

Original & USB

## City of Clearwater, FL

RFP # 35-20

Disaster Debris Removal and Disposal Services

*Wednesday, June 10, 2020 @ 10:00 am*



*Crowder Gulf is committed to protecting  
and preserving our environment.*

*As part of this effort, our proposal is on  
recycled paper.*

**John Ramsay, President & CEO**

**5629 Commerce Blvd. East**

**Mobile, AL 36619**

**800-992-6207 Phone**

**251-459-7433 Fax**

[jramsay@crowdergulf.com](mailto:jramsay@crowdergulf.com)

[www.crowdergulf.com](http://www.crowdergulf.com)



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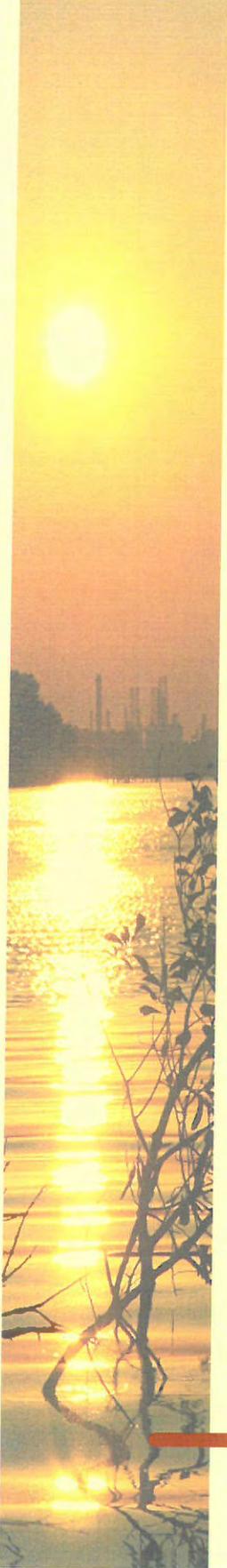
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# **TAB 1 - Letter of Transmittal**

# CrowderGulf

## Disaster Recovery and Debris Management

5629 Commerce Blvd. East  
Mobile, AL 36619

Office: (800) 992-6207  
Fax: (251) 459-7433

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June 10, 2020

City of Clearwater  
Attn: Procurement Division  
100 S. Myrtle Avenue, 3<sup>rd</sup> Floor  
Clearwater, FL 33756-5520

### Re: RFP # 35-20: Disaster Debris Removal and Disposal Services

CrowderGulf is pleased to submit the enclosed proposal as a firm and irrevocable offer in response to the RFP referenced above. We want to express our desire to enter into an agreement with the City of Clearwater for Disaster Debris and Disposal Services. We believe we are the best company to provide the requested services, based on our geographic familiarity with the City and our many years of disaster debris recovery experience and capabilities, as synopsized below and demonstrated in the attached proposal.

CrowderGulf is a national full-service debris management firm with more than fifty years of experience in helping communities like the City of Clearwater recover from disasters. Our disaster recovery experience includes the completion of **over 485 disaster recovery projects**, while successfully removing, reducing and disposing of **over 365 million cubic yards of debris**, with no major issues or lawsuits. This is a testament to our integrity and commitment to successfully meet the scope of work established by the City.

CrowderGulf's management team includes previous FEMA Directors, Emergency Managers and qualified Debris Specialists, with 40+ years of training and "boots on the ground" field experience. You will find our team fully knowledgeable in all aspects of debris management 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 hold numerous FEMA and OSHA certifications in emergency management, safety, and environmental compliance. The project management team listed in our proposal will remain with you from contract activation to project closeout.

The knowledge and experience of CrowderGulf's management team, coupled with our personal inventory of company-owned equipment and large cadre of dedicated subcontractors, are some of the reasons why all of our projects have been completed successfully, within contract timelines. CrowderGulf strictly adheres to FEMA guidelines and 2 CFR requirements. Our past 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 key components to a successful disaster recovery operation. CrowderGulf provides **pre-planning** and **training** to our clients at **no additional charge** throughout the contract term.

CrowderGulf is *committed to responding to any event in the City of Clearwater and meeting any specific timeline requested*, regardless of size or type. **Don Madio, Florida Regional Manager**, is a long-time Pinellas County resident and will meet the needs and requests of the City throughout the year, with a local, inherent commitment to the City of Clearwater. Don will be the City's Senior Project Manager and Joe Hayes, also a resident of Florida, will serve as the Project Manager. Both have first-hand knowledge of the City and recently managed multiple projects after Hurricane's Matthew, Irma, and Michael caused significant damage throughout the State of Florida. Don Madio can be reached at 813-285-8749 or [dmadio@crowdergulf.com](mailto:dmadio@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 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. **During the 2018 hurricane season, CrowderGulf was able to self-finance nearly 95% of over \$150,000,000 in payments to subcontractors with all subcontractors being paid on a weekly basis.**

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 are able to 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 its financial obligations, without interruption.

AGGREGATE BONDING CAPACITY	\$ 500,000,000
SINGLE BONDING CAPACITY	\$ 250,000,000
OTHER AVAILABLE FUNDING	\$ 80,000,000

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, hazardous stump removal, marine debris removal, debris reduction and disposal, etc. Details of our abilities are summarized in our 'Past Performance' in the attached proposal.

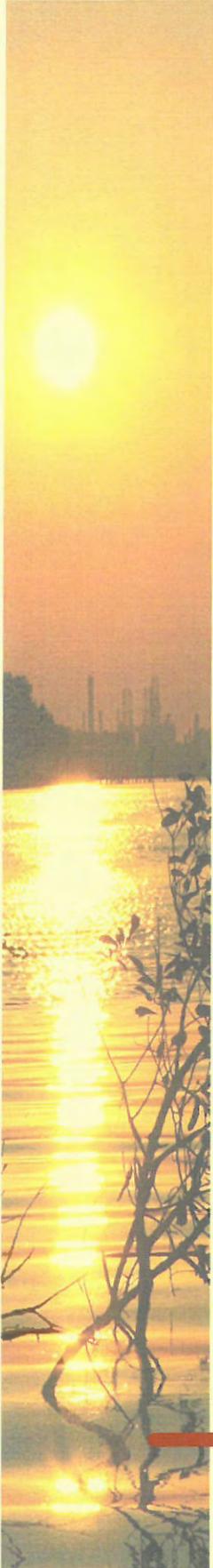
We greatly appreciate the opportunity to submit this proposal. We assure you that our professional disaster recovery and debris management team will continue to exceed the expectations of the City. We will be pleased to provide any additional information that would assist the City in its deliberations 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, John Ramsay, have the authority to bind CrowderGulf in all transactions relative to the award of **RFP # 35-20: Disaster Debris Removal and Disposal Services** for the City of Clearwater. In addition, Ashley Ramsay-Naile, Senior Vice President, also has the authority to bind the company.

Best regards,



John Ramsay  
President and CEO  
[jramsay@crowdergulf.com](mailto:jramsay@crowdergulf.com)  
[knoll@crowdertgulf.com](mailto:knoll@crowdertgulf.com)



## **TAB 2 - Qualifications & Experience**

## Tab 2 - Qualifications and Experience of Personnel

### CrowderGulf At-A-Glance

- **Full time (365 days/yr) Debris Management Company with over 50 years of successful experience** in debris management, removal and disposal services.

- **Bases of Operation:**

<u>Primary</u>	<u>Theodore, Alabama</u>
<u>Satellite Offices</u>	Coral Springs, Davenport, Florahome, Clearwater and Winter Garden, FL D'Iberville, Mississippi Rocky Mount, North Carolina Hilton Head Island and Laurens, South Carolina Austin and Denton, Texas Richmond, Virginia

- **Never failed to complete** all contract obligations and never defaulted on a contract.
- **Committed to the same** Project Management Team remaining with the project from start to finish.
- Large cadre of management personnel with extensive disaster debris training and experience.
- **Completed simultaneous** debris projects after all major hurricanes **since 1969**.
- Over **485** disaster recovery projects successfully completed.
- Successfully removed, reduced and disposed of over **365 million cubic yards of debris**.
- Industry leader in **waterway debris removal**, including work after Hurricane Sandy and Deep Horizon Oil Spill.
- 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 350 pieces of company-owned/leased equipment available for rapid response.
- Experienced in providing FEMA compliant documentation to every client. We provide unlimited support and accurate documentation to help ensure that no clients are denied reimbursement.
- Well-developed and proven Debris Management and Operations 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:
 

<b>AGGREGATE BONDING CAPACITY</b>	<b>\$ 500,000,000</b>
<b>SINGLE BONDING CAPACITY</b>	<b>\$ 250,000,000</b>
<b>OTHER AVAILABLE FUNDING</b>	<b>\$ 80,000,000</b>

## Over Fifty Years of Debris Management Experience

CrowderGulf's owners, John and Woodie Ramsay, joined forces with local contractors in 1969 to clean up Biloxi and much of the Mississippi Gulf Coast after Hurricane Camille. The business continued to grow and in 1984, they began doing business as Gulf Equipment Corporation, an Alabama General Contractor licensed in seven Southeastern states. Based on the work generated, John and Woodie developed three divisions in Gulf Equipment: tower erection, construction, and disaster management.

