to the hearing. If a person decides to appeal any decision made with respect to any matter considered at such meeting, such person will need a record of the proceeding and for such purpose may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. (Sec. 286.0105, Florida Statutes)

HARBOR CRA PROJECT LIST & CRA FUND UTILIZATION BREAKDOWN

Projects ranked in order of priority

Percent of total projected CRA funds allocated to project by HCCRAC during prioritization exercise in May 2023

1 — 14%

COMPLETION OF THE CROSS TOWN CONNECTOR
Complete CTC with the required lighting, landscaping, buffer, sidewalk widths and pedestrian amenities from Main Street to Stahlman Ave and Harbor Blvd.

2 — 6%

INTERSECTION IMPROVEMENTS
Near term improvements such as changes to crosswalks, curbs, etc. to Stahlman Ave. at Harbor Blvd & Zerbe St., Stahlman Ave. at Azalea Dr., and Calhoun Ave. at Sibert Ave.

3 — 24%

HARBOR BOARDWALK UNDER THE BRIDGE EXTENSION
Continue the Harbor Boardwalk west under the Marler Bridge.

4 — 10%

HARBOR BOARDWALK EAST EXTENSION
Continue the Harbor Boardwalk east to eastern boundary of South Harbor Mixed Use District (646 Harbor Blvd).

5 — 8%

HARBOR BOARDWALK SAFETY IMPROVEMENTS
Install ladders or some other safety provision along the boardwalk. Cost varies depending on improvement and frequency.

6 — 10%

BIKE LANE/SIDEWALK IMPROVEMENTS
Sidewalk connections to be constructed on Sibert Ave., Zerbe St., Pine St., and Stahlman Ave. Bike facilities to be constructed on Sibert Ave., Forest St., Stahlman Ave., and Beach Dr.

7 — 6%

PARKING AVAILABILITY/PARKING DECK (ZERBE STREET)
350 - 600 space structure at Zerbe Street/Community Center (provides public parking for area and land for development).

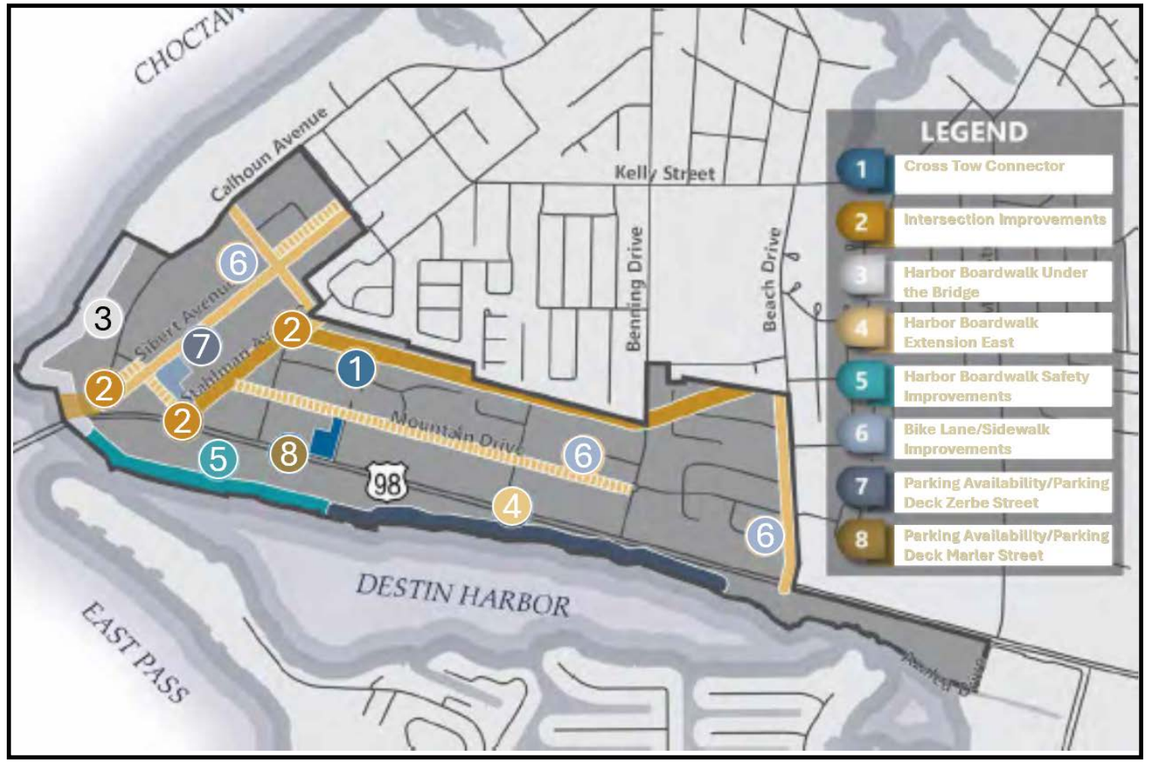
8 — 22%

PARKING AVAILABILITY/PARKING DECK (MARLER STREET)
350 space structure at Marler Street lot (provides public parking for area and land for development).

PROJECTS

The project map below identifies all unfunded key projects that were identified during the Plan Update process, with the numbers indicating the order of priority.

Harbor CRA Project Map

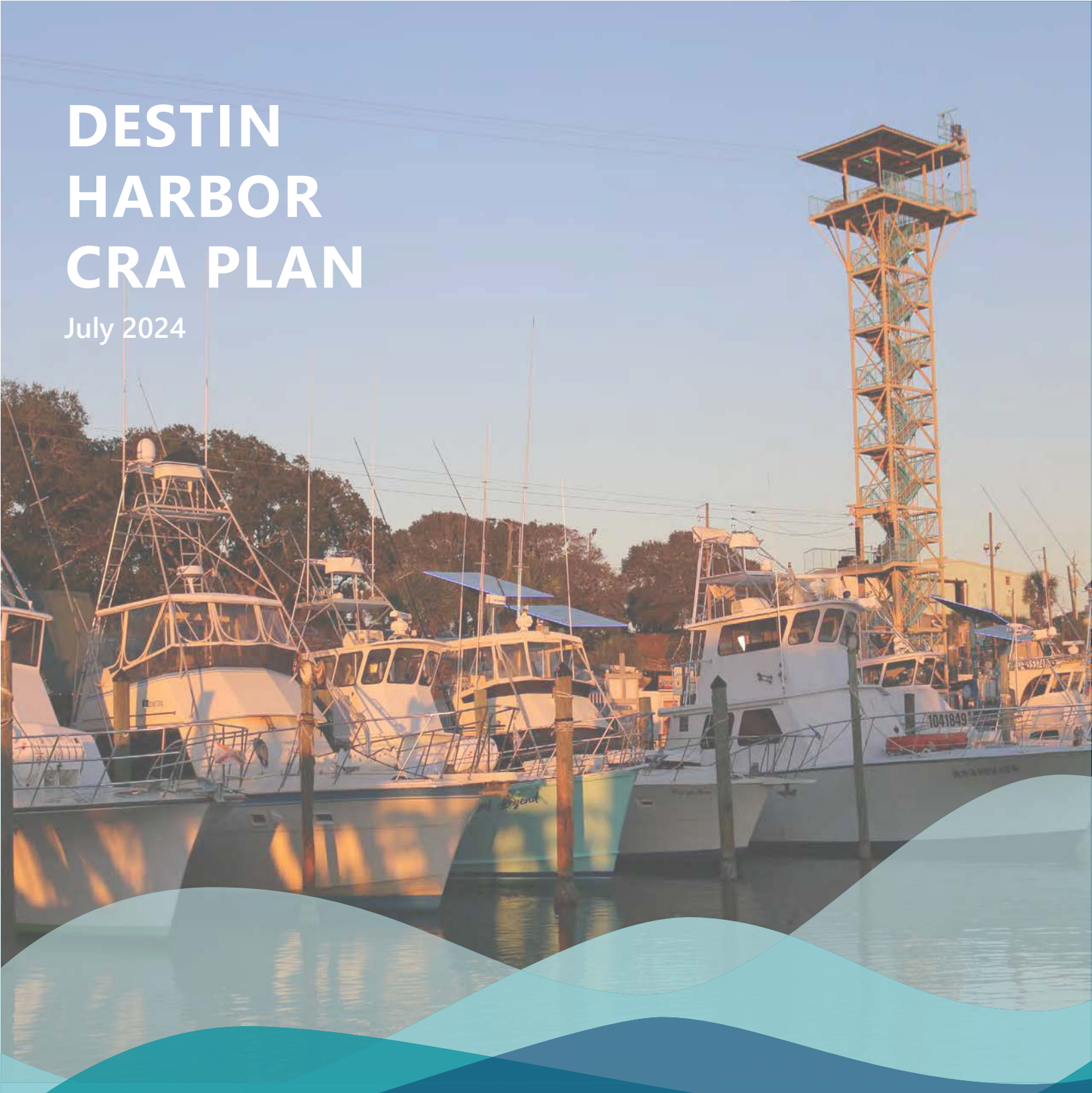


The projects identified in the above map are further described in their descriptions below. Each project includes summary information about the project, the cost estimate, the source of the cost estimate, and where the project or initiative is described in the Comprehensive Plan or another plan, such as the Pathway Plan or draft Mobility Plan.

For those projects that originate from other sources, such as the draft Mobility Plan, further details may be found within the source plan document. The utility undergrounding project is included in the list of key projects, however, was not included in the prioritization as CRA funds have already been allocated and approved by the CRA Board.

DESTIN HARBOR CRA PLAN

July 2024



ACKNOWLEDGMENTS

CITY COUNCIL

Mayor Bobby Wagner
Councilman Jim Bagby
Councilman Rodney Braden
Councilman Dewey Destin
Councilman Torey Geile
Councilwoman Terésa Hebert
Councilman Kevin Schmidt
Councilwoman Sandy Trammell

HARBOR CRA ADVISORY COMMITTEE

John Stephens, Chairman
Lance Johnson, Vice Chairman
Capt. Jim Green,
James Howard
Casey Jones
Guy Tadlock

CITY STAFF

Larry Jones, City Manager
David Prichard, Community Development Director
Steve O'Connor, Deputy Director Community Development
Daniel Butler, Principal Planner
Ashley Dominguez, Planner
Jesse Hernandez, Planner
Sherry Burney, Planner
Joe Bodi, Deputy Director Public Works
Dinah Kertz, Engineering Assistant

CONSULTING TEAM

3TP Ventures















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EXECUTIVE SUMMARY

The Harbor CRA Plan is the Community Redevelopment Plan for the Harbor district of the City. The Harbor district contains 397.3 acres of land which is primarily privately owned. The district includes several civic buildings, parks, the Zerbe-Calhoun Historic District and the Destin Harbor Boardwalk. This district is generally bounded by Choctawhatchee Bay on the west, Destin Harbor to the south, Beach Drive on the east and Azalea and Pine Streets on the north. The CRA Board originally adopted the Harbor CRA Plan in 2003, and this 2024 Plan Update is the first since the plan's adoption. The City's goals for the Harbor district are to provide better access, safety, and connectivity for locals and tourists alike to visit the Destin Harbor and support the businesses in the district.

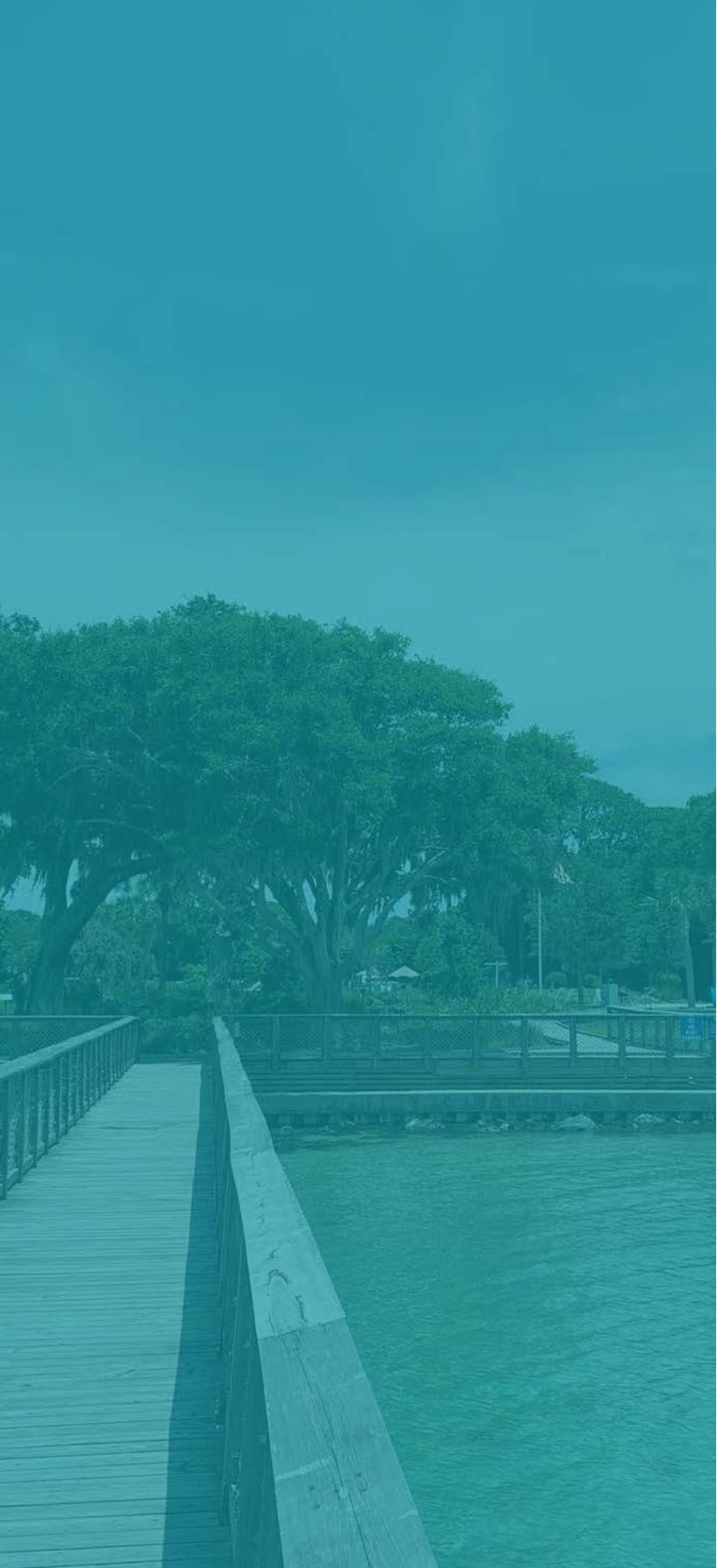
The Harbor CRA Plan also fulfills the requirements of Florida Statutes 163.360 for CRA plans. As such, the intent of the Plan is to address "blight" and utilize property taxes collected within the district boundary for public improvements and redevelopment specifically within the district. All funds used for the CRA must support the implementation of public improvements and strategies within the adopted Plan for the CRA district. The required Finding of Necessity Report prepared when the CRA District was established identified several infrastructure issues, including an inadequate street layout and unsanitary or unsafe conditions, as contributing to the "blight" condition. These issues continue to hinder the City's goals for the Harbor district.

The 2024 Harbor CRA Plan Update focused on evaluating the existing condition of the Harbor CRA and reviewing the public projects that have been completed since 2003. The plan's update identifies three primary issues that the City faces in the Harbor district:

1. **Getting to the Harbor District** – Congestion on U.S. 98 for east-west traffic with few alternative routes, public parking space shortages.
2. **Getting Across Harbor Boulevard/U.S. 98** – Insufficient safe and convenient routes across U.S. Highway 98 for pedestrians and non-vehicular modes of transportation.
3. **Getting to the Harbor Boardwalk** – Public access to the Harbor Boardwalk is difficult to locate and largely unmarked.

To strengthen the connection between the north side of Harbor Boulevard where many of the Harbor support facilities, such as parking, are located, and the Destin Harbor, the 2024 Plan update identifies near-term (0-2 years), mid-term (2-5 years) and long-term (5+ years) strategies for the CRA Board to pursue. These





strategies vary from beautification and wayfinding enhancements to the construction of a parking garage in the Harbor district.

The Harbor CRA Advisory Committee (HCRAAC) identified eight key projects in the Harbor CRA district in the next 20 years. The HCRAAC then reviewed and ranked the key projects in terms of priority as well as funding contribution. The top priority is the design and construction of a parking garage in the location of the current Marler public parking lot. This property is strategically located on the north side of Harbor Boulevard, about 0.2 miles from the newly completed Captain Royal Melvin Heritage Park on the Harbor, and near the heart of commercial activity in the Harbor district.

The second ranked project is the completion of the Cross Town Connector, a new east-west collector roadway north of Harbor Boulevard. This will provide a much-needed alternate east-west route through the City to help alleviate congestion on U.S. Highway 98 (Harbor Blvd.).

The third ranked project is the land acquisition and design related to Phase II of the Harbor Boardwalk. This segment of boardwalk is proposed to continue west around the point of Destin, north up to Clement Taylor Park. The City recently acquired the waterfront property located at 1 Calhoun Avenue, which will serve as a gateway into the Harbor district given its location at the western point of the City. It's important to note that while all of the key projects are important, they may be implemented using a variety of funding mechanisms rather than just CRA revenue, such as a future mobility fee.





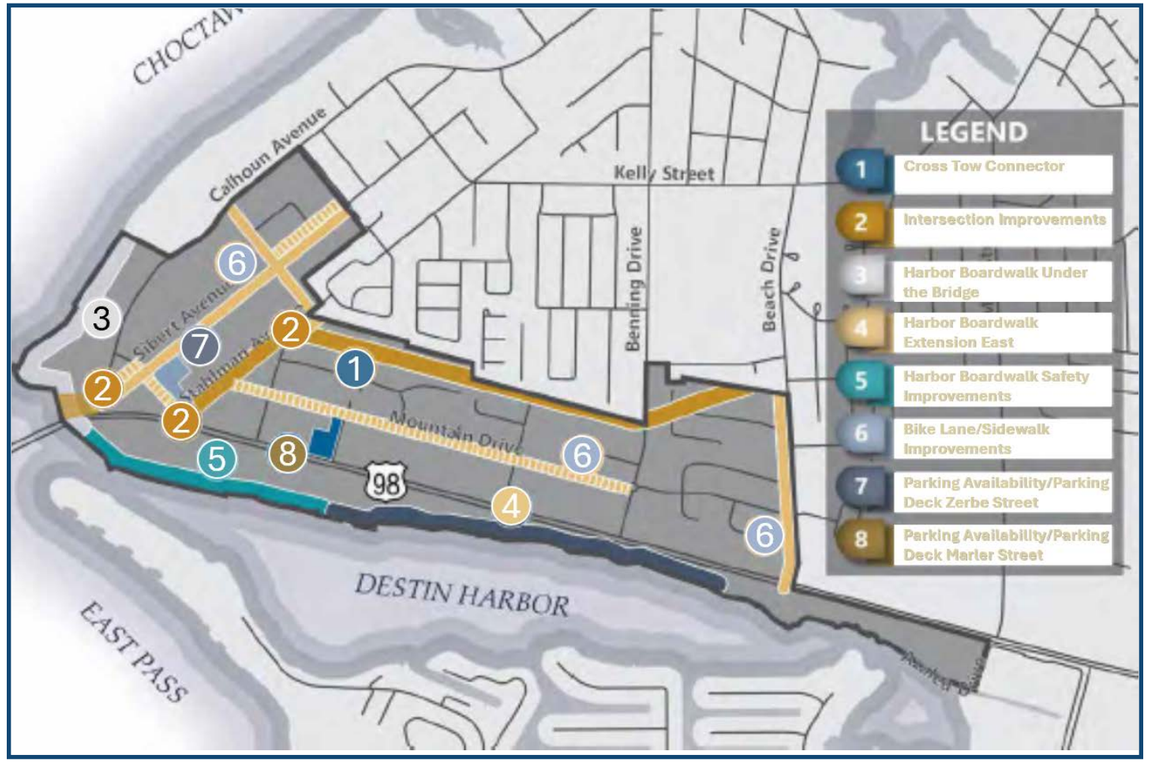


Figure 1 - Projects for Harbor CRA

The following pages present the Harbor CRA Plan through four primary sections. The first section provides an analysis of the existing conditions of the district for land use, transportation, parking, and stormwater management. The second section includes a discussion of the overarching issues and goals for the Harbor District. The third section provides a detailed list of key projects, their recommended prioritization, and planning-level cost estimates. The last section includes details related to the implementation of the Plan and a detailed breakdown of the finances of the CRA, including encumbered and forecasted revenue through the duration of the Harbor CRA, which is set to expire in 2043.



INTRODUCTION

BACKGROUND

The City in 2003 identified the Harbor district as a redevelopment area in Destin. The Harbor district at that time was envisioned as the principal tourist and business corridor within the City. That vision has become reality, and the district continues to be viewed that way today. Throughout the revitalization process, which began when the Harbor CRA district was established, the City and community have shown their commitment to addressing and/or mitigating the constraints or conditions associated with site and/or structure deterioration, economic decline, inadequate street layout, harbor and bay access, transportation and parking facilities, functional deterioration or obsolescence and other conditions of "blight" as described in the Harbor Finding of Necessity Report. The 2024 Plan update entailed an evaluation of the existing plan; physical conditions of the district; and a refresh of the goals, projects and strategies needed to maintain this vision of the Harbor.

The City's approach to the Harbor CRA Plan update is to focus on a foundation of public engagement and current data. Based on that information, the Harbor CRA Advisory Committee identified public projects and initiatives which would then help foster the goals for the Harbor district, while simultaneously encouraging participation from the private sector. These projects and initiatives may be funded through tax increment revenues derived from the Harbor district, other City-revenue sources such as a future mobility fee, public-private partnerships, as well as State and Federal funding opportunities, which are explained further in the Implementation and Financial Plans.

While the original vision of the Harbor becoming the economic center of the City has been realized since the CRA district's establishment, the increase in development and commercial activity over the last 21 years welcomes new challenges related to the Harbor district. The Harbor CRA Advisory Committee updated their original vision with new direction for investment in the Harbor CRA district. All new investments in the district with CRA dollars should support one of the following goals: getting to and traveling within the Harbor district, getting safely across U.S. Highway 98, and getting down to the Harbor Boardwalk.

The 2024 Plan update focuses on the existing conditions of the Harbor district and updated public improvement projects designed to implement the three new goals mentioned above. For the plan to adequately address the needs of the district, the issues of vehicular, non-vehicular and pedestrian transportation, parking, and waterfront accessibility are explored further throughout this document.

FINDING OF NECESSITY OVERVIEW

The Finding of Necessity Report dated May 23, 2003 studied the physical, economic and regulatory conditions of the Harbor district for potential causes of "blight" which would demonstrate the need for a Community Redevelopment Area to be established. If conditions of blight were found to be present, that would allow the City to utilize tax increment financing to fund projects that specifically are aimed at eradicating the blight described in the Finding of Necessity Report.

At the time of this report, a two-step process was used to determine if blight was present. First, the study area must contain "a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies are leading to economic distress or endanger life or property." The report confirmed that a large portion of commercial buildings were "functionally deteriorated, rendered obsolete by the constraints of site, structure placement, access, residential platting adapted to commercial use, and insufficient parking." Due to those conditions observed on commercial properties, the first criterion of establishing blight was met.

The second step required that two or more of the fourteen factors which contribute to blight listed in the Florida Statutes be present in the study area. After an analysis of the district, six of the fourteen factors were found to be present in the Harbor area. The following list includes the factors found to contribute to blight in the Harbor CRA district, and a brief explanation for each one.

1. **Predominance of defective or inadequate street layout.** At the time of this study, the primary concerns related to this subject were lack of internal street connections to redirect traffic off of U.S. Hwy 98, localized ponding within certain local roadways, absence of continuous sidewalks, queuing onto U.S. Hwy 98 due to insufficient parking on private properties, vehicular stacking at intersections along U.S. Hwy 98.
2. **Faulty layout in relation to size, adequacy, accessibility and usefulness.** Commercial lots in the Harbor were found to be inadequate specifically in relation to their size. Due to the dimensional restrictions of the lots, an excessive number of access points along major roadways in the Harbor area was required. Additionally, the size of the lots put limitations on the on-site amenities required for development, such as parking, and landscaping. Finally, there were a significant number of properties observed south of Harbor Blvd and west of Calhoun Avenue that did not have access to the Destin Harbor or Choctawhatchee Bay, and therefore also properties that did not have access to the main roadways.

3. **Unsanitary or unsafe conditions.** The two primary contributors to this factor were found to be insufficient sidewalks throughout the Harbor area, and lack of connectivity between subareas of the Harbor, which forces traffic onto the major roadways to travel locally.
4. **Deterioration off site or other improvements.** The combination of lack of sidewalks and pedestrian oriented amenities, perceived traffic stacking, lack of adequate public parking, and insufficient stormwater improvements, has resulted in a deterioration of public infrastructure and sustainability. Additionally, many of the existing commercial improvements are functionally deteriorated, specifically parking and access points.
5. **Inadequate and outdated building patterns.** The following deficiencies demonstrate the inadequate and outdated building patterns in the Harbor at the time of the study: planned intensity relative to the size and adequacy of platted lots, absence or deterioration of infrastructure, poor connectivity among neighborhoods prompting the use of regional arterials for local travel, no sidewalks, no designated public spaces, unrestricted and divided ingress and egress among numerous commercial properties, commercial intrusion into residential areas stemming from inadequate lot depth, poor design controls, and the absence of transitional zones that preclude opportunities to insert buffering, and no view corridors.
6. **Diversity of Ownership.** The study identified the district's diverse ownership as one of its most pressing problems. Due to the quantity of different owners, the non-resident status for a large portion of owners, and patterns of small lots, it will be a challenge for future developers or investors to acquire sufficient property in the Harbor to change the established development patterns and use.

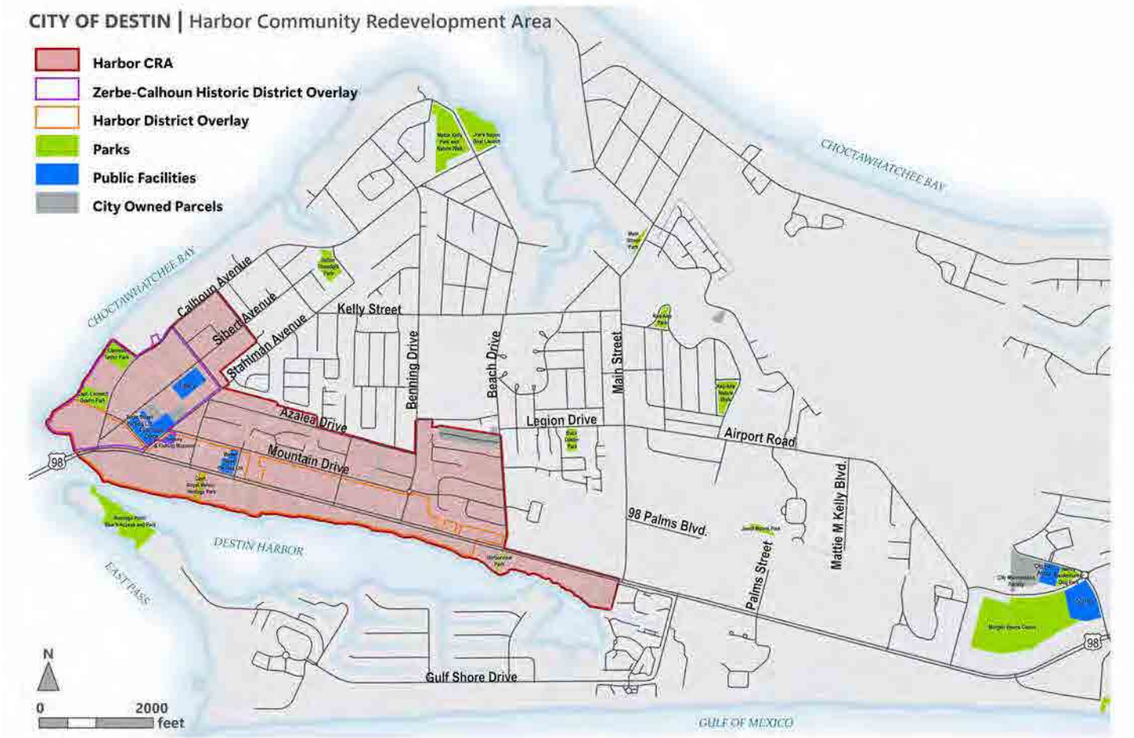


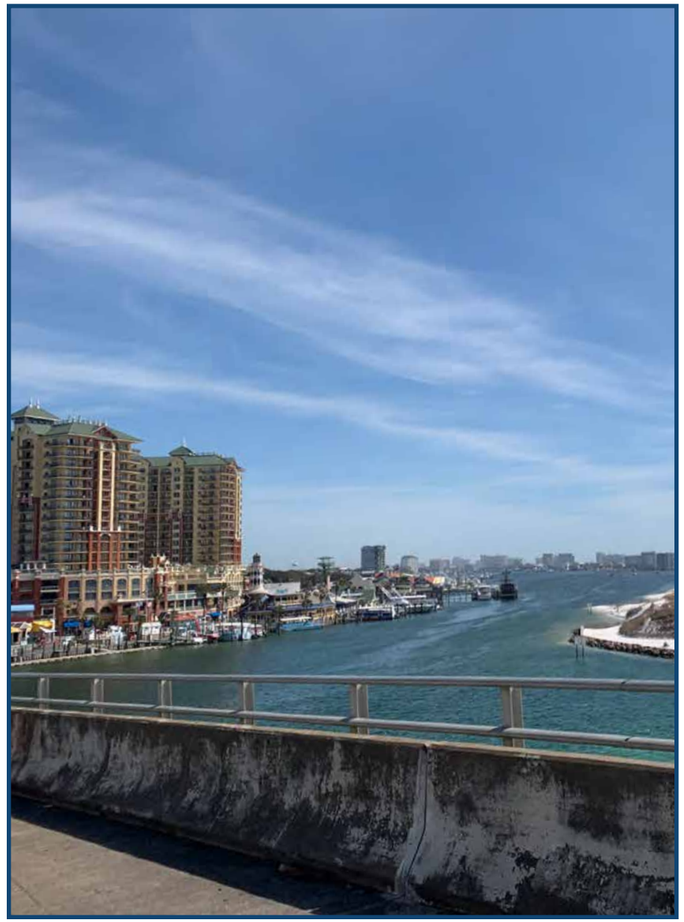
Figure 2 - Boundary Map of Harbor CRA

INTENT OF THE COMMUNITY REDEVELOPMENT PLAN

The intent of this Plan update is to serve as a framework for guiding development and redevelopment of the Harbor Community Redevelopment Area through the lifetime of the CRA, which expires in 2043. This Plan identifies redevelopment objectives, programs, and capital projects to be undertaken to reverse blighting trends within the Harbor Redevelopment Area. This Plan addresses financing and implementation strategies as well as management and administration opportunities. These strategies will continue to be refined as they are implemented. While based on the most accurate data available, the various strategies and costs identified in this Plan update will require additional review and action by the CRA Board as specific projects are initiated, refined, and implemented.

The Plan's focus is mitigation or correction of various transportation, parking, waterfront access and safety issues documented in the Harbor Finding of Necessity Report.

The Harbor Community Redevelopment Plan describes objectives, initiatives, and a financial plan to mitigate or correct blight factors and concludes with a demonstration of how this Plan is consistent and complementary with the City of Destin's Comprehensive Plan and other studies done for the Harbor District.







DISTRICT EXISTING CONDITIONS ANALYSIS

LAND USE

The Harbor CRA contains 397.3 acres of land, most of which is privately owned except for public right of way, city-owned parcels, and parks. The district also includes the Zerbe-Calhoun Historic District, which is north of U.S. 98 and west of Stahlman Avenue. This district is home to several civic buildings and parks including Clement Taylor Park, Captain Leonard Destin Park, Destin Community Center, and Destin Library. Land uses are primarily commercial in nature along U.S. 98 and the Harbor. The highest intensity land uses are concentrated along the Harbor and U.S. 98. The intensity of development tapers moving northward from U.S. 98. Lower density residential uses become more common along and north of Azalea Drive and within the Zerbe-Calhoun Historic District on the west side of the Harbor CRA.

Table 1 below shows the number of acres by land use type in the Harbor CRA. This is based on the future land use for each parcel as of January of 2023. Some parcels are vacant or undeveloped despite being designated for a specific use. There are about 31 undeveloped acres within the CRA and the average vacant parcel size is 0.36 acres.

Table 1 - Land Uses in the Harbor CRA District

Land Use	Acres	Percent
Residential - Low Density	48.0	12%
Residential - Medium Density	31.0	8%
Residential - High Density	11.6	3%
Mixed Use	148.4	37%
Commercial	41.2	10%
Industrial	0.0	0%
Residential, Office, and Institutional	12.3	3%
Institutional	23.0	6%
Recreational	7.9	2%
Public Right-of-Way	73.9	19%
Total	***397.3***	***100%***

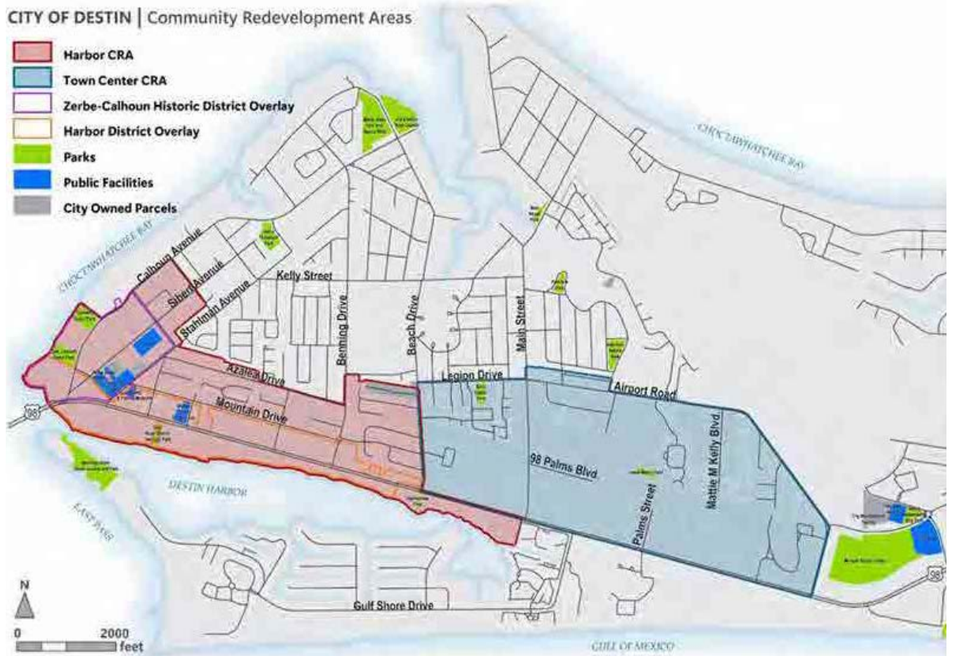


Figure 3 - CRA District Boundaries

The Future Land Use Map and table below provides more detail on where these uses are allowed within the Harbor CRA and what each designation's limitations are for density, height, floor area ratio, and open space.

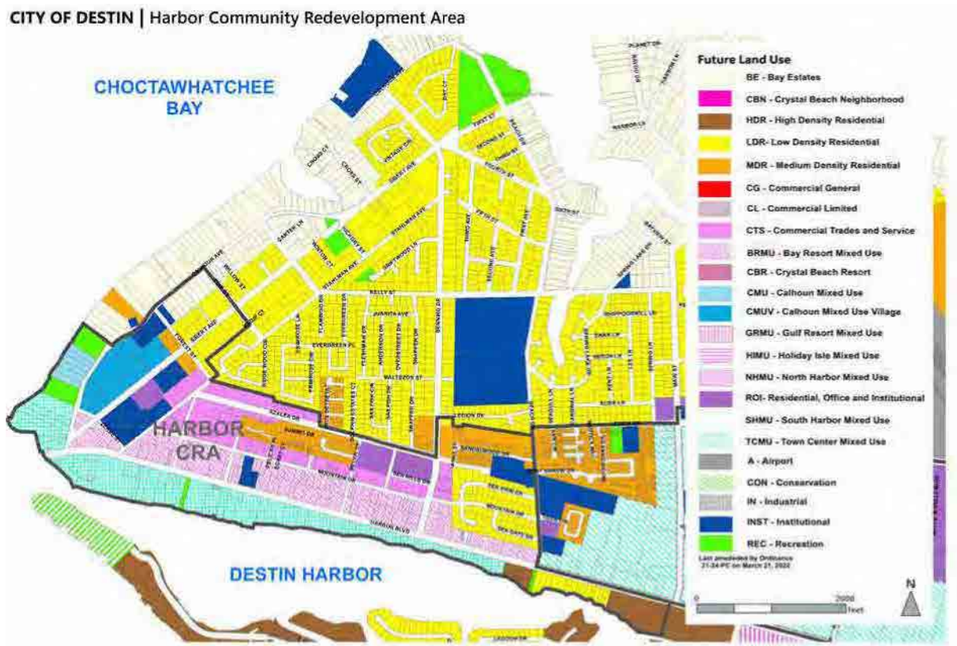
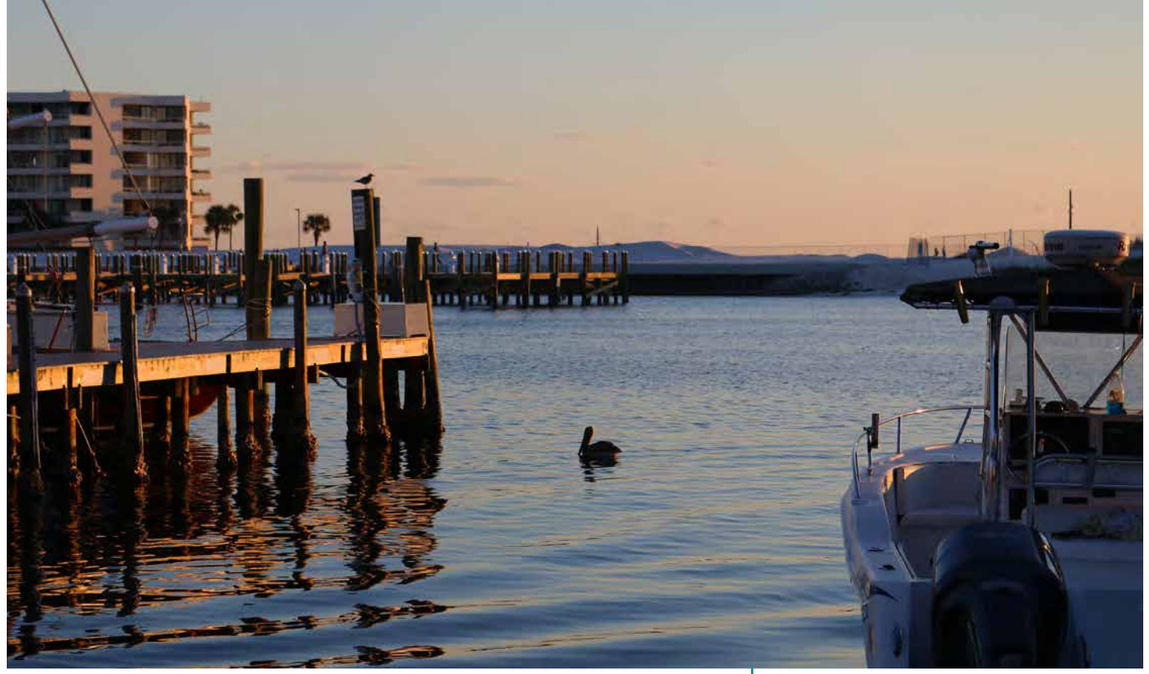


Figure 4 - Future Land Use Map for the Harbor CRA as of March 2022

Table 2 - Land Uses Limitations in the Harbor CRA District

Land Use	Acre-age	Use Type	Max. Density (units/ acre)	Max. Height	Max. Nonresidential Floor Area Ratio	Min. Open Space (%)
Bay Estates	6.23	Single-Family Residential	2.90	35'/3 stories	N/A	25
Low Density Residential	41.80	Single-Family Residential	5.81	35'/3 stories	N/A	25
Medium Density Residential	31.02	Single-Family Residential	5.81	35'/3 stories	N/A	25
		Multi-Family Residential	9.90	35'/3 stories	N/A	
High Density Residential	11.64	Single-Family Residential	9.90	30'/3 stories	N/A	30
		Multi-Family Residential	16.90	50'/4 stories	N/A	25
Residential, Office, Institutional	12.34	Single-Family Residential	9.90	35'/3 stories	N/A	25
		Multi-Family Residential	12.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	35'/3 stories	0.5	
Institutional	23.00	Institutional uses permitted	N/A	35'/3 stories	0.5	25
Calhoun Mixed Use	5.93	Single-Family Residential	6.00	35'/3 stories	N/A	25
		Multi-Family Residential	12.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	50'/4 stories	0.5	
Calhoun Mixed Use - Village	17.76	Single-Family Residential	9.00	35'/3 stories	N/A	25
		Multi-Family Residential	12.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	50'/4 stories	0.5	
North Harbor Mixed Use	56.91	Single-Family Residential	9.00	35'/3 stories	N/A	25
		Multi-Family Residential	24.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	75'/6 stories	1.5	
South Harbor Mixed Use	67.74	Single-Family Residential	9.00	30'/3 stories	N/A	25
		Multi-Family Residential	24.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	75'/6 stories	1.5	
Recreation	7.86	Recreation Uses	N/A	35'/3 stories	0.2	25
Commercial Trades and Services	41.22	Nonresidential except for custodian or night-watchman residence	1.00 per devel-opment	35'/3 stories	1.30	25



TRANSPORTATION

The Harbor CRA district has a fairly well-connected street network, which is good for all modes of travel. However, there are some key gaps, particularly in the pedestrian and bicycle network, and a few strategic connections would provide for better east-west connectivity, which could help alleviate congestion on U.S. 98. This section summarizes the key issues, pulling from information the City collected and analyzed during the development of a Mobility Plan in 2023 and 2024.

Among the key transportation issues within the Harbor CRA district are missing sidewalks and bicycle facilities. Figure 5 below depicts missing sidewalk segments within the Harbor CRA district on Azalea Drive, Mountain Drive, Calhoun Avenue, Sibert Avenue, Stahlman Avenue, and Benning Drive. Collector streets with bicycle facility gaps include Stahlman Avenue, Sibert Avenue, and Azalea Drive. Correcting these deficiencies is a focus of the City's Mobility Plan and are also important for addressing the original "blight" condition of inadequate street layout and unsafe conditions, both of which contributed to the finding of necessity for the CRA district.

Vehicular congestion is another significant issue, which is also connected to defective or inadequate street layout. The 2003 Harbor Community Redevelopment Plan stated that "the absence of satisfactory internal connections forces local traffic onto US 98, which adds unnecessary and potentially dangerous trips to this arterial road." While FDOT and the City have made transportation improvements to address this issue, the layout of streets pushes much of the vehicular traffic onto U.S. 98. The Crosstown Connector project, which is a priority of the City, would create a more seamless and consistent connection among Azalea Drive, Legion Drive, and Airport Road to create a viable alternative to U.S. 98 for east-west trips.

KEY ISSUES

- Missing sidewalk segments on Azalea Dr, Mountain Dr, Calhoun Ave, Sibert Ave, Stahlman Ave, and Benning Dr
- Missing bicycle facilities on Stahlman Ave, Sibert Ave, and Azalea Dr
- Vehicular congestion



Figure 5 - Bicycle and Pedestrian Facilities Gap

The table below lists traffic volumes for the PM peak hour and recent changes to volumes for arterial and collector roadways within the Harbor CRA district.

Table 3 - Traffic volumes for arterial and collector roadways

Roadway	From	To	2021	2017	% Change
U.S. 98	Marler Bridge	Stahlman Ave	3,282	3,075	7%
	Stahlman Ave	Benning Dr	2,909	2,505	16%
	Benning Dr	Beach Dr	3,255	2,815	16%
	Beach Dr	Main St	3,279	2,841	15%
Azalea Drive	Stahlman Ave	Benning Dr	587	524	12%
Benning Drive	U.S. 98	Kelly St	398	269	48%
Calhoun Avenue	U.S. 98	Kelly St	501	351	43%
Legion Drive	Benning Dr	Beach Dr	609	509	20%
	Beach Dr	Main St	1,098	1,226	-10%
Mountain Drive	Stahlman Ave	Benning Dr	592	536	10%
	Benning Dr	Beach Dr	466	633	-26%
Sibert Avenue	Calhoun Ave	Kelly St	580	324	79%
Stahlman Avenue	U.S. 98	Kelly St	762	714	7%

Level of service is a quantitative measure of how well vehicle traffic flows on a roadway segment. The LOS describes roadways using a letter from A to F to describe performance, with A indicating the best performance and F the worst. It is important to note that the A to F letters do not necessarily indicate desired performance. A LOS of A is often not feasible, cost effective, or even desirable given other competing transportation or societal goals. As FDOT states in its Quality/Level of Service Handbook, "transportation professionals widely consider LOS D for the automobile mode an acceptable condition, and this threshold is often used as a design condition in urbanized areas." Therefore, LOS D is the standard for performance of the state-maintained U.S. 98/Harbor Boulevard.

The vehicular level of service for an arterial roadway segment is based on the volume-to-capacity (v/c) ratio. The v/c ratios for 2011, 2016, and 2021 on Destin's only arterial roadway (U.S. 98) are shown in the table below. These tables are color coded to show how each segment has performed over time. A v/c ratio under 1.0 indicates this segment is meeting the LOS D standard. A v/c ratio of more than 1.0 indicates the segment is not meeting this standard. Green is meeting the standards, yellow is near the standard limit, and red is failing (does not meet the standards).

Table 4 - Level of Service for US Hwy 98

US 98 Segments - Volume to Capacity	LOS	2021	2016	2011
US Hwy 98 between Marler Bridge and Stahlman Avenue	**E**	**1.03**	**0.92**	**0.91**
US Hwy 98 between Stahlman Avenue and Benning Drive	**D**	**0.97**	**0.88**	**1.00**
US Hwy 98 between Benning Drive and Beach Drive	**E**	**1.00**	**0.93**	**1.05**
US Hwy 98 between Beach Drive and Main Street	**E**	**1.01**	**0.95**	**1.03**

None of the City's collector roadways fall beneath the LOS D standard, as shown in the map below.



Figure 6 - Level of Service for Arterial and Collector Roadways

[1] Florida DOT 2020 Quality/Level of Service Handbook.

While vehicular LOS is an important measure of each street's congestion, Destin's streets do much more than move vehicles. They are an important part of the public realm and it is vital that they are safe and inviting for all users. Streets within the Harbor CRA are also evaluated against LOS standards for pedestrian, bike, and transit modes. New development within designated multimodal transportation districts (MMTDs) are required to contribute towards achieving the adopted multimodal level of service (MMLOS) standards for collector roadways, which is LOS C for both bicycle and pedestrian modes. The Harbor CRA is within an MMTD, so this standard applies for its collector roadways.

PARKING

Parking is needed to support Destin's economy. Tourists and people that travel to Destin for work each day depend on parking. However, parking also brings negative effects that the City should work to minimize. Large expanses of pavement contribute to stormwater runoff and flooding, and dedicating extensive land to surface parking reduces land that could otherwise be used for shops, restaurants, parks and open space, or other compatible uses for the area that make Destin a desirable place. Parking should be provided efficiently so that it does not degrade the quality of place and quality of life that people in Destin value. This section outlines key parking issues and solutions.

The City in 2016 studied the supply and demand for parking spaces in the Harbor CRA district. This study yielded an inventory of spaces – private and public – within the district and found there were 5,959 parking spaces with 2,846 spaces (48 percent) located on the north side of Harbor Boulevard and 3,113 spaces (52 percent) located on the south side. There were 722 parking spaces (13 percent) serving residential uses and 5,187 parking spaces serving non-residential land uses (87 percent) at the time. The majority, 94 percent, of the parking spaces were within privately owned lots.



The study compared the supply of parking with parking demand, which was estimated using existing land use data and the parking requirements outlined in the City of Destin Land Development Code (LDC). This analysis found a significant surplus of parking north of U.S. 98, but a shortage of non-residential parking south of U.S. 98 of up to 420 spaces. While the destinations on the south side of U.S. 98, such as the Harbor Boardwalk, are close to parking on the north side, the width of U.S. 98 and speed of vehicles traveling along the highway make it challenging for people to cross on foot or any other non-vehicular mode of travel.

There are four designated pedestrian crosswalks along U.S. 98 in the Harbor District that serve to help pedestrians travel from parking lots to destinations on the south side of the road. These are located at Melvin Street, the Marler Street Parking Lot, Palmetto Street, and Stahlman Avenue. However, the wait time to cross at these locations can be long, which hinders the City's efforts to encourage people to park on the north side of U.S. 98 and walk to final destinations. Among the strategies identified by the City in 2017 for addressing the parking supply and spatial mismatch issues were the following:



1. Increase total number of available public parking spaces for residents and visitors within the Harbor CRA District.
2. Create better functioning parking lots and access drives that minimize pedestrian-vehicle conflicts and reduce traffic congestion by reducing recirculation traffic seeking parking spaces.
3. Once sufficient parking is increased north of Harbor Blvd, decrease number of parking spaces necessary south of Harbor Blvd to allow for highest and best use of harbor front properties.
4. Enhance wayfinding to public parking destinations.
5. Connect the Boardwalk to the north side of Harbor Blvd. to safely access additional public parking.

There are four public parking lots in the Harbor CRA:

- Marler Street: This lot sits between U.S. 98 and Mountain Drive. It has 146 spaces.
- Destin Community Center: This lot serves the Community Center at the intersection of Zerbe Street and Stahlman Avenue. It has 86 spaces.
- Zerbe Street: This lot is at the corner of Zerbe Street and Sibert Avenue. It has 51 spaces.
- Destin Library: This lot serves the library on Sibert Avenue. It has 64 spaces. However, these spaces are only available after library hours.

The City has identified both supply and demand solutions to the parking challenges of the Harbor CRA District. On the demand side the City in 2019 increased the cost of parking from $1 for the first hour and 50 cents for every additional hour to a flat rate of $5 for 24 hours. Prior to 2017 there was no cost to park in the public lots. The pay-to-park policy has helped optimize parking, making it easier for visitors to find a space. The City also identified opportunities to expand the supply of public parking spaces in the Harbor CRA District. Destin added spaces on Sibert Avenue behind the Community Center and is considering a project to convert surface spaces in either the Marler Street or Zerbe Street surface parking lots into a multi-level parking structure.

There are additional opportunities to reduce demand for vehicular parking. These strategies would include services such as a circulator shuttle, new shared-use paths and crosswalks, and shared parking among adjacent properties with different peak parking demand. These strategies can help shift people from driving to other modes, and to make the most efficient use of existing surface parking.

STORMWATER FACILITIES

The Harbor CRA has extensive impervious surfaces, which increase stormwater runoff volumes and affect water quality. Stormwater runoff is the leading cause of localized flooding and water quality concerns. The solutions for addressing stormwater include infrastructure such as pipes, culverts, and conveyances, which help manage surface runoff to protect property and prevent pollution.

The City's Comprehensive Plan recognizes the effects of stormwater runoff on the Harbor and calls for improving water quality by implementing stormwater best management practices to remove suspended solids and nutrients from runoff entering the Harbor and other receiving water bodies (objective 4-4.1). The City's 2021 Stormwater Master Plan Update looked at the Harbor in detail to identify projects that can help address runoff and improve water quality. A pair of issues and associated improvement projects are listed below.

- Erosion and flooding issues in the vicinity of the Zerbe Street and Sibert Avenue intersection. The recommended improvement is a new culvert along Sibert and Zerbe to collect and treat stormwater in this area at an estimated cost of about $73,000.
- Flooding along Reddin Brunson Road and adjacent roadways due to a lack of roadside swales and stormwater conveyance. The recommended improvement is purchasing a property along Reddin Brunson Road for construction of a detention pond at an estimated cost of $410,000.

The Stormwater Master Plan also recommended the City adopt a stormwater utility fee, which would provide funding to replace aging stormwater infrastructure. The system is aging and in need of frequent and costly repairs. These repairs are the City's responsibility, and the fee would provide a steady source of funding for upgrades and repairs to existing stormwater facilities.

STRATEGIC APPROACH TO THE HARBOR DISTRICT

The existing conditions of the Harbor district discussed above point to key issues and opportunities that exist within the district. This section describes those issues and opportunities identified in detail, as well as strategies to achieve the overall goal outlined in the original Harbor CRA plan, which states "to be redeveloped as an easily accessible, economically sustainable and attractive waterfront-oriented district that provides safe transportation, pedestrian and recreation facilities in a manner that promotes a favorable identity for the City of Destin." This section expands this goal further, by indicating the areas that should be strengthened by redevelopment initiatives, financial incentives, and public improvements. Additionally, the projects included in this plan, and other investments in the Harbor district, can work together to achieve the City's goals.

ISSUES AND OPPORTUNITIES

Conditions in the Harbor district have improved during the last 20 years, and is viewed today as the economic heart of the City. Additionally, the Harbor Boardwalk has become a popular and cherished destination for locals and tourists alike. Building on the success of the Boardwalk is an effective way for the City to achieve its goals for the Harbor.

A key need for the Harbor CRA district is better access to the Boardwalk. There are a few distinct issues that affect access, which are summarized below.

1. **Getting to the Harbor District** – U.S. 98 is the City's most congested transportation facility. This congestion at times is a deterrent to locals and tourists traveling to the Harbor district. The City has few alternatives to U.S. 98 for east-west through traffic. As such, this traffic blends with local traffic that is using U.S. 98 to access destinations in the Harbor district.
2. **Getting Across U.S. 98** – Pedestrian access and safety are key issues in the Harbor district. The multi-lane roadway is wide and vehicles often travel at a high rate of speed, which makes crossing the roadway difficult on foot, bike, or using a mobility device such as a wheelchair. Florida DOT has installed signalized pedestrian crossings of U.S. 98 within the Harbor district, which helps address the need. Yet pedestrians can face long waits to cross at these locations, and along much of U.S. 98 the sidewalks and streetscape are not designed for pedestrian comfort.
3. **Getting to the Harbor Boardwalk** - Once across to the south side of U.S. 98 people still face some challenges accessing the Harbor Boardwalk. Access is provided largely through parking lots and businesses on private properties. However, the new Royal Melvin Heritage Park marks a significant improvement, providing an inviting and central public access point to the Harbor. Yet visibility of the Harbor Boardwalk from U.S. 98 is obstructed in many places by buildings, slopes, and vegetation. Signage directing people to the Harbor Boardwalk is lacking in many areas. And the sidewalks on parts of U.S. 98 are narrow and lack significant buffers to the fast-moving traffic on U.S. 98. These issues underscore the importance of creating a stronger physical and visual connection from U.S. 98 to the water.

By improving access to the Harbor district and the Harbor Boardwalk the City can increase the economic and recreational value of this unique asset while enhancing pedestrian safety on U.S. 98. There are several strategies for the CRA to consider, some of which are already included as projects in the Plan, while others merit consideration for implementing through other avenues, such as the City's draft Mobility Plan (adoption is anticipated in Fall 2024).



MAIN GOALS

1. **Make it easier to get into and park in the Harbor District**
2. **Make it easier for pedestrians to get from the north side of U.S. Highway 98 to the south side of U.S. Highway 98**
3. **Make it easier to get to and enjoy the Destin Harbor and Harbor Boardwalk**

STRATEGIES

In March of 2023, the Committee identified the two primary themes of the Harbor CRA's overall vision for improvement as connectivity and safety. These themes apply to all the issues and opportunities already discussed including vehicular and pedestrian travel and access, and the improvements and continuation of the Harbor Boardwalk.

Throughout the process of the 2024 Plan Update, the Harbor Advisory Committee further defined these themes into three main goals related to the Harbor district that CRA funds should be used to achieve. The goals were centered around the Destin Harbor and explained above. First, make it easier to get into and park in the Harbor district. Second, make it easier for pedestrians to get from the north side of U.S. Highway 98 to the south side of U.S. Highway 98. Third, make it easier to get to and enjoy the Destin Harbor and Harbor Boardwalk. Taking these refreshed goals from the Advisory Committee, the consulting team identified key projects which would provide necessary access, safety and connectivity for vehicles, bicycles, and pedestrians in the district.

The CRA Plan contains several projects to address the issues described above. The projects are described here as near, medium-, and long-term strategies. The strategies emphasize better connectivity within the Harbor district, better parking options, better walkability, and improved access to and within the district via the Cross Town Connector. Implementation of these strategies will create more opportunities for people to enjoy the Harbor, increase foot traffic in the area to support businesses, and create opportunities for additional businesses and restaurants along the Boardwalk.

Access to the Harbor Boardwalk can be improved in several ways including an extension to the west, an extension to the east, and new and improved access for pedestrians coming to the Boardwalk from the north. The recent completion of Royal Melvin Heritage Park is a significant milestone that provides an instant boost to Boardwalk access. However, there is additional infrastructure that can help make this new gateway a popular and well used access point. These strategies can be considered as near-term, mid-term, and long-term investments.

Near-Term Strategies (Less Than 2 Years)

- **Beautification**: The CRA Advisory Committee raised concerns that some roadways in the Harbor district lack sufficient landscaping. The Cross Town Connector is an opportunity to beautify a key roadway, create a special feel for travelers as they enter the Harbor district, and provide more inviting conditions for pedestrians and bicyclists.
- **Crosswalk Enhancements**: The City should work with the Florida DOT to consider ways to reduce pedestrian delay at the existing signalized crosswalks of U.S. 98. Long waits can discourage walking and encourage people to cross at areas that lack signals and pedestrian refuge islands. A better crossing experience for pedestrians can also help encourage more people to park at the Marler Lot and use the new Melvin Royal Heritage Park to access attractions along the Harbor Boardwalk.
- **Wayfinding Signage Enhancements**: Clear and inviting wayfinding signage can improve access by directing people to the most accessible and interesting pathways for accessing the Harbor Boardwalk. It can also let more people passing by on U.S. 98 know about this great attraction.

Medium-Term Strategies (2 to 5 Years)

- **Shared-Use Path from Marler Lot to the Harbor Boardwalk**: The Marler Parking Lot is centrally located and is served by a nearby pedestrian crosswalk with a pedestrian actuated signal that stops traffic in both directions of U.S. 98. As such its potential as a central parking facility for the City is

Figure 7 - Proposed location of shared-use path from Marler Lot to the Harbor Boardwalk



high, but its present utilization is typically low. There are two strategies the City should consider to make this a more popular parking location where people can park once and explore on foot all the Harbor Boardwalk has to offer. First, the physical and visual connection from the Marler Lot to the Harbor Boardwalk is lacking. The City can tackle this issue by installing wayfinding for pedestrians and bicyclists that directs them to the best route to the Boardwalk, which is the new Royal Melvin Heritage Park. Additionally, the City can invest in a wider shared use path that would run from the U.S. 98 crosswalk (across from the Marler Lot) to Royal Melvin Heritage Park, which is a distance of just less than 300 feet. The total walking distance from the Marler Lot to the Harbor Boardwalk via the Royal Melvin Heritage Park is about 0.2 miles, well within walking distance. More people will likely use this option if there is clear wayfinding and a much wider and safer feeling path alongside U.S. 98. Additionally, the pedestrian signal of U.S. 98 requires pedestrians to wait too long after pressing the push button before they are given permission to cross. The City may be able to work with FDOT to adjust the signal timing, giving more priority to pedestrians crossing here. This is also described as a near-term strategy in the section above.

- **Intersection Enhancements**: The City should also look to implement quick fix solutions at intersections in the district so that traffic flows better, safety is enhanced, and people feel more comfortable on foot or bike. These improvements will enhance access to the Harbor for all modes of transportation. The City is in the process of creating a Mobility Plan that identifies a range of potential intersection enhancements to reduce delay and enhance pedestrians safety.

Long-Term Strategies (More than 5 Years)

- **Harbor Boardwalk West Extension**: Extending the Boardwalk to the west would both improve Harbor access and enhance pedestrian safety on U.S. 98. FDOT's plans for replacing the Marler Bridge make this project challenging in the near term. Initially this extension could take the form of a path that connects the existing western terminus of the Boardwalk up to Calhoun Street. Then as the Marler Bridge is reconstructed the extension could be upgraded to have a more consistent design to the existing Harbor Boardwalk. The westward extension could eventually also improve access to the City's recently completed Captain Leonard Destin Park and Clement Taylor Park. These parks are popular destinations that provide exceptional views of the Bay. The City also recently acquired 1 Calhoun Avenue, which regardless of development type, will be a prominent property at the western edge of the City and support the western extension of the Harbor Boardwalk.
- **Marler Parking Garage**: The Harbor district depends on parking near its most popular destinations. While studies have demonstrated that the district has ample parking in the aggregate, there still exist parking challenges where public parking availability is insufficient close to the most popular destinations. As use of the Marler Lot increases the City should look at building a parking garage at this location. In addition to providing more parking for the Harbor Boardwalk, restaurants, and businesses on the south side of U.S. 98, a parking garage would reduce the footprint now dedicated to surface parking, opening land for new development. The Marler Lot is a central and accessible location that would be ideal for several civic and private uses.

INVESTMENT IN THE HARBOR DISTRICT

Due to the changes in the Harbor district that have taken place since the Harbor CRA's establishment, the main goal of the 2024 Plan Update is to update the prioritize public improvements for the district in the coming years, consistent with Section 163.362 of the Florida Statutes. These projects were recommended based on the analysis of the existing condition of the district and the goals related to the Harbor district voiced through engagement with the Harbor CRA Advisory Committee. This section identifies the key projects with their recommended prioritization, cost estimate, and other pertinent details.



PRIORITIZATION



Early in the process of the 2024 Plan Update, the Harbor Advisory Committee identified the themes of connectivity and safety, and refined those into the goals of vehicular and pedestrian transportation and access to and within the Harbor District. Additionally, the goals focused on the Destin Harbor, as the main attraction and resource within the district. Taking these refreshed goals from the Advisory Committee, the consulting team identified key projects which would provide necessary access, safety and connectivity for vehicles, bicycles, and pedestrians in the district.

The Harbor CRA Advisory Committee in May 2023 provided input on its project priorities, which resulted in the prioritized list presented in this section. The results of the priority exercise with the Advisory Committee shown below indicate generally how the projects were ranked, and the average percentage of CRA funding that the Committee would allocate to each project. Where projects have the same ranking number, there was a tie for priority. The priority order does not imply they will be implemented in that order. The City may advance a lower priority project faster if an opportunity arises, such as a grant or a large development that comes along. Some lower priority projects may also advance faster because they have a non-CRA funding source, such as a future citywide Mobility Fee for some of the transportation improvements. However, prioritization is helpful for the City and CRA to guide the investment of CRA funds over time to implement this plan.



HARBOR CRA PROJECT LIST & CRA FUND UTILIZATION BREAKDOWN

Projects ranked in order of priority

Percent of total projected CRA funds allocated to project by HCCRAC during prioritization exercise in May 2023

1 — 14%

COMPLETION OF THE CROSS TOWN CONNECTOR
Complete CTC with the required lighting, landscaping, buffer, sidewalk widths and pedestrian amenities from Main Street to Stahlman Ave and Harbor Blvd.

2 — 6%

INTERSECTION IMPROVEMENTS
Near term improvements such as changes to crosswalks, curbs, etc. to Stahlman Ave. at Harbor Blvd & Zerbe St., Stahlman Ave. at Azalea Dr., and Calhoun Ave. at Sibert Ave.

3 — 24%

HARBOR BOARDWALK UNDER THE BRIDGE EXTENSION
Continue the Harbor Boardwalk west under the Marler Bridge.

4 — 10%

HARBOR BOARDWALK EAST EXTENSION
Continue the Harbor Boardwalk east to eastern boundary of South Harbor Mixed Use District (646 Harbor Blvd).

5 — 8%

HARBOR BOARDWALK SAFETY IMPROVEMENTS
Install ladders or some other safety provision along the boardwalk. Cost varies depending on improvement and frequency.

6 — 10%

BIKE LANE/SIDEWALK IMPROVEMENTS
Sidewalk connections to be constructed on Sibert Ave., Zerbe St., Pine St., and Stahlman Ave. Bike facilities to be constructed on Sibert Ave., Forest St., Stahlman Ave., and Beach Dr.

7 — 6%

PARKING AVAILABILITY/PARKING DECK (ZERBE STREET)
350 - 600 space structure at Zerbe Street/Community Center (provides public parking for area and land for development).

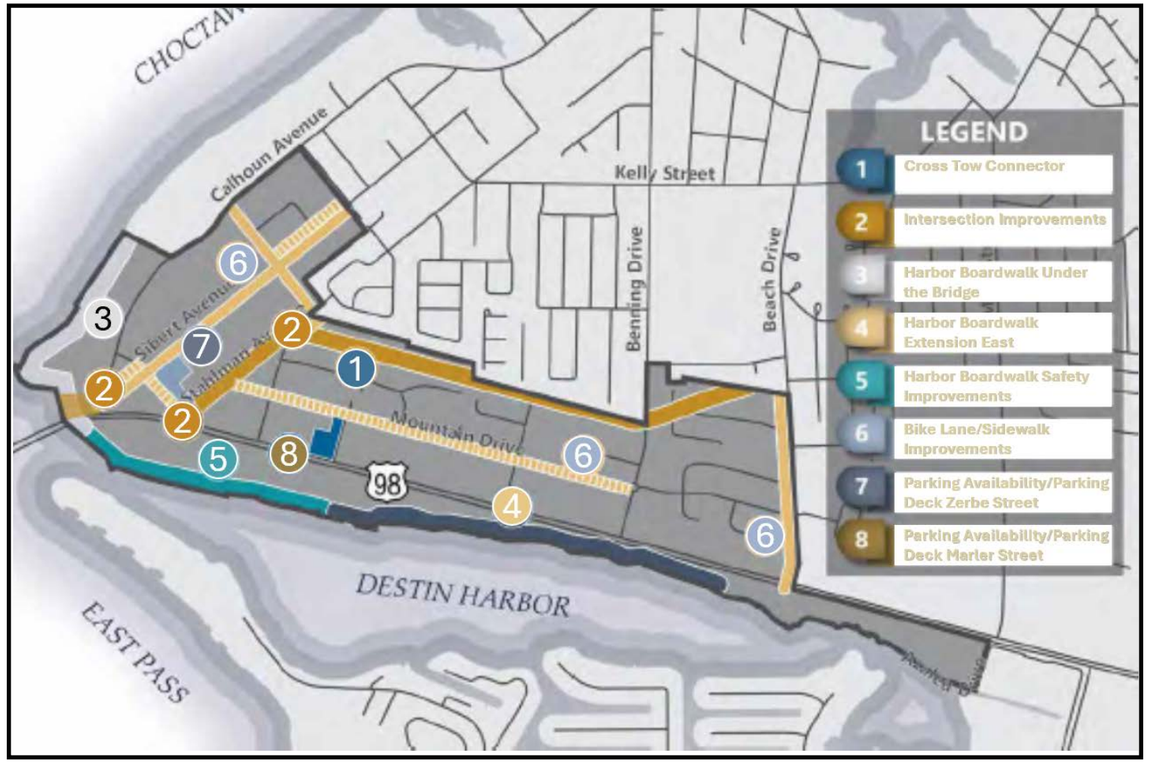
8 — 22%

PARKING AVAILABILITY/PARKING DECK (MARLER STREET)
350 space structure at Marler Street lot (provides public parking for area and land for development).

PROJECTS

The project map below identifies all unfunded key projects that were identified during the Plan Update process, with the numbers indicating the order of priority.

Harbor CRA Project Map



The projects identified in the above map are further described in their descriptions below. Each project includes summary information about the project, the cost estimate, the source of the cost estimate, and where the project or initiative is described in the Comprehensive Plan or another plan, such as the Pathway Plan or draft Mobility Plan.

For those projects that originate from other sources, such as the draft Mobility Plan, further details may be found within the source plan document. The utility undergrounding project is included in the list of key projects, however, was not included in the prioritization as CRA funds have already been allocated and approved by the CRA Board.

Parking Garage (Marler Street)



Description

Per the Mobility Plan, this would be a 350 space parking deck on Marler Street at Mountain Drive and Harbor Boulevard. The proposed parking garage would not utilize the entire lot, creating an opportunity for additional uses of the site.

Cost Estimate

$20,799,450

Priority

1

Source

Mobility Plan

Reference

Comp Plan Policies 1-3.3.4(3); 2-1.3.17; 2-1.3.19

Completion of the Cross Town Connector



Description

Harbor CRA includes the following portions of the Cross Town Connector:

- CC-1: Stahlman Avenue from Harbor Boulevard to Mountain Drive (add buffer, street trees, widen sidewalk (east side))
- CC-2: Stahlman Avenue from Mountain Drive to Azalea Drive (reconstruct with parking (west side), buffer and street trees (east side), multi-use path)
- CC-3: Azalea Drive from Stahlman Avenue to Benning Drive (reconstruct with street trees, lighting, multi-use path)
- CC-4: Azalea Drive Extension from Benning Drive to Beach Drive (new segment of road with two lanes, buffer, multi-use path)

Cost Estimate

$20,962,989

Priority

2

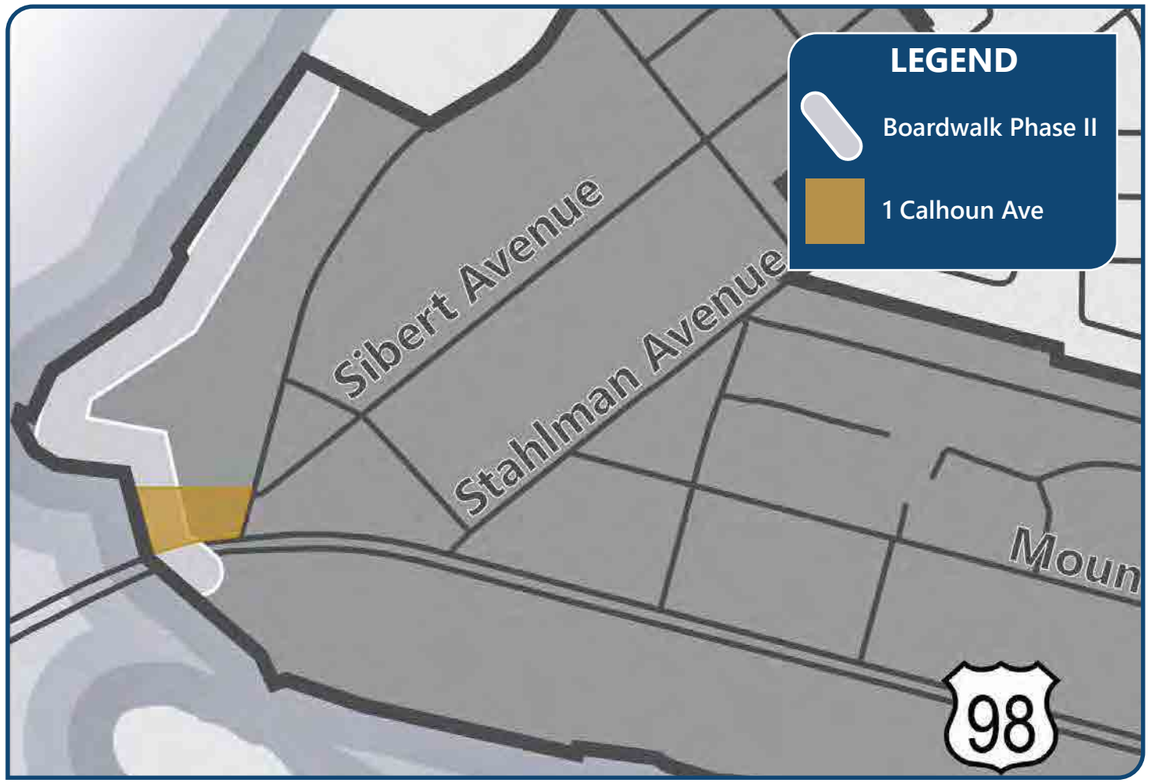
Source

Mobility Plan

Reference

Comp Plan Policy 2-1.1.3

Land Acquisition and Design related to Harbor Boardwalk Phase II (under Marler Bridge)



Description

The extension of Harbor Boardwalk to the west and north, under Marler Bridge to Clement Taylor Park, which is the northern of the two parks off of Calhoun Ave. This project includes acquisition of 1 Calhoun Avenue, which will improve access to the Harbor Boardwalk and enable the Phase II extension.

Cost Estimate

$14,850,000

Priority

3

Source

Provided by City (Finance and Engineering)

Reference

Comp Plan Policy 1-3.3.4(4)

Sidewalk/Bike Lane Improvements



Description

Harbor CRA includes the following sidewalk and bike lane improvement projects:

- SW-1: Sibert Avenue Sidewalk
- SW-2: Sibert Avenue Sidewalk
- SW-4: Zerbe Street Sidewalk
- SW-11: Mountain Drive Sidewalk
- BL-1: Sibert Avenue Bicycle Lanes
- BL-2: Forest Street Bicycle Lanes
- BL-3: Stahlman Avenue Bicycle Lanes
- BL-4: Beach Drive Bicycle Lanes

Cost Estimate

$1,826,361

Priority

4

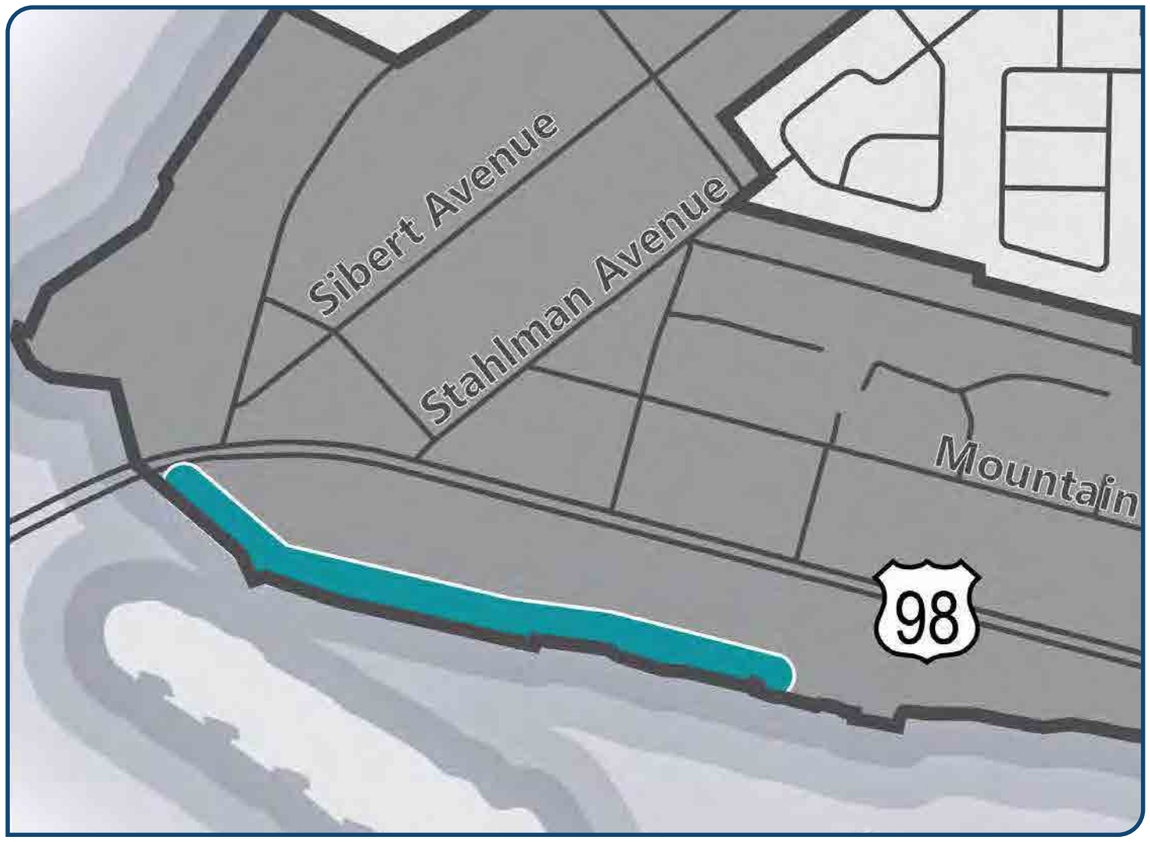
Source

Mobility Plan

Reference

Comp Plan Map 2-2; Pathways Plan

Harbor Boardwalk Safety Improvements



Description

Safety improvements for the boardwalk include emergency egress ladders and life rings every 175 feet, plus railing.

Cost Estimate

$225,261

Priority

5

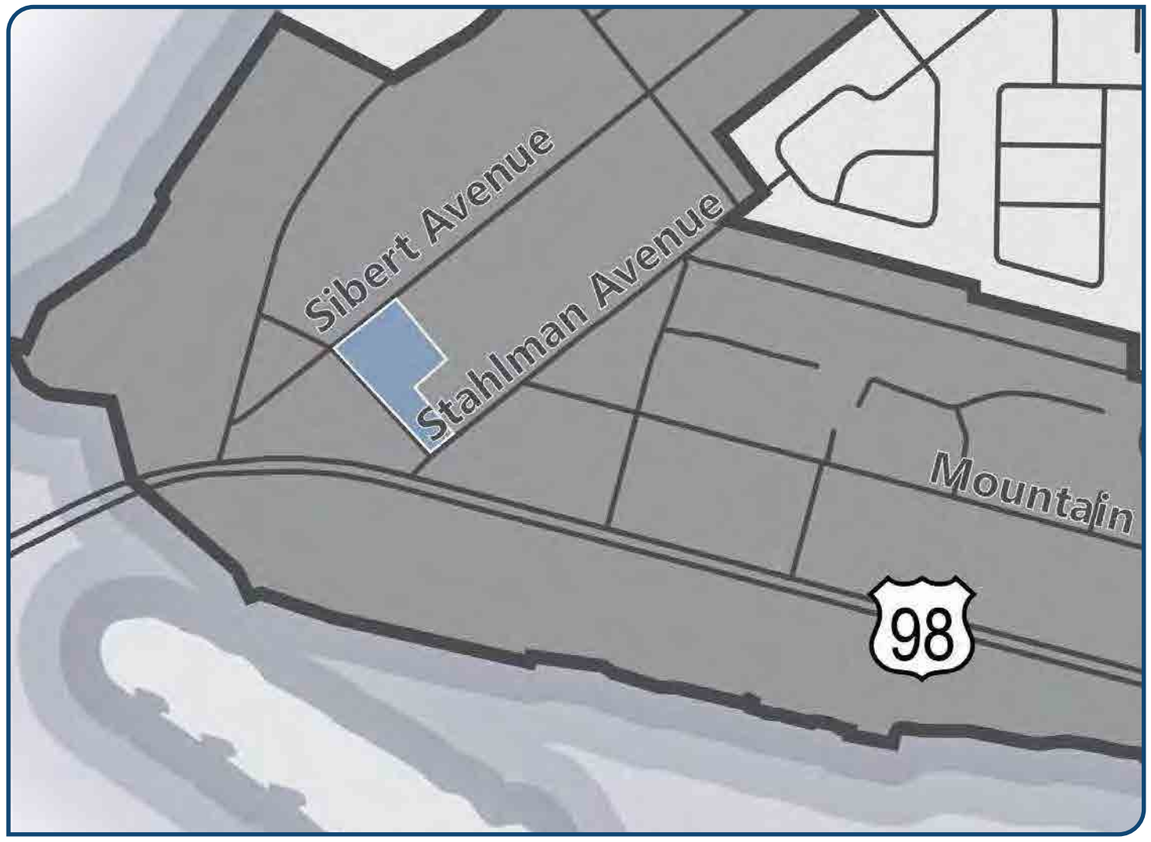
Source

FDOT & Unified Facilities Criteria

Reference

Comp Plan Policy 1-3.3.4(4)

Parking Deck (Zerbe Street)



Description

Per the Mobility Plan, this would be a 625 space parking deck on Zerbe Street at Sibert Avenue.

Cost Estimate

$37,141,875

Priority

6

Source

Mobility Plan

Reference

Comp Plan Policies 1-3.3.4(3); 2-1.3.17; 2-1.3.19

Harbor Boardwalk East Extension



Description

Per the LDC, as each property is developed/redeveloped in the SHMU zoning district, the developer must construct their portion of the Harbor Boardwalk and provide a pedestrian easement to the boardwalk. This ends between 646 and 654 Harbor Blvd.

Cost Estimate

N/A

Priority

6

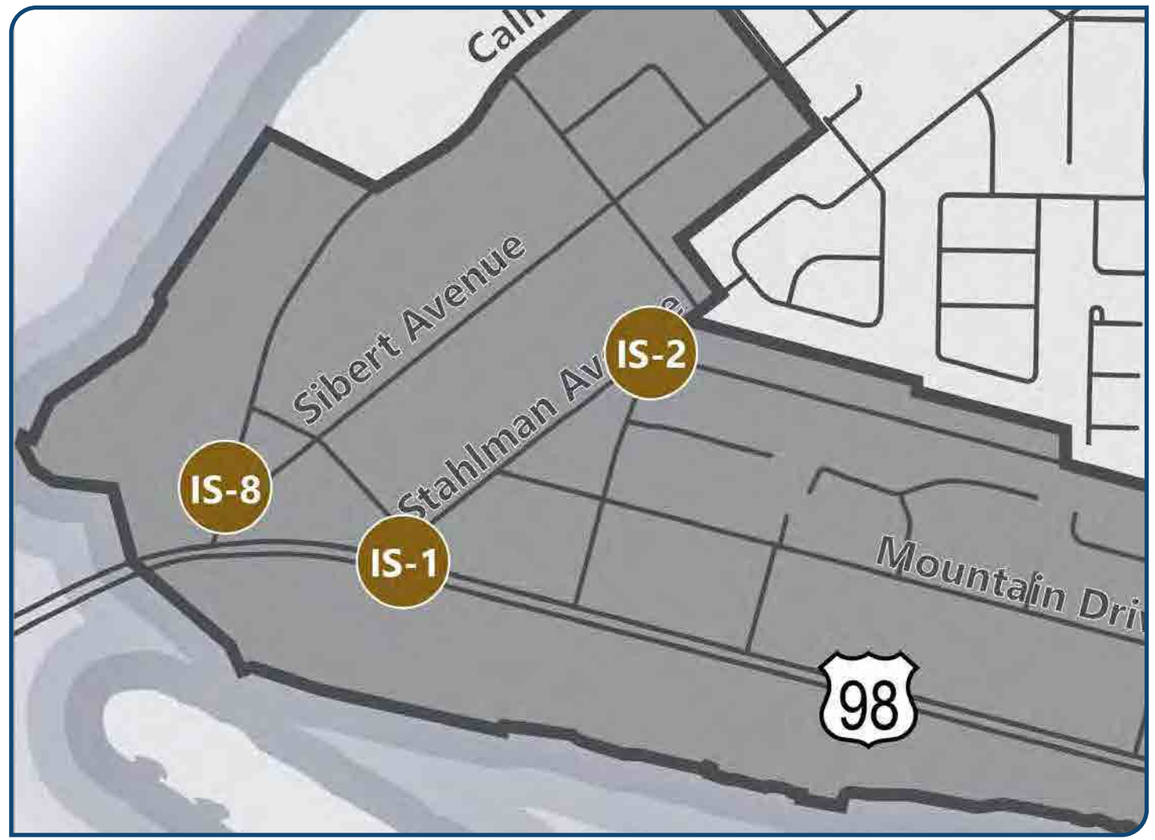
Source

LDC Section 8.09.03.A.9

Reference

Comp Plan Policy 1-3.3.4(4)

Intersection Improvements



Description

Harbor CRA includes the following intersection improvement projects:

- IS-1: Stahlman Avenue at Harbor Boulevard & Zerbe Street (add pedestrian refuge, increase visibility, reduce curb cuts, extend central medians)
- IS-2: Stahlman Avenue at Azalea Drive (close Palmetto Street at intersection, add crosswalks, move Azalea Dr stop line up to Stahlman Ave)
- IS-8: Calhoun Avenue at Sibert Avenue (enhance multimodal access between public parking and planned boardwalk under the bridge)

Cost Estimate

$278,386

Priority

7

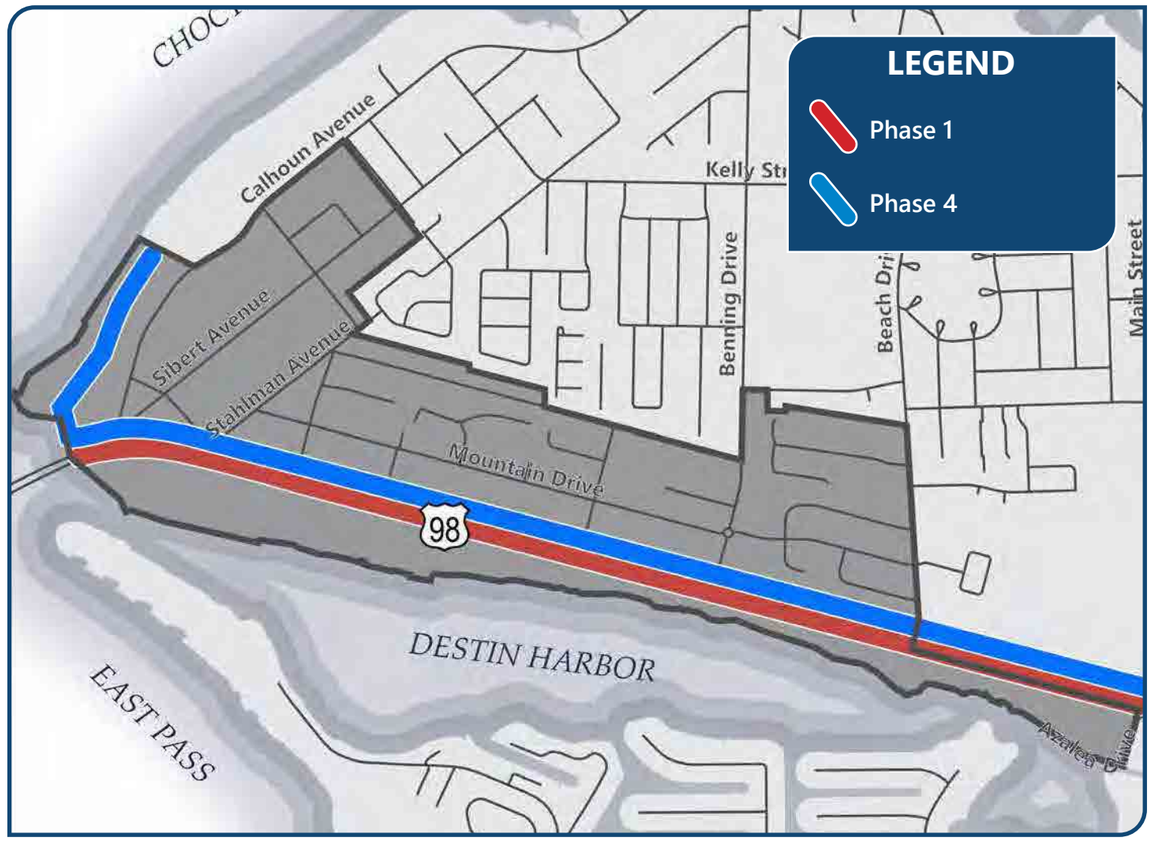
Source

Mobility Plan

Reference

Comp Plan Policy 1-3.3.4(5)

Utility Undergrounding



Description

In partnership with Florida Power and Light, the City has initiated the project of undergrounding all utilities in the City beginning with the most high-priority areas. The project will be completed in seven phases.

Cost Estimate

$4,500,000

Source

City Finance Department

Reference

Comp Plan Policy 1-1.7.3

IMPLEMENTATION

TOP PUBLIC IMPROVEMENTS

The subsections below further expand upon the top three ranked priorities for the Harbor CRA district and outline implementation steps. While these projects may not be entirely implemented with CRA revenue, or implemented in the recommended order, it should be noted that the Advisory Committee viewed these public projects as key catalysts of improvement for the Harbor District.

Marler Street Parking Garage

Ineffective quantity and layout of public parking in the Harbor district has long been a known issue. This project would supply a 350-space parking garage at the Marler Street public parking lot at the corner of Highway 98 and Marler Street. By constructing this large addition of public parking, the second through fifth blight factors would be reduced, as a key part of the parking issue in the Harbor district is related to the commercial properties on the Harbor. Many of these businesses have a high parking demand, and also have existing nonconforming parking lot layouts and space counts. This issue, paired with lack of public parking and accessibility to these businesses, create unsafe conditions for both vehicles and pedestrians. Additionally, this project is sourced from the draft Mobility Plan, and therefore there are multiple revenue sources that may be used to fund design and construction.

Cross Town Connector

The completion of the Cross Town Connector (CTC) is an integral part of addressing the first and third factors of blight - defective or inadequate street layout and unsafe conditions. The primary east-west corridor traveling throughout Destin is Highway 98. As a result, this is the main stream for thru-traffic traveling to the cities on either side of Destin, tourists traveling to the main tourist destinations located along the water, and also local traffic traveling between points within the City limits. The CTC will provide a secondary east-west corridor with consistent transitions for vehicles, bicyclists, and pedestrians. This will remove some traffic from Highway 98 and help reduce vehicle congestion and points of conflict between vehicles and non-vehicles. Similar to the Marler Street Parking Garage, this project is sourced from the draft Mobility Plan. As such multiple revenue sources are available to fund construction.