In 2002, CrowderGulf was formally created by the Ramsay brothers as an independent disaster management company. During the last four and a half decades, CrowderGulf has managed over **485 disaster recovery projects in 15 states and has successfully removed, reduced and disposed of over 365 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 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 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 Protection, the Florida Department of Health, and the Florida Department of Transportation. This commitment to regulatory detail has earned CrowderGulf a reputation as a company of integrity, dependability and reliability.

CrowderGulf is committed to working as a team with City personnel to facilitate the pre-planning that will assure 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 is provided free of charge throughout the contract term.**

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

**“The County of York has worked with CrowderGulf on three different storm events. On all three events CrowderGulf’s professionalism, responsiveness, and attention to detail was outstanding! As a Manager, I could not have asked for any more support than they provided to us during these events.”**

*Frank Hedspeth, Waste Services Manager  
County of York, VA*

## CrowderGulf Services Available to the City of Clearwater

CrowderGulf has a plan tailored to meet the needs and specific requirements of the City of Clearwater. The services provided will consist of furnishing all labor, materials, and equipment to complete and deliver full Emergency Response and Recovery Services. CrowderGulf is able to offer the 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.

### 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.



### ROW & ROE Debris Removal

CrowderGulf performs permitting, clearing, and/or removing FEMA eligible disaster related debris from the public rights-of-way, private property, streets, roads, canals, lakes, ponds and waterways in the City's jurisdiction as directed. Each load of debris is accurately and verifiably recorded on load tickets and presented to the City daily along with requested daily and weekly reports.

### Development and Operation of DMS

CrowderGulf constructs DMS to handle the volume of debris generated in the City by the disaster. Operation of the DMS includes debris separation, reduction, recycling and proper holding, separating and disposal of hazardous waste and fluids. DMS are fully restored to original condition after project completion. CrowderGulf can also assist in selecting and identifying appropriate DMS 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. Tipping fees are typically associated with final disposal facilities and can be paid by CrowderGulf and back billed at a later date as a pass through cost at the City's request.

### Stump Removal

All stump removal will be conducted following all FEMA 325 regulations. 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.

**Demolition**

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



**Derelict Vehicle Removal & Abandoned Vehicle 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-Goods**

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 extremely sensitive areas, the debris will be removed by hand labor. CrowderGulf has also completed earthen fill repairs and restoration as well as armored shorelines consisting of rip-rap, (both stone and recycled concrete). Additionally, CrowderGulf has the capabilities and experience to install 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 provide assistance with all aspects of the Public Assistance Program including damage survey reports, project worksheets, documentation support and consultations/negotiation services and any other technical assistance needed.



**Other services CrowderGulf is experienced in are, but not limited to:**

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

## Key Personnel

CrowderGulf Disaster Management brings a responsible and experienced organization to partner with the City of Clearwater. CrowderGulf's extensive experience and personnel resources enables 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 disaster related to debris 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. Each individual 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.

Name	Position	Email	Phone	Years Experience
John Campbell	Regional Director - East	<a href="mailto:jcampbell@crowdergulf.com">jcampbell@crowdergulf.com</a>	(859) 963-8672	25
Buddy Young	Regional Director - West	<a href="mailto:byoung@crowdergulf.com">byoung@crowdergulf.com</a>	(940) 597-4252	26
Don Madio	Regional Manager - FL	<a href="mailto:dmadio@crowdergulf.com">dmadio@crowdergulf.com</a>	(813) 285-8749	20
Barrett Holmes	Regional Manager - Carolinas, VA, NJ	<a href="mailto:bholmes@crowdergulf.com">bholmes@crowdergulf.com</a>	(864) 569-6611	13
Brian Smallwood	Regional Manager - AL, MS, LA	<a href="mailto:bsmallwood@crowdergulf.com">bsmallwood@crowdergulf.com</a>	(251) 581-5789	10
Clayton Young	Regional Manager - TX	<a href="mailto:cyoung@crowdergulf.com">cyoung@crowdergulf.com</a>	(940) 206-6996	9
Nick Pratt	Director of Operations	<a href="mailto:npratt@crowdergulf.com">npratt@crowdergulf.com</a>	(251) 402-5566	15
Joe Hayes	Project Manager - FL / Gulf Coast	<a href="mailto:jhayes@crowdergulf.com">jhayes@crowdergulf.com</a>	(561) 315-1360	5
Andrew Sprinkle	Project Manager - Gulf Coast	<a href="mailto:atsprinkle@crowdergulf.com">atsprinkle@crowdergulf.com</a>	(251) 423-1100	5
Jeff Zemlik	Safety Manager	<a href="mailto:jzemlick@crowdergulf.com">jzemlick@crowdergulf.com</a>	(251) 509-9422	12
Margaret Wright	Documentation Director / PhD	<a href="mailto:mwright@crowdergulf.com">mwright@crowdergulf.com</a>	(251) 604-6346	23
Leigh Anne Ryals	Emergency Management & Quality Control Specialist	<a href="mailto:lryals@crowdergulf.com">lryals@crowdergulf.com</a>	(251) 751-8660	25
Wilber Ledet	Senior Project Manager - Gulf Coast	<a href="mailto:wledet@crowdergulf.com">wledet@crowdergulf.com</a>	(228) 326-5915	12
Reid Loper	Vice President / Senior Project Manager	<a href="mailto:rloper@crowdergulf.com">rloper@crowdergulf.com</a>	(678) 477-3755	15
Wesley Naile	Contracts Manager	<a href="mailto:wnaile@crowdergulf.com">wnaile@crowdergulf.com</a>	(251) 533-5585	15
Howard Turner	Project Manager - East Coast	<a href="mailto:hturner@crowdergulf.com">hturner@crowdergulf.com</a>	(804) 814-6197	17
Matt Lucas	Senior Project Manager - East Coast	<a href="mailto:mlucas@crowdergulf.com">mlucas@crowdergulf.com</a>	(609) 731-2858	25
Freddie Willis	Project Manager - Gulf Coast	<a href="mailto:fwillis@crowdergulf.com">fwillis@crowdergulf.com</a>	(251) 455-5017	5

### Nick Pratt – Director of Operations

Mr. Pratt serves as CrowderGulf's Director of Operations. His ability to coordinate our field assets and subcontractor resources has proved invaluable to the overall success of our many projects. Nick began his work at CrowderGulf in 2004 as an equipment operator and crew foreman following Hurricane Ivan. Having completed this large debris removal operation with great success, Nick's talents and abilities were used again to provide field supervision over crews in Pascagoula, MS following Hurricane Katrina in 2005 and in Texas after Hurricane Ike in 2008. Nick supervised and managed several hauling crews until the final cleanup work was completed in Bolivar, Texas. Nick was promoted to Project Manager in 2010 and was assigned project management duties for the BP Deep Water Horizon Oil Spill cleanup. He initially handled all of the logistics for the Oil Spill project, putting hundreds of pieces of CrowderGulf equipment in place and directing and training hundreds for CrowderGulf employees throughout the operation. Nick has continued to assist our team by providing his expert knowledge and leadership in the field to complete any assignment given to him on or ahead of schedule.



Nick has played a vital role as project manager for our large waterway debris removal contract with the New Jersey Dept. of Environmental Services, as a result of Hurricane Sandy in 2012. From 2012- 2018, Nick has worked numerous disaster responses for CrowderGulf providing Project Management and asset coordination assistance for multi-state responses. Most recently, Mr. Pratt worked to secure subcontractors, field personnel, equipment and assets in 2017 after Hurricane Harvey struck the Texas Coast. Hurricane Irma devastated Florida two weeks later and he remobilized and oversaw the same task items along the Florida Coast. He managed to supply necessary subcontractors and equipment to all **91 activated contracts** in Texas and Florida after those two historical storms. 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 Manager 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 IV, Hurricane Michael. Mr. Pratt's ability to assess each project's needs and 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 and has over a decade of Disaster Debris Management Experience. (NIMS Trained)

**Don Madio – Regional Manager**

Since 1999, Don Madio has served on more than 150 mid-to-large-scale disaster recovery and debris management projects. Don's seasoned portfolio offers a wide range of competent recovery and management disciplines, providing critical oversight to operational challenges and innovative project strategies that regularly exceed client expectations and project goals. Upon taking a position with CrowderGulf, Mr. Madio provided management and oversight for 7 debris removal and waterway projects, following Hurricane Mathew. These projects were successfully completed within the client's time frame and contract specifications. Following Hurricane Irma, Mr. Madio served as Florida's Regional Manager and was tasked to manage all Florida debris removal operations throughout the State. He and his team of Project Managers and Field Supervisors managed 64 successful debris management and waterway projects, helping to remove and dispose of over **11.8 MILLION CUBIC YARDS** of Hurricane Irma generated debris. Recently, Mr. Madio supervised and oversaw all of Hurricane Michael's debris management projects in Florida's Panhandle, where more than **15 MILLION CUBIC YARDS** have been removed and disposed. All the while, Don handled any challenges that the historic 2017 and 2018 Storm Season threw at him, transcending all client objectives. Mr. Madio is a graduate from the University of Florida. (NIMS Trained)



**Wilber Ledet – Senior Project Manager**

Mr. Ledet's disaster experience with CrowderGulf began after Hurricane Ike with the managing of the wet debris targets identified by sonar 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, Mr. Ledet managed up to 800 Hazwoper certified responders and facilitated meetings with Environmental Teams and BP officials, serving as project manager, assigned to the Deepwater Horizon Oil Spill. 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. This project included sea oat replacement, and the management of the right of entry program for sand reclamation on private property. Following Super Storm Sandy in 2012,



Mr. Ledet was assigned as project manager to oversee the wet debris removal from Barnegat Bay, NJ, and successfully completed removal and disposal of over 700,000 yards of wet debris. Mr. Ledet has also served as Project Manager for Ice Storm Pax (NC), and 2014 Tornado Outbreak in Limestone County (AL). Mr. Ledet worked as the Project Manager after the 2015 Severe Floods that devastated Columbia County (SC) in early October, 2015. Most recently, Mr. Ledet managed the floods in Ouachita Parish (LA) and Brazoria County (TX).

In late 2016, the City of Central (LA) suffered some severe flooding and Wilber lead the CrowderGulf Team during the removal operations within the City and East Baton Rouge Parish. Mr. Ledet also was the Senior Manager on Hilton Head Island (SC) which resulted in the removal and disposal of over **2.8 Million Cubic Yards** of debris. After Hurricane Matthew, he worked on the waterway debris removal project in Brevard and Volusia County (FL) for the Florida Department of Environmental Protection. In 2017, Mr. Ledet was deployed to **Aransas County, Rockport and Corpus Christi after Hurricane Harvey** caused extensive damage to the area. As Senior Project Manager, he was in charge of all 3 locations and he and the CrowderGulf Team removed and disposed of approximately **2.5 Million Cubic Yards** of debris. In 2018, Mr. Ledet's served as Senior Project Manager overseeing North Carolina Contracts following Hurricane Florence.

**Joe Hayes-Project Manager**

Joe Hayes grew up around the storm relief and disaster management industry. Combined with a strong background in general contracting, 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, Joe was tasked as a project manager after Hurricane Irma tore through the state; successfully managing a number of projects in the South Florida area. 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, Joe was tasked with managing the removal and disposal of debris in Jackson County, FL. Mr. Hayes, along with his CrowderGulf team were able to mitigate the challenges of such a large scale disaster 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. When Joe is not working in the field on an active project, he is the CrowderGulf representative for the South Florida area. Mr. Hayes is a South Florida native and an honors graduate of Florida Atlantic University.



■ **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. The knowledge and expertise make them invaluable assets to any debris removal operation from startup to final invoicing and reconciliation.

**John Ramsay – Chief Executive Officer & President**

Mr. Ramsay is a graduate of Auburn University with a degree in Agriculture and has over 45 years of experience in storm debris removal and reduction operations and management. Working all disaster work since Hurricane Camille, in 1969, Mr. Ramsay is one of the foremost experts in all phases of a debris operation, including removal, reduction, recycling and disposal. As one of the owners and the founder of CrowderGulf, he takes a personal interest in each of the municipalities we have served over the years. In non-emergencies, Mr. Ramsay is a well-respected member of the timber industry. His experience in agriculture, farming, and silviculture provides opportunities for CrowderGulf to leverage additional services and expertise to our clients. He is well respected in the field and his technical advice has been and continues to be sought after by other contractors, municipalities, and various agencies such as Wildlife and Fisheries. Mr. Ramsay has been especially involved in creating innovative ways to recycle debris wastes. (NIMS Trained)



**Ashley Ramsay-Naile – Chief Operating Officer and Senior Vice President**

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 Chief Operating Officer 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.

**Margaret R. Wright, Ph.D. – Senior Documentation Director**

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



**Raymond "Buddy" Young – Regional Director**

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



**Gary Jones – FEMA Specialist and Technical Assistance Manager**

Mr. Jones has over 28 years working for the Federal Emergency Management Agency (FEMA). He served as **Deputy Regional Director of FEMA Region VI for 17 years**. During those 17 years as Deputy, he also served as Acting Regional Director for 4 years. Mr. Jones was responsible for administration of emergency management programs in the FEMA Region VI states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. He provided direct oversight and implementation of response and recovery operations for presidentially declared disasters in the five-state region. Additionally, Mr. Jones served as a Branch Chief managing several Technological Hazards Branch programs to include Radiological Emergency Management Preparedness, Radiological Defense, Haz. Materials, Earthquake and Hurricane Preparedness, Dam Safety and Chemical Stockpile Emergency Preparedness programs. He was designated Federal Coordinating Officer for Hurricanes Katrina, Rita and Georges and provided executive leadership to over 300 federally declared disasters. Mr. Jones has a Master's Degree from Tulane University and a Bachelor's Degree from the University of Arkansas. (NIMS Trained)



**Reid Loper – Vice President**

Mr. Loper previously worked as a project manager for a commercial construction company in Atlanta, Georgia, prior to returning to the Gulf Coast. The time spent in the commercial construction industry gave him vast knowledge in management, estimating, schedule and budget supervision. He graduated from Auburn University with a bachelor's degree in Aerospace Engineering while he worked as a research and design student. Mr. Loper started his career with CrowderGulf in 2010, as Senior Project Manager (SPM) for the BP Oil Spill. As SPM, his role was managing over 1,200 personnel and 600 pieces of equipment.



Managing simultaneous projects is one of Mr. Loper's strong points and the BP project consisted of managing eight forward operating bases throughout the Alabama area of responsibility. In 2012 Mr. Loper took on the task as SPM to oversee CrowderGulf's Hurricane Sandy Response for the New Jersey Department of Environmental Protection Agency. Since 2012, he has been directly involved in overall company operations for all debris mission in which CrowderGulf has responded. Thus, managing over 40 million cubic yards of debris removal. This also includes the unprecedented 2017 storm season, which he played a key role as CrowderGulf's Vice President. The 2017 storm season involved managing 93 simultaneous contract activation and over 150 project managers. Upon completion of 2017 debris missions, the Florida panhandle was devastated by the first category 5 hurricane, to make landfall since 1992. Reid oversaw Hurricane Michael's debris missions, which resulted in removing over 14,000,000 cubic yards of debris. Mr. Loper also oversees our 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, Mr. Loper bids and oversees various types of construction projects under the special project division. Mr. Loper is a LEED Accredited Professional with certifications in NPDES and FEMA courses. Mr. Loper has a current OSHA 30 and HazWoper 40 certification is NIMS certified and holds general contractor licenses in the following states: Virginia, South Carolina, Georgia, Alabama, Mississippi, and Louisiana.