Land Acquisition and Design Related to Harbor Boardwalk Phase II

The acquisition of 1 Calhoun Avenue, and design and construction costs related to Harbor Boardwalk Phase II assist in addressing the second and sixth factors of blight by extending the boardwalk through





contiguous properties to the west, and providing an alternate opportunity for pedestrians to access all properties along the Harbor without needing to park directly at one specific property. As identified in the Opportunities & Issues section above, accessing the Harbor Boardwalk is one of the key challenges of the Harbor district. By increasing the length of the Boardwalk and adding access points in lower traffic areas further away from Highway 98, this issue may be adequately addressed through this project. While there is no specific plan at this time for the land recently acquired at 1 Calhoun Avenue, there are several public uses that may be appropriate for this site, such as a gateway park to the Boardwalk, or other accessory uses.

Due to the estimated costs of all three key projects and the revenue projections for the Harbor CRA, it is unlikely that the revenue funds by themselves will provide the opportunity for the City to complete many more of the identified key projects in its priority list. However, it is worth noting that some of the remaining unfunded projects are included in the draft Mobility Plan, providing an alternate source of funding for those projects (a proposed Mobility Fee to be considered by the City in 2024). Additionally, there may be other opportunities such as grants available to pursue all or partial funding for the remaining projects, such as the safety improvements for the Harbor Boardwalk. Finally, it is important to keep in mind that the CRA revenue coming into the City may increase beyond the projected rates due to successful development projects. For these reasons, all projects should be kept for consideration over the duration of the Harbor CRA.

ANNUAL REVIEW

The City, in participation with the Harbor CRA Advisory Committee and CRA Board, shall conduct an annual review of the status of the Harbor CRA. The review shall include at a minimum a review of incoming CRA revenue, use of CRA revenue for public infrastructure, public/private partnerships, changes to the City's Comprehensive Plan and Land Development Code that may impact the CRA Plan, and updates to all applicable Florida Statute sections concerning CRAs and CRA Plan content.

NON-CRA PLANNING OR REGULATORY COMPLEMENTARY PROJECTS

There are other City projects currently in progress which will support the City's goals and objectives for the Harbor CRA. Some of these projects, such as the Mobility Plan can supplement CRA funding for transportation related projects. Other projects, such as the update of the Land Development Code, will support the Harbor District by strengthening the regulatory framework for project types and zoning districts within the CRA. The following includes ongoing City projects that could aid the success of the CRA Plan:

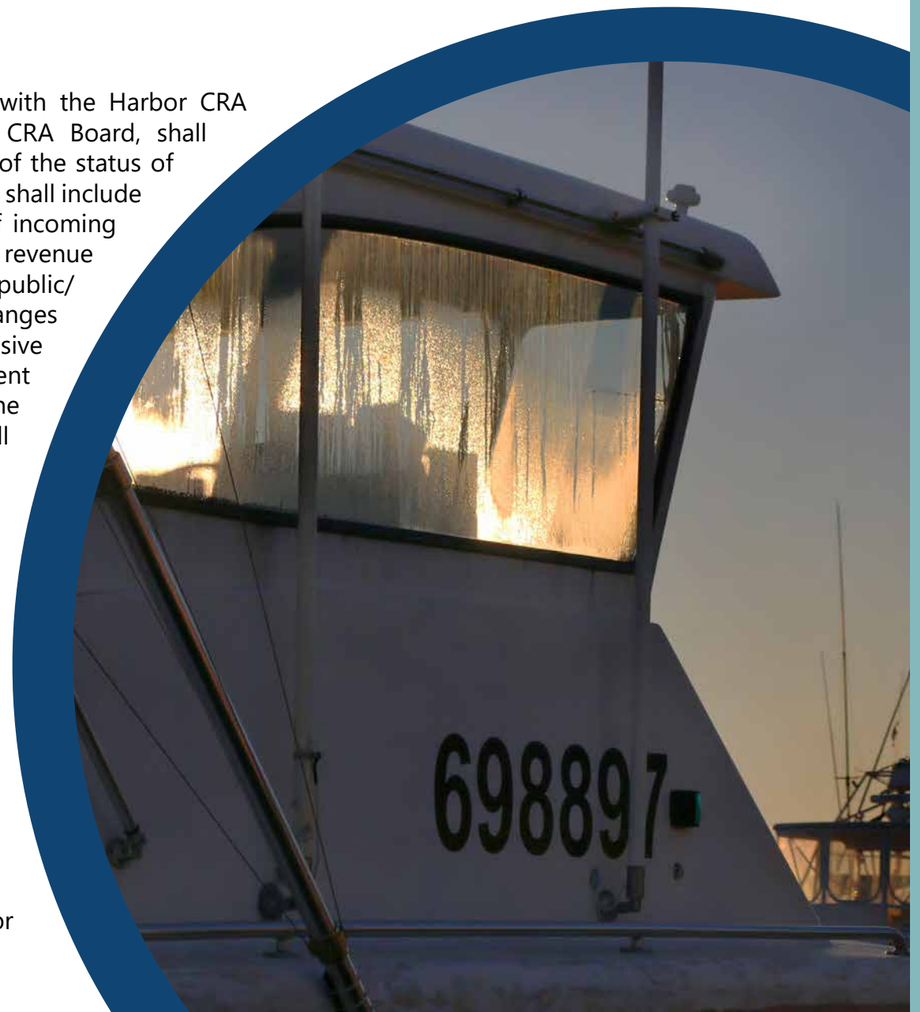


- **Citywide Mobility Plan and Fee**
  The Mobility Plan includes more than 60 transportation improvements that include projects such as sidewalk and bike path connections, intersection improvements, and new road construction. The estimated cost of the complete list of projects is approximately $150 million. The projects identified within the Harbor CRA district boundary are listed in the updated CRA Plan, and therefore both proposed mobility fee dollars and CRA revenue collected may be utilized for construction costs. The anticipated adoption of the Mobility Plan and proposed fee is in 2024.
- **Land Development Code Update**
  The Land Development Code (LDC) is in the process of being updated to adequately implement all development related policies in the Comprehensive Plan. This includes all policies related to the Harbor CRA and zoning districts in the Harbor CRA boundaries. Aside from this update being a major improvement for the City, and users of the Code, this will also strengthen the regulatory framework for all future development in the Harbor CRA District. The anticipated completion of the LDC update is in 2024.
- **Town Center CRA Plan Update**
  The Town Center CRA Plan is currently being updated as well. Similar to the Harbor Plan, this update includes refreshed financial forecasts, updated key projects and prioritization, and an overall strategic plan to guide future development. This is significant to the Harbor CRA as the two districts share the boundary of Beach Drive, and the Harbor district encompasses land directly south of the Town Center CRA district as well. As such, improvements implemented in the Town Center CRA may have impacts on the Harbor CRA as well.

MANAGEMENT PLAN

Implementation of the Plan will require both human and financial resources. The City must assess its person-power needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review. Two key areas are highlighted for work under the management plan:

1. Responsibility for project administration.
2. Target funds for project implementation, creating marketing materials, new development codes, and public and private project review.



MARKETING AND PROMOTION

The effectiveness of the Plan will largely depend on the perception of the Plan by the public, prospective developers, and financial backers. Colorful illustrative materials are necessary throughout plan implementation, such as informational materials for CRA projects which include project renderings and illustrations. A strong citizen involvement and public information program can only aid in the success of the entire plan. The Harbor CRA should utilize the City social media websites to advertise and promote progress of projects within the Harbor district, as well as involve the community in the development of the district by sponsoring programs and events to keep locals and tourists involved.

FINANCIAL INCENTIVES, GRANTS AND LOANS

Financial incentives may be considered to stimulate the location of new/expanding business opportunities. These would include:

1. Public partnership with private development wherein the public sector installs roads, water, sewer and other infrastructure necessary to make the project feasible.
2. Establishing a Community Development District, Foreign Trade Zone, Community Development Corporation, etc.
3. Grants and loans to businesses/property owners.

The City may offer, through the Harbor CRA, restricted matching grants and low-interest loans to owners of business property in the Harbor CRA district. The purpose of this financial aid is to encourage frontage improvements and major economic development projects. The basic concepts are outlined as follows:

- **Grants**: Exterior beautification of private property is the initial purpose of a grant program, which would provide funds only if they are available. The focus is on frontage improvements, especially landscaping on private property facing and along the public rights-of-way. A grant would not exceed 50% of the approved project cost, with the property owner paying the remainder (50% or more) of the cost. The maximum amount of a grant will depend upon a determined formula. Grant applications would be evaluated and prioritized. Highest ranking applications would be funded first.
- **Loans**: Economic development is the purpose of the loan program, which would make low-interest loans only to the extent that funds are available for that purpose. Initially, economic development loans may be made to businesses for projects meeting certain minimum criteria, e.g. the project must be approved by the Harbor CRA; the business must pay a significant portion of the project costs; the project must involve construction of a new building on vacant land; the new building must be for a new business or expansion of an existing business; and a significant number of new permanent full-time jobs must be created by the new business or expansion. Loan applications would be evaluated and prioritized, with highest ranking applications to be funded first – prioritization criteria may include such factors as: number of new jobs created and amount of value added to the tax base.





FUNDING EXAMPLES

- **The City**
- **Non-ad valorem assessments**
- **Florida Department of Transportation (FDOT)**
- **Florida Department of Economic Opportunity (DEO)**
- **Northwest Florida Water Management District**
- **Florida Department of Environmental Protection**
- **Florida Department of Agriculture and Consumer Services**
- **Economic Development Administration**

FINANCIAL PLAN

Among the most powerful tools associated with Part III Section 163, Florida Statutes, is the availability of tax increment financing to support a wide range of redevelopment initiatives. While tax increment is the single source of revenue enabled through the legislation, it is anticipated in most cases that a variety of revenue sources will be strategically assembled to meet the overall redevelopment objectives of this plan. When used in conjunction with these other means of funding or financing, tax increment, in effect, leverages the dollars that might otherwise be available.

This section of the plan update provides an overview of Harbor CRA funds already encumbered from capital projects (completed or in progress), and forecasted annual revenue to be collected throughout the life cycle of the CRA. This money will become available to support or further the program framework generally described in this Plan. This section also describes the funding and financing arrangements that are the most prudent means to support redevelopment activities.

TAX INCREMENT REVENUE FORECASTS

Estimates of prospective tax increment revenue to be generated in the Harbor CRA district, were completed by the City of Destin's Finance Director with support from the consultant team. The stream of prospective revenue is dependent on several factors, including the pace of development which occurs in the Harbor Redevelopment Area, the content of that development, its assessed and taxable value, the millage levied against the taxable base and the rate of appreciation in the existing tax base and the level of public intervention. Together, these many variables suggest a wide range of outcomes, all possible depending on the specific conditions imputed into the analysis. The following sections include both the encumbered revenue due to revenue already earmarked for projects within the CRA district, and forecasted revenue. It should be noted that the revenue forecasts do not consider any future potential development, and therefore the actual revenue amounts may be more or less than the amounts listed in the tables. As further explained in the Implementation Plan, these forecasts should be updated on an annual basis for a better understanding of the financial status of the Harbor CRA district.

ENCUMBERED REVENUE

The following table outlines the CRA funds already encumbered by previously issued revenue notes. The City issued a revenue note in 2009 for $8 million. However, in 2010 the City refunded $2 million due to a downturn in Harbor property values. The remaining balance assisted in the funding and construction of several capital improvements in the Harbor CRA District. Looking forward, the City will initiate a utility undergrounding project in 2024 and earmarked $4.5 million dollars of Harbor CRA funds for this improvement to be paid over the remaining duration of the CRA. Additionally, the City in 2023 entered into a purchase agreement for the acquisition of 1 Calhoun Avenue, for a purchase price of $9 million dollars ($14.7 million with debt service), to be paid through 2043.

Table 5 - Harbor CRA Encumbered Revenue

Harbor CRA Encumbered Revenue

Year Initiated/Beginning Principal Balance	Projects	Annual Payments (avg)	Completion
2010/$5,919,000	Mountain Drive roadway improvements, Melvin Street drainage, Harbor Boardwalk promenade, Marler Street Parking Lot, Harbor Boardwalk under Marler Bridge	$480,000	2029
2024/$4,500,000	Utility Undergrounding	$346,154	2043
2024/$14,764,636	Land Acquisition of 1 Calhoun Avenue	$738,232	2043

FORECASTED REVENUE

The table below outlines the annual projected CRA revenue, operating budget, debt transfer and ending account balance for the Harbor CRA each year through the duration of the CRA. Based on the projections, the Harbor CRA is estimated to have approximately $3.4 million in funds at the end of 2042. That remaining fund balance is allocated to Phase II Harbor Boardwalk construction in 2043, which zeroes the account balance by the expiration of the CRA in 2043. It is important to note that these numbers are estimates, and are subject to change depending on several variables including property values, new project commitments, refinancing opportunities, etc.

Table 6 - Harbor CRA Forecasted Revenue

Harbor CRA Forecasted Revenue

	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
CRA REVENUE	820,992	983,860	1,013,350	1,043,730	1,075,020	1,107,250	1,140,440	1,174,630	1,209,850	1,246,130	1,283,490
OPERATING BUDGET	(121,761)	(9,100,000)[1]	(89,980)	(92,490)	(95,090)	(97,760)	(100,500)	(103,340)	(106,250)	(109,250)	(112,330)
TOTAL DEBT TRANSFER	(479,995)	7,878,933	(1,191,986)	(951,239)	(979,931)	(1,009,490)	(979,029)	(738,232)	(788,232)	(888,323)	(888,232)
TOTAL BALANCE	688,355	318,616	50,000	50,000	50,000	50,000	110,910	443,969	759,337	1,007,985	1,290,913
	FY34	**FY35**	**FY36**	**FY37**	**FY38**	**FY39**	**FY40**	**FY41**	**FY42**	**FY43**	
CRA REVENUE	1,321,970	1,361,610	1,402,440	1,444,490	1,487,810	1,532,420	1,578,370	1,625,700	1,674,450	1,724,660	
OPERATING BUDGET	(115,530)	(118,810)	(122,190)	(125,680)	(129,270)	(132,960)	(136,770)	(140,690)	(144,730)	(3,745,885)[2]	
TOTAL DEBT TRANSFER	(938,232)	(988,232)	(1,038,232)	(1,138,232)	(1,188,232)	(1,188,232)	(1,238,232)	(1,238,232)	(1,238,232)	(1,338,232)	
TOTAL BALANCE	1,559,121	1,813,690	2,055,708	2,236,286	2,406,594	2,617,822	2,821,191	3,067,969	3,359,457	**0**	

[1] $9,100,000 included in the FY 2024 operating budget for the purchase of 1 Calhoun Avenue.
[2] $3,596,995 included in the FY 2043 operating budget for the construction of Harbor Boardwalk Phase II project.

FUNDING SOURCES

To supplement and leverage the funds available through tax increment revenues, the following sources can provide financial support for the implementation of the Harbor Community Redevelopment Plan. Use of the funds and application are a function of specific project initiatives.

- The City is an appropriate source of funds for redevelopment planning support through its staff and consultants. These costs could be recovered from the CRA.
- Non-ad valorem assessments could be developed and imposed to fund the construction and maintenance of specific public improvements and essential services. Non-ad valorem assessments can facilitate the underlying credit for issuance of bonds or other financial instruments for anticipated capital improvement programs. A substantial portion of the tax increment revenues can be earmarked to offset or buy down such special assessments.
- The Florida Department of Transportation (FDOT) has a number of programs that could contribute funding for redevelopment efforts involving state highways. These programs are administered through the Department's new grant management system Grant Application Process or "GAP".
- The Florida Department of Economic Opportunity (DEO) sponsors grant programs providing financial assistance to local governments through Community Services Block Grants (CSBG).
- The Northwest Florida Water Management District may provide technical assistance in the design of stormwater improvements.
- The Florida Department of Environmental Protection has a number of sources that may be used in the acquisition and development of recreation and open space facilities.
- The Florida Department of Agriculture and Consumer Services Urban and Community Forestry Matching Grant program offers financial support for tree planting and urban forestry programs.
- The Economic Development Administration of the U.S. Department of Commerce provides funding for public work works projects that create permanent jobs or construction jobs through the Grants and Loans for Public Works and Development Facilities Program through the Public Works Impact Projects Program.

Many of the sources listed also provide technical support for redevelopment initiatives. In addition to these State and Federal sources, there are also other City funding sources that may be utilized in conjunction with CRA funds, such as development impact fees, and the forthcoming mobility fee (anticipated adoption 2024).

APPLICATION OF SOURCES

Tax increment revenue by itself will be insufficient to fund or support the range of initiatives identified as project priorities in this Plan update. The projected revenues available point to the need to secure and to apply other sources of money(ies) if all program goals are to be achieved. The most likely scenario is a combination of increment and special assessments targeted to properties and structures most benefited by planned improvements. The use of funds unrelated to tax increment or assessments would be applied to projects or activities for which specific dollars may be available.

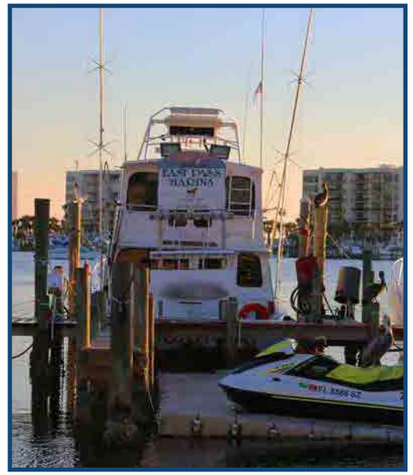
Some projects are more suited to the use of tax increment revenue than others. Generally, these revenues should be preserved to leverage other dollars, that they be applied to truly public facilities or services, that they be used for assemblages, and/or that they comprise a source of incentives for projects deemed most commensurate and supportive of the overall plan. Within these broad categories might be considered the acquisition of substandard or well-located parcels that might fulfill some stated purpose, the financial support of parking or like facilities, and the direct support of as yet specified private projects if needed or desired.

THE REDEVELOPMENT TRUST FUND

Once the Harbor Redevelopment Plan was adopted by resolution 03-07, the City of Destin established a Redevelopment Trust Fund through Ordinance 03-01. The trust fund receives all tax increment money, grants, gifts, or profits generated by redevelopment activities in the Harbor CRA.

The annual funding of the redevelopment trust fund will result from additional incremental taxes collected in the Redevelopment Area by Okaloosa County and the City. Such increment will be determined annually in an amount equal to 95 percent of the difference between:

1. The amount of ad valorem taxes levied each year by the County, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and
2. The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for the City and County, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property by the City and County prior to the effective date of the ordinance providing for the funding of the trust fund.





LEGAL AND REGULATORY ISSUES

REDEVELOPMENT POWERS

The City of Destin Resolution 98-09 established the Destin Community Redevelopment Agency, pursuant to Section 163.356, Florida Statutes. The Community Redevelopment Agency is authorized to exercise all of the powers conferred by Section 163, Part III, Florida Statutes, which are necessary and convenient to carry out and effectuate the purposes of the Harbor Community Redevelopment Plan. The Community Redevelopment Agency appointed a Harbor CRA Advisory Committee through Resolution 03-14 to assist the Agency in evaluating redevelopment initiatives and carrying out redevelopment activities in the Harbor CRA.

DURATION OF THE PLAN

The redevelopment initiatives and work program described in the Harbor Community Redevelopment Plan funded through tax increment revenues must occur within 40 years after the fiscal year in which this plan is approved or adopted, which is the time certain for completing all redevelopment financed by increment revenues. The Harbor CRA Plan was originally adopted on June 2, 2003 through Resolution 03-07 for a period of 40 years. As the Harbor CRA Trust Fund was established through Ordinance 03-01-CRA on June 16, 2003, all redevelopment initiatives and projects financed by CRA revenue must be completed by June 16, 2043.

PLAN MODIFICATION

The Harbor Community Redevelopment Plan may be modified in a manner consistent with Florida Statutes 163.361. If the City of Destin Community Redevelopment Agency deems that the Harbor Community Redevelopment Plan be amended, it shall make a recommendation to the City Council. All future amendments shall follow the notice and public hearing requirements listed in Florida Statutes 163.361.









SEVERABILITY

If any provision of the Harbor Community Redevelopment Plan is held to be unconstitutional or otherwise legally infirm, such provisions shall not affect the remaining portions of the Harbor Community Redevelopment Plan.

SAFEGUARDS, CONTROLS, RESTRICTIONS, OR COVENANTS

All redevelopment activities undertaken in the Harbor Redevelopment Area must be consistent with this Plan, the City's Comprehensive Plan and applicable land development regulations; all redevelopment plans will undergo review by the City.

Issues concerning restrictions on any property acquired for redevelopment purposes and then returned to use by the private sector will be addressed on a case-by-case basis to ensure that all activities necessary to perpetuate the redevelopment initiative are advanced in a manner consistent with this Plan and any amendment thereto. Throughout the redevelopment process for the Harbor CRA district, any restrictions or covenants shall run with the land regardless of transfer of ownership or private use for the period of time the City deems necessary.

RESIDENTIAL USE ELEMENT

As there are currently residential uses in the Harbor CRA district, but no moderate- or low- income housing units, an element of residential use is required per F.S. 163.362(8). Previously, a Neighborhood Impact Statement (NIS) was included in the CRA plan, however State regulations now only require an NIS if moderate- or low-income housing is present in a redevelopment area. As required by the Comprehensive Plan (Policies 3-1.1.1 – 3-1.1.3), the City is currently in the process of incorporating strategies into the Land Development Code which incentivize the development of moderate- and low-income housing units when a planned unit development is proposed. This strategy will support the City's overall goal of providing an adequate ratio of housing units for residents and workers that support the local economy. The City will coordinate with the State Departments of Health and Children and Family Services, the West Florida Regional Planning Council, and the Fort Walton Beach Housing Authority as well as other appropriate agencies to improve the overall affordable housing stock regionally, but specifically within the Harbor CRA.

The intent of the Harbor Community Redevelopment Plan centers on the revitalization of the tourist commercial area, enhancing the safety within the corridor and providing public access to the harbor. The redevelopment envisions substantial capital improvements relating to the right-of-way, harbor access, parking and recreational facilities. There is limited permanent residential use within the Redevelopment Area. The displacement of permanent residents is not foreseen; however, the City shall assist any person who is required to relocate from their property due to City acquisition of property for public purposes by locating other housing facilities available as replacement dwellings, as required by Comprehensive Plan Policy 3-1.7.2. The City shall assess the degree of displacement which may occur when planning future land acquisition and shall not be responsible for displacement because of county, state or federal actions. The CRA shall follow the relocation policies and procedures established by the Federal Department of Housing and Urban Development when Federal dollars are involved.

Existing residential properties may be temporarily impacted during the construction of any improvements. Impacts may include construction detours, noise and dust. Impacts are expected to be minimal while the benefits of redevelopment activities will be of long duration, adding greatly to the quality of life by providing a safe and attractive area that has adequate waterfront access, sidewalks, recreation, parking and other needed infrastructure improvements.

COMPREHENSIVE PLAN CONSISTENCY

The 2024 Plan Update is determined to be consistent and comply with the City's adopted Comprehensive Plan, including the Future Land Use Map (FLUM), and the goals, objectives and policies of all the elements. Any amendments to the Comprehensive Plan which will impact the Harbor CRA Plan should result in an update to the Plan as well, consistent with Florida Statutes 163.361. A detailed table outlining the existing Comprehensive Plan policies directly related to the Harbor CRA and their implementation in the updated plan is included in the Appendix.

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APPENDICES

APPENDIX A: LEGAL BOUNDARY DESCRIPTION OF CRA

A parcel of land lying and being in unsectionalized township 2 South, range 22 West, City of Destin, Okaloosa County, Florida, being more particularly described as follows:

Commence at the Southeast Corner of Sandpiper Cove Phase I as recorded in Plat Book 1 Page 146 of the Public Records of Okaloosa County, Florida, thence proceed along the approximate mean high water line of Destin Harbor N-78°46'39"-W, 420 feet to the Point Of Beginning (POB). Thence N-13°49'-E, 493 feet to the South Right Of Way (ROW) of U.S. Highway 98 East, thence westerly along U.S. Highway 98 East to the intersection of Beach Drive, thence Northerly along Beach Drive to the Southeast corner of Sea Hills Third Addition as recorded in Plat Book 5 Page 104 of the Public Records of Okaloosa County, Florida, thence follow the South boundary of Sea Hills Third Addition, N-82°10'54"-W, 1048.41 feet, thence South, 24.88 feet, thence West, 139.75 feet, thence North, 130.4 feet to the South ROW of Legion Drive, thence Westerly along Legion Drive to the South intersection of the centerline of Benning Drive, thence Southerly to the North extension of the ROW line at the intersection with Azalea Drive, thence Northwest along the North ROW to the Southwest corner of Etretat Subdivision as recorded in Plat Book 10 Page 6 of the Public Records of Okaloosa County, Florida, thence North, 114.49 feet to the Southeast corner of Gulf Manor First Addition as recorded in Plat Book 8 Page 9 of the Public Records of Okaloosa County, Florida, thence N-76°9'22"-W, 720.19 feet, thence N-0°05'50"-W, 51.44 feet, to the Southeast corner of Ridge Wood Manor as recorded in Plat Book 12 Page 69 of the Public Records of Okaloosa County, Florida, thence N-76°07'54"-W, 955 feet, thence N-50°23'11"-E, 124.12 feet, thence N-39°41'11"-W, 307.92 feet, thence N-50°20'52"-E, 800 feet to the South ROW of Pine Street, thence Northwesterly along the South ROW of Pine Street to the West ROW of Calhoun Avenue, thence Southwesterly along the West ROW of Calhoun Avenue to the Northwest corner of lot 14, Moreno Point Military Reservation as recorded in Plat Book 26 Page 172 of the Public Records of Okaloosa County, Florida, thence N-59°05'37"-W, 468.3 feet to the approximate high water line of Choctawhatchee Bay, thence Southwesterly along the approximate high water line to Destin Harbor thence easterly along the approximate high water line to the POB; said parcel contains 397.34 acres more or less.*

*Note: Acreage will vary depending on actual mean high water level and shoreline conditions at time of survey.

APPENDIX B: FINDING OF NECESSITY REPORT (2003)

Determining if blight conditions exist within a Redevelopment Area is the first step in ascertaining an area's appropriateness as a community redevelopment area. The Harbor Finding of Necessity Report describes the various physical, economic, and regulatory conditions within the Harbor Redevelopment Area that potentially are associated with blight or its causes and discusses the need for a community redevelopment area. Based on this analysis, there is a conclusion that there are blighted conditions within the Redevelopment Area, and that the repair, rehabilitation, and/or redevelopment of such areas is in the interest of public health, safety, and welfare.

A resolution adopted by the local governing body finding that such conditions exist is the required first legal step in initiating the full redevelopment regime envisioned under Section 163 Florida Statutes. Subsequent actions consist of the preparation of a community redevelopment plan for the area designated in the finding of necessity resolution. This community redevelopment plan provides physical information on the Redevelopment Area, identifies potential project types that can diminish or eradicate blighted conditions, and establishes a legal framework for a series of specific programmatic and policy actions that advance these projects.

Section 163.340 (8) Florida Statutes identifies fourteen criteria associated with blight or blighting conditions. The Finding of Necessity Report documents a minimum of six conditions present in the Harbor Redevelopment Area that are retarding its immediate and longer term social, economic and physical development. The legal tests described in Section 163 and pertinent to the City of Destin require that at least two of these criteria be satisfied. These criteria and their related conditions include the following.

Predominance of defective or inadequate street layout

(Section 163.340 (8) (a) Florida Statutes). The totality of the Harbor Redevelopment Area is comprised of a road grid that functions below current standards and requires substantial budgetary commitment to maintain and/or upgrade over time.

The absence of satisfactory internal connections forces local traffic onto US 98, which adds unnecessary and potentially dangerous trips to this arterial road. US 98 is not yet at capacity year-round but the level of service does not consider how conditions might change should the area be developed to its allowable intensity. Though improvements are being discussed conceptually for US 98, the funds have not been committed to budgets or plans.

Localized ponding is known to occur in certain neighborhoods within the Redevelopment Area. It remains unclear if this occurs as the result of inadequate controls or poor execution. Regardless of its origin, periodic ponding is in need of correction and such intervention is frequently through some kind of public action or vehicle. Such drainage solutions usually occur in conjunction with road (re) construction.

The absence of sidewalks is deemed to be not only a safety issue but also further evidence of inadequate transportation. The condition of the existing road grid precludes the provision of sidewalks without costly reconstruction.

There is a documented parking deficiency in excess of 400 spaces. As a result, the City has observed that most visitors simply park where they can find space on private business property, whether they are patrons or not, and walk around the harbor area. The fact that there is no public parking visible from US

98 is an issue. Motorists that park their vehicles on the north side of US 98 must cross this busy corridor and/or parking lots with speeding motorists.

The observed traffic patterns during the busy tourist seasons in Destin, clearly, contributes much to circulation and to the safety conditions within the Harbor Redevelopment Area. Vehicular stacking remains a problem within the Harbor Redevelopment Area. This is especially true on the intersection of US 98 and Stahlman Avenue, near the East Pass Bridge. The stacking that occurs in this area is very problematic because of the aforementioned proximity to the bridge. The East Pass Bridge serves as the major conduit for commuters between the Destin area and the Fort Walton Beach area. The abrupt start and stop motion, typically present in a stacking situation, can easily lead to numerous vehicular accidents.

Faulty layout in relation to size, adequacy, accessibility, and usefulness

(Section 163.340 (8) (c) Florida Statutes). The commercial lots suffer from inadequacies as a result of their size, a condition partially reflected in the number of vacant or underutilized parcels. Where properties are, in fact, developed, depth and width limitations that force an increased number of ingress and egress points on major roads are observed. The typical lot dimensions, in conjunction with immediate proximity to residential areas, preclude adequate space for landscaping or other treatments that might buffer these residential zones. In today's competitive environment, contemporary development practices favor larger sites to vary and mix uses and activities. Although each non-residential site may be buildable, in the aggregate the commercial lots are largely economically dysfunctional or deteriorated because they simply do not meet contemporary design and investor requirements. It is highly likely that only aggressive actions to assemble lots can solve some of these site deficiencies.

There are numerous properties along the south side of US 98, as well as the west side of Calhoun Avenue that restrict access to the harbor and Choctawhatchee Bay, respectively. A visual inspection of property lines in the aforementioned areas reveal that certain properties exist that preclude other properties from being accessed from the main roads. Private easements or agreements between property owners are most likely the form in which specific property owners can access their properties through other people's properties.

An analysis of land value, relative to total taxable value, suggests that many real estate assets are not adequately utilized. Individually and collectively, properties with such characteristics may be neither adequate, accessible nor useful.

Unsanitary or unsafe conditions

(Section 163.340 (8) (d) Florida Statutes). Insufficient sidewalks pose an immediately identifiable problem within all the neighborhoods that comprise the Redevelopment Area and along US 98. While accidents will occur, whatever safeguards are put in place, clearly having sidewalks for pedestrians on which to walk and a visible pedestrian-designated space wherein motorists are alert and vigilant, will diminish the number of accidents involving pedestrians. Left unchecked, the frequency of accidents will most likely continue to escalate.

Because parts of the sub-areas are not connected, the existing grid forces local traffic onto the perimeter arterials. Not only is capacity diminished, the unnecessary loading for local travel subjects more cars to the potential of accidents. Today's contemporary planning approaches recognize the need to capture internal trips as a means of achieving neighborhood safety.

Deterioration of site or other improvements

(Section 163.340 (8) (e) Florida Statutes). As noted in the "Findings", most buildings within the Redevelopment Area are physically sound overall. The primary concern is deterioration in context and setting, which will discourage long-term sustainability and lead to a reduction in useful life more rapidly than will be the case in a stable residential and commercial environment

The context and setting are defined in large part by the quality of the public infrastructure. Among the most noticeable deficiencies are the lack of sidewalks and other pedestrian-oriented amenities, the perceived traffic stacking, the lack of adequate public parking, and the inability of the current stormwater system to prevent localized flooding. Individually, these conditions appear to be somewhat innocuous, but collectively they present a real challenge to redevelopment within the Harbor Redevelopment Area.

As for many of the commercial improvements, many simply do not meet current demands of the marketplace. Although they may not be deteriorated from a physical standpoint, many are nearing, or have reached, the end of their useful economic life and are functionally deteriorated. Parking and access conditions are clearly deficient.

Inadequate and outdated building patterns.

(Section 163.340 (8) (f) Florida Statutes). Conditions of inadequate and outdated building patterns are literally self-evident based on the most casual inspection of the Redevelopment Area.
Many contemporary designs or regulatory practices are violated by conditions in the Harbor Redevelopment Area. Among the deficiencies that speak to inadequate and outdated building patterns are the following:

- Planned intensity relative to the size and adequacy of platted lots
- Absence or deterioration of infrastructure
- Poor connectivity among neighborhoods prompting the use of regional arterials for local travel
- No sidewalks
- No designed public spaces
- Unrestricted and divided ingress and egress among numerous commercial properties
- Commercial intrusion into residential areas stemming from inadequate lot depth, poor design controls, and the absence of transitional zones that preclude opportunities to insert buffering
- No view corridors

Diversity of ownership

(Section 163.340 (8) (m) Florida Statutes). Arguably, the Redevelopment Area's diverse ownership is among its most onerous and fractious problems. Given the number of owners, the non-resident status of these owners, the pattern of small lots, and the demands of contemporary market or building requirements, it will be difficult for private interests to acquire sufficient property to alter the established patterns of development and use. Aggressive intervention will be needed to assemble parcels or holdings adequate in size such that the larger community is evidently committed to changing the Redevelopment Area's social, physical and economic character.

APPENDIX C: COMPLETED PROJECTS INVENTORY (2023)

PLANNED PROJECTS IN H-CRA PLAN (2023)	PUBLIC PROJECTS IN H-CRA DISTRICT TO IMPLEMENT CRA PLAN (2008 – present)	COMPLETE (Y/N)
Roadway Projects		
US HWY 98	RRR remedial reconstruction and rehabilitation US Highway 98 from Marler Bridge to Airport Road	Y
	FDOT US Highway 98 East, landscaping project currently under construction; Marler bridge to Airport	N
	FDOT US Highway 98 East, lighting project added approximately 60 street lights; Marler bridge to Indian Bayou Trail	Y
Stahlman Avenue	None	
Mountain Drive	Mountain Drive Reconstruction - from Stahlman Avenue to Benning Drive, two lane roadway added 10 ft wide sidewalk to south side of road and provided stormwater facilities for the Mountain Drive watershed.	Y
Benning Drive	None	
New Secondary Streets	Destin Crosstown Connector (Azalea Drive Extension) - currently under design, add approximately 2000 linear feet of two lane divided roadway between Beach Drive to Benning Drive, 10 ft sidewalks on both sides of road and stormwater retention for the watershed	N
Pedestrian Sidewalks/Crosswalks		
Harbor Boulevard	Pedestrian crosswalk signalization at 116 Harbor Blvd	Y
	Pedestrian crosswalk signalization at 210 Harbor Blvd	Y
***Melvin Street**	Pedestrian crosswalk signalization at Melvin St	Y
***Azalea Drive**	Azalea Drive Sidewalk - added 10 ft wide sidewalks on North side of road from Stahlman Avenue to Snapper Drive and on South side of road from Snapper Drive to Benning Drive.	Y
	Harbor Place T/H Project - added 10 ft wide sidewalks on North side of Azalea Drive from Snapper Drive to Melvin Street on west side of Melvin St from Azalea Drive to Mountain Drive	Y
***** Zerbe Street** ***Calhoun Avenue**	Zerbe Calhoun Pedestrian Project - constructed approximately 2,000 linear feet of 10 ft wide sidewalk from intersection of Zerbe and Sibert St. west on Zerbe Street and North on Calhoun avenue to Clement Taylor Park	Y
Harbor Boardwalk	Harbor Boardwalk - constructed continuous boardwalk on north side of the harbor shoreline from 10 Harbor Blvd to 316 Harbor Blvd.	Y
Bayside Boardwalk Extension	None	
Stormwater and Utilities		
***Melvin Street**	Provide storm water retention for the watershed between Harbor Boulevard and Mountain Drive	Y
***Utility Undergrounding**	Utility undergrounding is in progress. US 98 will take place in Phase 1, the rest of district will take place in Phase 4.	N
***Stormwater Master Plan Update**	Stormwater Master Plan was updated in 2021. There are two projects in the updated plan identified for the Harbor CRA district.	Y
Parking		
Marler Street Lot	Provides 147 parking spaces and multimodal transit stop	Y
Sibert Avenue Lot	Provides 42 parking spaces	Y
Open Space/Recreation		
Clement Taylor Park	Currently under design to provide 30 designated parking spaces and pavilion and demo/ reconstruct restrooms	N
***Capt. Leonard Destin Park**	Added approximately 37 parking spaces	Y
***Capt. Royal Melvin Heritage Park**	Currently under construction at restrooms and picnic areas also the gateway to the Harbor Boardwalk.	N
Visitor Center	None	

**Projects were not specifically identified in Harbor CRA Plan*

APPENDIX D: COMPREHENSIVE PLAN POLICY REVIEW

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.4	**Harbor CRA Redevelopment, Infrastructure, and Design Enhancements.** Continue implementation of the Harbor CRA plan, established in 2003 and encompassing 397 acres in the southwest portion of the City north of the Destin Harbor, including the following components:	The Harbor CRA Plan is being updated to continue the implementation of the original vision of the Harbor CRA district.
1-3.3.4(1)	**Harbor Boulevard is a major gateway to the city.** The City will work together with the private sector and the Florida Department of Transportation to pursue changes to Harbor Boulevard that would improve landscaping, appearance, multimodal safety and performance. Such enhancement shall include application of community appearance criteria that reinforce good principles of design as well as preserving unique characteristics and open space for scenic vistas. The gateway improvements shall also address the implementation of streetscape amenities, enhanced signage, and intersection improvements.	FDOT has completed two major projects on Harbor Boulevard in the Harbor CRA district, which assisted in the implementation of this policy: (1) RRR remedial reconstruction and rehabilitation of Hwy 98 from Marler Bridge to Airport Road, and (2) the addition of approximately 60 streetlights between Marler Bridge and Airport Road. Additionally, landscaping of Hwy 98 between Marler Bridge and Airport Road is currently under construction. The Plan Update identifies multiple key projects that will positively impact the condition oh Harbor Boulevard/ Highway 98: the acquisition of 1 Calhoun Avenue; intersection improvements at Stahlman Avenue/Harbor Boulevard/Zerbe Street; utility undergrounding along Harbor Boulevard. Additionally, there are several near-term strategies identified in the Update which would further implement this policy such as beautification, and crosswalk and wayfinding enhancements.
1-3.3.4(2)	**Develop the Capt. Royal Melvin Heritage Park and Plaza (Heritage Park).** In 2008 the City acquired land for Heritage Park along the north side of Harbor that will provide sustainable public access to the Harbor waterfront. As of late 2009, a broad variety of planning,	Captain Royal Melvin Heritage Park was completed and opened in July of 2023. As a part of the strategic approach outlined in the Plan Update, a medium-term

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	technical, design and engineering surveys and studies have been completed. As funds become available, Heritage Park should be completed to serve as a focal point and harbor front destination for pedestrian activity in the immediate vicinity.	strategy identified is a shared-use path from the Marler Lot to this park. This would provide a physical and visual connection for pedestrians from parking to the Harbor Boardwalk that is currently lacking.
1-3.3.4(3)	**Continue land acquisition/construction of off-site parking facilities.** Purchase or enter into joint public/private partnerships to acquire land for two or three public parking facilities on the north side of Harbor Blvd. Utilize land for surface level parking until development and economics justifies the cost effectiveness of structured parking. If opportunities arise in the interim, accept public parking spaces as part of private development projects.	The Plan Update includes two parking garages as key projects where the public lots at Marler Street and Zerbe Street are currently located. The parking garage at Marler Street was identified as the first priority for the HCRAAC. The proposed garage included in the Plan Update includes 350 spaces, and would not utilize the entire site, allowing for additional uses on the property.
1-3.3.4(4)	**Continue implementation of the Harbor and Bay Boardwalks.** A framework design plan has been completed for the boardwalk fronting the Harbor, extending under the Marler Bridge and extending to Clement Taylor Park. Phase I of the Harbor Boardwalk was completed in 2012. As private redevelopment occurs, construction of contiguous sections of the remaining Harbor Boardwalk and related components shall be completed in accordance with the adopted framework design plan. Related components include, but are not limited to, broad, pedestrian friendly north/south pedestrian connections to the Harbor Blvd. frontage and pedestrian system. The "boardwalk under the bridge" shall be completed by the City at such time as there are significant sections of Harbor Boardwalk completed on both the north and south sides of Harbor Blvd.	The Plan Update includes three key projects related to the Harbor Boardwalk: Land acquisition and design related to Harbor Boardwalk Phase II (under the bridge), Harbor Boardwalk safety improvements, and Harbor boardwalk east extension. Additionally, the strategic approach included in the Plan Update is primarily focused on helping visitors and locals access the Destin Harbor safely. Near-, medium- and long-term strategies are identified in support of this overall goal for the district.
1-3.3.4(5)	**Continue to implement neighborhood and pedestrian enhancements.** Neighborhood street, intersection, and drainage improvements shall be implemented per the Phase II Implementation Plan within the Harbor CRA. As private redevelopment progresses along Harbor Blvd., strongly consider implementation of enhanced, safe crossings which could be implemented through a combination of	Prior to the plan update, Pedestrian crosswalk signalizations were installed by FDOT at 116 Harbor Blvd., 210 Harbor Blvd, and Melvin St. In the Plan Update, completion of the Cross Town Connector throughout the district, bike lane

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	overhead connections, traffic calming, improved lighting, and enhanced and/or controlled at-grade crosswalks. Cost of construction of such facilities should be shared by the private developer, the City, and the State.	and sidewalk improvements, and intersection improvements are identified as key projects. Additionally, the Plan Update recommends beautification and crosswalk enhancements specifically across Harbor Boulevard as near-term strategies the City may pursue.
1-3.3.5	**Provide for Redevelopment Initiatives Through CRA Tax Increment Financing and Other Plan Implementation Initiatives.** The success or failure of adopted Town Center and Harbor CRA Redevelopment Plans (collectively referred to as "Plans") hinges on the ability of the City to stimulate re-investment, to undertake public improvement projects, and to engender community support. The City has taken its first steps by identifying needs, evaluating alternatives, and preparing Plans to guide efforts for the next several decades. The City shall become the facilitator for the Plans' implementation. The City's responsibilities shall include serving as the catalyst for stimulating, marketing, and encouraging both public support and private participation as elaborated in the following Policies. As part of its responsibilities for maintaining and improving the CRA tax increment financing program, the City shall monitor CRA property values. These responsibilities shall include annual review, update, and evaluation of the effectiveness of the tax increment financing program including the timely processing of information by the City and County to ensure that the best interests of the City are carried forth.	The Plan Update includes sections regarding the successful implementation and financial planning. These sections include information on the required annual review, funding sources, financial incentives, etc.
1-3.3.5(1)	**CRA Management Plan.** The CRA shall assess CRA manpower needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review. The City shall commit resources to the two key areas of the management plan: (a) Responsibility for project administration (b) Target funds for project implementation, creating marketing materials, new development codes, and public and private project review.	There is a section specifically for the City's management plan within the Implementation section of the Plan Update.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.5(2)	**Comprehensive CRA Funding Sources.** The City shall commit resources to planning for the income and expenditures within the CRA as an integral part of CRA Redevelopment Plan implementation. The City shall manage the CRA financial plan and yearly budget estimates, project cost estimates and monitor progress in meeting proposed time frames. A variety of funding sources shall be considered, such as the following: (a) Tax increment trust fund, (b) Special assessments, (c) General obligation bonds, (d) Special revenue bonds, (e) Grants and loans to the CRA, (f) Public and private grants and loans using CDBG funds, Community Reinvestment Act funds, historic preservation funds, Small Business Administration loans, and small business facility rehabilitation loan programs, as well as other similar programs, (g) Fees and charges.	In addition to the annual review of CRA revenue, expenditures and key project statuses which is outlined in the Implementation Plan and detailed in the Financial Plan sections, the Plan Update includes a subsection within the Financial Plan that lists several funding sources available including those listed in the referenced policy.
1-3.3.5(3)	**CRA Financial Incentives.** Financial incentives may be considered as the Trust Fund gains dollars to stimulate location of new/expanding business opportunities. These alternatives shall include: (a) Public partnership with private development wherein the public sector installs roads, water, sewer and other infrastructure necessary to make the project feasible. (b) Establishing a Community Development District, Foreign Trade Zone, Community Development Corporation, or other similar programs. (c) Grants and loans to businesses/property owners.	The Plan Update discusses financial incentives, grants and loans as a part of the Implementation section.
1-3.3.5(4)	CRA Marketing and Promotion. The effectiveness of the CRA Redevelopment Plan will largely depend on the perception of the plan by the public, prospective developers and financial backers. Colorful illustrative materials are necessary throughout plan implementation. A strong citizen involvement and public information program can only aid in the success of the entire plan. The CRA shall establish a community theme or slogan for use on City articles, or sponsor a contest for logo submittals, publish "CRA News" to residents/businesses to keep them informed, and prepare and manage an on-going "events program" to stimulate and maintain the public interest. Finally, utilize "success stories" as they develop to show that Destin is on the move.	There is a marketing and promotion portion of the Implementation section in the updated plan.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.4.4	**Initiate Public and Private Sector Partnerships.** The City shall coordinate redevelopment issues with the private sector in promoting mobilization of public and private resources necessary to effectively carry out redevelopment efforts, especially along the Harbor and in the Town Center CRA area.	Public and private partnerships are discussed in the Financial Incentives, Grants and Loans section of the Implementation Plan.
2-1.3.11	**Create Safe Pedestrian and Cycling Roadway Crossings.** The City shall create, safe crossings on Harbor Boulevard/Emerald Coast Parkway between the Marler Bridge and the eastern edge of the Town Center CRA, with particular emphasis on strengthening the connection between the Town Center and the Harbor. Crossings shall be evaluated and designed to provide maximum pedestrian visibility, safety, and convenience, consistent with all applicable standards, guidelines, and best current practices. The City shall coordinate with FDOT to ensure adequate crossings are planned and constructed along Harbor Boulevard/Emerald Coast Parkway for safe crossing of that facility.	Prior to this Plan Update, three pedestrian crosswalk signalizations were installed on Highway 98/Harbor Blvd at 116 Harbor Blvd., 210 Harbor Blvd, and at Melvin St. Additionally, the Plan Update recommends further crosswalk enhancements at those crosswalk locations that reduce long waits and encourage the use of the public parking lots and crosswalks.
2-1.3.21	**Prioritize Projects.** As revenues become available from the Community Redevelopment Area (CRA) tax increments, the City shall prioritize projects that help support the goals of the MMTD.	Throughout the update process with the Harbor CRA Advisory Committee, the key projects were ranked and given a priority level which is included in the Plan Update. As a part of the annual review of the Plan, the City will review the project and priority status of identified key projects.