**John Campbell – Regional Director**

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 Masters 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)



■ **Disaster Administration Office Team**

**Leigh Anne Ryals, ALEM, CLEM – Emergency Management and Quality Control Specialist**

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. 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 110<sup>th</sup> and 111<sup>th</sup> U.S. Congress on Hurricane Katrina Preparedness and Response Initiatives – Best Management Practices. Mrs. Ryals learned first-hand the type of documentation and determination it takes to be successful in an OIG / FEMA audit. She obtained valuable knowledge in documentation proper damage survey, reports/technical writing, and extensive knowledge on FEMA policy and procedure. Mrs. Ryals is a Licensed and Certified Alabama Emergency Manager; and serves as a NIMS 300 & 400 Course Instructor and holds numerous FEMA and State Emergency Management Certifications. (NIMS Certified Instructor)



**Jeff Zemlik – Safety Manager**

Mr. Zemlik has been affiliated with the construction industry since a young age, starting his safety career by managing the safety department of his family's masonry company, which completed over 1.5 million safe work hours. His past projects have included the State of New Jersey after Hurricane Sandy in 2012, developing and directing the safety program for the BP Oil Spill for the State of Alabama, constructing the largest indoor primate house at Chicago's Brookfield Zoo and reworking furnaces in and around the steel mills of Gary, Indiana. He is currently charged with overseeing the Safety Department for CrowderGulf.



Mr. Zemlik is a graduate of Indian River State College, earning degrees in both Organizational Management and Occupational Health and Safety. Currently he is enrolled at Columbia Southern working toward his masters in Occupational Health and Safety. Mr. Zemlik holds certifications in USACE Construction Quality Management, USACE 385-1-1 40 hour, 40 hour HAZWOPER certificate and Instructor, SONS & TWIC, OSHA 10 hour General Industry, OSHA 510 & 500, Leadership & influence, DOT Supervisor and Root Cause & Incident Training. (NIMS Trained)

**Wesley Naile - Contracts Manager**

Mr. Naile has had experience in the disaster and recovery field since 2004 when he served in Volusia County, Florida as a CrowderGulf's Field Manager during Hurricane 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 the management of the pre-event contracts database information, coordinating with new and existing clients in establishing pre-event contract awards and contract documents and coordinating with clients on contract renewals. In 1999, he worked for Gulf Equipment Corporation Wireless Telecom Division on the southern east coast doing tower site build out. He has attended the University Of South Carolina Of Beaufort. He also served three years in the U.S. Army as a 12B Combat Engineer with an honorable discharge. (NIMS Trained)



**Freddie Willis - Project Manager**

Mr. Willis brings over 26 years of professional experience to the CrowderGulf team. Prior to working for CrowderGulf, Freddie was tasked with overseeing site remediation of a closed oil refinery. He successfully managed the removal and disposal of more than 33,331,536 gallons of crude oil, gasoline, diesel and JP-5 jet fuel from leaking tanks with final approval from the EPA and ADM. Freddie began his career with CrowderGulf in 2017 where he worked as a field supervisor in Florida in response to Hurricane Irma. Since that time, Freddie has managed multiple projects of varying scopes, ranging from sand screening, marine construction, shoreline restoration, dredging and debris removal. In 2018, Freddie successfully managed debris removal crews in a 1,200 square mile area in the Carolinas; managing multiple debris management sites and removing hundreds of thousands of cubic yards of debris. Mr. Willis takes great pride in exceeding the expectations of CrowderGulf's clients and establishing excellent working relationships from the start.



**Matt Lucas- Project Manager**

Mr. Lucas has over 25 years of extensive experience in debris clean up. He worked for the state of New Jersey and the New York Port Authority during the destruction of the world trade centers, and was instrumental in the construction of various logistical sites for the cleanup operations. In 2012 he was the Senior Project Manager managing clean-up operation for Hurricane Sandy and was instrumental in the right of way collections, PPDR, waterway debris removal, vessel recovery, and dredging ICW/marinas that were impacted. He also managed clean-up efforts in Raleigh, North Carolina and Fayetteville, North Carolina for hurricane Matthew this included right of way collection, set up and close out of temporary debris sites. Mr. Lucas was also involved in vessel recovery and salvage operations Beaufort, South Carolina. He managed the hurricane Harvey clean up in Port Arthur, TX, which resulted in 1 million cubic yards of debris removed and properly disposed.



More notably Mr. Lucas was the Sr. Project manager for hurricane Michael which devastated Panama City, FL. Mr. Lucas had over sight of all right of way, ditches, PPDR clean up and managed six temporary debris manage sites, which resulted in **4 million cubic yards** of debris removed from the city. He has owned and operated several business through 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

**Lew Najor-Project Manager**



Mr. Lew Najor has over 25 years of experience with disaster related projects to include Beach re-nourishment, Blue Roof Mission and Storm Debris Management. Mr. Najor also possess a strong background in heavy civil construction and has completed more than 10 projects for the Army Corp of Engineers (ACOE). He has also has experience working with Florida and Alabama Department of Transportation (FDOT, ALDOT) and Natural Resource Conservation Services (NRCS). Those projects encompassed levee enlargement, rip-rap placement, rock revetment, spoil dike construction and pit restoration. Lew joined CrowderGulf in 2017 after the devastation of Hurricane Harvey. He was designated as the Project Manager (PM) for the debris cleanup of Baytown, TX. He also contributed with management oversight for Brazoria County Texas and several surrounding communities. His responsibilities included the organization of storm debris pickup, temporary pit reduction, and haul-out/site restoration. In October 2018 following the destruction of Category 5 - Hurricane Michael, Lew represented CrowderGulf as the Onsite PM for Bay County Florida. His tasks included the supervision of right of way debris collection, site management and restoration, hazardous tree removal and waterways and ditch cleanup. Lew also serves as the Site PM of Private Property Debris Removal (PPDR) and Demolition project administered by FEMA for both the City of Lynn Haven and Bay County Florida.

Mr. Najor attended Auburn University and has received certificates for Construction Management from the ACOE in 2004 and 2019. Lew holds an Underground Utility and Excavation license with the State of Florida. He is also OSHA certified, has a Class B CDL.

**Howard Turner - Project Manager**



Mr. Turner has a long career spanning over 2 decades experience in the debris management industry. He began his management career at Grind-all where he oversaw scheduling and operations of four grinders, three screens, mulch coloring plant, fifteen loaders, excavators, trucks, and miscellaneous equipment. He was also responsible for the operation of three dumping and grinding sites for preparation of mulch, topsoil and organic growing media. After Hurricane Isabel devastated the eastern portion of Virginia and the Carolina's in 2003, Mr. Turner utilized his experience in DMS and debris reduction management for CrowderGulf. Mr. Turner served as the Project Manager in Virginia Beach, Norfolk, Suffolk, Newport News, and the Counties of James City, Southampton, York, and Suffolk.

Mr. Turner was responsible for all aspects of disaster debris collection, recordation, reduction, damage claims and client contact. In 2004, Mr. Turner served as the Project Manager for Lee County, Cities of Ft. Meyers and Cape Coral, Sanibel and Captiva Islands, and Upper Captiva Island after Hurricane Charley and Frances damaged the area. He was responsible for day-to-day management of all disaster recovery activities including collection crews and equipment, debris reduction and disposal, site restoration and acting as the Liaison with the municipalities, the Corps of Engineers and FEMA. Then in 2011, Mr. Turner managed York County, VA after Hurricane Irene effected the area. Most recently, Mr. Turner managed the Hurricane Irma debris management operation for numerous clients in the center portion of Florida.

**Amber Ramsay – Public/Community Relations and Marketing Manager**

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



**Gina Walley – Accounts Receivable Manager / Documentation Specialist**

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 and eligibility. 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 – Subcontractor Compliance Manager**

Ms. Todd manages subcontractors and 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 in an effort 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 per 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**

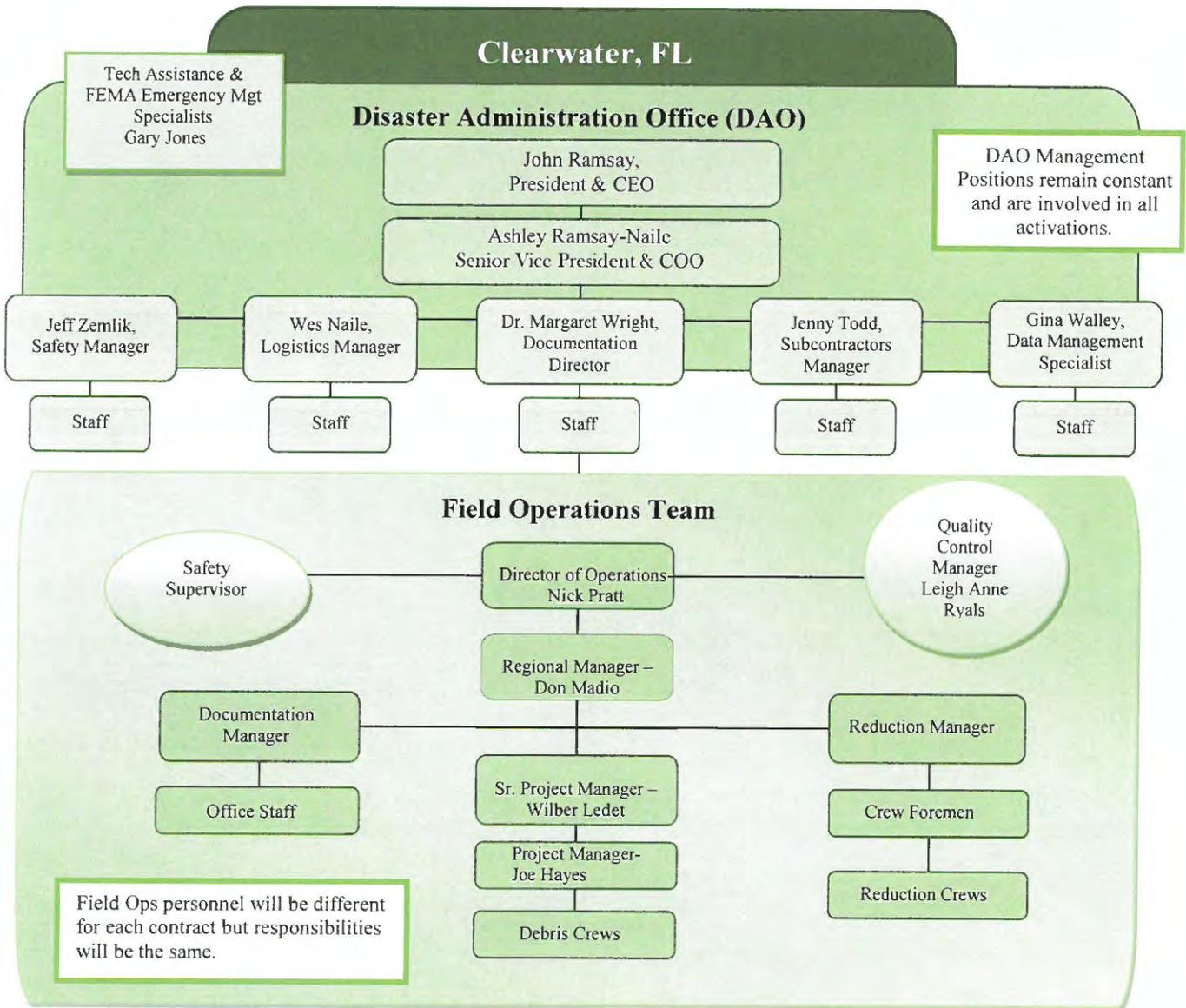
Last Name	First Name	Position
Ramsay	John Aaron	Superintendent, Sub Contractor Crew Foreman
Ramsay	Lyman	Senior Project Manager
Simon	Paris	Accounting Clerk
Suters	Donna	Accounting, Documentation Management
James	Jenny	Accounting, Documentation Management
Turner	Mary	Logistics, Contract Management
Williamson	Kelley	Subcontractor Accounts Payable Mgr, DAO Office Manager
Edwards	Melinda	Executive Administrative Assistant
Noll	Kerrie	RFP Manager
Snell	Brandi	Receptionist
Sprinkle	Aimee	Receptionist, Accounting Clerk

**Additional Field Personnel**

Last	First	Position	Last	First	Position
Anderson	Paul	Field Supervisor	Laurent	Zakiya	Field Supervisor
Baldwin	Lisa	Field Supervisor	Lee	Brandon	Field Supervisor
Bell	Maria	Field Supervisor	Leggett	Dee & Jan	Field Supervisor
Bell	Brad	Project Manager	Loper	Leigh	Project Manager
Bender	Jay	Project Manager	Loper	Mark	Field Supervisor
Bishop	Anthony	Project Manager	Lund	Barry	Project Manager
Brewer	James	Project Manager	Matlack	Desiree	Project Manager
Brewer	Lapa	Field Supervisor	Mosby	Jacob	Field Supervisor
Brisco	Isam	Project Manager	Perkins	Megan	Field Supervisor
Cade	Victor	Field Supervisor	Poore	Jim	Project Manager
Campbell	Tony	Field Supervisor	Powell	Mark	Project Manager
Crigler	Eric	Field Supervisor	Rackley	Rodney	Field Supervisor
Cruz	Lisa	Field Supervisor	Ransom	Jim	Field Supervisor
DeHart	Vance	Project Manager	Rel	Gabriel	Field Supervisor
Drinkwater	Cliff	Field Supervisor	Rich	Bud	Project Manager
Duhon	Ronnie	Project Manager	Roberts	Sam	Project Manager
Edge	Ron	Project Manager	Roberts	Kadeem	Field Supervisor
Fontenot	Dru	Project Manager	Robinson	Tom	Project Manager
Francisco	Ken	Field Supervisor	Sabasia	Dalicia	Field Supervisor
Frye	Jim	Project Manager	Scantlebury	Clement	Field Supervisor
Giffens	Brian	Field Supervisor	Smith	Tim	Field Supervisor
Gill	Ray	Project Manager	Spann	Gregory	Field Supervisor
Gittens	Margaret	Field Supervisor	Thorson	Ron	Project Manager
Hall	Eric	Project Manager	Tompkins	Alyssa	Field Supervisor
Hayes	Dan	Project Manager	Van Vactor	Joe	Project Manager
Hayes	Roy	Project Manager	Whitten	Brent	Field Supervisor
Henry	Curn	Field Supervisor	Widgeon	Pam	Field Supervisor
Hill	Philip	Project Manager	Widgeon	Paul	Field Supervisor
Holiday	Richard	Field Supervisor	Wimberly	Mike	Project Manager
Hollman	Michael	Field Supervisor	Wong	Tina	Field Supervisor
Holmes	Barton	Field Supervisor	Wright	Charles	Project Manager
Hope	Gene	Field Supervisor	Wright	Latasha	Field Supervisor
Iuteri	Rodney	Field Supervisor			

### 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.





### Personnel Certifications and Understanding of Governmental Programs

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

Additional Courses that are relevant to Debris Management that are held by staff members include the following:

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-75	FEMA Military Resources and EMA
IS-2	Emergency Preparedness in the USA	IS-101/102	Deployment Basics
IS-5	Intro to Hazardous Materials	IS-111	Livestock in Disaster
IS-10/11	Animals in Disaster	IS-120	Introduction to exercises
IS-27	Orientation to FEMA logistics	IS-139	Exercise Design
IS-30/31	Mitigation eGrants training	IS-208	State Disaster Management
IS-45.11	FEMA Safety Orientation	IS-230	Principals of Emergency Management
IS-55	Household Hazardous Materials	IS-235	Emergency Planning
IS-240	Leadership & Influence	IS241	Decision Making and Problem Solving
IS-242	Effective Communications	IS-250	Emergency Support Functions
IS-324	Community Hurricane Preparedness	IS-403	Individual Assistance
IS-630	Intro to Public Assistance Process	IS-631	Public Assistance Operations
IS-632	Intro to Debris Ops in FEMA's PA Program		Oil and Hazardous Materials Response
G202	Debris Management	G363	Hurricane Readiness
G 385	Disaster Response and Recovery Operations	FEMA	EMI Professional Development Series
	Debris Management Planning Course for State Tribal and locals		Side Scan Sonar Systems Introduction and Side Scan Sonar Systems Operators Course
OSHA	HazWoper Training	ICS 363	Hurricane Readiness
	Asbestos Contractor Supervisor	L449	ICS Incident Command Train the Trainer
IS 100	Intro to ICS	IS 200	ICS for single resources & Initial Action Incidents
IS300	Intermediate ICS	IS 400	Advanced ICS
IS 700	Intro into the National Incident Mgt. System	NIMS 800a	National Response Plan
NIMS 700/701a	Multi Agency Coordination System (MAC)	NIMs 702	NIMS Public Information System
703	NIMS Resource Management	IS 803	Emergency Support Functions PW