APPENDIX E - FLORIDA STATUTES CRA PLAN CONTENT REVIEW

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.360.2.a	Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.	All applicable sections of the current Comprehensive Plan have been implemented. This is demonstrated through the "Comprehensive Plan Consistency" subsection, as well as the detailed policy review in the Appendix.
163.360.2.b	Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.	The "Land Use Review" section outlines the existing zoning, land uses, densities and building requirements for the Harbor CRA district. All planned public improvements which may include land acquisition, demolition, redevelopment, and public projects proposed in the Harbor CRA are included in the "Key Projects" subsection.
163.360.2.c	Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.	The "Residential Use Element" of the Plan Update describes the current changes that are being incorporated into the Land Development Code supporting the development of affordable housing and discusses the coordination of local, regional and state agencies to increase the affordable housing stock in the area.
163.362.1	Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.	The Finding of Necessity Overview section of the Plan Update describes the reasons the Harbor CRA district was determined "blighted" and targeted for redevelopment in the City. A specific legal description of the district is included in the appendix.

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.362.2.a	Show by diagram and in general terms the approximate amount of open space to be provided and the street layout.	The Land Use and Transportation Reviews describe the minimum amount of open space required for each zoning district within the Harbor CRA District, and the existing street layout. The Key Projects show all planned projects including new streets and open space.
163.362.2.b	Show by diagram and in general terms limitations on the type, size, height, number and proposed use of buildings.	The Land Use Review in the Plan Update describes the limitations on building type, size, height, number and use that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.c	Show by diagram and in general terms the approximate number of dwelling units.	The Land Use Review in the Plan Update describes the number of existing dwelling units, as well as the limitations on building type, size, and density that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.d	Show by diagram and in general terms such property as intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.	The Key projects section of the Plan Update describes all future public facilities planned for the CRA district. This includes public facilities, new streets, and all other public improvements planned at this time.
163.362.3	If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community	As there is currently no low or moderate income housing in the Harbor CRA district, the existing Neighborhood Impact Assessment was replaced with a Residential Use Element (163.362.8).

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.	
163.362.4	Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.	A list of publicly funded key projects to be undertaken in the Harbor CRA district is included in the "Investment in the Harbor District" section of the Plan.
163.362.5	Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.	The Plan includes adequate safeguards through the Implementation Plan, Financial Plan and Safeguards, Controls, Restrictions or Covenants sections of the Plan Update.
163.362.6	Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.	This section is implemented through the Safeguards, Controls, Restrictions or Covenants section of the Plan Update.
163.362.7	Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.	The Residential Use Element includes language describing the City's policies on replacement housing due to redevelopment activity.
163.362.8	Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.	The Residential Use Element in the updated Plan includes the proposed changes to the Land Development Code which incentivizes the developer to include a percentage of affordable housing in new planned unit developments.
163.362.9	Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such	In the Financial Plan section, there are multiple tables which outline the encumbered revenue for the Harbor CRA, the projected revenue, operating budget, total debt transfer, and balance from FY 23 through the

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	indebtedness is to be repaid with increment revenues.	duration of the CRA (FY43). Additionally, each key project includes a planning cost estimate for the project.
163.362.10	Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.	The Plan Duration section of the updated plan states that all projects and redevelopment funded by CRA revenue shall be completed no later than June 16, 2043.

APPENDIX F - HARBOR REDEVELOPMENT INITIATIVES (2003)

The Harbor Redevelopment Area is to be redeveloped as an easily accessible, economically sustainable and attractive waterfront-oriented district that provides safe transportation, pedestrian and recreation facilities in a manner that promotes a favorable identity for the City of Destin.

REDEVELOPMENT OBJECTIVES

In partnership with the private sector and other governmental entities, the Harbor redevelopment initiative will reverse the observed blighting conditions within the Harbor Area over a 40-year period by leveraging public assets to improve the overall economic condition and the physical condition of the Redevelopment Area. Strategic initiatives are to be identified and placed into action to address and remove blighting conditions that might forestall the achievement of these redevelopment objectives. Ultimately, the Harbor Area will be revitalized to benefit residents, businesses, property owners and visitors.

The objectives and redevelopment initiatives contained in this section address blight conditions within the Redevelopment Area as identified in the Finding of Necessity Report. These objectives are supported by the City's recently amended Comprehensive Plan and Land Development Code in addition to past studies performed for and by the City of Destin. The objectives shall be viewed as sound planning steps in the realization of the redevelopment initiative.

Objective 1 - Transportation and Pedestrian Safety

The transportation condition of US 98 and the lack of safe pedestrian facilities are among the identifiable blighting conditions within the Harbor Redevelopment Area. Its condition shall be seen as a priority in the implementation of this Plan. To address this priority an enhanced and interconnected network of right-of-way and other infrastructure projects that focuses on improving pedestrian movement, shall be planned. To spotlight and establish the area as an attractive and competitive destination in the larger regional framework, existing transportation, and access points shall be enhanced. Ingress/egress and evacuation routes along US 98 and its major connectors throughout the year and during periods of peak visitations or periods of emergency or distress shall be realized.

Objective 2 – Parking Improvements

Parking shall be made available to support development and access points throughout the Harbor Redevelopment Area and the US 98 corridor in particular.

Objective 3 – Harbor Access, Open Space and Recreation

The waterfront is one of Destin's premier assets; yet the public access, open space and recreation opportunities within the Harbor Redevelopment Area are limited. Redevelopment initiatives shall be implemented that promote access to the Harbor and provide adequate open space and recreation facilities to meet citizen and visitor demand.

Objective 4 – Urban Design and Infrastructure

The first impression of the "quality of life" in the Harbor Redevelopment Area is expressed through the overall visual characteristic of the Harbor Redevelopment Area's built environment. There are numerous

properties that limit the ability to redevelop in an orderly and integrated fashion due to their condition, size and orientation. The City, through redevelopment initiatives, shall encourage owners of private properties to improve their sites. Public rights-of-way and property shall be improved in order to create a sense of place for the Harbor Redevelopment Area while enhancing basic infrastructure, specifically sidewalks, stormwater and utilities.

Objective 5 – Funding, Financing, Management and Promotion

The funding and financing portion of this objective calls for a creative, efficient, practical and equitable funding and financing mechanism to properly implement this Plan. It is perceived that these will be tied to the expected flow of tax increment dollars at the very least. The CRA shall implement programs that provide proper management of the redevelopment initiatives and promotion of the Harbor Redevelopment Area.

The remainder of this section identifies redevelopment programs and capital projects that when implemented support the redevelopment objectives as presented in this Plan. The capital and program costs of implementing the redevelop initiatives are addressed in Section 4.2 of this Plan.

TRANSPORTATION AND PEDESTRIAN SAFETY REDEVELOPMENT INITIATIVES

Improving transportation and pedestrian safety will positively transform the visual and general perception of the Harbor Redevelopment Area. The following initiatives shall be considered in improving transportation and pedestrian safety within the Redevelopment Area. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

Transportation and Pedestrian Safety Program Initiatives

The following provides descriptions of potential programs that shall encourage improving transportation and pedestrian safety in the Harbor Redevelopment Area. Many of these programs are time sensitive while others are ongoing in nature. Programs such as the transportation study referenced in 3.2.1.2 will result in the identification of specific capital projects that shall be undertaken to realize redevelopment results.

Transportation and Pedestrian Safety Design Guidelines

The CRA shall establish design guidelines and/or standards that contain the following.

- Establish driveway spacing to prevent a motorist from encountering more than one conflict at a time.
- Address corner clearance and wherever practical control distance between driveways and the corner of an intersection.
- Develop driveway designs to allow vehicles to quickly exit the through lane.
- For wider driveways, the use of a driveway median shall be encouraged to provide a safe space for pedestrians, help to provide positive guidance to motorists and allow beautification and signing opportunities.
- Use medians and other innovative design methods to reduce the turning movements across lanes as well as provide a safe haven for pedestrians crossing the roadway.
- Develop and incorporate lighting and landscape standards to design a safe and inviting environment.

These guidelines/standards shall be drafted in coordination with the urban design standards referenced later in this Plan.

Transportation Enhancement Study

The CRA shall complete a transportation study to determine the most effective manner in which to control traffic, access and safety on US 98 and its major connectors. The transportation study shall include pedestrian, bicycle and other multi-modal transportation elements in addition to identifying ways to enhance emergency evacuation. The transportation study shall consider past transportation studies and recommendations in addition to evaluating other innovative methods to accomplish this objective.

Access Management Program Initiatives

Investigate alternative or innovative access management solutions for transportation problems. Pursue agreements allowing joint access, cross access, or other innovative uses between adjacent property owners to help control the number of access points on the road network.

TRANSPORTATION AND PEDESTRIAN SAFETY CAPITAL IMPROVEMENT PROJECTS

Roadway Improvements

As indicated in the study referenced in 3.2.1.2, the CRA shall, in partnership with other agencies as deemed appropriate, implement the roadway improvement recommendations contained in the transportation study. Roadway improvements may include improvements on US 98, Stahlman Avenue, Mountain Drive, Benning Drive, and Beach Ridge Drive.

Multimodal Transportation Improvements

To provide safe and easy access for bicyclists and pedestrians, as well as motorists, traveling through the Redevelopment Area the CRA shall, in partnership with other government agencies as deemed appropriate, implement the multi-modal transportation improvement recommendations contained in the transportation study referenced in 3.2.1.2. Multimodal transportation improvements will include bike paths and other multimodal access improvements concurrent with roadway improvements.

Pedestrian Sidewalks and Crosswalks

An enhanced and interconnected network or right-of-way and other infrastructure projects that focus on improving pedestrian movement, parking, ingress/egress and evacuation routes along US 98 and its major connectors shall be realized. The CRA shall, in partnership with other government agencies as deemed appropriate, implement the sidewalk and crosswalk improvement recommendations contained in the transportation study referenced in 3.2.1.2. Projects will also include Bluff Ridge Walk, and Harbor Walk.

Evacuation Improvements

The CRA shall, in partnership with other government agencies as deemed appropriate, implement the emergency evacuation improvement recommendations contained in the transportation study referenced in 3.2.1.2.

Parking Redevelopment Initiatives

Parking concerns addressed comprehensively will improve the function, appearance and safety of the

Harbor Redevelopment Area. Furthermore, it is expected that any additional parking provided will increase property utilization in the area, substantially increase the number of spaces available and encourage cooperative public/private partnerships. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

Parking Program Initiatives

The following provides descriptions of programs that shall improve parking in the Harbor Redevelopment Area. Many of these programs are time sensitive while others are on-going in nature. Programs such as the parking study referenced below will result in the identification of specific capital projects that shall be undertaken to realize redevelopment results.

Parking Study

The City of Destin has performed several assessments identifying parking deficiencies within the Harbor Redevelopment Area, specifically the US 98 corridor. The City shall prepare a parking implementation plan. In drafting the implementation plan the City shall review past studies, update the deficiencies based on this review and current conditions and then prepare an action plan that specifies capital improvements, programs and other methods to eliminate parking problems and promote redevelopment within the Harbor Redevelopment Area. The parking study shall include the identification of locations where shared parking will work, an evaluation of the City's parking codes and the need to provide public parking and perhaps even the construction of parking garages or structures to increase capacity in critical areas.

PARKING CAPITAL IMPROVEMENTS

Parking Improvements

As indicated in the study referenced in 3.3.1.1, the CRA shall, in partnership with other government agencies, organizations or individuals as deemed appropriate, implement the parking improvement recommendations contained in the parking study. Parking improvements will include on-street parking concurrent with roadway improvements, and public parking garages and lots.

Harbor Access, Open Space, and Recreation

The opportunity exists for the Harbor Redevelopment Area to provide prime recreation programs and facilities within the general community, specifically along the waterfront. Open space areas shall be present throughout the redevelopment area on both private and public lands. The design and placement of open space will provide the opportunity to intertwine pedestrian facilities throughout the corridor creating an environment that is walkable. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

HARBOR ACCESS, OPEN SPACE AND RECREATION PROGRAM INITIATIVES

Recreational Programs and Special Events

The CRA shall support holding recreational programs and special events within the Harbor Redevelopment Area to promote Destin as a destination in addition to meeting local recreational needs.

Programs and Activities Supporting Commercial Access to the Harbor

The Destin area was founded as a fishing village and many of its residents want to preserve and protect the commercial fishing industry. The CRA shall evaluate measures to support the economic stability of the commercial and sport fishing industries

Harbor Access, Open Space and Recreation Capital Improvements

The following open space and recreational improvements have been derived through conversations with community leaders and from past studies performed for and by the City of Destin for the Harbor Redevelopment Area.

Harbor Boardwalk

The City of Destin has undertaken numerous planning initiatives to improve the functionality, aesthetics and long-term prosperity of the City. During these planning exercises one of the highest ranked projects is the development of a boardwalk along the north shore of the Destin Harbor. The City of Destin has created a committee comprised of property owners along the north shore of the Destin Harbor, formally called the North Shore Landowners Committee. Their sole mission was to draft a proposal to the City that will result in the voluntary conveyance of public easement along the water's edge in order to construct a continuous boardwalk. The CRA shall support the initiatives of the North Shore Landowners Committee as they complete the planning process. The committee is currently completing Phase I of the Harbor Boardwalk Proposal. Phase II will be to complete an economic and parking demand analysis of the boardwalk project. The parking assessment can be completed as part of the parking study referred to previously. Phase III will be the actual engineering and construction of the boardwalk. The completion of the boardwalk area will enhance the provision of access to the waterfront, provide recreation opportunities and serve as an economic stimulator.

Other Water Access Improvements

The CRA shall consider other physical improvements that will advance access to the Harbor for not only the general public but the commercial industries dependent on the Destin Harbor for their livelihood. Such improvements will include marinas, boat ramps, fishing piers and supporting infrastructure such as parking and utilities.

Special Events Area

Create a special events area that serves to unify existing civic facilities at Stahlman Avenue and US 98. This space will serve as an area for special events and programs to provide recreation and promote the Harbor Redevelopment Area as a destination point of interest.

Other Open Space and Recreation Improvements

Improvements to Taylor Park shall be planned and implemented in addition to the creation of a new harbor side park with access from US 98. Open space can be provided and enhanced through the establishment of landscape promenade to serve the US 98 corridor and Harbor. Other improvements include a Visitor Center.

Urban Design and Infrastructure

The aesthetic or design framework of an urban area is a composite of its various visual and planning elements. Each of these elements may have a different visual character or use when perceived separately.

When viewed together, these discrete elements can determine the overall visual character or "image" of an urban area. The individual elements that help to define the character of an urban area may include major roadways, streetscape, public rights-of-way, buildings, landmarks, signage, greenspace, recreational areas, conservation areas and the edges of separate distinct areas.

The Finding of Necessity Report documented that the majority of commercial development is functionally obsolescent throughout the Redevelopment Area. The current proliferation of private signage and lack of uniform landscaping creates a visual blight that detracts from the area's aesthetic environment.

In general, the urban design initiatives presented in this Plan will abide by the overall goals, objectives and policies, including type, size, density, massing and building height, as outlined in the City of Destin's Comprehensive Plan and Land Development Code. The following emphasizes urban design and infrastructure strategies that can greatly enhance the aesthetic and infrastructure conditions within the Harbor Redevelopment Area. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

URBAN DESIGN AND INFRASTRUCTURE PROGRAMS

Evaluation of the Urban Design Framework

The Destin Harbor Area Master Plan addresses the Harbor Redevelopment Area's urban design framework. The framework initiated by the Master Plan, shall be evaluated to ensure that the urban design framework correctly captures the desired enhancements for gateways, roadways, streetscape, right-of-way, parking, building and site components, location of open space and recreational areas, waterfront access, land uses and zoning. The urban design framework is a planning tool that establishes the foundation and tone for all planned improvements within the Harbor Redevelopment Area. The urban design framework evaluation shall result in a base plan that will guide the redevelopment as it relates to aesthetics in addition to function. The City of Destin's Land Development Code, which is expected to be adopted by the end of 2003, shall also address the redevelopment area's urban design framework.

Design Standards

The City shall encourage improved appearance and design of public and private projects as a means of encouraging more investment throughout the Harbor Redevelopment Area. The City shall prepare a document that presents the development regulations and design standards in a simple design manual format for public use. The design manual shall address streetscape, architectural, site, landscape, signage, public art and open space to provide visual continuity and a positive environment throughout the Redevelopment Area. Design standards establish a harmonious design vocabulary throughout an area for both new and existing facilities. The City's Comprehensive Plan discusses development intensities, densities, maximum height, and buffers. This shall be considered when developing design standards for the Harbor Area. The City's anticipated land development code shall be tested to ensure that they do the following.

- Create an environment that is attractive and safe for pedestrians, bicyclists and motorists.
- Promote the use of proper construction materials that impart a sense of quality and permanence.
- Balance aesthetic values with function and economic realities.

Beautification Programs

Beautification programs such as Adopt-A- Median or Adopt-A-Right-of-Way can assist in the implementation and maintenance of landscaped areas within the Redevelopment Area. City sponsored beautification will be provided through the implementation of streetscape and gateway improvements. The beautification program will also include the preservation and enhancement of existing open spaces and natural features within the Redevelopment area.

Incentives for Site and Structure Improvements

The City through the CRA initiative will encourage private properties to improve their sites and structures. The City can provide non-monetary incentives such as code waivers and special exemptions to private parties to upgrade and maintain their properties. The CRA can also provide assistance in identifying and pursuing CDB Grants (Community Development Block Grants) and other funding sources to assist private property improvements.

URBAN DESIGN AND INFRASTRUCTURE CAPITAL IMPROVEMENTS

Streetscape Improvements

Incorporate streetscape strategic planning in all projects to improve access, pedestrian and bicycle facilities and overall beautification for US 98 and other major roads within the Redevelopment Area. Streetscape planning shall provide a typical section for each roadway using consistent design guidelines throughout the Redevelopment Area. Any roadway and streetscape planning must include a phasing/ prioritization plan to construct the recommended improvements. Streetscape improvements may include improvements on US 98, Stahlman Avenue, Mountain Drive, Benning Drive, and Beach Ridge Drive.

Gateway/Signage/Wayfinding System

Promote the location of important destinations in the Redevelopment Area through a gateway/signage/ wayfinding system. Such a visual directional system, besides giving the Harbor Redevelopment Area an identity, is particularly important in its relationship to neighborhoods that are predominately residential and wish to enhance their security and integrity.

Stormwater and Utilities Improvements

All new development is required to provide adequate on-site stormwater and utility upgrades for the required development. The City of Destin's City-wide Stormwater Management Plan will include the Harbor redevelopment area and address stormwater issues. This plan is anticipated to be completed by the end of the year 2003. Specific projects will be reviewed as part of an annual work program that will be undertaken by the City of Destin and the CRA.

General Strategy for Funding, Financing, Management, and Promotion Programs

The following programs and activities address the funding, financing, management and promotion of the Harbor Redevelopment Area. Detailed funding, financing, and management strategies will be provided in the annual work program that will describe the timing and components of the activities or improvements to be supported by the City and CRA.

Identification and Securing Equitable Funding and Financing Mechanisms

Identify and secure all feasible sources of funding to support the redevelopment initiatives described

in this Plan. Such mechanisms can include, but are not limited to, tax increment revenues, ad valorem revenue, non-ad valorem assessment revenue, taxable or non-taxable bonds, other public instruments, grants and public/private partnerships.

Property Assembly Program

The intent of the property assembly program is to provide suitable sites for parking and associated commercial development by aggregating specially targeted or adjacent substandard lots to create larger parcels. Parcel aggregation is an expensive proposition, especially in the case of waterfront property. Nonetheless, the City of Destin and CRA must develop an acquisition approach. Decisions to aggregate must substantially support the vision, objectives and initiatives as indicated in this Plan and public money allocated for aggregation shall be returned at resale when feasible. Because of the high cost of land acquisition and limited tax increment financing capabilities, the City shall have a multi-faceted approach to acquiring properties for redevelopment. When feasible, encourage acquisition and subsequent redevelopment by the private market; second, explore land acquisition by either the CRA or the City for the Redevelopment Area properties. Other programs include:

- Identify and inventory all relevant substandard properties.
- Document and analyze over all parking demands and constraints throughout the Redevelopment Area.
- Document site criteria for modern commercial developments by business type to facilitate the understanding of contemporary developer site and parking requirements.
- Map and index all commercial properties in the Redevelopment Area to provide detailed information on parcel boundaries, sizes, and ownership.
- The City shall facilitate aggregation and redevelopment of “problem” or constrained parcels or groups of parcels.
- The CRA and City shall assist in the purchase, sale, negotiation and coordination of land assembly.
- To assure the City’s and CRA’s success, public resources must be dedicated to fund the mapping and indexing of all properties in the Redevelopment Area; funding to research or otherwise obtain contemporary site development requirements; provision of City resources and staff time to negotiate acquisitions and public/private partnerships with potential developers; and, funding to finance land acquisitions by either the City or the CRA (some of which will be recovered or rolled over as properties are resold).

Branding and Promotion

Create a logo and identify package that can be used to identify the Harbor Redevelopment Area on literature, banners, gateways and promotional campaigns.

Comprehensive Plan, Land Use and Zoning Changes

As redevelopment initiatives are implemented, the CRA shall evaluate the impact of such initiatives on the City’s comprehensive plan, existing/future land use and zoning.

Programs that Encourage Public-Private Partnerships

The CRA shall develop programs and identify opportunities for public-private partnerships in the redevelopment of the Harbor Redevelopment Area. The establishment and maintenance of partnerships will serve not only to leverage the tax increment and other revenue sources but also stimulate community interest and support. Partnerships may take several forms from financial partnering to technical support to the promotion of the area. Each partnership opportunity shall be evaluated on a case-by-case basis for its overall value and impacts.

An interesting opportunity public-private partnership opportunity is identified in the Comprehensive Plan Policy 2-1.3.6: Promote Destin Harbor Water Taxi Service. The City shall coordinate with the private sector to encourage the development of a water taxi service within the Destin Harbor. The intent is to encourage the development of water taxi service as an alternate mode of transportation.

PROGRAMS THAT MAINTAIN A SAFE AND CLEAN ENVIRONMENT

The CRA shall consider programs that enhance the safety or perception of safety within the Redevelopment Area. The following are a few recommended programs.

Community Policing

The Florida Community Redevelopment Act encourages “community policing innovation. ” This is defined as policing techniques or strategies designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of law enforcement in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, foot patrol, storefront police stations or intensified motorized patrol. The intent of these programs will be to improve the actual and perceived security, building safety and appearance of the Redevelopment Area. The following principles, based upon the experience of other communities, shall be established to guide these programs, they include: addressing environmental problems which cause or encourage criminal activity; involve local citizens in the campaign against crime; make the police force approachable and trusted and foster an image of the community as a safe place to live, work and do business. To realize the full intent of the community-policing, the following initiatives shall be undertaken.

- Law enforcement officers will circulate throughout the Redevelopment Area on a regular basis to meet visitors, residents and business owners, listen to their security concerns and ask for their ideas to solve crime problems. Whenever possible, officers shall attend community meetings and special events.
- Periodically analyze the crime “blotter” to assess the numbers and types of law enforcement responses within the Redevelopment Area. This analysis can be used to identify problems and trends.
- Create a special patrol or “beat” for the Redevelopment Area to provide a stronger law enforcement presence, additional door checks, bicycle patrols and like alternatives.
- Develop innovative techniques to address special needs of visitors.
- Develop and implement Crime Prevention Through Environmental Design (CPTED) standards to correct any security problems related to site improvements such as lighting and vegetation. These standards can be printed and distributed throughout the Redevelopment Area. The CPTED standards can be developed as part of the design guidelines for the Redevelopment Area.

Code Enforcement

In addition to community policing, the City shall evaluate the potential of more aggressive code enforcement activities both within, and near, the Redevelopment Area. This will be undertaken to assist in elimination of substandard zoning, building, landscaping and signs. It is important to assure the surrounding and adjacent properties are treated in the same manner. The following are implementation strategies for code enforcement activities.

- The City can evaluate existing and proposed codes for the Redevelopment Area and develop a more focused code enforcement program in order to respond to the specific needs of this area.
- To accomplish these strategies the City will need to develop and refine a code enforcement

program and use code enforcement staff as required. The City in developing and enhancing the code enforcement program within the Redevelopment Area may use redevelopment funds.

Maintenance of Redevelopment Area Database

Creating and maintaining a public database will encourage businesses to remain, relocate or start-up within the Redevelopment Area. The creation and maintenance of such a database will consist of compiling and regularly updating a database of available land and commercial building space to provide prospective recruits with detailed location information. The database shall include the address and parcel identification number, total square footage, proposed projects, available square footage and price for each available housing, retail, office and industrial property in the Redevelopment Area. It shall also include information on property contacts and a brief property description. The database shall also include prospective tenants, owners and developers as a complement to the available space database described. This database can help identify potential recruits who fit the profiles shown in the market analysis and the spaces shown in the available database. Among the information to be compiled will be the sites, location and price range criteria of potential recruits.

RESOLUTION 25-13

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DESTIN, FLORIDA; APPROVING THE HARBOR COMMUNITY REDEVELOPMENT AREA MASTER PLAN; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, Section 3.06 of the City Charter provides that all legislative powers of the city shall be vested in the City Council; and

WHEREAS, Chapter 163, Part III, Florida Statutes governs community redevelopment including the process for approval of community redevelopment area plans; and

WHEREAS, the City Council desires to approve the Harbor Community Redevelopment Area Master Plan; and

WHEREAS, On September 19, 2022, the City Council approved funding to update the **Harbor Community Redevelopment Area Master Plan,** attached hereto as Exhibit "A" and fully incorporated herein by this reference ("Plan"); and

WHEREAS, the Plan is the culmination of efforts by the City's consultant, City Staff, and the Harbor CRA Advisory committee to update and provide the highest quality analysis, recommendations, and direction for the continued redevelopment of the Harbor area; and

WHEREAS, through open and continuing engagement, the plan was developed by listening to concerns and recommendations of the advisory committee, the public, and other stakeholders; and

WHEREAS, The new plan clearly and concisely identifies the existing conditions and deficiencies of the Harbor CRA, explicitly calls out the priorities and projects; and provides a logical and legal foundation that will help shape decision-making now and in the future; and

WHEREAS, the City's Land Planning Agency found the Plan to be consistent with the City's Comprehensive Plan on February 6, 2025; AND

WHEREAS, in accordance with section 163.380, Florida Statutes, the Harbor CRA's community redevelopment plan (a) conforms to the City's comprehensive plan; (b) is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements; (c) provides for the development of affordable housing in the area, or states the reasons for not addressing in the plan the development of affordable housing in the area; and

WHEREAS the City Council has determined that the policy set forth in this Resolution 2025-13 serves the health, safety and welfare of residents and visitors of the City of Destin; and

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DESTIN, THAT:

Section 1. Recitals. The foregoing recitals are true and correct, and incorporated into this Resolution.

Section 2. Approval of Harbor Community Redevelopment Area Master Plan. The City Council hereby approves the Harbor Community Redevelopment Area Master Plan, attached hereto as **Exhibit "A"** and fully incorporated herein.

Section 3. Effective Date. This Resolution shall become effective immediately upon its adoption.

PASSED AND ADOPTED BY THE CITY OF DESTIN, FLORIDA THIS ____ DAY OF _____, 2025.

_____
BOBBY WAGNER, MAYOR

ATTEST:

_____
REY BAILEY, CITY CLERK

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY FOR THE
CITY OF DESTIN, ONLY:

_____
KIMBERLY ROMANO KOPP
CITY ATTORNEY

AGENDA
CRA BOARD MEETING
MONDAY, JUNE 2, 2025
6:00 PM
DESTIN CITY HALL ANNEX COUNCIL CHAMBERS

TO: City Council

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: David Prichard, Community Development Director

DATE: May 28, 2025

SUBJECT: Resolution 25-13 Town Center CRA Master Plan

I. <u>BACKGROUND</u>: At the September 19, 2022 City Council meeting, Council approved the funding to update the **Harbor and Town Center Community Redevelopment Areas Master Plans**. Based on experience and existing knowledge of the City, 3TP Ventures, Inc. was selected and approved by Council as the consultant to assist Staff and the CRA Committees to carry out both updates.

II. <u>DISCUSSION</u>: The update of the CRA Master Plans consists of **Three Phases.**

PHASE 1: EXISTING CONDITIONS AND REGULATIONS **- COMPLETE**
PHASE 2: ANALYSIS AND PLAN UPDATE RECOMMENDATIONS **- COMPLETE**
PHASE 3: COMPILATION OF FINAL DRAFT **- COMPLETE**

Tonight's meeting is one of the last remaining steps to complete the adoption of the Town Center CRA Master Plan. The Plan presented is the culmination of the Town Center CRA Advisory committee's, 3TP Ventures, LLC, and Staff's effort to update and provide the highest quality analysis, recommendations, and direction for the continued redevelopment of the Town

Center area. Through open and continuing engagement, the plan was developed by listening to the Committee's, the public's, and other stakeholders' concerns and recommendations. The public engagement also included the Mobility Plan, as the two plans will complement each other to implement the objectives and priorities of, not just the Town Center CRA (TCCRA), but the surrounding areas of the City as well.

The new plan clearly and concisely:

1. Identifies the existing conditions and deficiencies of the TCCRA
2. Explicitly calls out the priorities and projects; and
3. Provides a logical and legal foundation that will help shape decision-making now and in the future.

Tonight, City Council has three options:

1. Adopt plan as presented
2. Identify necessary changes (Council may want to review the Town Center CRA Project List order), or
3. Deny the plan

Staff will update and complete any substantive comments provided. Once the approved changes are completed, Staff will bring them back to the CRA Board and City Council for consideration.

Comprehensive Plan Compliance

If adopted, the Master Plan will satisfy many objectives of the adopted Comprehensive Plan, specifically the Goals, Objectives, and Policies of Chapter 10—Economic Development. But its impact is not limited to just Chapter 10; it also helps develop and implement Chapter 4—Public Facilities and Chapter 7—*Recreation and Open Space*.

The Town Center CRA Advisory Committee recommended approval of the plan on June 26, 2024, with a vote of 4-0. The LPA reviewed the plan for compliance with the Comprehensive Plan on February 6, 2025, and passed with a vote of 6-0.

At the regularly scheduled CRA Board Meeting on March 17, 2025, the CRA Board unanimously recommended City Council approval for the adoption of the Town Center CRA Master Plan.

A. Link to Strategic Goals / Objectives: II) Enhance Quality of Life
III) Economic Development and Revitalization
IV) Effective, efficient, and aesthetically pleasing infrastructure.

B. Effect on Budget (EOB): Budget for each update is committed to each project.

C. Level of Service (LOS): Improved quality of life, infrastructure, and mobility.

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: This is the City Council's opportunity to affirm the plan or address any deficiencies in the provided updates.

IV. RECOMMENDED MOTION: I move the City Council approve Resolution 25-13 and the **Town Center CRA Master Plan,** as presented.

ALTERNATIVE MOTIONS:
I move the City Council modify the **Town Center CRA Master Plan**, as follows _____ and return to Council with an updated resolution.

I move the City Council deny approval of the **Town Center CRA Master Plan**.

Attachments:

1. Town Center CRA Plan
2. Town Center CRA Plan Project List_Mar 2025
3. Resolution 25-13 Town Center CRA Master Plan

Any person requiring a special accommodation at this hearing because of a disability or physical impairment should contact the City Clerk at (850) 837-4242 at least 48 hours prior to the hearing. If a person decides to appeal any decision made with respect to any matter considered at such meeting, such person will need a record of the proceeding and for such purpose may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. (Sec. 286.0105, Florida Statutes)

DESTIN TOWN CENTER CRA PLAN

March 2025



ACKNOWLEDGMENTS

CITY COUNCIL

Mayor Bobby Wagner
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EXECUTIVE SUMMARY

The Town Center CRA Plan is the Community Redevelopment Plan for the Town Center district of the City. The Town Center district encompasses about 515 acres stretching east to west from Airport Road to Beach Drive, and north to south from Airport Road/Legion Drive to Highway 98. The City of Destin first adopted a Community Redevelopment Plan for the district in 1998 and updated it in 2014. The City's long-standing vision of Town Center is a special place in the center of Destin that will be highly walkable and enjoyed by everyone. The 2024 Plan update brings in refreshed strategies and projects to help create such a place in the heart of Destin.

The Town Center CRA Plan also fulfills the requirements of Florida Statutes 163.360 for CRA plans. As such, the intent of the Plan is to address "blight" and utilize property taxes collected within the district boundary for public improvements and redevelopment specifically within the district. All funds used for the CRA must support the implementation of public improvements and strategies within the adopted Plan for the CRA district. The required Finding of Necessity Report prepared when the CRA District was established identified several infrastructure issues, including an inadequate street layout, as contributing to the "blight" condition. These issues continue to hinder the City's goals for Town Center.

The 2024 update focused on refining the City's strategy for Town Center and identifying and prioritizing the most important projects for achieving the City's goals. The City's strategy recognizes the Town Center is a large district, much larger than the downtown areas of comparable coastal cities in Florida. Therefore, it is important to focus investment in an area or areas where the development of a vibrant, pedestrian-oriented, district is most attainable. The Plan Update includes a strategy comprised of four main pillars:

1. **Identify a specific place** within the Town Center district that is suitable to be developed as Destin's "Town Center" with multiple blocks of development in a walkable form.
2. **Establish design standards** for this place that cover elements such as street design, building frontages, public space/park locations, landscaping, lighting, and parking.
3. **Use the CRA funds as an incentive** for builders to create public spaces and infrastructure within their projects that are consistent with the design standards.
4. **Market the opportunity** for a public/private partnership to create a great place in Destin.



The City also used the 2024 Plan Update as an opportunity to revisit its goals for the district, refresh the project list, and to prioritize projects based on their consistency with the vision and goals. The Town Center CRA Advisory Committee identified four key principles for investment in the CRA going forward:

1. Improve connectivity
2. Enhance safety
3. Create more green spaces
4. Support economic development

With these principles in mind the Town Center CRA Advisory Committee reviewed and prioritized the key projects it would like to implement in the coming years. These are shown on Figure 1 and described in more detail later in the Plan. The top priority, which is a new concept in the Town Center CRA Plan, is to use CRA funds as an incentive for creating a true downtown and arts district. The City would use CRA funds to develop design standards for this place and then have the option to use CRA funds as an incentive, supporting construction of the preferred design elements that fall within the public realm (parks, sidewalk, streets, etc.). The development incentive may also support increased architectural design standards, as required by the Comprehensive Plan.

The City's second ranked priority is construction of the Linear Park, which would create a multi-use trail running east to west through the heart of Town Center. The third ranked priority is new and improved sidewalks and bike lanes to create the pedestrian environment envisioned for Town Center. While all the projects included in the Plan are important to the City and the CRA Advisory Committee, prioritization is helpful because the City likely will not have enough CRA revenue to pay for all of the improvements that are included in the Plan. Other sources of revenue can help the City implement some of the projects, such as the Cross Town Connector, which the City can finance with a potential future Mobility Fee.





Figure 1 - Projects for Town Center CRA

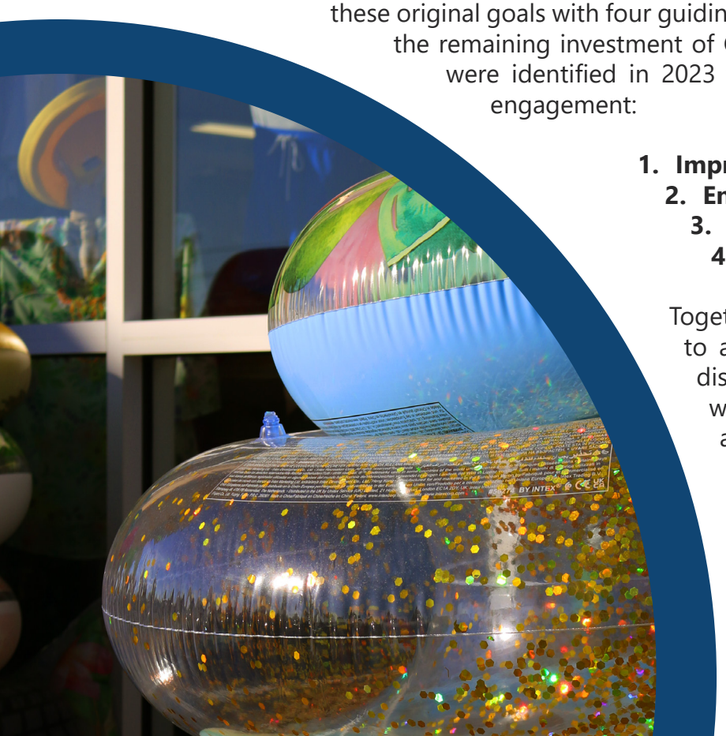
The following pages present the Town Center CRA Plan in several key sections. First is an analysis of the existing conditions of the Town Center district including the categories of land use, transportation, parking and stormwater management. Then comes a discussion of the overarching issues and strategies for the Town Center. The third key section provides a detailed list of key projects, their prioritization, and cost estimates. The plan concludes with details related to the implementation of the Plan and a detailed breakdown the finances of the CRA, including encumbered and forecasted revenue through the duration of the Town Center CRA, which is set to expire in 2038.

INTRODUCTION

The Town Center of Destin was identified through the Destin's Vision 2000 process as a candidate for a redevelopment area, anchored by the Main Street corridor. At the time, the following goals were found to be related to this Town Center area:

- **People Goal**
  To develop Destin into a successful "People Place" that attracts, retains, and inspires those of all ages and incomes to use and enjoy the community.
- **Movement Goal**
  To develop Destin with an efficient, high quality, multi-modal movement system with attractive shelters, shops and transfer stations.
- **Activity Goal**
  To develop Destin with a broad and diverse set of activity centers that accommodate, stimulate and reinforce residing, working and visiting in a great waterfront city setting.
- **Amenity Goal**
  To create and enhance a "quality of life" for Destin that attracts and sustains a diversity of visual and use elements for cultural, entertainment, recreation and environmental experiences.
- **Opportunity Goal**
  To develop Destin to attract and continue a process of value creation actions that invests time, dollars, resources and creativity to enhance the value, tax base, image and quality of life for Destin.

While these remain important goals for the area, the Town Center has changed over the last 20 years. There have been public improvements undertaken in this area, as well as changes to development and business occupation. Therefore, the Town Center CRA Advisory Committee refreshed these original goals with four guiding principles of what it hopes to achieve with the remaining investment of CRA funds. The four principles listed below were identified in 2023 through the CRA Plan Update and public engagement:



1. **Improve Connectivity**
2. **Enhance Safety**
3. **Create More Green Spaces**
4. **Support Economic Development**

Together the original and refreshed goals point to an overarching vision for the Town Center district as a vibrant, walkable downtown center with a focus on the arts, increased walkability, and park space for residents of all ages, and making the Town Center a destination within Destin. The 2023 Plan update focuses on the current condition of the Town Center CRA district, updated public improvement projects and financial strategies to implement the vision for this area by the expiration of the CRA in 2038.







HISTORY

The Town Center Community Redevelopment Area (CRA) was established in 1998 to address the conditions of the area contributing to "blight", consistent with the Florida Statutes at the time. The Finding of Necessity Report, which outlined the blighted conditions, listed the following as contributing factors:

- Defective or inadequate street layout;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements (stormwater facilities, roadways, streetscape, sidewalks, streetlighting and code enforcement);
- Faulty/inadequate street layout, parking, roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area.

With the establishment of the Town Center CRA, the City of Destin also adopted the Town Center CRA Plan, which outlined goals and objectives. Among the major recommendations of the Town Center CRA Plan at the time of adoption were:

- An expanded Town Center.
- Create an office/residential mixed-use district.
- Establish a neighborhood park and conservation area.
- Develop a grid street pattern.
- Create streets with character.
- Locate entry gateways and key locations.

To achieve these goals the City in its Town Center CRA Plan outlined several public improvements and projects, forecasted tax increment revenue, established a capital improvement plan and operating budget, conducted a neighborhood impact assessment, and set an implementation plan for the Town Center CRA.

The Town Center CRA Plan was most recently updated in 2014, which included an update of projects and financial information. Due to the economic downturn in 2008, the Town Center CRA did not accrue the amount of revenue originally projected. As a result, an interlocal agreement between the City of Destin and Okaloosa County was executed in 2015, which extended the duration of the Town Center CRA by ten (10) years to August 3, 2038. An inventory of completed or in progress public projects in the CRA district is provided in Appendix A.

FINDING OF NECESSITY STUDY

In order to pursue redevelopment planning through the Community Redevelopment Act of Chapter 163, Florida Statutes, documentation must be provided to show that conditions existed in the target redevelopment area to justify a redevelopment designation. A finding of necessity justifies redevelopment planning in order to address the economic and social liability imposing burdens which decrease the tax base and reduce revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers elimination of traffic hazards and improvements of traffic facilities [Sec. 163.335 (1)].

In Destin, the study area designated is bounded by U.S. 98 to the south, Beach Drive on the west, Legion Drive and Airport Road to the north and Airport Road on the east. A legal description of the district boundary is included in Appendix A. The area contains approximately 517 acres, or 11% of the city's 4,525 total acres. The boundary map of the district is detailed below:

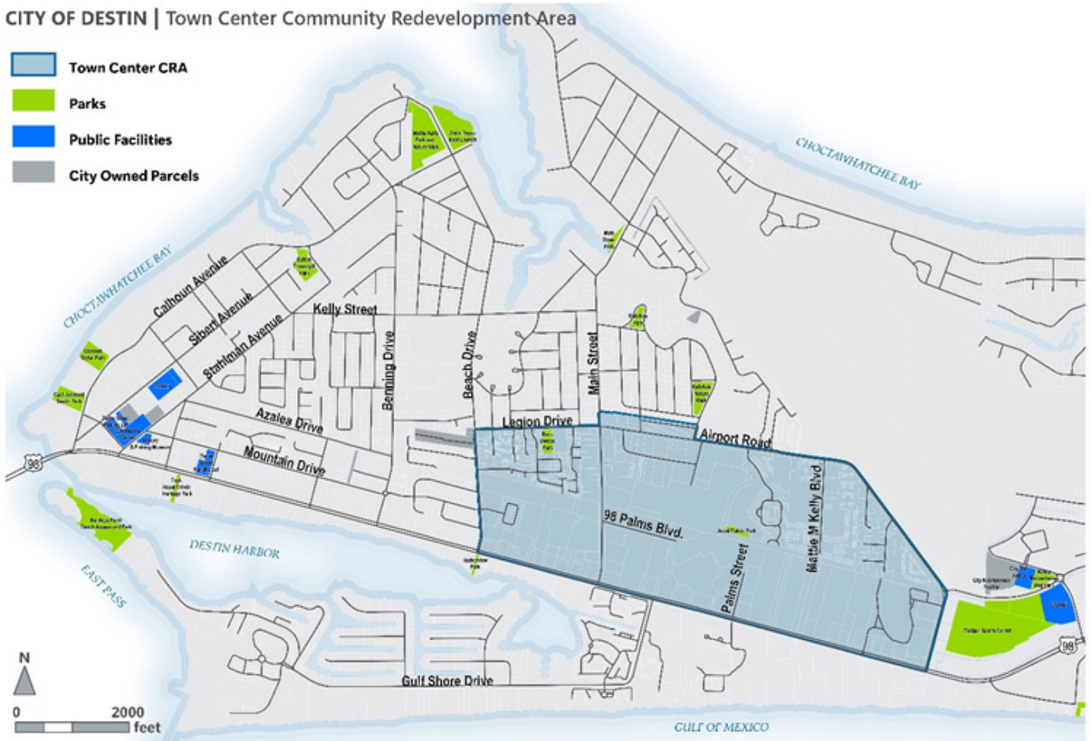


Figure 2 - Boundary Map of Town Center CRA

The Findings of Necessity Study examined the study area to determine if it was "blighted" as defined by Florida Statutes 163.340(8):

- An area in which there are a substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:
    1. Predominance of defective or inadequate street layout;
    2. Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
    3. Unsanitary or unsafe conditions;
    4. Deterioration of site or other improvements;
    5. Tax or special assessment delinquency exceeding the fair value of the land; and
    6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area;

    Or
- An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following construction.

In this case, the Finding of Necessity Study demonstrated that blighting factors, but no slum conditions, exist within the study area. The City Council adopted the Findings of Necessity, which identified several factors, including:

Defective or inadequate street layout. Many streets within the study area end in cul-de-sacs, resulting in circuitous routes to otherwise nearby uses. The lack of connectivity results in heavy usage of primary roads, like U.S. 98 and Airport Road. The large areas of vacant land which do not currently contain roads could exacerbate the existing circulation problems as they are developed if through-streets are not established.

Unsanitary or unsafe conditions. The entire study area contained inadequate or missing sidewalks, pedestrian crosswalks and dedicated bike lanes. At the time of the study, nineteen percent of the structural fires in Destin occurred in the study area, which constitutes only 11% of the city and which was almost 50% vacant.

Deterioration of site or other improvements (stormwater facilities, roadways, streetscape, sidewalks, streetlighting and code enforcement). Stormwater facilities were either outdated or nonexistent throughout the study area, leading to flooding and conflicting drainage patterns among subdivisions and in the industrial area. The stretch of U. S. 98 from Beach Drive to Airport Road has an adopted Level of Service (LOS) of E, along with the rest of U.S. 98 through Destin.

Streetscaping exists only within portions of certain medians on U. S. 98. There are no gateways identifying entrance into the area. Sidewalks are of substandard size and are reaching the end of their useful lifespan in many parts of the study area. Streetlighting is sparse and often is not coordinated with sidewalk locations. Ten percent of the city's code violations came from the study area during the last two years of the study period, despite the fact that approximately 50 % of the study area was vacant, and in its entirety only accounted for 11% of the city's acreage.

Faulty/inadequate street layout, parking, roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area.

U.S. 98, the primary east/west route through the region was nearing capacity, affecting all areas, not just the study area.

The Findings of Necessity revealed an area whose future depended upon addressing weaknesses which, if left unabated, could hinder the community's otherwise very bright future. Substantial opportunities still exist for a vibrant economy, a healthy mix of land uses and a strong, diverse residential base.

DISTRICT EXISTING CONDITIONS ANALYSIS

The 2023 Plan update affirmed that several of the deficiencies from the Finding of Necessity Study for the district remain. For example, the Town Center District still lacks a network of streets forcing U.S. 98 and Airport Road to handle most of the vehicular traffic in the area and making it difficult to use non-auto modes of travel such as walking or biking. This key issue, and other existing 2023 conditions of the study area, are described in this section.

LAND USE

The Town Center CRA contains 515.7 acres of land. Most of the land is privately owned except for public right of way, city-owned parcels and facilities, and parks. The CRA does not include any historic districts. Buck Destin Park and Jewel Melvin Park, a fire station, and Destin Water User's (the City's water and wastewater provider) wastewater treatment plant are all within the Town Center CRA.

Land is dedicated primarily to commercial uses between U.S. 98 and 98 Palms Boulevard. The form of these commercial uses is primarily suburban, designed to facilitate access by vehicles. Larger commercial properties feature buildings set back far from the street with ample surface parking provided between the street and commercial frontage. Strip development along U.S. 98 is another common commercial form found in the Town Center CRA. This form accommodates several fast-food restaurants, fuel station, drug stores, and other convenience retail. Each of these properties typically has its own access driveway connected to U.S. 98. Residential uses are found mostly in the northwest and northeast portions of the Town Center CRA. The residential uses are mainly medium density with a mix of smaller lot single-family houses, townhomes, and apartments. Industrial uses and services are concentrated in the northern extent of the Town Center CRA, mostly along the south side of Airport Road.

Overall, the land use pattern is characterized mostly by single uses that are spread out and separated. Few mixed-use buildings or developments exist within the area. This presents a significant challenge toward the district becoming the more vibrant and walkable district the City envisions.







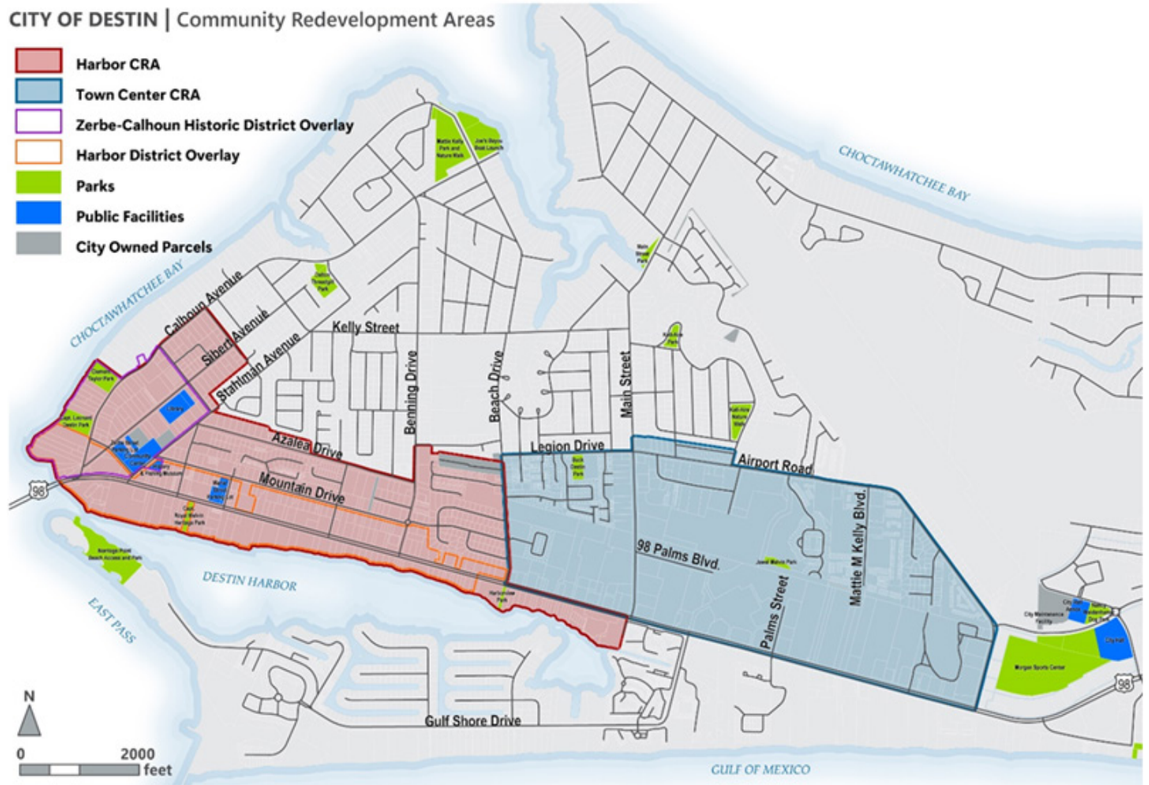


Figure 3 - CRA District Boundaries

Table 1 below shows the number of acres by land use type in the Town Center CRA. This is based on the future land use for each parcel as of January of 2023. Some parcels are vacant or undeveloped despite being designated for a specific use. There are about 34 undeveloped acres within the CRA and the average vacant parcel size is 1.07 acres. There are 1,299 dwelling units in the Town Center CRA.

Table 1 - Land Uses in the Harbor CRA District

Land Use	Acres	Percent
Industrial	27.8	5%
Institutional	52.8	10%
Medium Density Residential	32.1	6%
Recreational	2.6	1%
Residential, Office, and Institutional	108.6	21%
Town Center Mixed Use	230.8	45%
Right-of-Way	61.0	12%
Total	***515.7***	***100%***

The Future Land Use Map and table below provides more detail on where these uses are allowed within the Town Center CRA, while Table 2 presents what each designation's limitations are for density, height, floor area ratio and open space.

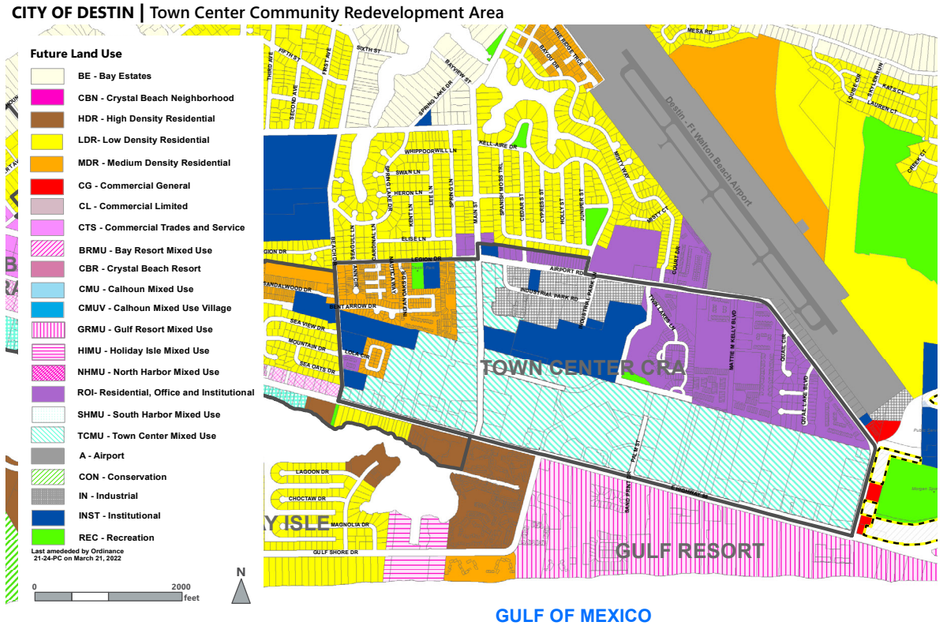


Figure 4 - Zoning Map for the Town Center CRA as of March 24, 2023

Table 2 - Land Uses Limitations in the Town Center CRA District

Land Use	Acreage	Use Type	Max. Density (units/ acre)	Max. Height	Nonresidential Floor Area Ratio	Open Space (%)
Medium Density Residential	32.07	Single-Family Residential	5.81	35'/3 stories	N/A	25
		Multi-family Residential	9.90	35'/3 stories	N/A	
Residential, Office, Institutional	108.59	Single-Family Residential	9.90	35'/3 stories	N/A	25
		Multi-family Residential	12.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	35'/3 stories	0.5	
Town Center Mixed Use	230.84	Single-Family Residential	9.00	35'/3 stories	N/A	25
		Multi-family Residential	24.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	75'/6 stories	1.5	
Institutional	52.78	Institutional Uses	N/A	35'/3 stories	0.5	25
Recreation	2.61	Recreation Uses	N/A	35'/3 stories	0.2	25
Industrial	27.815	Industrial Uses	N/A	35'/3 stories	1.30	25



TRANSPORTATION

The Town Center CRA district depends on a limited number of large roadway facilities to provide mobility including U.S. 98, Main Street, and Airport Road. These facilities are inhospitable to pedestrians and incompatible with the City's goal of creating a more walkable district consistent with what many people would envision of a "Town Center." Therefore, the City is looking to create a more robust network of streets that achieve smaller blocks and support greater walkability. A few strategic investments would help the City move closer to its vision. This section summarizes the key issues, pulling from information the City collected and analyzed during the development of a Mobility Plan.

Among the key transportation issues within the Town Center CRA district are missing streets that cause gaps in the sidewalk and bicycle facility network. Figure 5 below depicts the collector street network and highlights missing sidewalks and bicycle facilities. It shows that collector streets in the Town Center, such as Main Street and Airport Road have these facilities unlike some collectors in the Harbor CRA district. However, the large block size and lack of a finer grain street network mean that walking and biking trips are difficult, which leads most people to make all their trips by vehicles. Correcting this fundamental deficiency is a focus of the City's Mobility Plan and is also important for addressing the original "blight" condition of faulty/inadequate street layout, parking, roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area. This deficiency contributed to the Finding of Necessity for the Town Center CRA district.

KEY ISSUES

- **Missing streets cause gaps in the transportation network for pedestrians and bicyclists**
- **Traffic volumes and pedestrian movements**
- **Level of service**

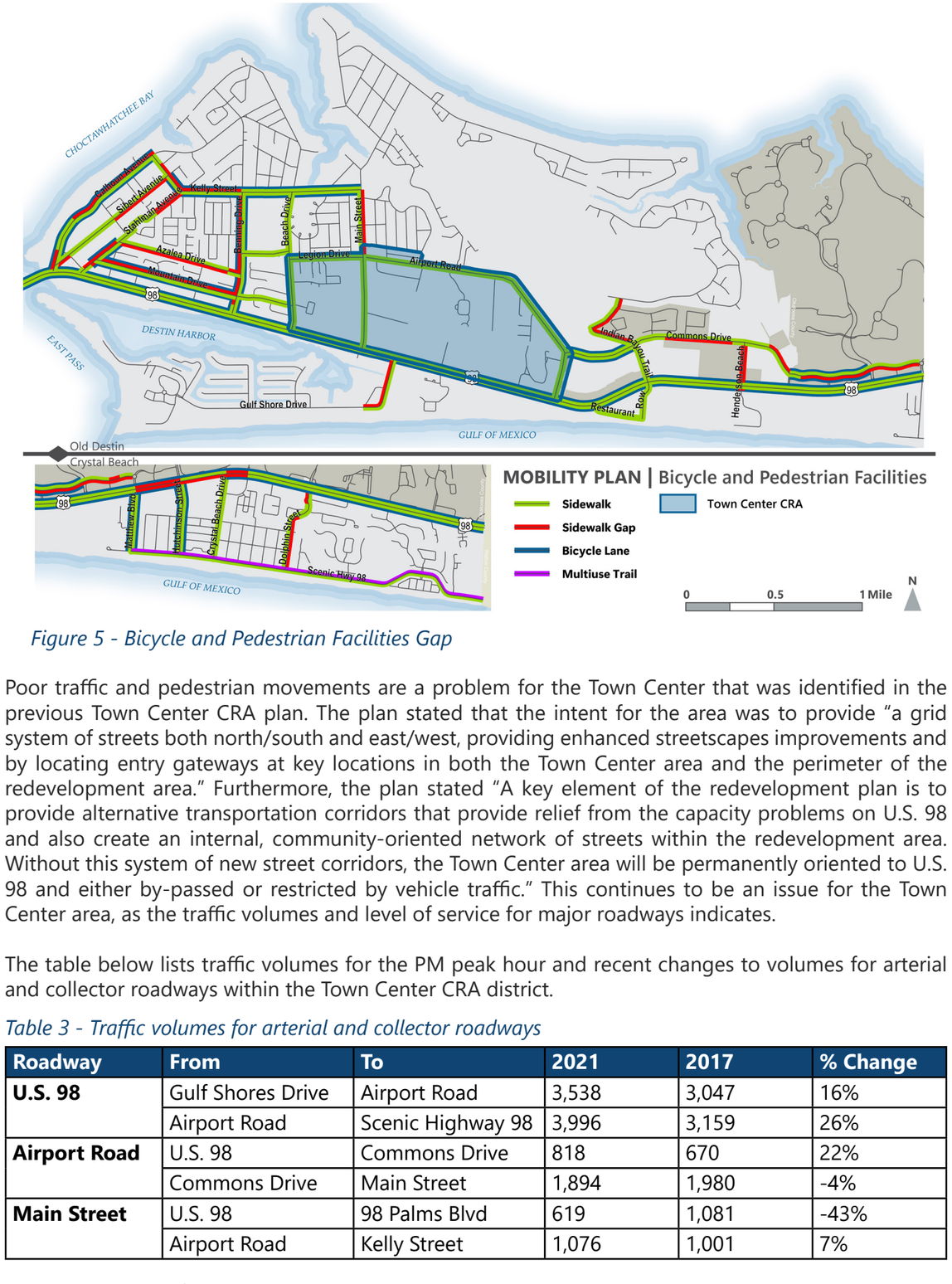


Figure 5 - Bicycle and Pedestrian Facilities Gap

Poor traffic and pedestrian movements are a problem for the Town Center that was identified in the previous Town Center CRA plan. The plan stated that the intent for the area was to provide "a grid system of streets both north/south and east/west, providing enhanced streetscapes improvements and by locating entry gateways at key locations in both the Town Center area and the perimeter of the redevelopment area." Furthermore, the plan stated "A key element of the redevelopment plan is to provide alternative transportation corridors that provide relief from the capacity problems on U.S. 98 and also create an internal, community-oriented network of streets within the redevelopment area. Without this system of new street corridors, the Town Center area will be permanently oriented to U.S. 98 and either by-passed or restricted by vehicle traffic." This continues to be an issue for the Town Center area, as the traffic volumes and level of service for major roadways indicates.

The table below lists traffic volumes for the PM peak hour and recent changes to volumes for arterial and collector roadways within the Town Center CRA district.

Table 3 - Traffic volumes for arterial and collector roadways

Roadway	From	To	2021	2017	% Change
U.S. 98	Gulf Shores Drive	Airport Road	3,538	3,047	16%
	Airport Road	Scenic Highway 98	3,996	3,159	26%
Airport Road	U.S. 98	Commons Drive	818	670	22%
	Commons Drive	Main Street	1,894	1,980	-4%
Main Street	U.S. 98	98 Palms Blvd	619	1,081	-43%
	Airport Road	Kelly Street	1,076	1,001	7%

Level of service is a quantitative measure of how well vehicle traffic flows on a roadway segment. The LOS describes roadways using a letter from A to F to describe performance, with A indicating the best performance and F the worst. It is important to note that the A to F letters do not necessarily indicate desired performance. A LOS of A is often not feasible, cost effective, or even desirable given other competing transportation or societal goals. As FDOT states in its Quality/Level of Service Handbook, "transportation professionals widely consider LOS D for the automobile mode an acceptable condition, and this threshold is often used as a design condition in urbanized areas." Therefore, LOS D is the standard for performance of the state-maintained U.S. 98/Harbor Boulevard.

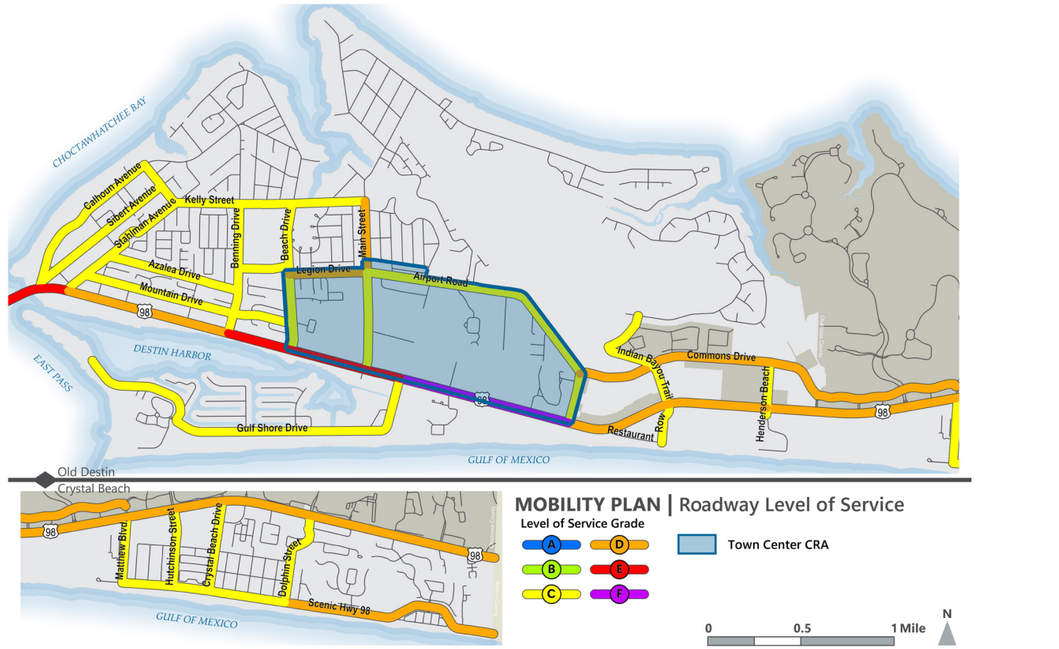
The vehicular level of service for an arterial roadway segment is based on the volume-to-capacity (v/c) ratio. The v/c ratios for 2011, 2016, and 2021 on Destin's only arterial roadway (U.S. 98) are shown in the table below. These tables are color coded to show how each segment has performed over time. A v/c ratio under 1.0 indicates this segment is meeting the LOS D standard. A v/c ratio of more than 1.0 indicates the segment is not meeting this standard. Green is meeting the standards, yellow is near the standard limit, and red is failing (does not meet the standards).

Table 4 - Level of Service for US Hwy 98

US 98 Segments - Volume to Capacity	LOS	2021	2016	2011
US Hwy 98 between Beach Drive and Main Street	**E**	**1.01**	**0.95**	**1.03**
US Hwy 98 between Main Street and Gulf Shore Drive	**E**	**1.01**	**1.13**	**1.00**
US Hwy 98 between Gulf Shore Drive and Airport Road	**F**	**1.12**	**1.00**	**1.09**

None of the City's collector roadways fall beneath the LOS D standard, as shown in the map below.

Figure 6 - Level of Service for Arterial and Collector Roadways



[1] Florida DOT 2020 Quality/Level of Service Handbook.

While vehicular LOS is an important measure of each street's congestion, Destin's streets do much more than move vehicles. They are an important part of the public realm, and it is important that they are safe and inviting for all users. Streets within the Town Center CRA are also evaluated against LOS standards for pedestrian, bike, and transit modes. New development within designated multimodal transportation districts (MMTDs) are required to contribute towards achieving the adopted multimodal level of service (MMLOS) standards for collector roadways, which is LOS C for both bicycle and pedestrian modes. The Town Center CRA is within an MMTD, so this standard applies for its collector roadways.

PARKING

Parking is needed to support Destin's economy. Tourists and people that travel to Destin for work each day depend on parking. However, parking also brings negative effects that the City should work to minimize. Large expanses of pavement contribute to stormwater runoff and flooding, and dedicating extensive land to surface parking reduces land that could otherwise be used for housing, parks and open space, and shops and restaurants that make Destin a desirable place.

Parking should be provided efficiently so that it does not degrade the quality of place and quality of life that people in Destin value. Parking is less of an issue within the Town Center CRA than it is other parts of the City. The challenge within the Town Center CRA will be to provide parking for future development and redevelopment in an efficient manner to avoid the large expanses of asphalt parking that detract from the sense of place that is desired by many people and businesses located within the Town Center CRA.



STORMWATER MANAGEMENT



The Town Center CRA has extensive impervious surfaces including buildings, roadways, and surface parking lots. These surfaces increase stormwater runoff volumes and affect water quality. Stormwater runoff is the leading cause of localized flooding and water quality concerns. Infrastructure - such as pipes, culverts, and conveyances - is a solution for addressing stormwater by helping manage surface runoff to protect property and prevent pollution.

The City's comprehensive plan recognizes the effects of stormwater runoff and calls for improving water quality by implementing stormwater best management practices to remove suspended solids and nutrients from runoff entering the Harbor and other receiving water bodies (objective 4-4.1). The City's 2021 Stormwater Master Plan Update identified projects that can help address runoff and improve water quality. One key issue and a recommended improvement project would affect the Town Center CRA:

- **Flooding issues at the intersection of Main Street and 98 Palms Boulevard impact the travel lanes. The recommended improvement is two drainage structures at the intersection and a pipe conveyance system that ties into the existing drainage structure to the east on 98 Palms Boulevard at an estimated cost of about $119,000.**

The Stormwater Master Plan also recommended the City adopt a stormwater utility fee, which would provide funding to replace aging stormwater infrastructure. The system needs frequent and costly repairs. These repairs are the City's responsibility, and the fee would provide a steady source of funding for upgrades and repairs to existing stormwater facilities.

STRATEGIC APPROACH TO TOWN CENTER

The existing conditions analysis pointed to several issues and opportunities in the Town Center CRA District. The issues and opportunities outlined in this section are intended to help the City prioritize investments in a manner that will help it achieve its vision for the Town Center. They also inform the CRA's strategic approach to revitalization.

ISSUES & OPPORTUNITIES

The most prominent issue in the Town Center CRA District is that the vision of a walkable, vibrant district has not materialized. While the City has made notable improvements within the Town Center CRA, the idea of a central, walkable place has likely yet to materialize for several reasons:

1. **Town Center is a Large Area:** It is important to distinguish between the Town Center CRA and a Town Center that is a "special place in the center of Destin." The Town Center CRA at about 500 acres is likely too large to function as a Town Center. The Town Center Mixed Use zoning designation, which applies to a smaller area of 230 acres, is still larger than the typical downtown area for a city of Destin's size. The type of focal point envisioned in the Town Center CRA plan may occupy a space as small as 10 to 20 acres. The result is that the type of development envisioned for the Town Center may end up spread too thin and far apart to create the vibrant place with pedestrian traffic envisioned in the Plan. Figure 7 below shows how the Town Center CRA district compares with downtown areas of coastal communities in Florida. Downtown Stuart (navy-colored shape) is about 18 acres, the Downtown Fort Myers River District (yellow) is about 36 acres, Downtown Madeira Beach (blue) is about 13 acres, and Downtown Dunedin (orange) is about 104 acres. All of these downtowns could easily fit within the Town Center CRA district.



Figure 7 - Town Center Compared to Coastal Florida Downtowns

2. **Opportunities Beyond Main Street:** The Plan calls for focusing on the area adjacent to Main Street between U.S. 98 and Airport Road, including a pair of large suburban-style shopping centers, as the focal point of a future Town Center. However, this plan relies on redevelopment of private properties and several smaller sites fronting Main Street, which has proven to take a long-time to come to fruition. While redevelopment of an existing shopping center would present a major opportunity for the City, the focus on Main Street leaves out other underdeveloped or vacant parcels that are large enough to become the "special place in the center of Destin." For example, there are sites between Palm Street and Mattie Kelly Boulevard that are large enough for a significant mixed-use development with elements of a Town Center and the potential for new streets to fill in a walkable street grid.
3. **Financial Incentives for Town Center Style Development:** Several successful CRAs across Florida use a portion of their CRA funding to incentivize the type of development they want to see in the district. For example, these cities may reimburse a developer for building infrastructure consistent with City-approved design guidelines that go beyond what a developer would typically build. The Town Center CRA has not used this approach. While the CRA has funded important projects that have improved transportation access to the district and improve aesthetics, the CRA has not directly participated in supporting a development project that is consistent with its goals for the district. The CRA could utilize this approach once it identifies more detail on the design and location of the future Town Center.
4. **Large Blocks and Limited Connectivity:** The Town Center CRA Plan emphasizes the importance of building a grid of streets with short block lengths. This design is important for creating more pedestrian activity on the City's streets. Shorter blocks – such as 400 feet in length, or less - create more direct routes between point A and B for pedestrians and are known to increase foot traffic. Furthermore, building a gridded street network provides another option for siting retail and mixed-use development to the strip-style development that is accessed directly from U.S. 98. Insufficient connectivity results in heavy usage of U.S. 98 and Airport Road, which makes these roadways inhospitable to pedestrians and, as a result, not ideal to serve as the Main Street for Town Center. In the figure below, which shows four Florida downtowns overlaid on the CRA district, the white lines represent the street grid. All four of these downtowns have well connected streets with short blocks, which are critical ingredients in creating a walkable place with plenty of pedestrian traffic.
5. **Fragmented Property Ownership:** Having many parcels with many different owners is a common issue for cities like Destin. The dispersed ownership makes it difficult to coordinate development in a way that will lead to a true "Town Center" of a size typical of other downtowns in Florida. This underscores the importance of planning for how underutilized or vacant sites can be developed in the future in a manner that supports the City's goals for Town Center.



STRATEGIES

These issues may appear daunting, but there is still significant opportunity in the Town Center CRA district for the City to achieve its goals. Below are several strategic considerations for the City as it embarks over the next decade on the next steps for realizing its vision for a true Town Center.

1. **Identify the Place:** The first step is to identify a specific place within the district that is suitable to be developed as Destin's special "Town Center." This place should be large enough to accommodate the development of multiple blocks of walkable development with a more compact form (short block lengths, buildings fronting the sidewalk, public open spaces/small public parks, etc.). These places in other Florida cities range from about 15 acres up to nearly 100 acres.
2. **Establish Design Standards for the Place:** Another important early step is to establish design standards for the place, which should cover elements such as street design/cross sections, building frontages, public space/park locations, landscaping, lighting, and parking locations. With design standards established the City can choose to partner with a developer to install public realm infrastructure that is consistent with the design standards. The four downtowns highlighted in Figure 7 represent several features common to vibrant places that should be incorporated into any future design guidelines:
    - Pedestrian and bike-friendly streets.
    - Streets that provide vehicular access but are designed for slow vehicular speeds.
    - Ample street trees, public spaces, and street furniture.
    - Well-defined street grid.
    - Access to adequate parking facilities, but not fronting the main pedestrian streets.
    - Mix of uses including restaurants, shops, housing, and more.
    - Continuous line of restaurants, shops, and entertainment fronting the street.
    - Incorporation of history, culture, and art that establishes a sense of place.
    - Clean, safe, and welcoming to all people.
    - A place that follows the "Rule of 10," which means 10 places that serve food, 10 that sell products besides food and 10 open after 5 PM.

3. **Public/Private Partnership to Support Implementation:** The Town Center CRA Plan has called out the need for a strong City/private partnership. The CRA funds represent an opportunity to create that partnership. The City, like several other Florida cities with a CRA, can use its CRA funds as a financial incentive for a developer to build the type of public realm and infrastructure that the City desires for its Town Center. For example, the City can reimburse a developer over time for building public infrastructure to the requirements of the design standards and developing buildings and public spaces in manner that is consistent with the design standards. More details and examples of this approach are provided below.

4. **Market the Plan:** Once the City updates its policies regarding where the Town Center should be located and the design for this place, it can market its plan and the opportunity for a public/private partnership to developers experienced with building great places in Florida.

Public/private partnerships to implement the Plan is a new approach introduced through the 2024 Plan Update. This is a common approach in Florida that is associated with several successful downtown revitalization efforts. More information on this concept is presented in the Implementation section.

INVESTMENT IN TOWN CENTER



The primary purpose of the Plan Update is to identify and prioritize public improvements to take place within the Town Center CRA, consistent with Section 163.362 of the Florida Statutes. The goals, issues and opportunities, and strategies described above all point to projects the City may want to undertake within the Town Center CRA District. This section presents the key projects, as prioritized by the Town Center CRA Advisory Committee, with their cost estimate and other key details.

PRIORITIZATION



Early in the process of updating the CRA Plan, the Town Center Advisory Committee identified specific areas of concern within the Town Center CRA district, which were sorted into the four guiding principles of safety, connectivity, green space, and economic development. Using these themes, the consulting team identified key projects that would improve pedestrian, bicycle and vehicular connectivity and safety, as well as expanded upon the projects brought up by Advisory Committee members to address improvements to green space availability and economic development in the Town Center district.

The Town Center CRA Advisory Committee in May 2023 provided input on its project priorities, which resulted in the prioritized list presented in this section.

The results of the priority exercise with the Advisory Committee shown below indicate generally how the projects were ranked, and the average percentage of CRA funding that the Committee would allocate to each project. The priority order does not imply they will be implemented in that order. The City may advance a lower priority project faster if as opportunity arises, such as a grant or a large development that comes along. Some lower priority projects may also advance faster because they have a non-CRA funding source, such as a future citywide Mobility Fee for some of the transportation improvements. However, prioritization is helpful for the City and CRA to guide the investment of CRA funds over time to implement this plan.



TOWN CENTER CRA PROJECT LIST & CRA FUND UTILIZATION BREAKDOWN

Projects ranked in order of priority

Percentage of funding allocated

1 — **ARTS DISTRICT/DOWNTOWN** — 34.2%
Projects supporting an arts district or downtown area in the Town Center CRA could be the development of a small area plan, land acquisition, infrastructure improvements, etc.

2 — **LINEAR PARK** — 28.1%
10' wide east/west multiuse path and landscaping from Main Street to Airport Road.

3 — **SIDEWALK/BIKE LANE IMPROVEMENTS** — 9.0%
Constructing sidewalks on Mattie M. Kelly Blvd, Gulf Shore Dr., and 98 Palms Blvd, and new bike facilities on Beach Dr. and Mattie M. Kelly Blvd.

4 — **PARK SYSTEM** — 12.5%
New park facilities vary significantly based on the park amenities provided. No specific projects are planned at this time.

5 — **INTERSECTION IMPROVEMENTS** — 5.4%
Near term intersection enhancements including items such as adding crosswalks, extending curb, etc. for the following intersections: Legion Dr./Airport Rd. at Main St., Airport Rd. at Commons Dr., Main St. at 98 Palms Blvd.

6 — **CROSS TOWN CONNECTOR** — 3.6%
Improve street sections of the cross town connector inside Town Center CRA district with all applicable requirements (sidewalks, bike lanes, buffers, landscaping, etc.)

7 — **COMPLETION OF THE STREET NETWORK** — 7.2%
Complete the Town Center CRA street network by constructing the 98 Palms Blvd extension and Mattie M. Kelly Blvd connection.

PROJECTS

The project map below identifies all unfunded key projects that were identified during the Plan Update process, with the numbers indicating the order of priority.

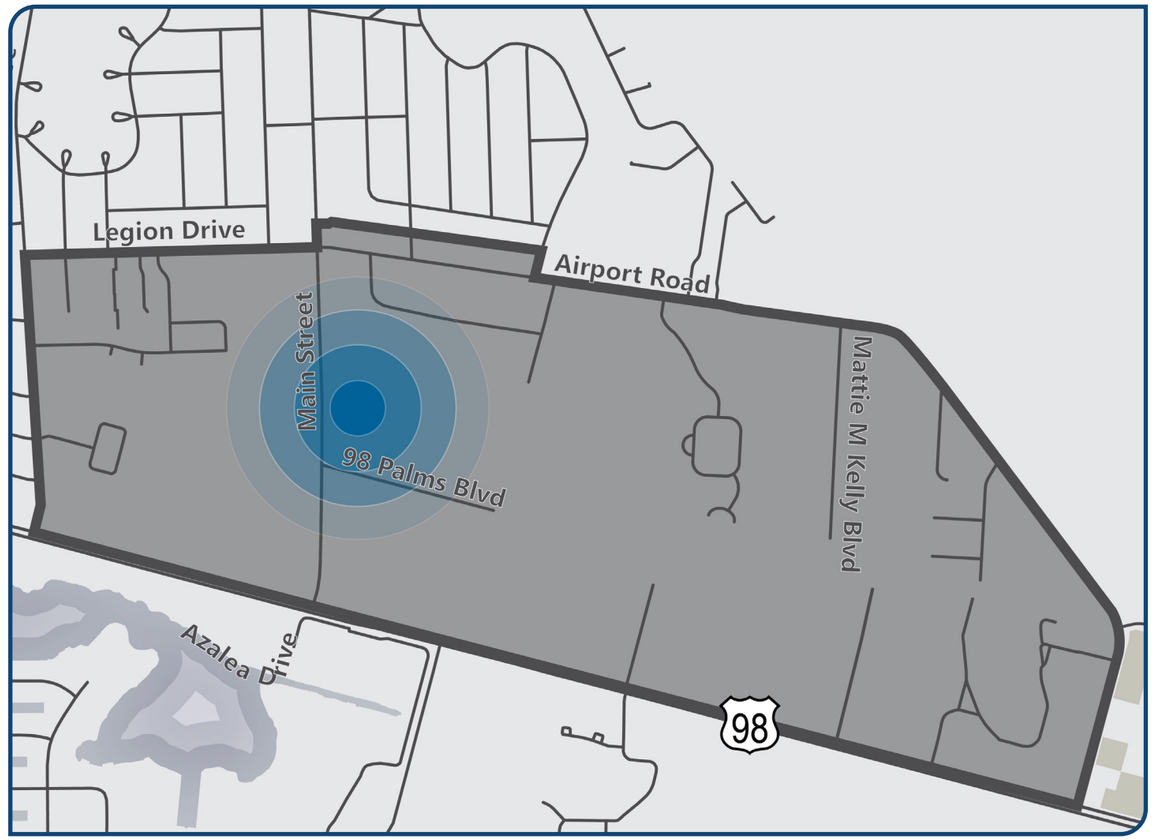
Town Center CRA Project Map



The projects identified in the above map are further described in their descriptions below. Each project includes summary information about the project, the cost estimate, the source of the cost estimate, and where the project or initiative is described in the comprehensive plan or another plan, such as the Pathway Plan or draft Mobility Plan.

For those projects that originate from other sources, such as the Mobility Plan, further details may be found within the source plan document. The utility undergrounding project is included in the list of key projects, however, was not included in the prioritization as CRA funds have already been allocated and approved by the CRA Board.

Arts District/Downtown



Description

Currently, there is not a specific location within the Town Center CRA district identified for this future area. The cost of this project includes the creation of design guidelines for this area. The preferred design should be implemented through future development. CRA funds may be used as a development incentive, supporting construction of the preferred design elements that fall within the public realm.

Cost Estimate

$200,000

Priority

1

Source

Professional judgement

Reference

Comp Plan Policy 1-3.3.2

Linear Park



Description

Linear Park includes a multi-use trail along the powerline easement between Main Street and Airport Road. The City is currently in the initial design phase of this project. The cost estimate considers pre-construction and construction costs for the conceptual plan of the project. More accurate cost estimates are forthcoming.

Cost Estimate

$10,000,000

Priority

2

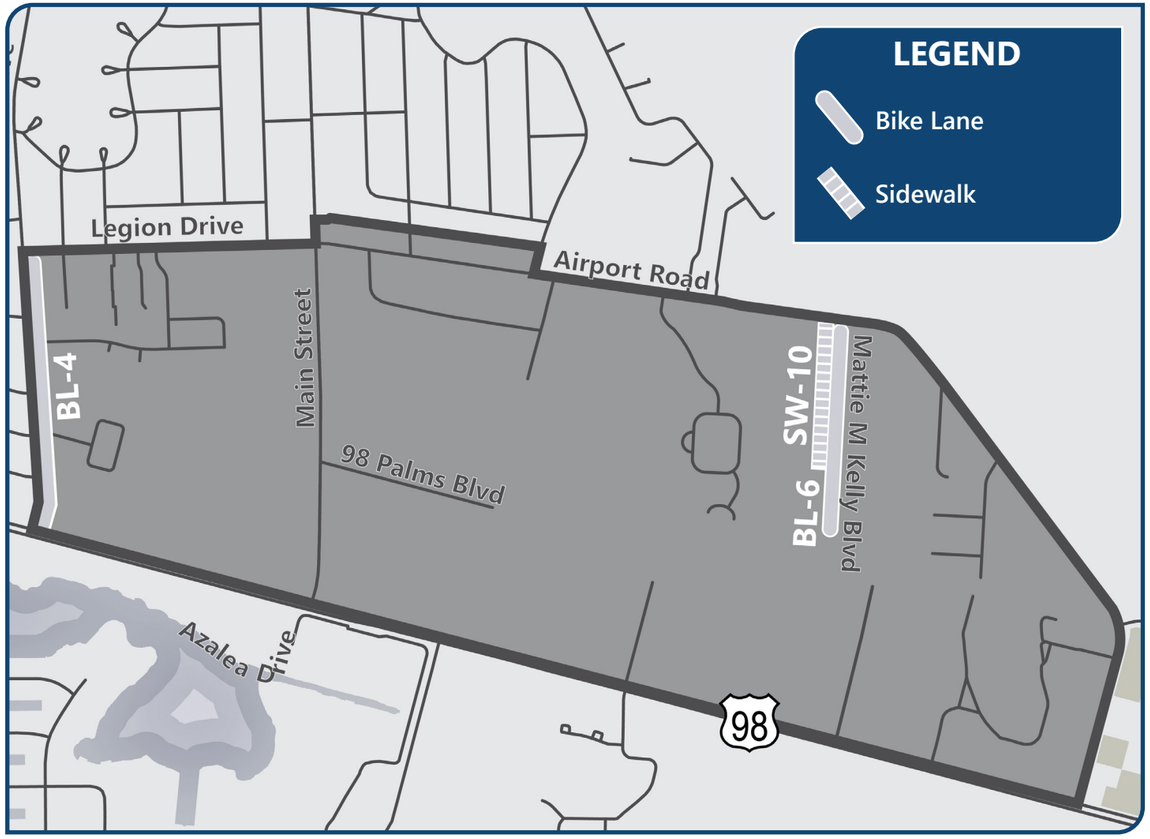
Source

City Engineering Division

Reference

Pathways Plan

Sidewalk/Bike Lane Improvements



Description

Town Center CRA includes the following sidewalk and bike lane improvement projects:

- SW-10: Mattie M. Kelly Boulevard (northern) Sidewalk
- BL-4: Beach Drive Bicycle Lanes
- BL-6: Mattie M. Kelly Boulevard (northern) Bicycle Lanes

Cost Estimate

$591,684

Priority

3

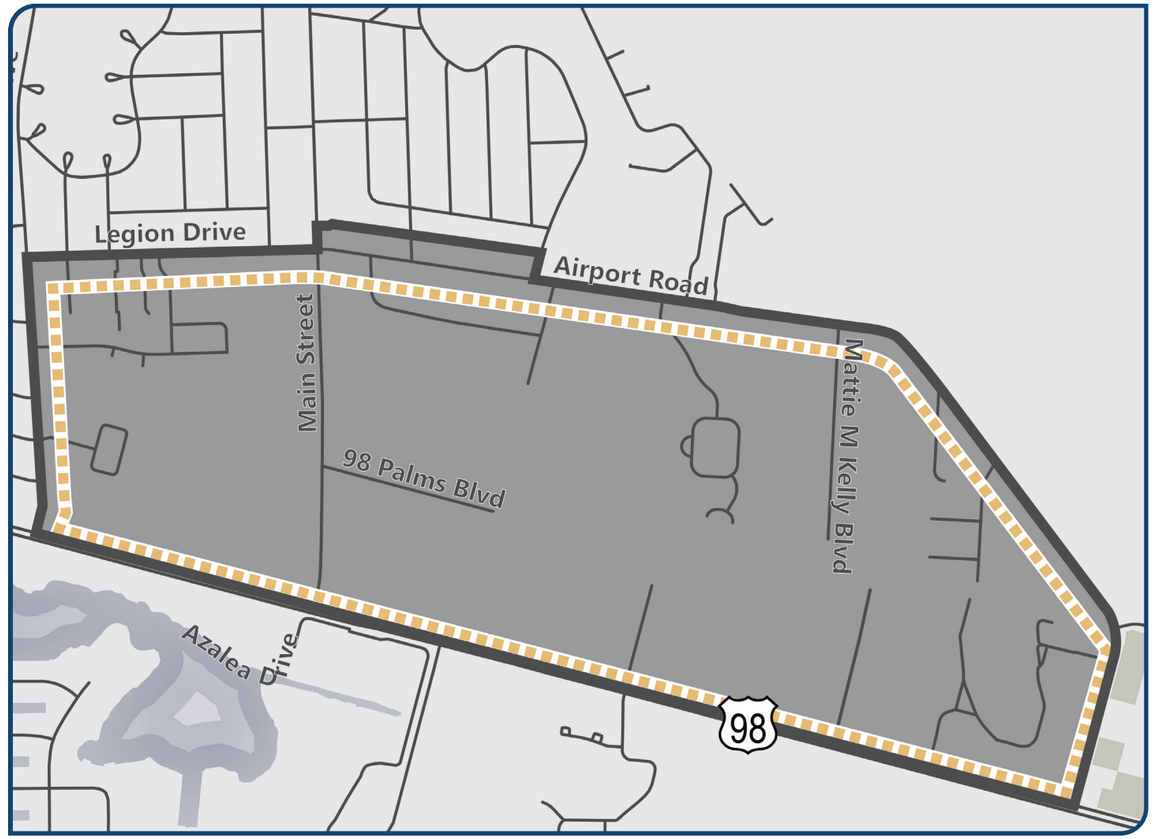
Source

Mobility Plan

Reference

Comp Plan Map 2-2; Pathways Plan

Park System



Description

Currently, there is no conceptual plan for a future park system in the Town Center CRA. However, level of service standards outlined in the Comprehensive Plan require one acre of neighborhood park facilities and two acres of community park facilities for every 1,000 functional population.