### 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



<b>IS-00100 - Intro to Incident Command Systems</b>			<b>IS-00200 - ICS for Single Resources &amp; Initial Action Incidents</b>		
John Ramsay	Desiree Matlack	Margaret Wright	John Ramsay	Donna Suters	Mike Moulder
Buddy Young	Don Madio	Mark Loper	Buddy Young	Don Madio	Mark Loper
John Campbell	Donna Suters Eric Hall	Mike Moulder	John Campbell	Eric Hall	Nick Pratt
Ashley Ramsay	Gary Jones	Nick Pratt	Ashley Ramsay	Gary Jones	Reid Loper
Amber Ramsay	Gina Walley	Reid Loper	Amber Ramsay	Gina Walley	Ronald Thorson
Andrew Sprinkle	Jenny Todd	Ronald Thorson	Andrew Sprinkle	Jenny Todd	Vance DeHart
Barrett Holmes	Jeff Zemlik	Vance DeHart	Barrett Holmes	Jeff Zemlik	Wes Naile
Brian Smallwood	Leigh Anne Ryals	Wes Naile	Brian Smallwood	Leigh Anne Ryals	Wilber Ledet
Charles Clark	Lisa Baldwin	Wilber Ledet	Clayton Young	Margaret Wright	
Clayton Young					
<b>IS-230 - Principles of Emergency Management</b>			<b>IS-00235 - Emergency Planning</b>		
Leigh Anne Ryals	Linda Lucas		Leigh Anne Ryals	Linda Lucas	
<b>IS-00242 - Effective Communication</b>			<b>IS-00632 - Intro to Debris Opers in FEMA's Public Asst. Program</b>		
Reid Loper	Mike Moulder		Reid Loper	Donna Suters	Mike Moulder
Leigh Anne Ryals			Leigh Anne Ryals	Leigh Anne Ryals	
<b>IS-00700 - Intro to National Incident Management System (NIMS)</b>			<b>IS-00800 - Intro to National Response Plan (NRP)</b>		
John Ramsay	Don Madio	Margaret Wright	John Ramsay	Clayton Young	Margaret Wright
Buddy Young	Donna Suters	Mark Loper	Buddy Young	Donna Suters	Mark Loper
John Campbell	Eric Hall	Mike Moulder	John Campbell	Don Madio	Mike Moulder
Ashley Ramsay	Gary Jones	Nick Pratt	Ashley Ramsay	Eric Hall	Nick Pratt
Amber Ramsay	Gina Walley	Reid Loper	Amber Ramsay	Gary Jones	Reid Loper
Andrew Sprinkle	Jenny Todd	Ronald Thorson	Andrew Sprinkle	Gina Walley	Ronald Thorson
Barrett Holmes	Jeff Zemlik	Vance DeHart	Barrett Holmes	Jenny Todd	Vance DeHart
Brian Smallwood	Leigh Anne Ryals	Wes Naile	Brian Smallwood	Jeff Zemlik	Wes Naile
Clayton Young	Lisa Baldwin	Wilber Ledet	Charles Clark	Leigh Anne Ryals	Wilber Ledet
Desiree Matlack					
<b>IS-300 - Intermediate ICS</b>			<b>IS-400 - Advanced ICS Command &amp; General Staff IS-400</b>		
<b>IS-300 Instructors: John Campbell and Leigh Anne Ryals</b>			<b>Instructors: John Campbell and Leigh Anne Ryals</b>		
Reid Loper	Jeff Zemlik		Reid Loper	Jeff Zemlik	

<b>OSHA 30 Hour – Construction</b>			<b>Hazwoper – Hazardous Waste Operations and Emergency Response</b>		
John Ramsay Buddy Young John Campbell Barrett Holmes Brian Smallwood Clayton Young Eric Hall Reid Loper Mike Moulder Mark Loper	Jeff Zemlik Lisa Baldwin Charles Clark Andrew Sprinkle Nick Pratt Reid Loper Vance DeHart Wes Naile Wilber Ledet Ronald Thorson		Brian Smallwood Jason Zirlott Jeff Zemlik John Campbell Nick Pratt Reid Loper	Ronnie Duhan Mark Loper Wilber Ledet Vance Dehart.	
<b>OSHA Misc.</b>			<b>Watershed Management Training</b>		
OSHA 10 Hour General industry	Brian Smallwood Jeff Zemlik Reid Loper		Brian Smallwood Jeff Zemlik Reid Loper	Brandi Snell Clayton Young Leigh Anne Ryals	
OSHA 500 – Train the trainer	Jeff Zemlik				
<b>U.S.A.C.E. – Q.C.M (Construction Quality Management)</b>			<b>T.W.I.C. Card</b>		
Brian Smallwood Jason Zirlott Jeff Zemlik Reid Loper Don Madio	John Campbell Leigh Anne Ryals Margaret Wright Nick Pratt Barret Holmes Clayton Young		Reid Loper Jeff Zemlik Wilber Ledet	Brian Smallwood Nick Pratt Drew Sprinkle	
<b>First Aid/CPR</b>			<b>Misc. Training</b>		
Buddy Young Clayton Young John Campbell Ashley Ramsay Amber Ramsay Andrew Sprinkle Barrett Holmes Brian Smallwood Clayton Young Donna Suters Margaret Wright Mark Loper Mike Moulder Nick Pratt	Desiree Matlack Eric Hall Reid Loper Vance DeHart Gary Jones Gina Walley Jenny Todd Jeff Zemlik Leigh Anne Ryals Charles Clark Ronald Thorson	 Wes Naile Wilber Ledet	Asbestos Supervisor Asbestos Inspector	Jeff Zemlik Jeff Zemlik	 
			USACE 385-1-1 40 hour	Jeff Zemlik	

## Key Personnel Storm Chart

The chart below lists CrowderGulf's key personnel and the storms/activations since 2004. Additional information and resumes can be provided upon request.

Key Personnel Past Storm Experience	2004			2005			2006		2008		2009		2010		2011		2012		2013		2014			2015	2016				2017		2018		2019				
	Hurricane Ivan	Hurricane Jeanne	Hurricane Dennis	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				
John Ramsay, Pres & CEO**	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Raymond "Buddy" Young, Regional Director	✓	✓			✓	✓	✓		✓	✓		✓		✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Ashley Ramsay-Naile, Senior VP & COO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Margaret Wright, Ph.D, Documentation Director	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
John Campbell, Regional Dir.						✓			✓					✓	✓	✓	✓			✓	✓	✓					✓		✓		✓		✓		✓		
Gary Jones, FEMA Specialist **																✓	✓		✓	✓	✓	✓		✓			✓	✓							✓		
Brian Smallwood, Regional Mgr															✓	✓	✓	✓					✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Reid Loper, Vice President													✓				✓	✓					✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Wesley Naile, Contracts Mgr	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Nick Pratt, Dir. of Operations	✓		✓	✓		✓	✓		✓				✓			✓	✓				✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Barrett Holmes, Regional Mgr **																					✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Wilber Ledet, Project Manager									✓	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Howard Turner, Project Manager		x				x								x	x		x	x	x	x	x	x							✓		✓	✓	✓	✓	✓	✓	
Don Madio, Regional Mgr**									x	x	x	x		x	x		x	x	x	x	x	x					x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓
Leigh Anne Ryals, FEMA Specialist**	x		x	x				x	x		✓			✓		✓					✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Clayton Young, Regional Mgr															✓															✓	✓		✓	✓		✓	
Jeff Zemlik, Safety Mgr.													✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Andrew Sprinkle, Proj. Mgr.									✓			✓																									
Amber Ramsay, Public & Com. Relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓					✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gina Walley, Accounts Receivable Mgr.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jenny Todd, Subcontracts Mgr.			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Joe Hayes, Project Manager																																					
Matt Lucas, Project Manager																																					

\*\* These employee's have additional experience with storms prior to 2005, FEMA, United States Army Corp. of Engineers, Emergency Management or other Company



## *Resumes*

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## Management Experience

### CrowderGulf Disaster Recovery, Theodore AL

#### Project Manager

2010-Present

**Hurricane Michael** - 2018 - Florida

**Hurricane Florence** - 2018 - North Carolina and South Carolina

**Hurricane Irma** - 2017 - Florida

**Hurricane Harvey** - 2017 - Texas

**Hurricane Matthew** - 2016 - Hilton Head Island, SC

**City of Friendswood, TX** - 2015 Tornado Debris removal and disposal

Completion Date: 11/9/2015-11/2016 / Current Construction Value: \$140,516

**South Carolina DOT** - 2015 Storms and Flooding Removal and Disposal

Completion Date: 10/2015-11/2015 / Current Construction Value: \$698,227

**Limestone County, AL** - 2015 Flooding Waterway Debris Removal

Completion Date: 9/2015 / Current Construction Value: \$60,860

**City of Corpus Christi, TX** - 2015 Vegetative Removal and Disposal

Completion Date: 7/2015 / Current Construction Value: \$501,795

**City of Raleigh, NC** - 2015 Ice Storm Debris Removal

Completion Date: 4/2015 / Current Construction Value: \$208,740

**City of Raleigh, NC** - 2015 Ice Storm Debris Removal

Completion Date: 4/2015 / Current Construction Value: \$208,740

**AL Department of Transportation** - Drift Waterway Removal in Styx River

Completion Date: 12/2014 / Current Construction Value: \$79,250

**Blount County, AL** - Debris Removal and Waterway Removal

Completion Date: 7/2014 / Current Construction Value: \$1,401,613

**Baldwin County, AL** - Dredging of Little Lagoon Pass in Gulf Shores, AL on an as needed basis

- Alabama Department of Transportation (ALDOT)

Completion Date: 12/2013 / Current Construction Value: \$1,284,000

#### **Hurricane Sandy Water Way Debris Removal**

Durations: February 2013 – March 2014

- Description: Marine debris removal operation for the New Jersey Department of Environmental Protection, as a result of Hurricane Sandy. Manager over five different debris zones which produced over 100,000 cubic yards of debris and 400,000 cubic yards of sand/silt dredged from the impacted waters. The project also included sonar and survey of 56,000 acres of bays, streams, and rivers; Project Value: \$58,000,000

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

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

Completion Date: 11/4/2011 / Current Construction Value: \$1,519,737

Completion Date: 11/3/2011 / Current Construction Value: \$2,971,515

Completion Date: 9/10/2011 / Current Construction Value: \$129,325

#### **2011 Tornado Recovery, Walker County, AL** - Debris removal and reduction after tomado

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

Completion Date: 8/2011 / Current Construction Value: \$3,303,475

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

Oil Spill Response & Recovery, providing management, equipment, materials and personnel to recover, maintain and reclaim gulf coast beach areas

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

Completion Date: 8/20/2010 / Current Construction Value: \$129,390,001

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

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

Completion Date: 12/18/2008 / Current Construction Value: \$2,485,571

Completion Date: 9/12/2009 / Current Construction Value: \$84,145,785

Completion Date: 1/10/2009 / Current Construction Value: \$4,108,866

Completion Date: 1/23/2009 / Current Construction Value: \$4,638,531

Completion Date: 2/15/2010 / Current Construction Value: \$27,167,674

Completion Date: 10/27/2008 / Current Construction Value: \$3,578,002

### CrowderGulf Disaster Recovery, Theodore AL

#### Field Supervisor

2003-2006

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

- Union Concrete Constructors, Erie & Genessee Counties, NY

Completion Date: 1/7/2007 / Current Construction Value: \$4,480,345

Completion Date: 1/18/2007 / Current Construction Value: \$258,128

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

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

Completion Date: 1/20/2005 / Current Construction Value: \$11,752,000

Completion Date: 1/11/2006 / Current Construction Value: \$3,333,174

Completion Date: 10/29/2005-12/9/2005 / Current Construction Value: \$1,706,597

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

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

Completion Date: 3/1/2006 / Current Construction Value: \$3,748,310

Completion Date: 5/23/2007 / Current Construction Value: \$17,395,715

Completion Date: 10/10/2005 / Current Construction Value: \$642,000

Completion Date: 2/20/2006 / Current Construction Value: \$7,147,306

Completion Date: 9/11/2005 / Current Construction Value: \$608,369

Completion Date: 8/31/2006 / Current Construction Value: \$651,266

Completion Date: 7/31/2010 / Current Construction Value: \$22,535,788

Completion Date: 9/16/2005 / Current Construction Value: \$730,000

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

- Baldwin County, AL

Completion Date: 8/27/2005 / Current Construction Value: \$564,552

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

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

Completion Date: 12/23/2005 / Current Construction Value: \$4,385,100

Completion Date: 4/15/2005 / Current Construction Value: \$33,164,762

Completion Date: 10/10/2005 / Current Construction Value: \$2,196,324

## Areas of Expertise

**DISASTER RESPONSE; DISASTER RECOVERY; MARINE DEBRIS REMOVAL; LOGISTICS; SCHEDULING; PRESENTATIONS; CLIENT TRAINING**

## Professional Overview

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

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

## Disaster Debris Management Experience and Responsibilities

### CrowderGulf, LLC

2014-Present

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

- **Hurricane Florence** 2018  
Regional Manager for all Counties and Cities of Florence Activations in North and South Carolina/ Over 20,000,000cy
- **Hurricane Irma** September 2017  
Regional Project Manager for multiple Counties and Cities in Florida and Georgia; Nassau Co, Clay Co, Sumter Co, Brevard Co, Glades Co, Okeechobee Co, Lake Co, City of Coleman, and City of Cocoa Beach / Chatham Co, and Tybee Island, GA.
- **Hurricane Matthew** October 2016  
Senior Project Manager for Hilton Head Island, SC. Handled coordination of debris removal and recovery efforts for 22 individual contracts and removed and disposed of approximately 3,012,487 Cubic Yards of Debris. Daily meetings with clients and municipalities to update each contract with status.
- **Severe Storms and Flooding** March 2016  
Project Manager for Essex County, VA under the VPPSA Contract
- **Severe Storms and Flooding** October 2015  
Project Manager for the South Carolina Department of Transportation in Lexington and Richland Counties
- **Ice Storm Pax** February 2014  
Southeast Regional Manager for Dorchester County and Berkeley County, SC

## Additional Experience and Skills

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

## Education & Professional Affiliations

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

**Areas of Expertise**

DISASTER RECOVERY SPECIALIST WITH A DEMONSTRATED ABILITY TO PARTICIPATE IN MAINTAINING CLIENT SATISFACTION WITH HIGH LEVELS OF CONFIDENCE AND MULTIFACETED GUIDANCE. SEASONED IN LARGE-SCALE OPERATIONAL PROJECT MANAGEMENT, ALONG WITH A STRONG BACKGROUND IN PLANNING, TRAINING, REPORTING, AND FEMA PUBLIC ASSISTANCE PROGRAM TECHNICAL ASSISTANCE.

**Qualifications**

- 18+ years experience in disaster recovery, project management, debris management, and the Public Assistance Program
- Working knowledge of all disaster recovery areas with a comprehensive understanding of key functional processes, resources and government guidelines, with an emphasis on resolution of program issues for all categories of work outlined in the FEMA Public Assistance Program
- Strong written and oral communication skills – Developed and presented more than 250 federal, state and local competitively bid proposals for disaster recovery services in preparation of federally declared disasters as determined by FEMA and other governmental agencies
- Seasoned in disaster recovery contracting throughout the country using acquired knowledge of various federal agency disaster recovery programs, along with the programmatic rules and regulations governing their implementation (i.e. FEMA, HUD, USACE, EPA and OFA's)
- Thorough understanding of current disaster recovery planning techniques and technologies as well as the methods used in performing risk and impact analysis - Facilitate training seminars for various levels of federal, state and local governments
- Administer recovery planning and technical services associated with all categories of the FEMA Public Assistance Program, 44 CFR and the Robert T. Stafford Act - Identify points of vulnerability and recommend appropriate recovery strategies
- Demonstrated ability to plan, organize and direct the testing of emergency response, recovery support and area business resumption procedures - Liaison between community, contractors, engineering monitoring firms, federal, state and local officials