*Functional population is defined as the average annual permanent and seasonal population)

Cost Estimate

N/A

Priority

4

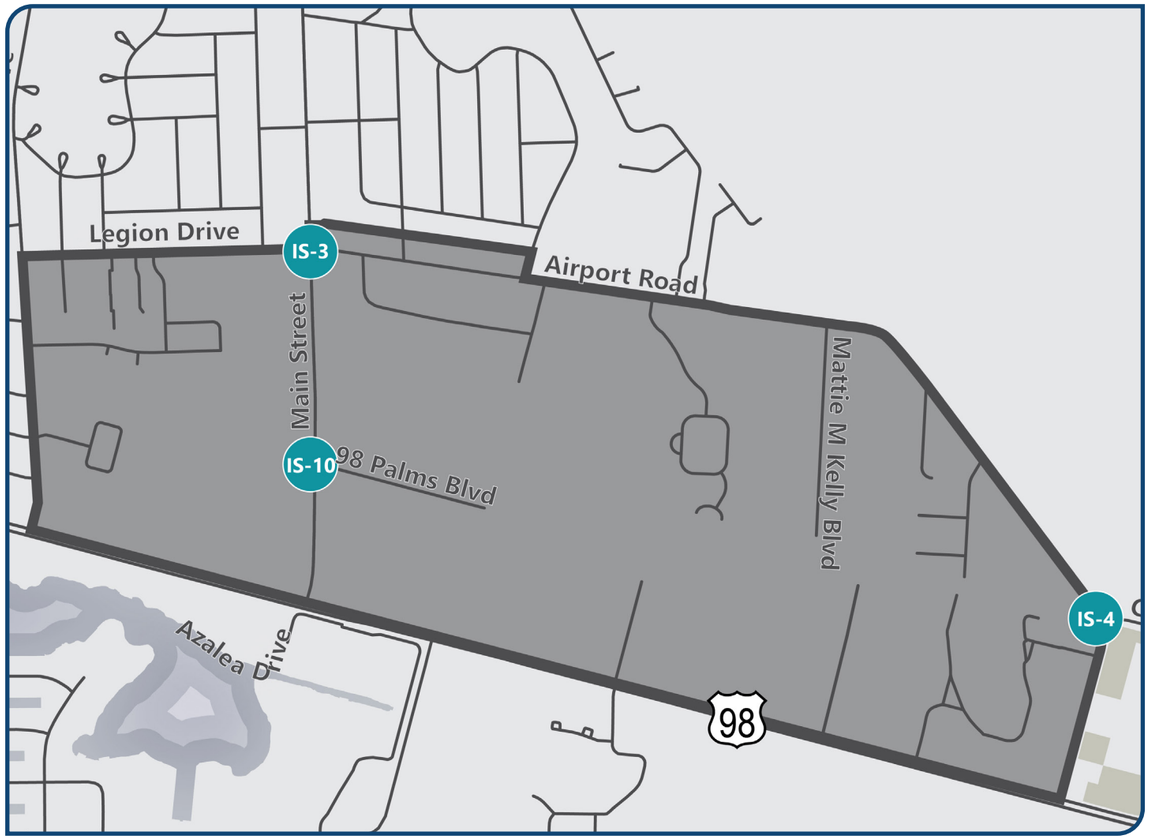
Source

N/A

Reference

Comp Plan Policies 7-1.1.3; Table 7-2; 7-1.1.5

Intersection Improvements



Description

Town Center CRA includes the following intersection improvement projects:

- IS-3: Legion Drive/Airport Road at Main Street (reduce double left turn on Airport Rd, extend medians, add streetscaping, rehabilitate crosswalks)
- IS-4: Airport Road at Commons Drive (add crosswalks and pedestrian refuge, reduce turning radii, remove merge area from Commons Dr and replace with bike lane)
- IS-10: Main Street at 98 Palms Blvd (improve crosswalks, reduce turning radii, extend center median)

Cost Estimate

$1,265,108

Priority

5

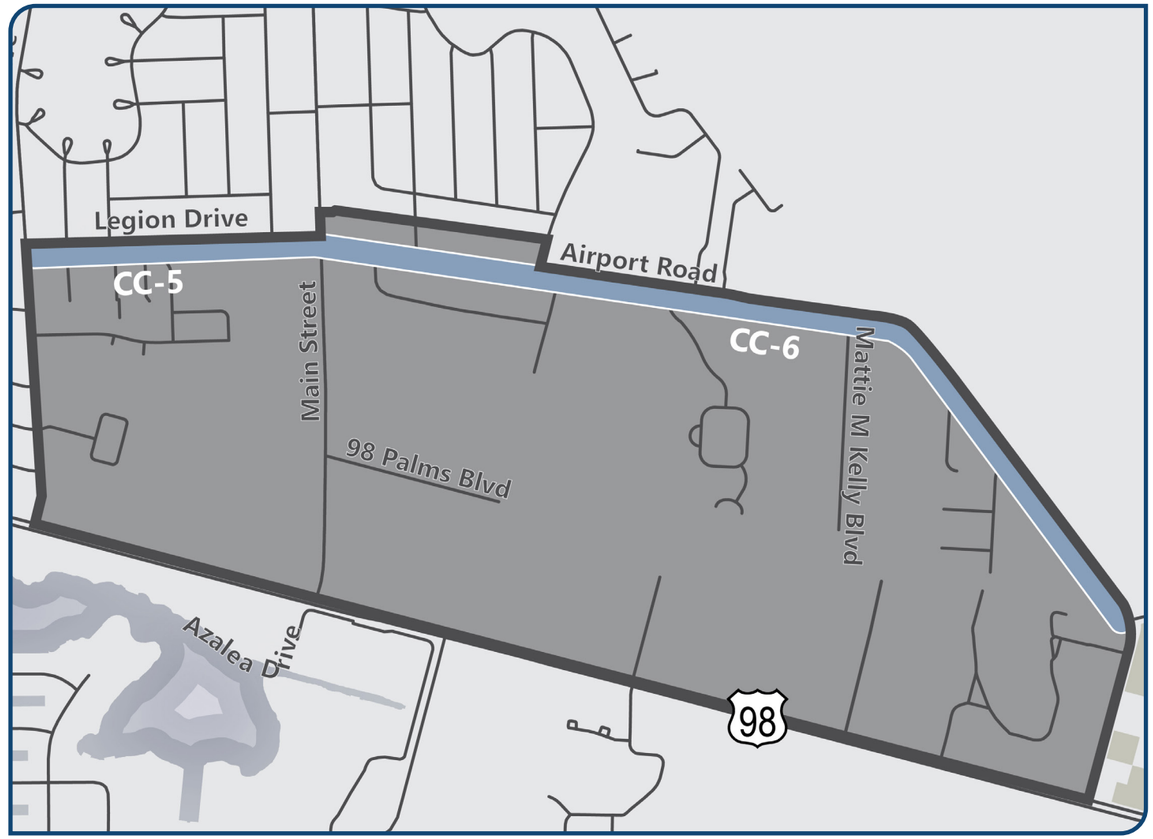
Source

Mobility Plan

Reference

Comp Plan Policies 2-1.1.10; 2-1.3.11

Completion of the Cross Town Connector



Description

Town Center CRA includes the following portions of the Cross Town Connector:

- CC-5: Legion Drive from Beach Drive to Main Street (reconstruct with street trees and lighting)
- CC-6: Airport Road from Main Street to Commons Drive (reconstruct with street trees, lighting, pedestrian amenities)

Cost Estimate

$5,260,022

Priority

6

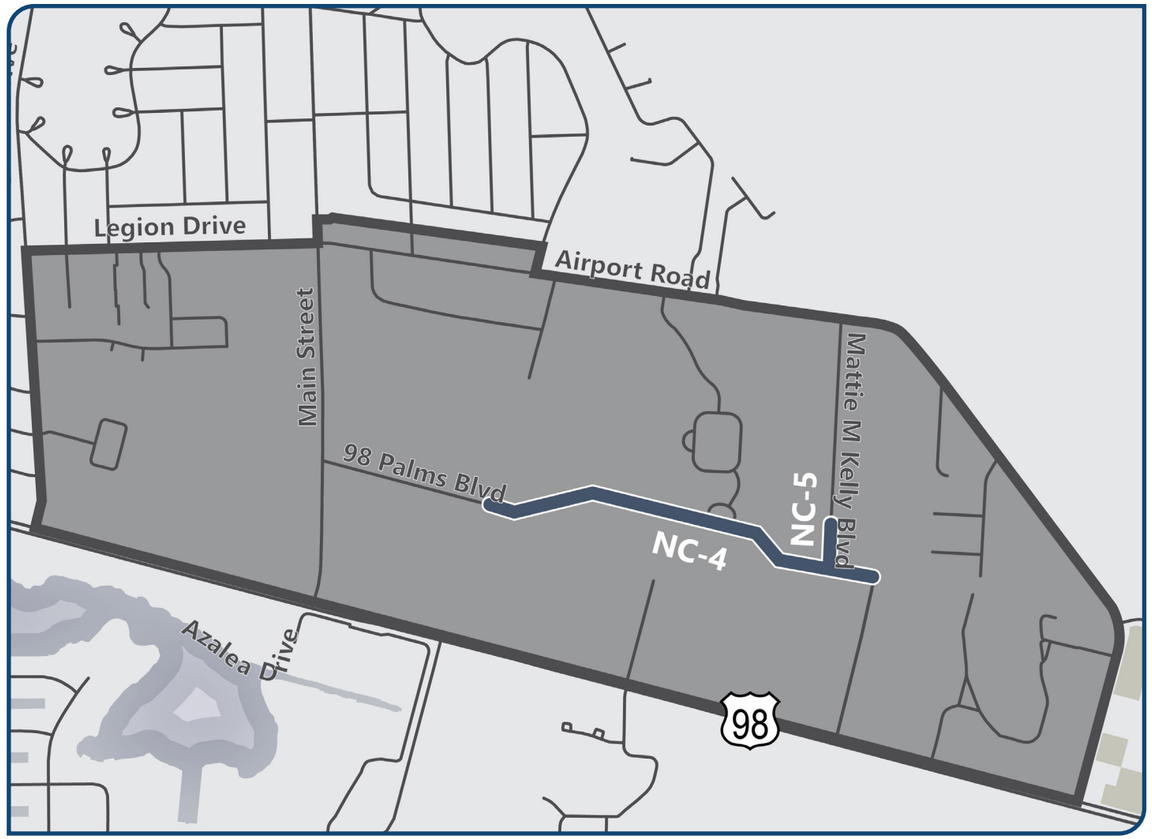
Source

Mobility Plan

Reference

Comp Plan Policy 2-1.1.3

Completion of the Street Network



Description

Town Center CRA includes the following proposed new streets:

- NC-4: 98 Palms Boulevard from the existing end of 98 Palms Boulevard to Mattie M. Kelly Boulevard (0.65 mile minor collector street)
- NC-5: Mattie M. Kelly Boulevard from existing ends of northern and southern roadways (0.06 mile minor collector street)

Cost Estimate

$9,994,204

Priority

7

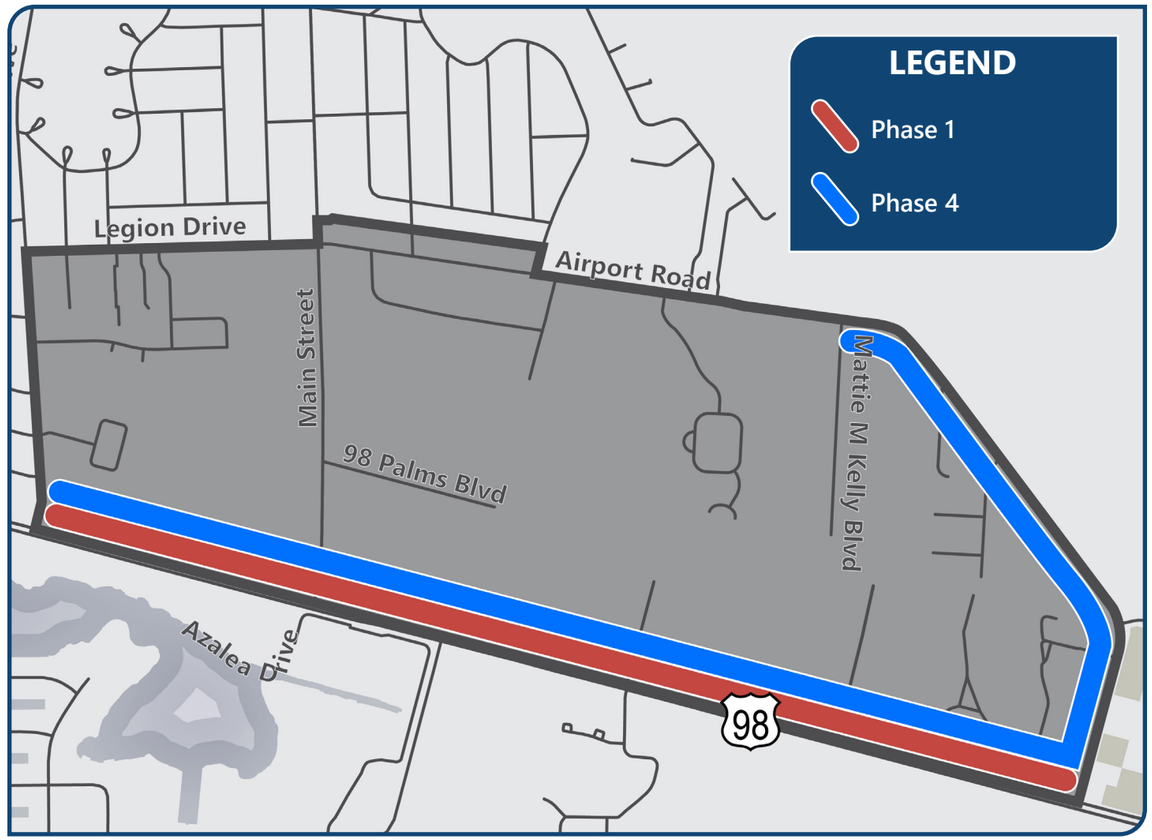
Source

Mobility Plan

Reference

Comp Plan Map 2-1; Comp Plan Policy 1-3.3.3(1)(3)

Utility Undergrounding



Description

In partnership with Florida Power and Light, the City has initiated the project of undergrounding all utilities in the City beginning with the most high-priority areas. The project will be completed in seven phases.

Cost Estimate

$4,000,000

Source

City Finance Department

Reference

Comp Plan Policy 1-1.7.3

IMPLEMENTATION

The success or failure of the Town Center CRA Plan hinges on the ability of the City to stimulate re-investment, to undertake public improvement projects, and to engender community support. The City's role in the implementation of the Plan is that of facilitator. The City's responsibilities include being the catalyst to stimulate, market, and encourage both public support and private participation. This section of the Plan identifies a series of implementation strategies which have the highest potential for aiding Destin to reach its goals.

TOP PUBLIC IMPROVEMENTS

As illustrated through the key project descriptions and prioritization, the two highest priority projects identified by the Town Center CRA Advisory Committee Members are the creation of the Arts District/ Downtown for the Town Center, and the construction of Linear Park, a multi-use, east-west path that extends from 98 Palms Blvd to Airport Road. The importance of these two projects shows the desire to build an identity of the Town Center, and to improve connectivity and walkability within the Town Center district.

ARTS DISTRICT/DOWNTOWN

Per Florida Statutes 163.370, any project which utilizes CRA funds must assist in the elimination of the conditions of blight that were part of the justification for the establishment of the CRA district when founded. The creation of an Arts District or downtown in the Town Center has the potential to address all four factors of blight found in the Town Center:

1. Defective or inadequate street layout.
2. Unsanitary or unsafe conditions.
3. Deterioration of site or other improvements.
4. Faulty/inadequate street layout, parking, roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow.

Depending on how the City decides to implement the Arts District/downtown, it may involve construction of new streets with an emphasis on pedestrian facilities and access, redevelopment of vacant or underutilized parcels within the district, and alternate routes of travel depending on where in the district this sub-area is located. Additionally, the City may implement enhanced architectural design standards in this focused downtown area of the Town Center as required by the Comprehensive Plan. By utilizing the CRA incentive detailed above, the City will have an active role in the key developments taking place in the downtown area, over and above the requirements of the City's Land Development Code and development review process.





LINEAR PARK

As stated above, the Linear Park is a multi-use, east-west, path from 98 Palms Boulevard to Airport Road. This project is listed in the City's Town Center CRA Plan and Pathways Plan. It is envisioned as a key strategic piece in improving pedestrian and bicycle mobility and safety by providing an additional east-west route besides Airport Road and Highway 98, which both have consistent issues with vehicular speeding and congestion. The construction of this park would also address multiple factors of blight, as it adds an integral east-west connection for pedestrians and bicyclists, therefore increasing connectivity and safety for those modes of travel. The estimated cost for the project is $10 million, due to the specific topographical characteristics of the route of the linear park. However, it is important to note that the project does not need to be funded entirely with CRA dollars, as it is also in the City's draft Mobility Plan (adoption anticipated in winter 2024). The City in 2023 was in the preliminary phase of design, and a more accurate cost estimate is anticipated as this project progresses.

Due to the high estimated costs of these two projects and the revenue projections for the Town Center CRA, it is unlikely that the revenue funds by themselves will provide the opportunity for the City to complete many more of the identified key projects in the prioritization list. However, it is worth noting that all remaining unfunded projects except for the park system, are included in the Mobility Plan, providing an alternate source of funding for those projects (the anticipated Mobility Fee that will support implementation of the Mobility Plan). Additionally, there may be other opportunities such as grants to pursue all or partial funding for the remaining projects. Finally, it is important to recognize that the CRA revenue may increase beyond the projected rates due to successful development projects. For these reasons, all projects should be kept for consideration over the duration of the Town Center CRA.



CRA FUNDS AS A DEVELOPMENT INCENTIVE

This section elaborates on how to implement the arts district/downtown concept. Public/private partnerships are a popular tool used by several CRAs in Florida. Tax Increment Rebates are a tool that CRAs can use to promote redevelopment and infill projects in targeted areas. By providing financial support to private sector development projects, these rebates incentivize transformative changes and accelerate the implementation of the Community Redevelopment Plan.

The Tax Increment Rebates use a portion of the incremental tax revenue generated from completed new developments. Essentially, when a redevelopment project is completed, the increased property value leads to higher tax revenue. A portion of this increased tax revenue is then returned to the developer as a rebate. Developers must wait until the new project is included in the tax rolls, and the associated taxes are paid.



This strategy aids in bridging any financial gaps that could hinder the project's feasibility. The rebates can also offset costs incurred by developers for installing community amenities or infrastructure improvements that are outlined in the design guidelines.

The establishment of Community Redevelopment Agencies and their associated Tax Increment Trust Funds are sanctioned under the "Community Redevelopment Act of 1969," which falls under Florida Statutes, Chapter 163, Part III. The specific authorization for Tax Increment Rebate programs as redevelopment incentives can be found in Florida Statutes, Section 163.387. This provision enables CRAs to enter into agreements with private parties to reinvest CRA funds in services or public and private projects, aligned with the Community Redevelopment Plan.

Purposes of the Tax Increment Rebate program might include:

- **Encourage and enable private sector development in targeted locations by closing financial gaps.**
- **Encourage development of affordable housing.**
- **Encourage private sector installation of infrastructure improvements and public realm amenities.**
- **Enable implementation of redevelopment strategies and projects identified in the Community Redevelopment Plan.**
- **Encourage increased architectural design guidelines on-site and in the public realm as identified in the Comprehensive Plan**



Eligibility requirements might include:

- Project characteristics (size, number or type of units, mixed-use, etc.).
- Location within the CRA district.
- Demonstration of need of rebate, or demonstrated gap in financing.
- Proposed project is in compliance with the specific redevelopment strategies or design guidelines.
- Proof of financial commitment.
- Percentage of owner equity.

The review and approval process might include:

- Review project design proposal/business plan on case-by-case basis with no prescribed guidelines.
- Establish an approval matrix tying rebate to specific project elements to clearly outlined award ranges and bonus opportunities.
- Financial need or "gap" financing.

Items to consider at the time of approval and prior to disbursement:

- Developer agreement outlining agreed terms.
- Performance Bond, Letter of Credit or other Surety instrument in case of non-performance.
- All taxes, liens, fees and fines paid and current prior to award disbursement.

MANAGEMENT PLAN

Implementation of the Plan will require both human and financial resources. The City must assess its person-power needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review.

Two key areas are highlighted for work under the management plan:

1. Responsibility for project administration.
2. Target funds for project implementation, creating marketing materials, new development codes, and public and private project review.

ANNUAL REVIEW

The City, in participation with the Town Center CRA Advisory Committee and CRA Board, shall conduct an annual review of the status of the Town Center CRA. The review shall include at a minimum a review of incoming CRA revenue, use of CRA revenue for public infrastructure, public/private partnerships, changes to the City's Comprehensive Plan and Land Development Code that may impact the CRA Plan, and updates to all applicable Florida Statute sections concerning CRAs and CRA Plan content.

The City shall publish an annual report each year, including, at a minimum, all required components described in § 189.069, as well as the goals and objectives achieved by the district, performance measures and standards used to make such determinations, and any goals or objectives that the CRA failed to achieve, consistent with § 189.0694.

COMPREHENSIVE FUND SOURCES

Planning for the income and expenditures within the Town Center CRA is integral to Plan implementation. Separate sections are devoted to the actual financial plan and yearly budget estimates, project cost estimates and proposed time frames. However, a variety of funding sources should be considered, such as (but not limited to):

1. Tax Increment Trust Fund.
2. Special Assessments.
3. General Obligation Bonds.
4. Special Revenue Bonds.
5. Grants and Loans to the Town Center CRA.
6. Public and private grants and loans using CDBG funds, Community Reinvestment Act funds, historic preservation funds, Small Business Administration loans, and small business facility rehabilitation loan programs, etc.
7. Fees and charges.







FINANCIAL INCENTIVES, GRANTS, AND LOANS

Financial incentives may be considered as the Trust Fund gains dollars to stimulate the location of new/expanding business opportunities. These would include:

1. Public partnership with private development wherein the public sector installs roads, water, sewer and other infrastructure necessary to make the project feasible.
2. Establishing a Community Development District, Foreign Trade Zone, Community Development Corporation, etc.
3. Grants and loans to businesses/property owners.

The City may offer, through the Town Center CRA, restricted matching grants and low-interest loans to owners of business property in the Town Center CRA District. The purpose of this financial aid is to encourage frontage improvements and major economic development projects. The basic concepts are outlined as follows:

- **Grants:** Exterior beautification of private property is the initial purpose of a grant program, which would provide funds only if they are available. The focus is on frontage improvements, especially landscaping on private property facing and along the public rights-of-way. A grant would not exceed 50% of the approved project cost, with the property owner paying the remainder (50% or more) of the cost. The maximum amount of a grant will depend upon a determined formula. Grant applications would be evaluated and prioritized. Highest ranking applications would be funded first.
- **Loans:** Economic development is the purpose of the loan program, which would make low-interest loans only to the extent that funds are available for that purpose. Initially, economic development loans may be made to businesses for projects meeting certain minimum criteria, e.g. the project must be approved by the Town Center CRA; the business must pay a significant portion of the project costs; the project must involve construction of a new building on vacant land; the new building must be for a new business or expansion of an existing business; and a significant number of new permanent full-time jobs must be created by the new business or expansion. Loans may be made by the Town Center CRA up to a maximum of $100,000, with the exact loan amount dependent upon the availability of loan funds and the magnitude of project impact. Loans would be made at an interest rate comparable to those charged by certain federal assistance programs, such as the SBA loan program. The term of the loan would not exceed ten years, and the loan must be collateralized. Loan applications would be evaluated and prioritized, with highest ranking applications to be funded first – prioritization criteria may include such factors as: number of new jobs created and amount of value added to the tax base.

MARKETING AND PROMOTION

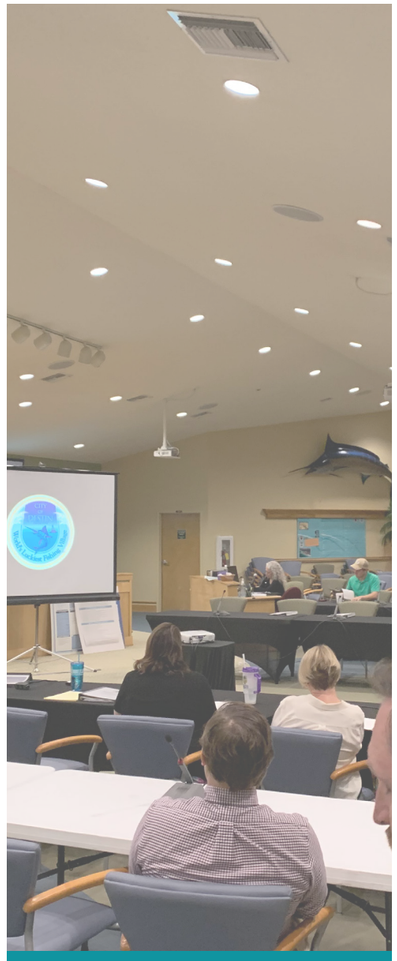
The effectiveness of the Plan will largely depend on the perception of the Plan by the public, prospective developers, and financial backers. Colorful illustrative materials are necessary throughout plan implementation. A strong citizen involvement and public information program can only aid in the success of the entire plan. The Town Center CRA should establish a community theme or slogan for use on City articles, or sponsor a contest for logo submittals, publish "Town Center CRA News" to residents/businesses to keep them informed, and prepare and manage an on-going "events program" to stimulate and maintain the public interest. Finally, utilize "success stories" as they develop to show that Destin is on the move.

NON-CRA PLANNING OR REGULATORY COMPLEMENTARY PROJECTS

There are other City projects currently in progress which will support the City's goals and objectives for the Town Center CRA. Some of these projects, such as the Mobility Plan can supplement CRA funding for transportation related projects. Other projects, such as the update of the Land Development Code, will support the Town Center by strengthening the regulatory framework for project types and zoning districts within the CRA. The following includes ongoing City projects that could aid the success of the CRA Plan:

- **Citywide Mobility Plan and Fee**
  The Mobility Plan includes more than 60 transportation improvements that include projects such as sidewalk and bike path connections, intersection improvements, and new road construction. The estimated cost of the complete list of projects exceeds $150 million. The projects identified within the Town Center CRA district boundary are listed in the updated CRA Plan, and therefore both future mobility fee dollars and CRA revenue collected may be utilized for construction costs. Additionally, improved mobility around and into the Town Center district will help accomplish one of the CRA's primary goals of improving connectivity. The anticipated adoption of the Mobility Plan and fee is in 2024.
- **Land Development Code Update**
  The Land Development Code (LDC) is in the process of being updated to adequately implement all development related policies in the Comprehensive Plan. This includes all policies related to the Town Center CRA and Town Center zoning district. Aside from this update being a major improvement for the City, and users of the Code, this will also strengthen the regulatory framework for all future development in the Town Center CRA district. The anticipated completion of the LDC update is in 2024.
- **Harbor CRA Plan Update**
  The Harbor CRA Plan is currently being updated as well. Similar to the Town Center Plan, this update includes refreshed financial forecasts, updated key projects and prioritization, and an overall strategic plan to guide future development. This is significant to the Town Center CRA as the two districts share the boundary of Beach Drive, and the Harbor district encompasses land directly south of the Town Center CRA district as well. As such, improvements implemented in the Harbor CRA may have impacts on the Town Center CRA as well.





FUNDING EXAMPLES

- **Tax Increment Financing**
- **FDOT Funding**
- **Grants**
  - **Community Development Block Grant**
  - **FDOT Highway Beautification Grant**
  - **Historic Preservation Grant**
  - **Florida Greenways and Trails System Grant**
- **Loans**
  - **Small Business Administration**
- **Gifts**

FINANCIAL PLAN

The 2024 Plan Update lists publicly funded infrastructure projects which the City proposes to undertake in pursuit of its redevelopment goals. The City intends to fund these projects through all available sources, such as, tax increment financing, FDOT funding, grants, loans, and gifts among others.

TAX INCREMENT FINANCING

The ability to use tax increment revenues for community redevelopment is authorized by Chapter 163, Part III, Florida Statutes. Once the City designates an area as the Redevelopment Area, the assessed valuation of the area is "frozen" commencing with the certified tax rolls as of a specified date, as the base year, to derive tax increment revenues. Such revenues must be used by the agency to pay for approved projects within the Redevelopment Area, either on a pay-as-you-go basis or as security for bonds, the proceeds of which must be used for such lawful purposes as described in Chapter 163, Florida Statutes.

Upon the adoption of this Plan in 1998, a Tax Increment Financing Plan was implemented with the creation of the Redevelopment Trust Fund, as specified in Section 163.387, Florida Statutes. Once the tax increment funds were deposited into the Redevelopment Trust Fund, an assessment of long-term revenue stability was conducted and the use for bonds based upon the tax increment revenues was reviewed as a long-term capital improvement source. Upon the completion of this analysis, the Town Center CRA established a time certain for completing all redevelopment financed by increment revenues, which, as stated in the Plan Update, shall occur not later than the expiration of the CRA, as required by Section 163.362(10), Florida Statutes.

The process outlined above of assessing the financial stability of the CRA and the use of bonds as a long-term improvement source will continue throughout the CRA life cycle to determine whether revenue bonds will be necessary to maximize the efforts to complete infrastructure projects within duration of the Town Center CRA. Revenue bonds issued by the Town Center CRA shall comply with the requirements of Sections 163.387(4) and 163.387(5), Florida Statutes.

The estimate of TIF revenues is based on approximate increments of assessed values and resultant tax increment for general planning purposes. Variables of millage increases, increased assessed values and new development will yield greater returns. These are estimates only and subject to variance, dependent on changes from year-to-year. The exact increment will not be determined until an accounting is finalized with the City and County tax offices.

OTHER FUND SOURCES

The following funding sources are based on identification of need and should not be considered an exhaustive list of financial sources:

- **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**
  This program provides financial assistance to eligible local governments in the areas of housing rehabilitation, neighborhood revitalization, public infrastructure improvements, commercial revitalization and economic development.

- **COMMUNITY CONTRIBUTION TAX INCENTIVE PROGRAM**
  This program was created by the Florida Legislature to encourage corporate involvement in community revitalization. It allows businesses a fifty- percent credit on Florida corporate income tax or insurance premium tax for donations to local community development projects. Donations must be made through an eligible non-profit corporation conducting an approved community development project. This program can address the revitalization of historic structures identified in the Town Center CRA. Eligible historic preservation projects have as their goals the improvement or substantial rehabilitation of housing, commercial, industrial or public facilities in a "historic preservation district". The City of Destin can promote private participation by utilizing this incentive program if it is feasible to do so.

- **FLORIDA DEPARTMENT OF TRANSPORTATION HIGHWAY BEAUTIFICATION GRANTS**
  These grants are available for landscape and irrigation improvements along FDOT roadways. The grant may be applied for in each project phase and requires "construction read" landscape and irrigation plans as an integral part.





- **STATE OF FLORIDA HISTORIC PRESERVATION GRANTS**
  These may be obtained for rehabilitating designated historic structures or development programs related to historic preservation activities. This is likely not applicable at this time but may be used in the future if a structure is designated as historic.

- **FLORIDA GREENWAYS AND TRAILS SYSTEM GRANTS**
  The Office of Greenways and Trails within the Division of Recreation and Parks provides statewide leadership and coordination to establish, expand and promote the Florida Greenways and Trails System (FGTS) pursuant to the Florida Greenways and Trails Act (Ch. 260 FS).

- **SMALL BUSINESS ADMINISTRATION (SBA)**
  Most SBA financing is done under the 7-A program which focuses on working capital needs. Under this program, banks loan capital to small business and the federal government guarantees 90% of the loan amount. The loans usually extend for 5 to 7 years.

  The other SBA program is known as "SBA 50". This program provides existing viable small businesses with long-term, below-market-rate financing for the acquisition of land and buildings, machinery and equipment, and construction and renovation which results in job creation. These programs are administered through the Florida Department of Commerce which is willing to provide on-site technical training and educational presentations.

- **SPECIAL ASSESSMENT DISTRICT**
  The area intended for improvements can be established as special assessment district where the individuals receiving benefit from the improvements will be assessed for their share of the improvements. This is usually done on a "front-foot" basis but can be done on an area-wide basis. Bonds can be issued using the revenues to be generated by the assessment district as security. The revenues raised are dependent upon the size of the assessment and project. Further analysis of this financing option will need to be included in future updates to this Plan.

- **LOCAL CONTRIBUTIONS**
  Local organizations and non-profits can raise funds for specific projects identified in this Plan. Funds raised specifically for needs identified in this Plan by local organizations or non-profits may be deposited into the Redevelopment Trust Fund. The City may wish to encourage the formation of a "Greening Destin" organization to focus on signage, streetscaping and the appearance/visual quality issues.

- **MOBILITY PLAN FEE**
  The Citywide Mobility Plan includes transportation projects which are within the Town Center CRA district boundary and are listed in the updated CRA Plan. Therefore, Mobility fee dollars collected may be utilized for construction costs. The anticipated adoption of the Mobility Plan and Fee is in 2024.



ENCUMBERED REVENUE

The following table outlines the CRA funds already encumbered by previously issued revenue bonds. A revenue bond issued in 2005 for $12,000,000 was secured with pledged tax increment revenues in conjunction with the Florida Department of Transportation's Transportation Regional Incentive Program funds. The total construction costs were totaled at over $18,000,000. Public improvements utilizing these funds included the widening of Main Street and Legion Drive, and associated stormwater, multi-modal and landscaping improvements; utility undergrounding on Main Street; and Airport Road widening, including stormwater and multi-modal improvements. Due to the downturn in the economy in 2008, the Town Center CRA did not accrue the amount of revenue originally projected. As such, the City's general fund paid the outstanding balance of debt payments during that time. As shown in the table below, the CRA is now repaying the general fund for that amount until 2031.

Looking ahead, the Town Center CRA has allocated $1,460,000 to the Linear Park project over the next few years to be funded through the operating budget for 2023 and 2026, and $4,000,000 to undergrounding utilities in the Town Center district beginning in 2024, with debt repayment planned through 2037.

Table 5 - Town Center CRA Encumbered Revenue

CITY OF DESTIN FLORIDA

Town Center CRA Encumbered Revenue

Year Initiated/Beginning Principal Balance	Projects	Annual Payments (avg)	Completion
2006/$12,000,000	Construction of Main Street and Legion Drive widening, Main Street utility undergrounding, Airport Road widening	$710,724	2037
		$291,786 (General Fund repayment)	2031
2024/$4,000,000	Utility Undergrounding	$240,385	2037

FORECASTED REVENUE

The table below outlines the annual projected CRA revenue, operating budget, debt transfer and ending account balance for the Town Center CRA each year through the duration of the CRA. Based on the projections, the Town Center CRA is estimated to have approximately $12.2 million in funds available at the end of FY 2036. The remaining fund balance for FY 2037 is allocated to the construction of the Linear Park project, which is shown as a part of the operating budget for that year. As the Town Center CRA does not expire until August of 2038, there is a projected revenue of approximately $3.1 million remaining. It is important to note that these numbers are estimates and are subject to change depending on several variables including property values, new project commitments, and refinancing opportunities.

Table 6 - Town Center CRA Forecasted Revenue

CITY OF DESTIN FLORIDA

Town Center CRA Forecasted Revenue

	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
CRA REVENUE	1,685,693	2,081,659	2,144,110	2,208,430	2,274,690	2,342,920	2,413,200	2,485,600
OPERATING BUDGET	(690,346)[1]	(281,543)	(186,960)	(1,192,540)[2]	(198,290)	(204,210)	(210,300)	(216,590)
TOTAL DEBT TRANSFER	(818,849)	(931,852)	(982,080)	(1,082,316)	(1,082,561)	(1,232,814)	(1,333,074)	(1,383,345)
TOTAL BALANCE	874,197	1,642,462	2,517,532	2,251,105	3,044,945	3,650,841	4,120,667	4,606,331
	FY31	**FY32**	**FY33**	**FY34**	**FY35**	**FY36**	**FY37**	**FY38**
CRA REVENUE	2,560,170	2,636,970	2,716,080	2,797,560	2,881,480	2,967,920	3,056,950	3,145,602
OPERATING BUDGET	(223,060)	(229,710)	(236,560)	(243,630)	(250,910)	(258,400)	(14,501,641)[3]	0
TOTAL DEBT TRANSFER	(1,383,625)	(1,245,539)	(1,034,215)	(1,034,525)	(1,084,845)	(1,085,177)	(750,000)	0
TOTAL BALANCE	5,159,816	6,059,913	7,505,218	9,024,623	10,570,348	12,194,691	0	3,145,602

[1] $460,000 is included in the FY 2023 operating budget for the Linear Park project.
[2] $1,000,000 is included in the FY 2026 operating budget for the Linear Park project.
[3] $14,235,521 (remaining fund balance) is included in the FY 2037 operating budget for the Linear Park project.

BUDGETARY REVIEW

At the first quarterly meeting after the Tax Increment funds have been deposited into the Trust Fund, the Town Center CRA shall develop a budget for the upcoming year. The budget shall specifically establish spending categories and budgetary amounts. Any remaining unencumbered funds from the preceding budget year shall be deposited into an interest-bearing escrow account on the last day of the fiscal year of the Town Center CRA for the purpose of later reducing any indebtedness to which increment revenues are pledged or to fund improvement projects scheduled in the next three successive years. The Town Center CRA shall evaluate the programs and revenue sources listed above during the budgetary review process to insure maximum utilization of available resources.

Revisions to the budget during the fiscal year shall be preceded by public notice (Chapter 120, Florida Statutes) and a public hearing, and shall be approved by the majority of the Town Center CRA members.

Assets in the Redevelopment Trust Fund may be expended for the following purposes, in accordance with Section 163.387 (6), Florida Statutes:

1. Administrative and overhead expenses necessary or incidental to the implementation of the Community Redevelopment Plan.
2. Expenses for redevelopment planning, surveys, and financial analysis, including reimbursement to the City Council or the TC CRA for such expenses incurred before the Redevelopment Plan was approved and adopted.
3. Acquisition of real property in the TC CRA.
4. The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants within or outside the community redevelopment area. Repayment of principal and interest for loans, advances, bonds, bond anticipation notes and any other form of indebtedness.
5. All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
6. The development of affordable housing within the community redevelopment area.
7. The development of community policing innovations.
8. Expenses that are necessary to exercise the powers granted under s. 163.370, as delegated under s. 163.358.

Encumbered revenue is money set aside for a specific purpose. In this case, funds were set aside by previously issued revenue bonds for the Town Center CRA.

The Town Center CRA forecasted revenue is the estimated available funds for the Town Center CRA each year. These numbers are subject to change depending on various factors.

Each year, a budget shall be set by the Town Center CRA. Revisions to the budget require public notice and a public hearing.

LEGAL/REGULATORY ISSUES

RESIDENTIAL USE ELEMENT

There are currently residential uses in the Town Center CRA district, but as there is no moderate- or low-income housing, an element of residential use is required per F.S. 163.362(8). Previously, a Neighborhood Impact Statement (NIS) was included in the CRA plan, however State regulations now only require an NIS if moderate- or low-income housing is present in a redevelopment area. As required by the Comprehensive Plan (Policies 3-1.1.1 – 3-1.1.3), the City is currently in the process of incorporating strategies into the Land Development Code which require the development of moderate- and low-income housing units when a planned unit development is proposed within the Town Center CRA. This strategy will support the City's overall goal of providing an adequate ratio of housing units for residents and workers which support the local economy. The City will coordinate with the State Departments of Health and Children and Family Services, the West Florida Regional Planning Council, and the Fort Walton Beach Housing Authority as well as other appropriate agencies to improve the overall affordable housing stock regionally, but specifically within the Town Center CRA.

The City shall assist any person who is required to relocate from their property due to City acquisition of property for public purposes by locating other housing facilities available as replacement dwellings, as required by Comprehensive Plan Policy 3-1.7.2. The City shall assess the degree of displacement which may occur when planning future land acquisition and shall not be responsible for displacement because of county, state or federal actions.



LAND USE AND REGULATIONS

As shown in the District Existing Conditions Analysis, the existing land uses and regulatory framework currently in place in the Town Center CRA district is composed of a mix of uses, densities and other development regulations, with the majority of acreage in the district having Town Center Mixed Use zoning. The existing regulations for the zoning and future land use included in this district are adequate to support the mix of uses and development envisioned for the Town Center CRA. As described in the Strategic Approach, by focusing private investment and public financial incentives in one consolidated area, the vision for a Town Center "downtown" has the ability come to fruition.







Throughout the redevelopment process for the Town Center CRA district, any restrictions or covenants shall run with the land regardless of transfer of ownership or private use for the period of time the City deems necessary.

COMPREHENSIVE PLAN CONSISTENCY

The 2024 Plan Update is determined to be consistent and comply with the City's adopted Comprehensive Plan, including the Future Land Use Map (FLUM), and the Goals, Objectives and Policies of all the Elements. Any amendments to the Comprehensive Plan which will impact the Plan should result in an update to the Plan as well, consistent with Florida Statutes 163.361. A detailed table outlining the existing Comprehensive Plan policies directly related to the Town Center CRA and their implementation in the updated plan is included in the Appendix.

PLAN DURATION

The redevelopment provisions, controls, restrictions and covenants of the Redevelopment Plan shall be effective until August 3, 2038, as stated in the Interlocal Agreement between the City of Destin and Okaloosa County dated May 5, 2015. Additionally, all City projects and redevelopment funded by tax-increment revenues shall be completed no later than August 3, 2038.

PLAN MODIFICATION

The Redevelopment Plan may be amended or modified at any time subject to approval and adoption requirements imposed by Chapter 163.361 Florida Statutes.

SEVERABILITY

If any provision, section, or clause of the Redevelopment Plan is held to be invalid, unconstitutional, or otherwise illegal, such decision shall not affect the validity of the remaining portions of the Redevelopment Plan.

APPENDICES

APPENDIX A - LEGAL DESCRIPTION OF TOWN CENTER CRA DISTRICT BOUNDARY

A portion of the City of Destin, Okaloosa County, Florida being more particularly described as follows:

Begin at the intersection of the South right-of-way line of U.S. Highway 98 with the easterly right-of-way line of Airport Road; thence Northerly along said right-of-way line a distance of 1350 feet, more or less; thence Northwesterly along the Northeasterly right-of-way line of Airport Road a distance of 2950 feet, more or less; thence westerly along the northerly right-of-way line of Airport Road a distance of 2900 feet, more or less to its intersection with the east line of Lot 12 of Kell-Aire Gardens as shown on the plat thereof as recorded in Plat Book 5, page 4 of the public records of Okaloosa County, Florida; thence Northerly along said east line of Lot 12 a distance of 200 feet, more or less, to the Northeast corner of said Lot 12; thence North 79°12'00" West along the north line of said Lot 12 a distance of 948.80 feet to the East right-of-way line of Cedar Street; thence Westerly, crossing Cedar Street, to the Northeast corner of Lot 12 of First Addition to Kell-Aire Gardens Subdivision as shown on the plat thereof as recorded in Plat Book 5, page 89 of the public records of Okaloosa County, Florida; thence North 79°12'00" West along the north line of Lots 12-16, inclusive of said First Addition to Kell-Aire Gardens Subdivision a distance of 432.96 feet; thence South 73°00'04" West along the North line of said Lot 16 a distance of 32.84 feet; thence North 80°41'30" West along the North line of Lots 17 and 18 of said First Addition to Kell-Aire Gardens Subdivision a distance of 167.00 feet to the Northwest corner of said Lot 18 and the Easterly right-of-way line of Main Street; thence West, crossing Main Street to the westerly right-of-way of Main Street; thence Southerly along said westerly right-of-way of Main Street a distance of 300 feet, more or less, to its intersection with the Northerly right-of-way line of Legion Drive; thence Westerly along said Northerly right-of-way of Legion Drive a distance of 2150 feet, more or less, to the Westerly right-of-way line of Beach Drive; thence Southerly along said westerly right-of-way line of Beach Drive a distance of 2150 feet, more or less to its intersection with said Southerly right-of-way line of U.S. Highway 98; thence Southeasterly along said southerly right-of-way line a distance of 8370 feet, more or less, to the POINT OF BEGINNING.

Said lands situate, lying and being in Okaloosa County, Florida.

APPENDIX B - COMPLETED PROJECTS INVENTORY (2023)

PLANNED PROJECTS IN TC-CRA PLAN	PUBLIC PROJECTS IN TC-CRA DISTRICT TO IMPLEMENT CRA PLAN (2008 – present)	COMPLETE (Y/N)
Main Street Redesign and Enhancement	None	
Entry Gateways	None	
Sidewalk Improvement Program (Beach Dr., Industrial Park Rd., Quail Cir., Quail Lake Blvd., Mattie Kelly Dr.)	None	
Bike Lane Improvements (Beach Dr., U.S. 98)	RRR remedial reconstruction and rehabilitation US highway 98 from Marler Bridge to Airport Road	Y
Street Light Program (Airport Rd., Legion Rd., Beach Dr., Quail Cir., Quail Lake Blvd., Mattie Kelly Dr., U.S. 98)	FDOT US Highway 98 East, lighting project added approximately 60 street lights; Marler Bridge to Indian Bayou Trail	Y
Pedestrian Crosswalks	Pedestrian crosswalk signalization at Gulf Terrace Dr	Y
	Pedestrian crosswalk signalization at 1007 US Hwy 98 E (Big Kahunas)	Y
New east/west road "98 Palms Blvd"	Extension of 98 Palms Blvd to Palm St, with integrated linear park under design	N
Extension of Mattie M. Kelly Blvd. to U.S. 98	South Mattie M Kelly Boulevard – 80' wide ROW from US Hwy 98 E to Powerline easement, added approximately 970 linear feet of roadway w/bike lanes 10-ft wide sidewalk on east side of road	Y
New multi-use trail from 98 Palms Blvd north to Airport Road (along preservation area); Park Feasibility Study	Powerline Trail and Linear Park - under design to provide 10 ft wide trail with workout stations from east end of 98 Palms Blvd to the intersection of Airport Rd & Commons Drive.	N
Extension of Palms St north to extension of 98 Palms Blvd	Palm Street extension headed approximately 600 linear feet of roadway 10-ft sidewalks on both sides of road added 12 parking spaces roadside and multimodal Transit stop	Y
Conversion to Underground Utilities	Utility undergrounding is in progress. US 98 will take place in Phase 1, the rest of district will take place in Phase 4.	N
Need for Drainage Assessment	Stormwater Master Plan Update completed in 2021; there is one project located within Town Center CRA District.	Y
***U.S. 98 Landscaping**	FDOT US Highway 98 East, landscaping project currently under construction; Marler Bridge to Airport	N

APPENDIX C - COMPREHENSIVE PLAN POLICY REVIEW

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.1	**CRA Building Forms, Grid System, Pedestrian Environment, and Park.** Coordinate and work with property owners and the development community to implement a master redevelopment plan. Support a more concentrated development pattern that provides external and internal linkages with the grid street pattern and/or contiguous uses. Implement the streetscape program for the Main Street gateway and corridor consistent with the street cross section illustrations for Main Street, both south and north of the Post Office. Establish a pedestrian friendly environment that is attractive and entertaining for local residents and community guests. Development should be, to the extent feasible, internally oriented, rather than exclusively facing the Harbor Boulevard corridor. Evaluate the feasibility of establishing a neighborhood park utilizing the small lake east of Main Street north of the electric power easement, and south of Airport Road.	The primary goal of the Town Center CRA Plan update is to provide a central walkable "downtown" area. Additionally, the following key projects are included in the update of the Plan which support this policy: an arts district/downtown, park system, and new collector streets to create a grid pattern, missing bike lane/sidewalk connections. Finally, Jewel Melvin Park and the Main Street updates were both completed prior to the current update of the CRA Plan.
1-3.3.2	**CRA Architectural Design Criteria.** Use architectural design criteria to ensure the area provides a pleasant, interesting and compatible design atmosphere. In addition to streetscape improvements, the LDC shall include design criteria addressing unified architectural themes and improved appearance of signage. Design criteria shall provide specific guidance regulating height, bulk, lot sizes/dimensions, and other components of design. Such standards shall address architectural, landscape architectural, signage, and site design criteria for new developments as well as for proposed changes in land use. The architectural theme and implementing design criteria will assist in visually unifying the area. Several existing and proposed developments apply elements of a "Florida Vernacular" style of development, including features, such as, but not limited to, wide sidewalks, massing, colonnades, balustrades, front porches, pitched roofs, and consistency in building materials all of which are intended to achieve a Village ambiance and pedestrian scale. The plan encourages continuation of this architectural style. Incompatible signage in terms of style, size and location negatively impacts this area of the City. Much of the tourism oriented signage along Harbor Boulevard/Emerald Coast Parkway is not the appropriate style or scale for the Town Center area. The update of the LDC shall include recommended revisions to the existing sign regulations, including a review process that considers architectural and/or appearance criteria. The LDC shall include review and approval mechanisms for implementing design criteria.	This is discussed as part of the development incentive strategy within the updated plan for the conceptual "downtown" area which is the first priority for the Town Center CRA Advisory Committee. Additionally, the estimated cost for this key project is specifically for the development of increased architectural and design standards within the identified downtown district.
1-3.3.3(1)	**CRA Grid System Improvements.** Develop the "Grid system" street network within the Redevelopment Area, with particular emphasis on an east/west corridor through the middle of the area, which intersects with Main Street. Work with the Florida Department of Transportation and the local Transportation Planning Organization (i.e., Okaloosa Walton Transportation Planning Organization) to coordinate the location of the new east/west corridor (Center Street) in a manner consistent with the location and street cross-section identified in the redevelopment plan. Implement the extension of Mattie M. Kelly Road from Airport Road south to Harbor Boulevard. Establish two new north/south street corridors, including: 1. New north/south corridor east of the conservation area extending from Airport Road to Harbor Boulevard. 2. New north/south corridor from the new east/west corridor (Center Street) south to Harbor Boulevard. The location of the latter corridor is generally east of the Shores Shopping Center. Design and construct streets, streetscape improvements and entry gateways as defined in the redevelopment plan.	The completion of the grid network in the Town Center CRA district is included as a key project in the Plan Update. This includes the extension of 98 Palms Blvd east to Mattie M. Kelly Blvd and the connection of the northern and southern segments of Mattie M. Kelly Blvd.
1-3.3.3(2)	**CRA Drainage Improvements.** Evaluate the drainage problems identified in the Findings of Necessity Study and implement recommendations to resolve those problems.	A review of the stormwater management in the district is included in the Plan Update. The Citywide Stormwater Master Plan update was completed in 2021 and identified one project within the boundaries of the Town Center CRA: intersection flooding at the intersection of 98 Palms Blvd and Main St.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.3(3)	**New East/West Road ("Center Street").** This project is an essential component of the grid concept, a major component of the CRA Redevelopment Plan. The early development of "Center Street" could pave the way to many other proposed projects, including reinvestments in the Town Center district east of Main Street, the Office/Residential and associated medical complex, and the reconfiguration/redevelopment of the Downtown Destin Shopping Center. This should be a planned two-lane pedestrian-oriented collector.	The extension of 98 Palms Blvd from the existing terminus east to Mattie M. Kelly Blvd is included as part of a key project in the Plan Update.
1-3.3.5	**Provide for Redevelopment Initiatives Through CRA Tax Increment Financing and Other Plan Implementation Initiatives.** The success or failure of adopted Town Center and Harbor CRA Redevelopment Plans (collectively referred to as "Plans") hinges on the ability of the City to stimulate re-investment, to undertake public improvement projects, and to engender community support. The City has taken its first steps by identifying needs, evaluating alternatives, and preparing Plans to guide efforts for the next several decades. The City shall become the facilitator for the Plans' implementation. The City's responsibilities shall include serving as the catalyst for stimulating, marketing, and encouraging both public support and private participation as elaborated in the following Policies. As part of its responsibilities for maintaining and improving the CRA tax increment financing program, the City shall monitor CRA property values. These responsibilities shall include annual review, update, and evaluation of the effectiveness of the tax increment financing program including the timely processing of information by the City and County to ensure that the best interests of the City are carried forth.	The Plan Update includes a section regarding the successful implementation of the plan. This section includes information on the required annual review, funding sources, financial incentives, marketing and promotion, etc.
1-3.3.5(1)	**CRA Management Plan.** The CRA shall assess CRA manpower needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review. The City shall commit resources to the two key areas of the management plan: (a) Responsibility for project implementation, creating marketing materials, new	There is a section specifically for the City's management plan within the Implementation section referenced above.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	development codes, and public and private project review.	
1-3.3.5(2)	**Comprehensive CRA Funding Sources.** The City shall commit resources to planning for the income and expenditures within the CRA as an integral part of CRA Redevelopment Plan implementation. The City shall manage the CRA financial plan and yearly budget estimates, project cost estimates and monitor progress in meeting proposed time frames. A variety of funding sources shall be considered, such as the following: (a) Tax increment trust fund, (b) Special assessments, (c) General obligation bonds, (d) Special revenue bonds, (e) Grants and loans to the CRA, (f) Public and private grants and loans using CDBG funds, Community Reinvestment Act funds, historic preservation funds, Small Business Administration loans, and small business facility rehabilitation loan programs, as well as other similar programs, (g) Fees and charges.	In addition to the annual review of CRA revenue, expenditures and key project statuses which is outlined in both the Implementation and Financial Plan sections, the Plan Update also directs the City to consider other funding sources, including those listed in the policy.
1-3.3.5(3)	**CRA Financial Incentives.** Financial incentives may be considered as the Trust Fund gains dollars to stimulate location of new/expanding business opportunities. These alternatives shall include: (a) Public partnership with private development wherein the public sector installs roads, water, sewer and other infrastructure necessary to make the project feasible. (b) Establishing a Community Development District, Foreign Trade Zone, Community Development Corporation, or other similar programs. (c) Grants and loans to businesses/property owners.	The Plan Update discusses financial incentives, grants and loans as a part of the Implementation section.
1-3.3.5(4)	**CRA Marketing and Promotion.** The effectiveness of the CRA Redevelopment Plan will largely depend on the perception of the plan by the public, prospective developers and financial backers. Colorful illustrative materials are necessary throughout plan implementation. A strong citizen involvement and public information program can only aid in the success of the entire plan. The CRA shall establish a community theme or slogan for use on City articles, or sponsor a contest for logo submittals, publish "CRA News" to residents/businesses to keep them informed, and prepare and manage an on-going "events program" to stimulate and maintain the public interest. Finally,	There is a marketing and promotion portion of the Implementation section in the updated plan. This has been expanded to include the marketing of the development incentives as well.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	utilize "success stories" as they develop to show that Destin is on the move.	
1-3.4.4	**Initiate Public and Private Sector Partnerships.** The City shall coordinate redevelopment issues with the private sector in promoting mobilization of public and private resources necessary to effectively carry out redevelopment efforts, especially along the Harbor and in the Town Center CRA area.	Public and private partnerships are discussed as a financial incentive, as well as in the strategic approach for the implementation of the downtown area.
2-1.3.11	**Create Safe Pedestrian and Cycling Roadway Crossings.** The City shall create, safe crossings on Harbor Boulevard/Emerald Coast Parkway between the Marler Bridge and the eastern edge of the Town Center CRA, with particular emphasis on strengthening the connection between the Town Center and the Harbor. Crossings shall be evaluated and designed to provide maximum pedestrian visibility, safety, and convenience, consistent with all applicable standards, guidelines, and best current practices. The City shall coordinate with FDOT to ensure adequate crossings are planned and constructed along Harbor Boulevard/Emerald Coast Parkway for safe crossing of that facility.	There were two pedestrian crosswalk signalizations installed on Highway 98 during the prior phase of the Town Center CRA: Gulf Terrace Drive and 1007 US Hwy 98 E (Big Kahunas). At this point, there is not a demand for any additional signalized intersections in the portion of Hwy 98 in the Town Center CRA boundary.
2-1.3.21	**Prioritize Projects.** As revenues become available from the Community Redevelopment Area (CRA) tax increments, the City shall prioritize projects that help support the goals of the MMTD.	Throughout the update process with the Town Center CRA Advisory Committee, the key projects were ranked and given a priority level which is included in the Plan Update. As a part of the annual review of the Plan, the City will review the project and priority status of identified key projects.

APPENDIX D - FLORIDA STATUTES CRA PLAN CONTENT REVIEW

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.360.2.a	Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.	All applicable sections of the current Comprehensive Plan have been implemented. This is demonstrated through the "Comprehensive Plan Consistency" subsection, as well as the detailed policy review in the Appendix.
163.360.2.b	Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.	The "Land Use Review" section outlines the existing zoning, land uses, densities and building requirements for the Town Center CRA district. All planned public improvements which may include land acquisition, demolition, redevelopment, and public projects proposed in the Town Center CRA are included in the "Key Projects" subsection.
163.360.2.c	Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.	The "Residential Use Element" of the Plan Update describes the current changes that are being incorporated into the Land Development Code supporting the development of affordable housing and discusses the coordination of local, regional and state agencies to increase the affordable housing stock in the area.
163.362.1	Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.	The Finding of Necessity Study section of the Plan Update generally describes the Town Center CRA district boundary, and the reasons this area was determined "blighted" and targeted for redevelopment in the City. A specific legal description of the district is included in the appendix.

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.362.2.a	Show by diagram and in general terms the approximate amount of open space to be provided and the street layout.	The Land Use and Transportation Reviews describe the minimum amount of open space required for each zoning district within the Town Center CRA District, and the existing street layout. The Key Projects show all planned projects including new streets and open space.
163.362.2.b	Show by diagram and in general terms limitations on the type, size, height, number and proposed use of buildings.	The Land Use Review in the Plan Update describes the limitations on building type, size, height, number and use that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.c	Show by diagram and in general terms the approximate number of dwelling units.	The Land Use Review in the Plan Update describes the number of existing dwelling units, as well as the limitations on building type, size, and density that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.d	Show by diagram and in general terms such property as intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.	The Key projects section of the Plan Update describes all future public facilities planned for the CRA district. This includes public parks, new streets, and all other public improvements planned at this time.
163.362.3	If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community	As there is currently no low or moderate income housing in the Town Center CRA district, the existing Neighborhood Impact Assessment was replaced with a Residential Use Element (163.362.8).

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.	
163.362.4	Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.	A list of publicly funded key projects to be undertaken in the Town Center CRA district is included in the Public Improvements section of the Plan.
163.362.5	Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.	The Plan includes adequate safeguards through the Financial and Management Plan sections of the Plan Update.
163.362.6	Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.	Language implementing this requirement is included in the Land Use and Regulations section of the Plan.
163.362.7	Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.	The Residential Use Element includes language describing the City's policies on replacement housing due to redevelopment activity.
163.362.8	Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.	The Residential Use Element in the updated Plan includes the proposed changes to the Land Development Code which would require a percentage of affordable housing in new planned unit developments when located in the Town Center CRA district.
163.362.9	Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such	In the Financial Plan section, there are multiple tables which outline the encumbered revenue for the Town Center CRA, the projected revenue, operating budget, total debt transfer, and balance from FY 23 through the

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	indebtedness is to be repaid with increment revenues.	duration of the CRA (FY38). Additionally, each key project includes a cost estimate for the project.
163.362.10	Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.	The Plan Duration section of the updated plan states that all projects and redevelopment funded by CRA revenue shall be completed no later than August 3, 2038.

APPENDIX E - ALTERNATIVE PLAN DEVELOPMENT (1998 - 2014)

On April 22, 1998 the TC CRA Advisory Committee conducted a public workshop that was designed to consider alternative redevelopment plans that addressed the Town Center problems, opportunities and concepts that had been defined in their previous meeting. In response to these issues and ideas the TC CRA Advisory Committee developed three mandates that were to be the basis for any selected plan. These were labeled “Town Center Imperatives”:

Town Center Imperatives

- Develop a Town Center Grid Form
- Create a Town Center Function
- Establish an Image and Identity

The basis for these three key plan components evolved from discussion and analysis regarding plan characteristics that would directly address the problem and opportunities, Town Center Concepts and the Findings of Necessity Report issues. These three key elements deliver the following actions:

Town Center Grid Form

- Choices of Movement – Auto/Non-Auto
- Framework for Development
- Internal and External Connectivity
- No more exclusive US 98 Orientation
    - Avoids being “doomed” to Strip Commercial
    - “To” place rather than “through” place

Town Center Function

- Mixed Uses, including residential
- New land use models
- Civic/Public Activities/Amenities
- Catalyst Projects

Image and Identity

- Gateways, Using Monumentation and Theme
- Main Street Image
    - Architectural Style
    - Architectural Form
- District Identity
    - Signs
    - Streetscape (e.g. trees, lighting, furniture)
- East/West Road – regardless of Azalea Drive
    - Opens Area Up to Development
    - Creates Multiple Development Options
    - Provides Opportunity for Internal Focus
    - Complements Land Use

Alternative Plans

Two Town Center area plans were developed for the TC CRA Advisory Committee to evaluate. The alternative plans demonstrated:

- How uses fit together and function in a generalized way and form the basis of more detailed alternatives.
- Difference in the use emphasis, configuration and road schemes.
- Component parts, i.e., land use districts, road arrangements are interchangeable.

Alternative Plan A

Alternative Plan A reflected a linear approach to the Main Street corridor between U.S. 98 and Airport Road. The plan concentrated on bringing structures and uses closer to the Main Street corridor and providing a street cross section that included four moving lanes and on-street angle parking between the block corners. Street trees would be located on each side of the street and pedestrian amenities would be provided in an expanded sidewalk area. An east/west road, Center Street (now identified as 98 Palms Blvd.), was proposed through the entire redevelopment area that intersected with Main Street north of the Post Office. The two existing shopping centers east and west of Main Street continued with orientation to U.S. 98. The northeast quadrant of the redevelopment area reflected an infill of existing uses, both residential and office medical. Three new north/south streets were proposed east of Main Street. Two of these ran between U.S. 98 and the new east/west road. The third, the extension of Mattie Kelly ran between U.S. 98 and Airport Road. Residential infill was identified east of the Mattie Kelly extension and south of the new east/west corridor. The 98 Palms property reflected mixed use with north and south access.

Alternative Plan B

Alternative B concentrated the "Town Center" focus on the redevelopment of the Downtown Destin Shopping Center. The area was re-oriented toward Main Street while maintaining access to U.S. 98. The cross section of Main Street reflected four lanes of traffic separated by a landscape median. There is no on-street parking. A five foot bike lane is provided on each side of the street and landscaping is provided on each side separating the pavement from a ten foot wide pedestrian sidewalk. The street cross section "internal" to the redeveloped shopping center reflects two lanes of traffic with on-street parking on each side. A landscape area separates the parking lane from the sidewalk. Building "storefronts" are moved close to the street adjacent to the sidewalks. A new east/west street runs the width of the redevelopment area intersecting with Main Street south of the Post Office. New north/south streets are identical to Alternative A. The northeast quadrant of the area reflects an expansion of the existing medical and office uses. This area is on both sides of Mattie Kelly south to the new east/west corridor. South of the new east/west corridor and east of the Mattie Kelly extension there is an area designated for resort/lodging use. Main Street north of the Post Office continues the current development pattern. The 98 Palms property reflected mixed use with both north and south access.

APPENDIX F - SELECTED PLAN (1998 - 2014)

After review and discussion of Alternatives A and B, the TC CRA Advisory Committee made recommendations that are reflected in the following Selected Plan description. The major recommendations included:

- An expanded Town Center
- Create an Office/Residential mixed use district
- Establish a neighborhood park and conservation area
- Develop a grid street pattern
- Create streets with character
- Locate entry gateways at key locations

Town Center

The Selected Plan defines the Town Center area as including the Downtown Destin Shopping Center, the Shores Shopping Center, the 98 Palms property and the Main Street corridor from U.S. 98 to Airport Road. The intent for this area is to integrate the three major properties defined above by providing a grid system of streets both north/south and east/west, providing enhanced streetscapes improvements and by locating entry gateways at key locations in both the Town Center area and the perimeter of the redevelopment area. A new "Town Center mixed use" zoning district creates the opportunity and incentives for retail, office and residential uses that are compatible in scale for the Town Center. The street cross sections in the Town Center area also define the character of development. The Main Street corridor south of the Post Office, Main Street north of the Post Office, the interior shopping streets and 98 Palms Blvd. each provide driving and pedestrian environments that supplement the differing uses and development patterns in those areas. Additional explanation of these cross sections is included in the Streetscape Elements section of this plan.

Office/Residential Mixed Uses

The northeastern portion of the redevelopment area includes existing medical, office and residential uses. Each of these uses is an important component of this sub-area and can be expanded in a manner that creates compatibility of uses. In order to encourage these uses to expand, a "mixed use" office/residential zoning district needs to be established. This would allow for the expansion of medical services in the area, which would build on the existing health related uses in the area. The district would also allow for general office use. Due to the heavy emphasis on the tourist and seasonal business, opportunities to expand the area's economic base is limited. This area could accommodate office park development which would provide additional employment and business opportunities which are limited in the City. In addition to these uses, a mixed-use district would allow for infill multi-family residential opportunities. Destin and the surrounding area have limited housing choices for permanent residents. This area provides the opportunity to locate additional housing. The development of the mixed-use district should allow increased base density and provide incentives for a portion of housing developments to address affordable housing needs.

Linear Park

An extension of 98 Palms Boulevard to the east, connecting to portions of the Gulf Power easement provides an opportunity to create a "linear park/multi-use trail" connecting main Street to Airport Road including the existing Jewel Melvin Park, currently accessible only from Cordgrass Court in the rear of

the Twin Lakes subdivision off Airport Road, The trail would provide a safe area for walking, jogging, biking and exercise, with rest areas and vegetation, and provide an alternate means of transportation from the residential areas off Airport Road to shops, restaurants and other amenities in the redesigned Town Center.

Conservation Area

An existing wetland area currently exists east of the industrial area and west of the proposed mixed-use district. The area extends from Airport Road to the north to the electric power line easement on the south, adjacent to the Twin Lakes development. This area should be preserved for its natural drainage benefits and for the buffering affect between uses. This area also provides visual relief from the built environment and creates an opportunity for additional passive uses such as pedestrian or bike path use.

Grid Street Pattern

A key element of the redevelopment plan is to provide alternative transportation corridors that provide relief from the capacity problems on U.S. 98 and also create an internal, community oriented network of streets within the redevelopment area. Without this system of new street corridors the Town Center area will be permanently oriented to U.S. 98 and either by-passed or restricted by vehicle traffic. In order to avoid a permanent commitment to U.S. 98 and provide redevelopment opportunities, a new east/west corridor is proposed that runs through the center of the redevelopment area. The mixed use potential of the Town Center zoning district would allow office or multi-family residential to occur in this area in addition to retail. This allows development to utilize both sides of the corridor. East of the 98 Palms property the corridor moves north to align with the electric power line corridor until it intersects with Airport Road. It should be noted that City Council has endorsed a study of an east/west corridor that would run farther west that the redevelopment area boundary on Beach Drive. The TPO and Florida Department of Transportation are strongly encouraged to incorporate the design and community redevelopment intent that is reflected in the redevelopment plan.

Three other north/south streets are being proposed in addition to the new east/west corridor. Mattie Kelly Drive is proposed to extend from Airport Road south to U.S. 98. A second north/south corridor is proposed to run along the eastern edge of the conservation area between Airport Road and U.S. 98. Finally, a third north/south corridor is proposed to run south from the new east/west corridor to U.S. 98. The general location of this corridor is east of the Shores Shopping Center.

Streetscape Elements

The elements of the streetscape system are a powerful tool that affects the attractiveness and general atmosphere of an area. The key components of a streetscape system are:

- Street Lighting (with banner arms)
- Bike Lanes
- Sidewalks
- Landscaping
- Street Furniture (including bike racks, benches and trash receptacles)
- Medians with trees and landscaping
- Parking

The redevelopment plan defines four streetscape types for:

- Main Street – south of the Post Office
- Main Street – north of the Post Office
- "98 Palms Blvd" – the new east/west corridor
- Interior Shopping Street

Main Street south of the Post Office utilizes the current one hundred feet of right-of-way by providing four moving lanes of traffic separated by a landscaped median. A landscaped parkway exists on each side separating the pavement from an expanded sidewalk. The intent of this treatment is to allow traffic to move through the area to and from U.S. 98 while signaling that a slower speed and pedestrian atmosphere exists. A major entry/gateway feature should be located at the Main Street/U.S. 98. New and existing buildings should be oriented close to the sidewalk on Main Street between U.S. 98 and the Post Office. A banner system, "period street lighting" or other type of monumentation may be added.

The property north of the Post Office on Main Street takes on a different character. This area is more suburban in nature as opposed to the urban character of the South Main Street area. Bicycle lanes are not included. The option exists to apply a more urban treatment to this area similar to the south Main Street area if continuity of treatment is desired.

The "98 Palms Blvd." or new east/west corridor is similar to Main Street except that the median and side landscape treatment would be less concentrated. As of this Plan update, main Street has been redeveloped, substantially incorporating the design elements of the plan.

The "Interior Shopping streets" reflects the slow pace of traffic and close building front to the pavement that often exists in interior retail shopping streets. This treatment would be appropriate for redevelopment with the existing shopping centers or 98 Palms.

The following pages reflect the streetscapes described above.

Entry Gateways

Entry gateways in various forms convey a special place and pride that a community wants to communicate about an area. The Town Center area specifically and the overall redevelopment area provide a number of natural locations for entry gateway treatment. The locations in order of priority defined for this type of treatment include:

- Main Street and U.S. 98
- Airport Road and U.S. 98
- Main Street and Airport Road/Legion Drive
- Beach Drive and U.S. 98
- Airport Road and Commons Drive
- Beach Drive and Legion Drive

An illustration of arches above the Main Street intersection with U.S. 98 was previously provided in the streetscape section.

Other Infrastructure Improvements

If the Town Center mixed use concept is to be successful, pedestrian traffic is essential. As mentioned previously, the residential component is a significant one in the town center, offering residents the opportunity to live, work and shop, all without commuting by car. But residents will not be attracted to

the area if the environment does not appear to be friendly to the pedestrian. The shortfalls, such as lack of street lighting and complete sidewalks, which were listed in the Findings of Necessity Study, must be corrected if the grid network is to function successfully and help reduce the amount and length of automobile trips, and attract the pedestrian traffic required for a vibrant town center.

Both existing and proposed streets must contain several essential elements. First, adequate street lighting is critical to foster a feeling of security for both walkers and bikers. Gaps must be filled along existing roads and lights must be required along new roads. Second, bike lanes should be installed along busier streets to provide some separation of users sharing the roadway. Bike lanes are proposed along Main Street, 98 Palms Blvd., the other new streets, and proposed to be retrofitted onto Airport, Legion and Beach. Third, and perhaps most critical, expansive sidewalks are necessary to create a pleasant walking experience. Many in the redevelopment area were built to the city's previous standards. A five-foot minimum width is recommended here to allow at least two people to walk comfortably side by side. It is recommended that sidewalks be included on both sides of all new streets, and that gaps be filled along existing streets. Where existing sidewalks are less than five feet, which is the current city standard, it is recommended that additional width be added to bring them up to code. In the event the sidewalk is approaching its useful life span, it is recommended it be replaced with a new five-foot walk, or larger, as appropriate for multi-modal considerations. Fourth, pedestrian crosswalks are critical to ensure that pedestrian and vehicular conflicts are minimized at potentially busy intersections. Currently, few crosswalks exist within the redevelopment area. They are recommended for Airport and Main Street, Airport and U.S. 98, Main and U.S. 98 and Beach and U.S. 98. It is also recommended that cross walks and/or signalized pedestrian crossings be installed at the intersections of the proposed new north/south streets and U.S. 98 to ensure that people on the south side of U.S. 98 can safely cross into the town center district by foot. These elements should be included in any plans for new roadway development or rehabilitation of existing roadways, and are listed along with the street improvements in the Public Improvements section which follows. Crosswalk designs should be consistent with the existing crosswalks within the TC CRA. City staff will dictate the design criteria for crosswalks.

In addition to transportation issues, other infrastructure improvements are needed to further the redevelopment process. For example, as cited in the Findings of Necessity Study, drainage is a citywide problem which needs to be addressed. As they currently exist, several residential subdivisions in the Town Center area do not have adequate drainage. The city's codes regarding drainage have been changed over the years and have resulted in conflicting drainage patterns among subdivisions. It is recommended that a comprehensive study be conducted to assess the extent of the problem and determine a comprehensive solution.

Another infrastructure improvement recommended is placing utilities underground. Today, existing power lines criss-cross Destin's Streets, detracting from the visual appeal of the streetscape. Moving overhead wires underground over a period of time will allow the other improvements to the redevelopment area's streetscape to clearly show through, and will also increase the safety and continuity of electrical service. It is therefore recommended that agreements be pursued with Gulf Power for locating wires underground as soon as possible.

Design and Signage

The TC CRA Advisory Committee recognized that in addition to streetscape improvements certain design considerations should be encouraged and assessed in order to provide the most appealing atmosphere for the area. Decisions regarding architectural theme and signage were determined to be two areas that should receive more study upon plan adoption. An architectural theme or set of design guidelines assists in visually unifying an area. Several existing and proposed developments utilize elements of a "Florida Vernacular" style of development. The plan encourages continuation of this architectural style.

Similarly, incompatible signage in terms of style, size and location can negatively impact an area. Clearly, the tourism oriented signage along U.S. 98 is not the appropriate style or scale for the Town Center area. The plan recommends that the current sign regulations be addressed in more detail in conjunction with the review and recommendations regarding architectural considerations.

APPENDIX G - GOALS AND OBJECTIVES (1998 - 2014)

The development of the Town Center Concepts, Alternative Plans, the Selected Plan and a plan update have led to the identification of five major goals and series of objectives that are the basis for the redevelopment plan and reflect intended actions needed to continue implement of the plan.

Goal One

Establish a Town Center for the City of Destin that has a community orientation and is anchored by the Main Street corridor.

- Coordinate and work with property owners and the development community to implement building forms. Support a more concentrated development pattern and that provide external and internal linkages with the grid street pattern and/or contiguous uses.
- Implement the streetscape program for Main Street consistent with the street cross section illustrations for Main Street, both south and north of the Post Office.
- Evaluate the feasibility of establishing a linear park and multi-use trail utilizing 98 Palms Blvd. right-of-way and the electric power easement, to connect Main Street with Airport Road.
- Establish a pedestrian friendly environment that is attractive and entertaining for local residents and community guests.
- Development should be, to the extent feasible, internally oriented, rather than exclusively facing the U.S. 98 corridor.

Goal Two

Create an identity and image for the Town Center area that provides needed services and positive experiences for the residents of Destin, community guests and the business community.

- Design, locate and construct a gateway entry program for the Town Center area using major intersections as identified in the redevelopment plan.
- Implement the streetscape program for the redevelopment area based on cross-section illustrations as identified in the redevelopment plan.
- Evaluate the use of architectural design guidelines to ensure the area provides a pleasant, interesting and compatible design atmosphere.
- Establish a marketing program for the Town Center redevelopment area that will attract residents, community, visitors and the business community to patronize and invest in the area.
- Maintain an on-going committee from the redevelopment area that is assigned the task of encouraging the on-going participation of property owners in the area to implement the plan, define special events, participate in fund raising and generally serve as catalysts for the area.
- Promote initiatives that encourage property owners to keep their property from becoming unsightly and/or blighted through code compliance efforts.

Goal Three

Develop a "grid system" street network within the Redevelopment Area, with particular emphasis on an east/west corridor through the middle of the area, which intersects with Main Street.

- Work with the Florida Department of Transportation and the local Transportation Planning Organization (TPO) to coordinate the location of the new east/west corridor (98 Palms Blvd. and/or extension) in a manner consistent with the location and street cross-section identified in the redevelopment plan.
- Implement the extension of Mattie Kelly Road from Airport Road south to U.S. 98.
- Establish a new north/south multi-use trail east of the conservation area that extends from Airport Road to U.S. 98.
- Establish a north/south corridor (Palms Street) from the new east/west corridor (98 Palms Blvd.) south to U.S. 98. The location of this corridor is generally east of the 98 Palms Shopping Center.
- Continue to promote and retain internal roadways within shopping centers to encourage inter-parcel access and mobility which promote multi-modal transportation.

Goal Four

Implement a program of public infrastructure improvements that address the needs identified in the Findings of Necessity Study and the Redevelopment Plan.

- Implement a program to install missing sections of sidewalk and to upgrade and repair all sidewalks in substandard condition.
- Implement a program to install streetlights in locations where needed. Evaluate the use of special street light design in the Town Center mixed use district.
- Evaluate the drainage problems identified in the Findings of Necessity Study and implement recommendations to resolve those problems.
- Design and construct streets, streetscape improvements and entry gateways as defined in the redevelopment plan.

Goal Five

Create a land use pattern and development regulations that provide mixed uses, are sustainable and allow a range of intensity for land use in the area.

- Create a Town Center Redevelopment land use category that will be applied to the entire redevelopment plan area.
- Create a Town Center mixed use district that allows and encourages a compatible mix of retail, office and residential uses.
- Create an office/residential mixed use district for the northeast area of the redevelopment planning area that allows and encourages a compatible mix of office and multi-family residential uses and establishes incentives for affordable housing.
- Evaluate the sign ordinance as it may apply to the redevelopment area, particularly in the Town Center mixed use district, to determine whether sign ordinance modifications will assist in improving the quality and design features of the area.

TOWN CENTER CRA PROJECT LIST & CRA FUND UTILIZATION BREAKDOWN

Projects ranked in order of priority

Percentage of funding allocated

1 — **ARTS DISTRICT/DOWNTOWN** — 34.2%
Projects supporting an arts district or downtown area in the Town Center CRA could be the development of a small area plan, land acquisition, infrastructure improvements, etc.

2 — **LINEAR PARK** — 28.1%
10' wide east/west multiuse path and landscaping from Main Street to Airport Road.

3 — **SIDEWALK/BIKE LANE IMPROVEMENTS** — 9.0%
Constructing sidewalks on Mattie M. Kelly Blvd, Gulf Shore Dr., and 98 Palms Blvd, and new bike facilities on Beach Dr. and Mattie M. Kelly Blvd.

4 — **PARK SYSTEM** — 12.5%
New park facilities vary significantly based on the park amenities provided. No specific projects are planned at this time.

5 — **INTERSECTION IMPROVEMENTS** — 5.4%
Near term intersection enhancements including items such as adding crosswalks, extending curb, etc. for the following intersections: Legion Dr./Airport Rd. at Main St., Airport Rd. at Commons Dr., Main St. at 98 Palms Blvd.

6 — **CROSS TOWN CONNECTOR** — 3.6%
Improve street sections of the cross town connector inside Town Center CRA district with all applicable requirements (sidewalks, bike lanes, buffers, landscaping, etc.)

7 — **COMPLETION OF THE STREET NETWORK** — 7.2%
Complete the Town Center CRA street network by constructing the 98 Palms Blvd extension and Mattie M. Kelly Blvd connection.

PROJECTS

The project map below identifies all unfunded key projects that were identified during the Plan Update process, with the numbers indicating the order of priority.

Town Center CRA Project Map



The projects identified in the above map are further described in their descriptions below. Each project includes summary information about the project, the cost estimate, the source of the cost estimate, and where the project or initiative is described in the comprehensive plan or another plan, such as the Pathway Plan or draft Mobility Plan.

For those projects that originate from other sources, such as the Mobility Plan, further details may be found within the source plan document. The utility undergrounding project is included in the list of key projects, however, was not included in the prioritization as CRA funds have already been allocated and approved by the CRA Board.

RESOLUTION 25-13

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DESTIN, FLORIDA; APPROVING THE TOWN CENTER COMMUNITY REDEVELOPMENT AREA MASTER PLAN; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, Section 3.06 of the City Charter provides that all legislative powers of the city shall be vested in the City Council; and

WHEREAS, Chapter 163, Part III, Florida Statutes governs community redevelopment including the process for approval of community redevelopment area plans; and

WHEREAS, the City Council desires to approve the Town Center Community Redevelopment Area Master Plan; and

WHEREAS, On September 19, 2022, the City Council approved funding to update the **Town Center Community Redevelopment Area Master Plan,** attached hereto as Exhibit "A" and fully incorporated herein by this reference ("Plan"); and

WHEREAS, the Plan is the culmination of efforts by the City's consultant, City Staff, and the Town Center CRA Advisory committee to update and provide the highest quality analysis, recommendations, and direction for the continued redevelopment of the Town Center area; and

WHEREAS, through open and continuing engagement, the plan was developed by listening to concerns and recommendations of the advisory committee, the public, and other stakeholders; and

WHEREAS, The new plan clearly and concisely identifies the existing conditions and deficiencies of the TCCRA, explicitly calls out the priorities and projects; and provides a logical and legal foundation that will help shape decision-making now and in the future; and

WHEREAS, the City's Land Planning Agency found the Plan to be consistent with the City's Comprehensive Plan on February 6, 2025; AND

WHEREAS, in accordance with section 163.380, Florida Statutes, the Town Center CRA's community redevelopment plan (a) conforms to the City's comprehensive plan; (b) is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements; (c) provides for the development of affordable housing in the area, or states the reasons for not addressing in the plan the development of affordable housing in the area; and

WHEREAS the City Council has determined that the policy set forth in this Resolution 2025-13 serves the health, safety and welfare of residents and visitors of the City of Destin; and

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DESTIN, THAT:

Section 1. Recitals. The foregoing recitals are true and correct, and incorporated into this Resolution.

Section 2. Approval of Town Center Community Redevelopment Area Master Plan. The City Council hereby approves the Town Center Community Redevelopment Area Master Plan, attached hereto as **Exhibit "A"** and fully incorporated herein.

Section 3. Effective Date. This Resolution shall become effective immediately upon its adoption.

PASSED AND ADOPTED BY THE CITY OF DESTIN, FLORIDA THIS ____ DAY OF _____, 2025.

_____
BOBBY WAGNER, MAYOR

ATTEST:

_____
REY BAILEY, CITY CLERK

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY FOR THE
CITY OF DESTIN, ONLY:

_____
KIMBERLY ROMANO KOPP
CITY ATTORNEY

ITEM # 2025-505

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Ordinance
AGENDA OUTLINE NUMBER: 5.D.

TO: City Council

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: David Prichard, Community Development Director

DATE: May 21, 2025

SUBJECT: Second Reading Ordinance 25-11-CC - Relating to noise regulations; amending Chapter 14 "*Offenses and Miscellaneous Provisions";* Article II "*Noise"* of the City Code of Ordinances; amending definitions; amending provisions relating to the measurement or assessment of noise; and providing for permissible noise levels.

I. BACKGROUND: At the regularly scheduled February 18th, 2025, City Council meeting, Councilman Braden raised the issue of noise complaints within the City. A motion to amend the Noise Ordinance was made by Councilman Braden and seconded by Councilwoman Hebert.

II. DISCUSSION: Councilman Braden brought to the Council the issue of inconsistent noise ordinance applications, or repeated issues that had not been resolved in the past and have continued. Several residents have reached out or even come to Council meetings to try and get specific issues addressed. The discussion at Council focused mainly on the lack of enforcement in residential districts. At issue, though, currently, the Noise Ordinance is challenging to enforce based on the distancing requirement in residential districts.

In residential districts, in order to find a noise violation, it must be heard at an unreasonable level 150 feet from the property line of the source of noise. This means if a direct next-door neighbor is producing noise that is disturbing you, but is not heard or is unreasonable at 150 feet from the property, there is no violation. The new regulations fix this issue, as well as tighten up others, specifically when construction activity can occur from 6 AM to 7 AM. Further, it increases the monetary fine for the third offense from $250.00 to $500.00. The ordinance constitutes regulations to ensure the health, safety and welfare of the public

These amendments were created in coordination with the Sheriff's office to ensure they were just as easily enforceable for them as Code Compliance Staff.

The City Council approved the proposed Ordinance on first reading unanimously on May 19, 2025 (6-0, Schmidt absent).

A. Link to Strategic Goals / Objectives: II. Enhanced quality of life and safety for families

B. Effect on Budget (EOB): N/A

C. Level of Service (LOS): N/A

D. Legislative Sponsor: Councilman Braden

E. Business Impact Statement: ***City of Destin Business Impact Statement – Ord 25-11-CC***

In accordance with the provisions of controlling law, even notwithstanding the fact that, an exemption may apply, the City hereby publishes the following information:

1. Summary of the proposed ordinance:
   Proposed ordinance 25-11-CC will amend the City of Destin's current Noise Ordinance Chapter 14, Article II.
2. Estimate of direct economic impact of the proposed ordinance on private, for-profit businesses in the City:
   Because the ordinance is amending the current ordinance there may be only marginal economic effects at best on businesses located in the City of Destin.
3. Estimate of direct compliance costs that businesses may reasonably incur:
   There are no direct compliance costs associated with this ordinance.
4. Any new charge or fee imposed by the proposed ordinance:
   There is no new fee associated with this ordinance.
5. Estimate of the City's regulatory costs, including estimated revenues from any new charges or fees to cover such costs:
   There will be no regulatory cost or revenues from fees as there are no regulatory fees associated with this ordinance .
6. Good faith estimate of the number of businesses likely to be impacted by the proposed ordinance:
   The City already has a noise ordinance in place that cover all existing business so there will be no new impacts to business.

III. CONCLUSION: The updates to the Noise ordinance will allow Code Compliance Staff the ability to more effectively and consistently enforce the Noise Ordinance. This will in turn provide residents and visitors a more enjoyable experience in town.

IV. RECOMMENDED MOTION: I move the City Council to adopt Ordinance 25-11-CC, as presented.

Attachments:

1. Ord. 25-11-CC

ORDINANCE 25-11-CC

AN ORDINANCE OF THE CITY OF DESTIN, FLORIDA RELATING TO NOISE REGULATIONS; AMENDING CHAPTER 14 "OFFENSES AND MISCELLANEOUS PROVISIONS," ARTICLE II "NOISE" OF THE CITY CODE OF ORDINANCES; AMENDING DEFINITIONS; AMENDING PROVISIONS RELATING TO MEASUREMENT OR ASSESSMENT OF NOISE; PROVIDING FOR PERMISSIBLE NOISE LEVELS; PROVIDING FOR EXEMPTIONS; PROVIDING FOR FINDINGS OF FACT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

SECTION 1. AUTHORITY.

The authority for enactment of this Ordinance is Article 1, Section l.0l (b) of the City Charter, Section 166.021, Florida Statutes.

SECTION 2. FINDINGS OF FACT.

WHEREAS, the City Council finds that excessive and unnecessary noise interferes with residents' quality of life and can interfere with the health safety and welfare of the general public; and

WHEREAS, the City Council finds that, in particular, excessive and unnecessary noise can cause adverse psychological and physiological effects on humans; and

WHEREAS, the City Council finds that the provisions and prohibitions contained herein are enacted in pursuance of and for the purpose of securing and promoting the public health, safety, welfare and quality of life of residents and visitors of the City of Destin; and

WHEREAS, the City Council has determined that the "plainly audible" standard is superior to the use of a decibel meter due to evidentiary issues encountered via the use of such decibel meter is relied upon in court proceedings; and

WHEREAS, the City Council finds that this Ordinance serves the public interest and is necessary and appropriate to protect public health, safety, and welfare of its citizens and visitors.

WHEREAS, the City Council has determined that this ordinance is in the best interests of the City and its citizens; and

WHEREAS, two public hearings have been conducted by the City Council after due public notice.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DESTIN, FLORIDA, AS FOLLOWS:

NOTE: Language in all sections of this ordinance that is ~~strike-thru~~ is language proposed to be deleted, <u>underline language</u> is language to be added, language that is not in strike-thru or underlined is not to be changed. The symbol * represents sections of the Code of Ordinances that have been skipped and remain unchanged.**

SECTION 3. AMENDMENT OF CODE OF ORDINANCES CHAPTER 14 OFFENSES AND MISCELLANEOUS PROVISIONS, ARTICLE II NOISE.

Chapter 14, Article II of the Code of Ordinances is hereby amended as follows:

***

CHAPTER 14

OFFENSES AND MISCELLANEOUS PROVISIONS

***

ARTICLE II. - NOISE

***

Sec. 14-52. Terminology, standards, and definitions.

(a) *Definitions.* The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, unless the context clearly indicates a different meaning:

***

Noise or *noise disturbance*, for purposes of this article, shall mean any sound produced in such quantity and for such duration that it annoys, disturbs or injures a reasonable individual of normal sensitivities, ~~and~~ or exceeds the sound level limits set forth in this article or is plainly audible.

***

Source means the location of and the activity which emits noise or sound which is audible. ~~outside the source owner's property line.~~

***

Sec. 14-~~54~~55 Measurement or assessment of noise.

(a) Assessment of noise without sound level meter.

(1) No person shall create a sound that is plainly audible at the times and or distance requirements set forth in this section ~~Table 1~~.

(2) Noise disturbances in violation of this subsection shall be confirmed by the investigating officer. The investigating officer who hears a noise disturbance that is plainly audible shall assess the noise disturbance by measuring the distance from ~~the property line or right-of-way line of~~ the source of the noise disturbance according to the following standards:

a. Residential Properties abutting Residential Properties:

i. Time: At all times of the day

ii. Distance: Noise or noise disturbances shall not be plainly audible at a distance more than the setbacks of the underlying Zoning District for the abutting property line.

b. Non-Residential Properties abutting Residential Properties:

i. Time: Noise disturbances shall not be allowed between 10:00 PM and 6:00 AM

ii. Distance: Noise or noise disturbances shall not be plainly audible at a distance more than the setbacks of the underlying Residential Zoning District for the abutting property line of the source.

c. Non-Residential Properties abutting Residential Properties:

i. Time: 6:00AM to 10:00PM

ii. Distance: Noise or noise disturbances shall not be plainly audible at a distance of more than three-hundred feet (300') from the source.

d. Non-Residential Properties abutting Non-Residential Properties:

i. Time: At all times.

e. Distance: Noise or noise disturbances shall not be plainly audible at a distance of more than three-hundred feet (300') from the source.

f. The primary means of detection shall be the investigating officer's normal hearing faculties, provided the investigating officer's hearing is not enhanced by any mechanical or medical device, such as a hearing aid.

g. After determining a potential violation is occurring or has occurred, the investigating officer shall ~~have a direct line of sight and~~ confirm by hearing then be able to visually determine the source of noise. ~~to the real property that is the source of the noise disturbance so that the investigating officer can identify the offending source of such noise disturbance and the distance involved.~~

~~TABLE 1~~
~~MAXIMUM ALLOWABLE SOUND LEVEL LIMIT FOR A PLAINLY AUDIBLE SOUND~~
~~(as determined by the investigating officer)~~

~~Underlying Land Use Category from which Noise Emanates (as defined by the City of Destin Zoning Map)~~	~~Time of Day~~	~~Distance~~
~~**COMMERCIAL & MIXED USE**~~ ~~Bay Resort Mixed Use (BRMU);~~ ~~Crystal Beach Resort (CBR);~~ ~~Commercial General (CG);~~ ~~Commercial Limited (CL);~~ ~~Calhoun Mixed Use (CMU);~~ ~~Commercial Trades & Services (CTS);~~ ~~Gulf Resort Mixed Use (GRMU);~~ ~~Holiday Isle Mixed Use (HIMU);~~ ~~Industrial (IN);~~ ~~Institutional (INST);~~ ~~Medium Density Residential - Village (MDR-V);~~ ~~North Harbor Mixed Use (NHMU);~~ ~~Residential, Office, and Institutional - Crystal Beach Resident (ROI-CBR);~~ ~~Residential, Office, and Institutional - General~~	~~All times.~~	~~300 feet or more.~~

~~Development (ROI - GD);~~ ~~Residential, Office, and Institutional - Tourist Development (ROI-TD);~~ ~~Residential, Office, and Institutional - Village Residential (ROI-VR);~~ ~~Town Center Mixed Use (TCMU).~~		
~~**RESIDENTIAL**~~ ~~Bay Estates (BE);~~ ~~Crystal Beach Neighborhood (CBN);~~ ~~High Density Residential (HDR);~~ ~~Low Density Residential - Harbor (LDR-H);~~ ~~Low Density Residential - Holiday Isle (LDR-HI);~~ ~~Low Density Residential - Village (LDR-V);~~ ~~Medium Density Residential - Holiday Isle (MDR-HI).~~	~~All times.~~	~~150 feet or more.~~

~~Sec. 14-55. Prohibited acts.~~

~~Subject to the provisions of section 14-59, no person shall produce, cause to be produced, or allow to be produced, by any means: (1) any explosive sound, (2) any noise disturbance on any private or public property, including a right-of-way, when such noise is plainly audible as described in section 14-54(c), or (3) when such noise is measured pursuant to section 14-54(a) and (b), and, where applicable, exceeds the applicable sound level limits set forth in section 14-54(a) and (b).~~

Sec. 14-56. Exemptions.

The provisions of section 14-54 shall not apply to the following sounds:

(1) Lawn maintenance activities, from 7:00 a.m. until ~~9~~8:00 p.m. on all days of the week.

(2) Aircraft and airport activity conducted in accordance with federal laws and regulations.

(3) Official law enforcement, official fire fighter, official EMT, official first responder, and official military activities, including training.

(4) Emergency signals during emergencies.

(5) Emergency signal testing between 7:00 a.m. and 7:00 p.m.

(6) Emergency work or emergency service.

(7) Generators used during or as a result of an emergency.

(8) Motor vehicles operating on a public right-of-way subject to F.S. § 316.293 and applicable federal criteria.

(9) Refuse collection vehicles, including street sweepers, while in the process of performing their intended activities.

(10) Construction or demolition activities ~~for which the city has issued a development permit~~, provided such activity occurs between ~~6~~7:00 a.m. and ~~10~~8:00 p.m. Monday thorugh Firday and 8:00 a.m. and 6:00 p.m. on Saturday and Sunday, with no construction activity noise allowed on observed federal holidays.

(11) Reserved.

(12) Construction activities related to city, county, state or federal roads, highways or freeways.

(13) Scheduled organized activities at a publicly-owned or operated facility.

(14) Permitted public displays of fireworks.

(15) Unamplified human voices.

(16) Any motor vehicle engaged in a professional or amateur sanctioned, competitive sports event for which admission or entry fee is charged, or practice or time trials for such event, at a facility being used for such purposes as of October 15, 1995.

(17) Outdoor events for which the organizer has been issued a special outdoor event permit by the city manager, provided it is conducted in accordance with such permit.

(18) Air conditioners are exempt from all provisions of this article when the equipment is functioning in accord with the manufacturer's specifications and with all manufacturer's standard mufflers and noise-reducing equipment in use and in proper operating condition according to standards promulgated by the American Refrigeration Institute.

(19) Noises or sounds produced by, or emanating from any facilities owned or leased by, equipment owned or leased by, or individuals employed or contracted by any utility (water, gas, electric, telecommunications, etc.) serving the residents and businesses within the city.

(20) Engines operating on a vessel or boat, which have not been modified to produce more sound than the engines are capable of producing at the time they are originally manufactured.

(21) Vessel horns/air horns, or boat horns/air horns.

Sec. 14-57. Enforcement/Penalty.

***

(d) If law enforcement enforces this article, then any person violating any provision of this article may be punished as follows:

(1) *First offense:* A written warning notifying the offender that further violations will result in fines and potential imprisonment.

(2) *Second offense:* By a fine of one hundred dollars ($100.00).

(3) *Third offense:* By a fine of five hundred dollars ($500). ~~two hundred and fifty dollars ($250.00).~~

(4) *Fourth offense or four or more violations occurring within any six (6) months period:* Misdemeanor of the second degree punishable by a fine of no more than five hundred dollars ($500.00) or a sentence of not more than sixty (60) days in jail, or both.

(5) Each hour that a noise violation exists shall constitute a separate violation of this article.

***

Sec. 14-62. Maximum permissible sound levels by use occupancy in SHMU only.

No person shall operate or cause to be operated any source of sound from any use occupancy in such a manner as to create a sound level which exceeds the limits set forth in the use occupancy category in Table I. If there is a conflict between this section and Section 14-55, Section 14-55 shall be applied.

TABLE I

Use Occupancy Category	Time	Sound Level Limit dBA
Residential ~~(Non-holiday weekends)~~	~~6 a.m.—10 p.m.~~ ~~10 p.m.—6 a.m.~~ See Section 14-55.(a)(2)a.	~~60~~ ~~55~~ N/A
~~Residential (Holiday weekends)~~	~~6 a.m.—12 a.m.~~ ~~12 a.m.—6 a.m.~~	~~60~~ ~~55~~
Luxury Motor Home Resort	6 a.m.—10 p.m. 10 p.m.—6 a.m.	75 55
Commercial or Tourist (Weekdays)	6 a.m.—10 p.m. 10 p.m.—6 a.m.	70 65
Commercial or Tourist (Weekends)	6 a.m.—12 a.m. 12 a.m.—2 a.m. 2 a.m.—6 a.m.	70 70 65
Manufacturing	At all times—no sound that is generated by a source facility shall be audible at the property line of the said source facility.	

SECTION 4. INCORPORATION INTO CODE OF ORDINANCES. This ordinance shall be incorporated into the City of Destin's Code of Ordinances and any section or paragraph number or letter and any heading may be changed or modified as necessary to effectuate the foregoing.

SECTION 5. CONFLICTING PROVISIONS. Special Acts of the Florida Legislature applicable to the incorporated area of the City of Destin, City Ordinances and City Resolutions, or parts, thereof, in conflict with the provisions of this ordinance are hereby superseded by this ordinance to the extent of such conflict.

SECTION 6. SEVERABILITY. If any section, phase, sentence, or portion of this Ordinance is, for any reason, held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

SECTION 7. EFFECTIVE DATE. This ordinance shall become effective upon its adoption by the City Council and signature by the Mayor.

ADOPTED THIS ____DAY OF _____, 2025.

By: _____
Bobby Wagner, Mayor

ATTEST:

The form and legal sufficiency of the foregoing has been reviewed and approved by the City Attorney for the City of Destin, only.

_____
Rey Bailey, City Clerk

_____
Kimberly Romano Kopp, City Attorney

ITEM # 2025-670

CITY OF DESTIN

AGENDA ITEM

COUNCIL MEETING DATE: June 2, 2025
TYPE OF AGENDA ITEM: Council Discussion Item
AGENDA OUTLINE NUMBER: 6.G.

TO: City Council

THRU:

FROM: Larry Jones , City Manager

DATE: 5/15/2025

SUBJECT: 1) Council's List of Priorities

I. BACKGROUND: During the Regular City Council meeting on April 7, 2025, Council Member Schmidt requested the below:

- Council to submit 2 or 3 priorities/objectives to update the Strategic Plan Summary
- Larry and Staff update their objectives
- Schmidt will bring this item under his name for the 2nd meeting in May (May 19th)

Visioning/Strategic Summary

Councilmember Schmidt requested that this item be scheduled under his name on the agenda for the second council meeting in May. He further asked that each council member submits two or three updated priorities or objectives for council consideration, noting that the current objectives need revision, as many have already been successfully completed. Additionally, he requested that city staff review and update their departmental objectives accordingly.

II. DISCUSSION: Staff have provided updates to the departmental objectives (the updated Strategic Plan Summary is attached). Also, staff are presenting departmental top priorities for

FY2026, which are attached to this item.

A. Link to Strategic Goals / Objectives:

B. Effect on Budget (EOB):

C. Level of Service (LOS):

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION:

IV. RECOMMENDED MOTION:

Attachments:

1. Department Priorities FY26
2. Destin Strategic Plan Summary- Community Dev updates 5.14.25

City of Destin
FY2026
Department Top Priorities

Community Development

David Prichard, Director

- Land Development Code Update
- Corridor Landscape Policy/Ordinance (with PW evaluate potential landscaping policies to improve primary transportation corridors' condition and aesthetics through the use of native plants, which would require minimum maintenance and no irrigation)

Clerk

Rey Bailey, Clerk

- Ensure volunteer committee members are provided annual training on committee roles, responsibilities, ethical standards, sunshine law compliance, and Robert's Rules of Order. (already completed this year)
- Ensure volunteer committees complete their work plans and obtain council approval for each (on-going)

Finance

Krystal Strickland, Director

- Receive an "unmodified" (good) audit opinion for Annual Financial Reports
- Provide financial strategies for all approved major projects

Human Resources

Jaime Haynes, Director

- Memorialize institutional knowledge through policy and process revision

City of Destin
FY2026
Department Top Priorities

Information Technology

Andy Peters, Director

- Complete Implementation of MGO and Aclarian modules, phasing out Tyler Tech completely
- Establish and Endpoint Detection and Response (EDR) system within existing budget

Library

Wen Livingston, Director

- Update and create library policies in coordination with the City Manager and legal counsel to ensure that the library meets the City's standards and goals
- Enhance the library's visibility with signage and a new monument sign that is larger and more visible from the road, maintaining a sense of continuity with the library's architectural style
- Proactively plan for flexibility to ensure the library can meet the City's high standards considering potential federal funding cuts, providing reassurance and confidence in the library's future

Parks and Recreation Department

Lisa Firth, Director

- Community Center repairs
- Receiving quotes for Fencing, Dugouts, Safety Netting, Artificial Turf, Sod for Morgan Sorts Center to present at Budget workshop
- Dalton Threadgill Park property lines and stormwater issues, quotes for Artificial Fields and Field Lights for the Budget workshop

City of Destin
FY2026
Department Top Priorities

Project/Grants/Contracts

Jeff Cozadd, Manager

- Establish an achievable Capital Improvement Plan for the FY26 budget
- Maintain a public-facing CIP dashboard with timelines, budgets, and progress updates

Public Information

Tamara Young, PhD., Director

- Capture video, photos, and interviews for audio histories of all City parks for website and have corresponding QR code signage
- Improve visual communication/branding through art, signage, collateral materials, translations, etc.

Public Works

Michael Burgess, Public Director

- Develop and implement a comprehensive Pavement Condition Index (PCI) assessment across all city-maintained roadways to prioritize resurfacing and repairs based on objective data
- Lower community flood risk and enhance insurance discounts by improving the City's Community Rating System (CRS) score

DESTIN'S CORE VALUES:

Respect, Teamwork, Stewardship, Integrity, Professionalism and Transparency

Staff Updates (Draft) May 2025

PRIORITIZED STRATEGIC GOALS PRIORITIZED STRATEGIC GOALS

I. Financially sound city providing service excellence

II. Enhanced quality of life and safety for families

III. Economic development and revitalization

IV. Effective, efficient and aesthetically pleasing infrastructure

V. Improve mobility and connectivity

VI. A green and sustainable environment

VII. Offer livable wages and benefits to attract and maintain a high caliber, qualified staff

SECTION 1: COUNCIL OBJECTIVES FY2024 – 2029

COUNCIL'S CRITICAL PRIORITIES:

1.1 Work with stakeholders to pursue the Destin City Center; Phase 1 Feasibility Study (II., III.) (OPR: CD) - *SRS has completed this study and the City is holding a workshop on June 9, 2025.*

1.2 Public Waterfront acquisition initiative; Acquire property at the foot of the Marler Bridge (II., IV., V.) (OPR: GPC) -*Done*

1.3 Underground Utilities; Begin Phase 1 (II., IV., VI.) (OPR: GPC) -*Underway*

1.4 Stahlman and US 98 pedestrian vehicle improvement concepts in cooperation with FDOT (II., V.) (OPR: CD/ENG) *– City will pursue a grant to fund design and construction.*

1.5 Pedestrian access concepts under the Marler Bridge (II., V.) (OPR: CD/ENG) - *In progress: Concepts have been developed and presented to Council. Further coordination*

with FDOT and property owners is needed. There are unknows due to future changes to the Marler Bridge

1.6 Two–lane Crosstown Connector Beach to Benning; Phase 1 (II., V.) (OPR: CD/GPC) - *In progress: DO has been issued. FLUM & Rezone currently under review and scheduled for LPA review on June 5. Bid went out last week.*

1.7 Improve parking, explore options (i.e., parking garage, surface parking), (V.) (OPR: PW, CD) - *Parking Garage concepts were presented to Council with the SRS City Center Master Plan for future implementation once funding is made available. City currently has 1.9M in parking funds and collects on average $700K per year in parking fees.*

1.8 Annexation of unincorporated enclaves (I.) (OPR: CD/CMO) - *The next step would be to do a survey of the land to be incorporated and a survey of the residents. However, Council decided not to move forward either, due to timing or costs.*

COUNCIL'S IMPORTANT PRIORITIES:

1.9 Morgan Sports Center and Dalton Threadgill Park Master Plan for renovations (OPR: PR) -*Parks and Rec Master Plan is underway, working with Perez Planning & Design, LLC*

COUNCIL'S DESIRABLE PRIORITIES:

1.10 Support for regional Transit and Ferry systems (V.) (OPR: GPC) -*Does not appear to have regional support*

1.11 City Marina (Phase 1 Feasibility Study) (III, V.) (OPR: CD) - *Awaiting allocation of funds.*

1.12 Support Beach Re-nourishment, planning/scheduling in partnership with the County/State (II., VI.) (OPR: CD) -*The Board of County Commissioners of Okaloosa County are accepting bids until June 11, 2025, for the Western Destin Beach Restoration Project.*

1.13 Support regional workforce housing initiatives (CD) - *Staff supported the Emerald Coast Regional Council and the Florida Housing Coalition's initiative to survey and provide input on a regional workforce housing plan to site potential workforce housing locations. ECRC is finalizing the report.*

SECTION 2: MANAGEMENT OBJECTIVES FY2024

2.1 Keep resources (Staff, Time, Money) aligned with the adopted Strategic Plan and the adopted budget when asked/directed to reprioritize tasks and/or projects- *Ongoing*

2.2 Research/track grants and other funding sources for current and future projects (CM) - *Ongoing*

2.3 Develop and implement process improvements for consistent application of policies and procedures *Ongoing*

2.4 Improve communication and information sharing with Council/Public/Staff (PID) - *Increased interaction/engagement on social media (City's Facebook Reach rose 151.7%; Content Interactions rose 173.2%; and Link /clicks rose 62.4%; same timeframe but City's Instagram Reach rose 290.2%; Content Interactions rose 100%; Link Clicks rose 953%). Website notification system and widgets added.*

2.5 Ensure volunteer committees complete their workplans and obtain council approval for each (CLK) -*Ongoing*

2.6 Review and update departmental Key Functions/Services annually, by the month of December -*Ongoing*

2.7 Receive an "unmodified" (good) audit opinion for annually (FIN) -*Ongoing*

2.8 Implement Council approved Harbor Capacity Study recommendations by established due date (CD) - *Currently working with USACE on Section 216 program for channel modifications and other programs; Livery safety improvements also being drafted for consideration and approval*

2.9 Establish Independent Park Foundation to assist City with acquisitions, renovations and maintenance (P&R) - *Done, Attending Foundations meetings to stay up to date with the foundation goals.*

2.10 2.10 Work with the County/State to have derelict vessels removed within 120 days of reporting (CMO) - *County is lead on this, City is working with the County when the need arises.*

SECTION 3: MANAGEMENT IN PROGRESS FY24-29

3.1 Memorialize institutional knowledge. OPR: HR (I.) - *Ongoing*

3.2 Plan for renewal and replacement of city facilities and infrastructure OPR: PW (I., IV.)- *Ongoing*

3.3 Monitor & Manage current grant & funding awards OPR: GPC (I.) - *Ongoing*

3.4 Find and secure new funding opportunities for city services and city projects OPR: GPC (I.) *Ongoing*

3.5 Complete Land Development Code (LDC) revisions OPR: CD (I.) - *Currently all final drafts of each article are ready for final review and to begin ordinance hearings.*

3.6 Develop/Implement Wayfinding Program; Improve the City's gateways OPR: CD (II., IV.) - *Wayfinding Plan is complete with the identified nodes & locations of signage type in conjunction with the TDC. Implementation will begin with the City and partners identifying which projects to fund.*

3.7 Provide orientation and key training to Board and Committee members OPR: CLK (I)

3.8 Improve sidewalks (install missing sections, improve user safety, wider, more walkable) OPR: PW, CD (II., IV.) - *Mobility plan has identified all missing gaps in the pedestrian network, projects have been prioritized, next step is to fund the projects.*

3.9 Redevelopment (Update CRA's Master Plans) OPR: CD (III.) – *Harbor CRA Master Plan is scheduled to go before the CRA Board on Monday, May 19, 2025, for recommendation of adoption to City Council.*

3.10 Re-establish Environmental Committee OPR: Code (VI.) - *Merge the role of this committee with the Public Works/Public Safety Committee*

SECTION 4: MAJOR PROJECTS FY 2024-2029

4.1 Evaluate and Manage COMPASS software (In Progress) - *Community Development has implemented the new online Development Software, MGO (My Government Online). This program went live on 5/13/25. Additional modules will go live in the coming month. COMPASS will be phased out with a final close date in December.*

4.2 Harbor Capacity Study (USACE) (Phase 2) (III., VI.) - *In progress and currently working with USACE on next steps.*

4.3 Impact Fee Study (In Progress) (I., II., III., IV., V., VI.) - *Need to identify a consultant to complete the impact fee study for Parks, Library, and Police Impact Fees.*

4.4 Building Permit Fee Study (In Progress) (I.) – Building Permit Fee Study is completed, and the approved building permit fee increase has been implemented into the adopted Fee Schedule Resolution. These fees are now being charged as of 5/13/2025 for all new permits submitted in MGO.

4.5 Develop and implement the Mobility Plan and associated Fees (In Progress) (I., II., V.) - *Mobility Fees Ordinance is scheduled for 2nd Reading on May 19th for adoption.*

4.6 Update Business Tax Receipts (BTR) Fee Schedule and processes (In Progress) (I.) - *State Law preempts our ability to update the BTR fee schedule. The ordinance to eliminate BTRs and create a Certificate of Use process is tentatively scheduled for Council's consideration on July 7th.*

4.7 Pickleball Courts: Complete design and construct. (In Progress) (II., VI.) - *Construction should start June 2025*

4.8 FDOT Median Improvement project (In Progress) (IV.) - *Both phases have been completed, the western portion is now under City maintenance, the eastern section is still under its establishment period and will be turned over to the City of maintenance in the Summer of 2026*

4.9 Norriego Point Park improvements Phase III - Recreation Components (Pending GSD Roadway extension) -*Project started and should be complete summer of 2025*

4.10 Renovate Clement Taylor Park (Pending UST authorization to proceed) (II., VI.)- *Awaiting NTP from the County/Treasury*

4.11 Redevelop Joe's Bayou Recreation Area (In Progress) (II., VI.) -*In design phase*

4.12 Continuity of streetlights/Conversion to LEDS (In Progress) (II., VI.) -*Ongoing*

4.13 Implement prioritized stormwater improvements based on the Stormwater Master Plan *and Vulnerability Assessment* (In Progress) (II., V., VI.) - *Ongoing*

4.14 Linear Trail/Sun Trail: (In partnership with FPL) Secure additional funding, complete design, secure required easements, construct Phase 1 trail from Mattie Kelly Blvd to 98 Palms (In Progress) (II., VI.) - *Design in progress, SUN Trail construction funds have been applied for.*

4.15 Research Stormwater Utility options and Funding (II., III., VI.) - *Ongoing*

4.16 Undergrounding of utilities (In Progress) (II., III., IV.) - *Phase 1 is underway*

4.17 Provide safe pedestrian access to the harbor from the north side of Highway 98 (In Progress) (II., III., V.) - *Under the bridge option has been designed, city is seeking funding for design/construction of an underpass east of Stahlman as well.*

4.18 Complete Beach to Benning portion of the Crosstown Connector (In Progress) (II., IV., V.) - *Phase 1 (ADS chambers and connections) is out to bid. RFQ for CEI is out to bid.*

4.19 Complete improvements to the Shore at Crystal Beach Park & Tarpon Park (In Progress) (II., VI.) –*Shores at Crystal Beach 90% plans are being drafted by the County and their Consultant. Tentatively scheduled to go before Council either in late June or early July. Development Order has been issued for Shores at Tarpon Beach*

176

RECEIVED
DATE 12/3/96
DESTIN PUBLIC WORKS/ENGINEER
SIGN

STATE OF FLORIDA
COUNTY OF OKALOOSA

LEASE AGREEMENT

THIS LEASE AGREEMENT made and entered into by and between the **SCHOOL BOARD OF OKALOOSA COUNTY, FLORIDA** its successors and assigns, hereinafter called "Lessor", and the **CITY OF DESTIN**, a Florida municipality, its successors and assigns, hereinafter called "Lessee".

WITNESSETH:

WHEREAS, the Lessor owns certain real property located in the City of Destin, Florida on which the Lessor has built and operates the Destin Elementary School; and,

WHEREAS, the Lessor has leased to Lessee for a number of years a portion of the Destin school campus for the purpose of the construction, development and operation of joint use educational and recreational facilities; and,

WHEREAS, the facilities on the subject real property are used by the Destin Elementary School in its education program; and,

WHEREAS, the Lessee and Lessor desire to cooperate in the expansion of the current joint use facilities by the construction of a track facility on the Leased Premises to be funded by a combination of privately raised funds and a contribution by the Lessee of public funds in an amount not to exceed $100,000.00; and,

WHEREAS, the Lessor and the Lessee believe it to be in their best interest to renew the current Lease Agreements by entering into this Lease Agreement for the long term joint use of the facilities.

NOW THEREFORE, for and in consideration of the covenants and

agreements herein set forth, the parties do hereby agree as follows:

1. LEASED PREMISES. That the Lessor hereby expressly leases to Lessee a joint use leasehold interest, together with Lessor, in the following described real property and improvements thereon situated in Okaloosa County, Florida, to-wit:

See Exhibit "A" attached hereto and made a part hereof

2. RENEWAL OF LEASES. The two Leases between the Lessor and the Lessee as evidenced by those certain Lease Renewal Agreements dated November 27, 1995 are hereby renewed and modified in accordance with the terms and conditions of this Lease Agreement. In the event of any conflict between the previous Lease Agreements as renewed and this Lease Agreement, the provisions of this Agreement shall prevail.

3. LEASE TERM AND TERMINATION. This Lease shall be for a period of twenty (20) years beginning on the 1st day of May, 1996, and terminating on the 30th day of April, 2016. Notwithstanding the term stated herein, after an initial period of five (5) years this lease may be terminated by either party at any time upon sixty (60) days written notice to the other party. Any such termination by the Lessor shall be only after a finding by Lessor that the Leased Premises is necessary for the expansion of, or exclusive use in, the educational mission of the Okaloosa County School District, with the exception that Lessor may terminate this lease at any time in the case of a breach or default of any terms or conditions of

this Lease Agreement by the Lessee.

4. CONSIDERATION. The consideration paid by the Lessee to Lessor therefor shall be the sum of One ($1.00) Dollar per year, together with a contribution by the Lessee during 1996 in the amount necessary to supplement available private donations to fully complete the construction of the planned track facility in accordance with the specifications as attached hereto and made a part hereof as Exhibit "B" in an amount not to exceed $100,000.00. The Lessee shall also be responsible for the ongoing and continuous maintenance of all of the recreational facilities and other improvements located on the Leased Premises at its sole expense.

5. USES. The Leased Premises shall be used by Lessor for its school physical education program and other school sponsored events, and by Lessee only as a park for public use.

6. FACILITY SCHEDULING. The Lessor's Destin Elementary School, through its school Principal, shall have priority in scheduling the use of the facilities. Should there be any dispute as to the scheduled use or type of programs or activities to be conducted on the site, the decision of the School Principal shall be final.

7. IMPROVEMENTS. The Lessor does hereby give the Lessee the right and privilege to make, at Lessee's expense, improvements and additions to the property. Temporary or non-attached improvements and additions shall remain the property of the Lessee, and shall be defined as stadium/field lighting, scoreboards, bleachers, and fences. However, all other such improvements and

additions which are attached to the property will become the property of the Lessor and shall remain upon and be surrendered with the premises as a part thereof at the termination and/or expiration of this Lease. Prior to commencing any development of the subject property, the Lessee shall insure full compliance with all applicable local, state and federal regulations.

8. INSURANCE AND INDEMNITY. The Lessee shall include the Leased Premises under its comprehensive general liability insurance coverages for the full amount of coverage as the Lessee carries for all of its other municipal facilities. Lessee agrees to hold harmless and indemnify the Lessor for any and all losses or liabilities that it may incur as a result of the Lessee's improvement and operation of the Leased Premises.

9. BREACH. Should the Lessee breach any of the terms of this Lease, then the Lessor shall have the right, at its option, to immediately terminate this Lease and to re-enter and re-take possession of the Leased Premises.

10. ATTORNEY'S FEES AND COSTS. Should it be necessary for either party, upon default of the other party, to employ the services of any attorney to enforce the provisions of this Lease, then the defaulting party hereby agrees to pay a reasonable attorney's fee and all costs involved in said proceedings to the non-defaulting party.

11. MISCELLANEOUS. The Lessee shall keep the Leased Premises clean and free of rubbish and shall not allow the accumulation of any unsightly matter(s) or object(s).

The Lessee shall develop, operate and maintain any improvements to the subject property so as not to interfere with the property rights of the adjacent residential homeowners.

12. NOTICES. Any and all notices required to either party shall be given or mailed to the Lessor at Okaloosa County Courthouse, Crestview, Florida 32536, and to the Lessee at Destin City Hall, Post Office Box 399, Destin, Florida 32540.

IN WITNESS WHEREOF, the parties hereby have caused the signatures of their officers to be set hereunder and the seals to be placed thereon to be effective as of the latest date of execution.

THE SCHOOL BOARD OF OKALOOSA COUNTY, FLORIDA

By: _____
Don Gaetz, Chairman

ATTEST: Date: 4-26-96

By: _____
Bernadette Cover, Secretary

CITY OF DESTIN, a Florida municipality

By: _____
print name: KENNETH B. REAIRD

ATTEST: title: MAYOR
Date: 5-7-96

By: _____
print name: CAROLYN LEE GARRETT
title: CITY CLERK

STATE OF FLORIDA
COUNTY OF OKALOOSA

The foregoing instrument was acknowledged before me this 26TH day of APRIL, 1996, by Don Gaetz and Bernadette Cover, as Chairman and Secretary respectively of The School Board of Okaloosa County, Florida, on behalf of the School Board. They are personally known to me.

NOTARY PUBLIC:

sign: _____
print: C. JEFFREY McINNIS
State of Florida at Large (Seal)
My Commission Expires:

C. JEFFREY McINNIS NOTARY My Comm. Expires March 21, 1998 No. CC357629 PUBLIC STATE OF FLORIDA

STATE OF FLORIDA
COUNTY OF OKALOOSA

The foregoing instrument was acknowledged before me this 7th day of May, 1996, by KENNETH B. BEAIRD, as MAYOR of The City of Destin, a Florida municipality, on behalf of the corporation. They are personally known to me and did not take an oath.

NOTARY PUBLIC:

sign: _____
print: CAROLYN LEE GARRETT
State of Florida at Large (Seal)
My Commission Expires:

NOTARY SEAL CAROLYN LEE GARRETT COMMISSION NUMBER CC475224 MY COMMISSION EXP. JUNE 21,1999 STATE OF FLORIDA

This Instrument (school\destelem.lea)
Prepared By:
C. Jeffrey McInnis, Esquire
ANCHORS, FOSTER, McINNIS & KEEFE, P.A.
909 Mar Walt Drive, Suite 1014
Fort Walton Beach, FL 32547
(904) 863-4064

EXHIBIT "A"

The attached survey and legal description are confirmed to be Exhibit "A" as referenced in that certain Lease Agreement between The School Board of Okaloosa County, Florida and the City of Destin, Florida for the joint use of recreational facilities at Destin Elementary School with a lease commencement date of May 1, 1996.

THE SCHOOL BOARD OF OKALOOSA COUNTY, FLORIDA

By: _____
Don Gaetz, Chairman

ATTEST: Date: 4-26-96

By: Bernadette Cover
Bernadette Cover, Secretary

CITY OF DESTIN, a Florida municipality

By: _____
print name: KENNETH B. BEAIRD
title: MAYOR

ATTEST: Date: 5-7-96

By: Carolyn Lee Garrett
print name: CAROLYN LEE GARRETT
title: 5-7-96

EXHIBIT "B"

The attached construction plans and specifications with the following additional items:

1. relocation of existing softball field;
2. installation of irrigation system;
3. sodding of retention areas;
4. seeding of football field inside of track area; and rubberized coasting of the track surface

are confirmed to be Exhibit "B" as referenced in that certain Lease Agreement between The School Board of Okaloosa County, Florida and the City of Destin, Florida for the joint use of recreational facilities at Destin Elementary School with a lease commencement date of May 1, 1996.

THE SCHOOL BOARD OF OKALOOSA COUNTY, FLORIDA

By: _____
Don Gaetz, Chairman
Date: 4-26-96

ATTEST:

By: _____
Bernadette Cover, Secretary

CITY OF DESTIN, a Florida municipality

By: _____
print name: KENNETH B. BEAIRD
title: MAYOR
Date: 5-7-96

ATTEST:

By: _____
print name: CAROLYN LEE GARRETT
title: CITY CLERK

STATE OF FLORIDA
COUNTY OF OKALOOSA

JOINT USE AGREEMENT

THIS AGREEMENT made and entered into effective the 25th day of April, 2016 by and between the SCHOOL BOARD OF OKALOOSA COUNTY, FLORIDA, (hereinafter referred to as "School Board"), and the CITY OF DESTIN, a Florida municipality (hereinafter referred to as "City").

WITNESSETH:

WHEREAS, the School Board owns certain real property located in the City of Destin, Florida on which the School Board has built and operates the Destin Elementary School; and,

WHEREAS, the School Board has leased to the City for a number of years a portion of the Destin school campus for the purpose of construction, development and operation of joint use educational and recreational facilities; and,

WHEREAS, the facilities on the subject real property are used by Destin Elementary School in its education program; and,

WHEREAS, the City and School Board cooperated in the expansion of the joint use facilities by the construction of a track facility which was funded by a combination of privately raised funds and a contribution by the City of public funds; and,

WHEREAS, the School Board and the City believe it to be in their best interest to renew the current Lease Agreements by entering into this Joint Use Agreement for the long term joint use of the facilities.

NOW THEREFORE, for and in consideration of the covenants and agreements herein set forth, the parties do hereby agree as follows:

1. JOINT USE PREMISES. That the School Board hereby grants to City a joint use interest, together with School Board, in the following described real property and improvements thereon situated in Okaloosa County, Florida, to-wit:

See Exhibit "A" attached hereto and made a part hereof (the "Joint Use Premises").

2. TERM AND TERMINATION. This Agreement shall be for a period of twenty (20) years beginning on the 1st day of May, 2016, and terminating on the 30th day of

April, 2036. Notwithstanding the term stated herein, this Agreement may be terminated by either party at any time upon sixty (60) days written notice to the other party. Any such termination by the School Board shall be only after a finding by School Board that the Joint Use Premises is necessary for (i) the expansion of the adjacent school facility, or (ii) for exclusive use by the School Board or, (iii) is no longer necessary for school related operations and is to be surplused by the School Board.

3. CONSIDERATION. The consideration paid by the City to School Board therefor shall be the sum of One ($1.00) Dollar per year. The City shall also be responsible for the ongoing and continuous maintenance of all of the recreational facilities and other improvements located on the Joint Use Premises at its sole expense.

4. USES. The Joint Use Premises shall be used by School Board for its school physical education program and other school sponsored events, and by City only as a park for public use.

5. FACILITY SCHEDULING. The School Board's Destin Elementary School, through its school principal (the "School Principal"), shall have priority in scheduling the use of the facilities. Any public use of the Joint Use Premises during regular school hours shall be only in accordance with rules and procedures as established by the School Principal. Should there be any dispute as to the scheduled use or type of program or activities to be conducted at the Joint Use Premises, the decision of the School Principal shall be final.

6. IMPROVEMENTS. The City shall not make any improvements, modifications or additions to the Joint Use Premises without the prior approval of School Board. All fixtures and equipment attached to the Joint Use Premises will become the property of the School Board and shall remain upon and be surrendered with the Joint Use Premises as a part thereof at the termination and/or expiration of this Agreement. Prior to commencing any improvements, modifications or additions to the subject property, the City shall insure full compliance with all applicable local, state and federal laws and regulations. The School Board's Facilities Planning Department shall review all plans for any proposed facility improvements, modifications or additions and shall be responsible for all necessary approvals and permit issuance to the City.

7. INSURANCE. The City shall include the Joint Use Premises under its comprehensive general liability insurance coverages for the full amount of coverage as the City carries for all of its other municipal facilities.

8. SOVEREIGN IMMUNITY. Nothing in this Agreement is intended to nor shall be construed to waive the School Board or City rights and immunities under the Florida Constitution, Common law, or Florida Statutes §768.28, as amended from time to time.

9. BREACH. Should the City breach any of the terms of this Agreement, then the School Board shall have the right, at its option, to terminate this Agreement and to re-enter and re-take possession of the Joint Use Premises upon thirty (30) days written notice to the City.

10. ATTORNEY'S FEES AND COSTS. Should it be necessary for either party, upon default of the other party, to employ the services of any attorney to enforce the provisions of this Agreement, then the defaulting party hereby agrees to pay a reasonable attorney's fee and all costs involved in said proceedings to the non-defaulting party.

11. MISCELLANEOUS. The City shall keep the Joint Use Premises clean and free of rubbish and shall not allow the accumulation of any unsightly matter(s) or object(s). The City shall develop, operate and maintain any improvements to the subject property so as not to interfere with the property rights of the adjacent residential homeowners.

12. NOTICES. Any and all notices required to either party shall be given or mailed to the School Board at 120 Lowery Place S.E., Fort Walton Beach, Florida 32548, ATTENTION: Superintendent of Schools, and to the City at Destin City Hall, Post Office Box 399, Destin, Florida 32540, ATTENTION: City Manager.

IN WITNESS WHEREOF, the parties have caused the signatures of their respective officers to be set hereunder and the seals to be placed thereon to be effective as of the date first above written.

THE SCHOOL BOARD OF OKALOOSA COUNTY, FLORIDA

By: _____
Catherine S. Thigpen, Chairman
Date: April 25, 2016

ATTEST:
By: _____
Mary Beth Jackson
Superintendent and Corporate Secretary

CITY OF DESTIN, a Florida municipality
By: _____
Print name: SCOTT FISCHER
Title: MAYOR
Date: 5/2/16

ATTEST:
By: _____
Print Name: ROY BAILEY
Title: CITY CLERK

STATE OF FLORIDA
COUNTY OF OKALOOSA

The foregoing instrument was acknowledged before me this 15th day of April, 2016, by Catherine S. Thigpen and Mary Beth Jackson, as Chairman and Superintendent and Corporate Secretary, respectively of the The School Board of Okaloosa County, Florida, on behalf of the School Board. They are personally known to me.

NOTARY PUBLIC:

Sign: _____
Print: _____
My Commissions Expires:

TERESA L. EPPERSON
MY COMMISSION EXPIRES
April 7, 2019
#FF 204775
NOTARY PUBLIC, STATE OF FLORIDA

STATE OF FLORIDA
COUNTY OF OKALOOSA

The foregoing instrument was acknowledged before me this 2nd day of MAY, 2016, by SCOTT FISCHER and ROY BAILEY, as MAYOR and CITY CLERK, respectively of the City of Destin, a Florida municipality, on behalf of The City of Destin. They are personally known to me and did not take an oath.

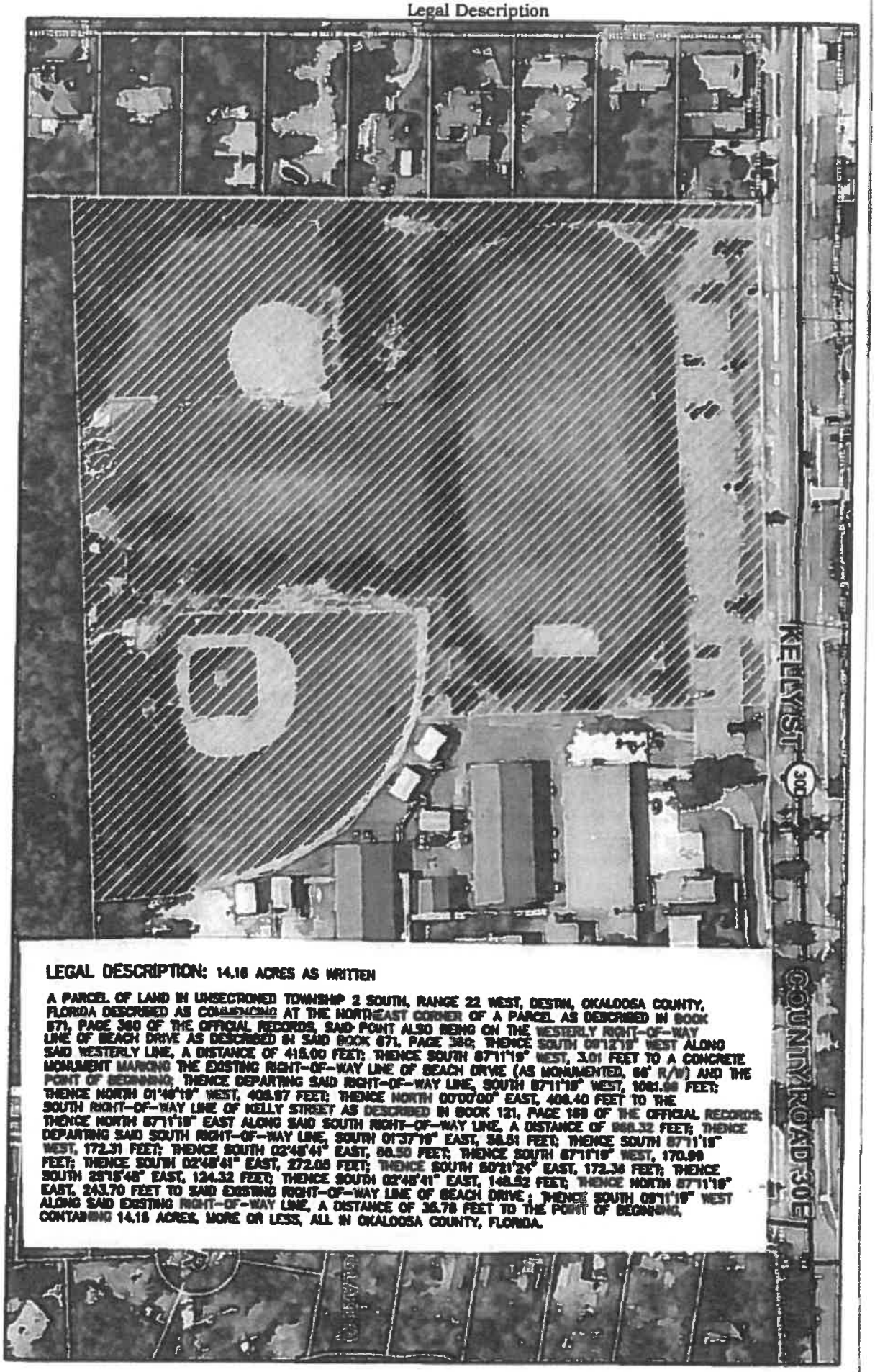
NOTARY PUBLIC:

Sign: _____
Print: _____
My Commissions Expires:

CHERYL WYREN
MY COMMISSION # EE 831506
EXPIRES: September 17, 2016
Bonded Thru Budget Notary Services

This instrument prepared by:
C. Jeffrey McInnis, Esq.
ANCHORS SMITH GRIMSLEY, PLC
909 Mar Walt Drive, Suite 1014
Fort Walton Beach, Florida 32547
(850) 863-4064

Exhibit "A"
Legal Description



LEGAL DESCRIPTION: 14.18 ACRES AS WRITTEN

A PARCEL OF LAND IN UNSECTIONED TOWNSHIP 2 SOUTH, RANGE 22 WEST, DESTIN, OKALOOSA COUNTY, FLORIDA DESCRIBED AS COMMENCING AT THE NORTHEAST CORNER OF A PARCEL AS DESCRIBED IN BOOK 671, PAGE 380 OF THE OFFICIAL RECORDS, SAID POINT ALSO BEING ON THE WESTERLY RIGHT-OF-WAY LINE OF BEACH DRIVE AS DESCRIBED IN SAID BOOK 671, PAGE 380; THENCE SOUTH 09°12'19" WEST ALONG SAID WESTERLY LINE, A DISTANCE OF 415.00 FEET; THENCE SOUTH 87°11'19" WEST, 3.01 FEET TO A CONCRETE MONUMENT MARKING THE EXISTING RIGHT-OF-WAY LINE OF BEACH DRIVE (AS MONUMENTED, 66' R/W) AND THE POINT OF BEGINNING; THENCE DEPARTING SAID RIGHT-OF-WAY LINE, SOUTH 87°11'19" WEST, 1061.98 FEET; THENCE NORTH 01°46'19" WEST, 409.97 FEET; THENCE NORTH 00°00'00" EAST, 408.40 FEET TO THE SOUTH RIGHT-OF-WAY LINE OF KELLY STREET AS DESCRIBED IN BOOK 121, PAGE 169 OF THE OFFICIAL RECORDS; THENCE NORTH 87°11'19" EAST ALONG SAID SOUTH RIGHT-OF-WAY LINE, A DISTANCE OF 868.32 FEET; THENCE DEPARTING SAID SOUTH RIGHT-OF-WAY LINE, SOUTH 01°37'19" EAST, 58.51 FEET; THENCE SOUTH 87°11'19" WEST, 172.31 FEET; THENCE SOUTH 02°48'41" EAST, 66.50 FEET; THENCE SOUTH 87°11'19" WEST, 170.99 FEET; THENCE SOUTH 02°48'41" EAST, 272.05 FEET; THENCE SOUTH 50°21'24" EAST, 172.36 FEET; THENCE SOUTH 25°15'48" EAST, 124.32 FEET; THENCE SOUTH 02°48'41" EAST, 148.52 FEET; THENCE NORTH 87°11'19" EAST, 243.70 FEET TO SAID EXISTING RIGHT-OF-WAY LINE OF BEACH DRIVE; THENCE SOUTH 09°11'19" WEST ALONG SAID EXISTING RIGHT-OF-WAY LINE, A DISTANCE OF 35.78 FEET TO THE POINT OF BEGINNING, CONTAINING 14.18 ACRES, MORE OR LESS, ALL IN OKALOOSA COUNTY, FLORIDA.