**Disaster Debris Management Experience and Responsibilities**

- Provide positive results in project execution, as well as delivering work profitably for federal, state and local agencies
- Identify points of vulnerability and recommend debris management and reduction strategies
- Coordinate the efforts of teams and team members in the development of recovery procedures
- Analyze environmental and equipment configurations for critical resources and recommend cost efficient and improved backup capabilities
- Assure documentation required for recovery are identified and properly maintained
- Parallel the efforts of teams and team members in different functional areas in the development of procedures in a disaster situation
- Maintain FEMA and other governmental standards and procedures for disaster recovery documentation
- **Regional Manager with CrowderGulf**
- 2018 - Hurricane Michael Activations for Florida Contracts – Over 12,000,000cy of Debris Removal and Disposal
- **Project Manager/Senior Project Manager with CrowderGulf**
- 2018 - Red Tide Projects - Collier County, Fort Myers Beach, Sanibel, Lee County and Sarasota County
- 2017- 2018 - Hurricane Irma: Ocala, Villages, Tarpon Springs, St. Pete, North Port, Palmetto, Venice & Sarasota County
- 2017 - FDEP Waterway Debris Removal Project
- 2016 - 2017 - Hurricane Matthew: Flagler County and the Cities of Bunnell, Flagler Beach and Palm Coast, FL
- **Other Debris Management Experience**
- 2008 - 2010 - Commonwealth of Kentucky (KYTC) Ice Storms: Ballard, Christian, Grayson, Hart and Logan, Counties, KY
- 2007 - 2008 - Buffalo, NY Ice Storm: Erie County, NY
- 2005 - 2006 - Hurricane Katrina and Wilma: USACE (LA and MS) and FL
- 2004 - Hurricane Charley, Frances, Ivan and Jean: FL
- 2003 - Hurricane Isabel / Ice Storm: NC and SC
- 2002 - Hurricane Lily: LA
- 2001 - Tropical Storm Gabriele: FL
- 2000 - Tropical Storm Helene and Leslie: FL
- 1999 - 2000 - Hurricane Floyd: NC
- 1999 - Oklahoma F5 Tornado: OK

**Additional Experience and Skills**

- OSHA
- NIMS (National Incident Management System) 100 / 200
- Debris Management (G202)
- MOT
- IS – 00100, 00200, 00700, and 00800
- Post Hurricane Reconstruction

**Education**

- **University of Florida** - Gainesville, Florida

*Bachelor of Science Degree in Public Relations-1996*

## Professional Overview

Brian worked as a Project manager in Atlanta, GA for one of the largest general contracting firms in the nation. There he built a strong management foundation and obtained the necessary fundamentals to plan and coordinate with owners, engineers and government officials. Brian has the ability to estimate, propose, contract, coordinate, schedule, manage, budget, document and close-out a project from start to finish. These have proved helpful in the disaster recovery field as shown in the successful performance for the USACE in Joplin, MO and for the State of Virginia after Hurricane Irene, State of New Jersey after Hurricane Sandy and many other disaster debris management projects.

## Disaster Debris Management Experience and Responsibilities

### CrowderGulf, LLC

2010-Present

#### Hurricane Michael (2018)

- Senior Project Manager for Bay County, FL / Over **1.8 Million Cubic Yards** of Debris Removal and Recovery Operations

#### Hurricane Harvey (September 2017-June 2018)

- Regional Manager for the entire State of Texas after Hurricane Harvey. Oversaw Debris Removal and Recovery Operations for 26 activations resulting in removal of approximately **6.5 Million Cubic Yards** of Debris and a total event cost of \$89,798,610

#### Hurricane Matthew (October 2016-June 2017)

- Senior Project Manager for multiple contract activations for Debris Removal Services, including South Carolina DOT.

#### Hurricane Hermine (2016)

- Project Manager for the City of Tallahassee and Leon County, FL

#### Sever Winter Ice Storms, Flooding and Tornadoes (2015-2016)

- Disaster Debris Removal for various municipalities

#### Hurricane Sandy (October 2012-March 2013)

- Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
- Conducted damage assessment in New Jersey & New York and generated New Jersey Waterway Debris Management Plans for approval by the New Jersey Department of Environmental Protection
- Coordinated and contracted with local subcontractors, managed waterway debris removal operations inclusive of dredging, submerged debris removal and contaminated debris disposal

#### Hurricane Irene (August 2011-October 2011)

- Project Manager for debris operations for Virginia after Hurricane Irene hit.
- Managed Newport News, VA, James City County, VA, York County, VA and Williamsburg, VA.
- Managed 4 Debris Sites, reduction sites by grinding and 1 reduction site by burning

#### Joplin Tornado (June 2011 - September 2011)

- Operations Manager for USACE Mission
- Oversaw all operations for USACE Contract W912DQ-11-C-4024
- Generated all necessary USACE submittals, represented the Prime contractor all Corps coordination meetings
- Conducted daily jobsite inspections and submitted daily QCR reports to the Corps for review and comment
- Managed the 40 acre debris reduction site, operated 3 grinders to meet Corps goals
- Managed the haul out of all reduced debris to final disposal site

### J.E. Dunn Southeast dba R.J. Griffin & Company

2006 - 2010

- Created detailed monthly profit analysis inclusive of cost projections, labor logs, bond logs, material logs, equipment logs and transaction reports for review with the company officers.
- Projected and tracked all labor, equipment, materials and subcontractor cost for the duration of projects.
- Generated purchase orders, subcontracts, owner contracts, bid presentations, owner pay applications and the overall general contractor project schedules.
- Interfaced and communicated with clients regarding project status and coordinated as required to resolve issues with construction, procurement, and/or engineering.
- Participated in the estimating and bid process and successfully managed several projects I helped estimate.
- Led subcontractor scope meetings to negotiate and determine a full scope of work and totally inclusive subcontract price.
- Ran OAC (owner, architect and contractor) meetings to discuss the current status of projects, expected completion dates and up to date changes and cost.
- Acted as onsite Superintendent when necessary and was capable of running a safe and productive jobsite.
- Reviewed and approved all subcontractor pay application, material delivery schedules, shop drawings, submittals and their overall production schedules.

## Education and Certifications

- Bachelor of Science in Building Science
- NIMS and FEMA Certified

Auburn University 2000 - 2006

# Wilber Ledet

Senior Project Manager

## Areas of Expertise

**DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT/MARINE DEBRIS CLEAN-UP**

## Relevant Qualifications

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

## Disaster Debris Management Experience

### CrowderGulf, LLC – Theodore, AL

- **Project Manager -** **2012-Present**
  - North Carolina – Hurricane Florence – Duplin, Holly Ridge, Jacksonville, Onslow, North Topsail Beach, Richlands and Swansboro; over 1,129,000cy debris removal and disposal. 2018
  - Texas – Hurricane Harvey – Aransas, San Patricia, Corpus Christi / 2 Waterways (Aransas & TX GLO) 2017
  - South Carolina - Hurricane Matthew - Hilton Head Island and PUDs (15 Total Activations) 2016
  - Florida - Hurricane Hermine - City of Tallahassee / Leon County (2 Total Activations) 2016
  - Florida - Bayou Texar Dredging - City of Pensacola 2015
  - South Carolina - Storms/Flooding - Richland County 2015
  - New Jersey - Sandy Phase II Marsh Cleanup 2014
  - South Carolina - Ice Storm - Berkeley County 2014
  - North Carolina - Ice Storm Pax - City of Raleigh 2014
  - Alabama - Tornado - Limestone County 2014
  - New Jersey - Super Storm Sandy - Barnegat Bay 2012
  - Alabama - Hurricane Isaac - Dauphin Island 2012
- **Supervisor - Hurricane Isaac** *September 2012*
  - City of Pascagoula, Ms. - Removal of storm debris from right of ways.
  - City of Biloxi, Ms. - Removal of storm debris from right of ways.
  - City of Orange Beach, AL - Removal of debris from beaches.
  - Walton County FL. - Removal of debris from beaches.
- **Project Manager - BP MC252 Gulf Oil Spill - Baldwin County, AL** *May 2010 to February 2012*

Managed up to 800 Hazwoper certified responders. Managed both manual and mechanical removal of oil from all of the beaches in Baldwin Co. Alabama. Attended daily operation meetings with BP, US Coast Guard, Alabama Department of Environmental Management. Attended weekly planning meeting with BP operations to assist with plans for the clean up activities for the State of Alabama. July 2010 was appointed to BP's Waste Management Board, assisted in reducing the use of non recyclable plastic on the response.
- **Supervisor - Hurricane Ike** *January 2009 to November 2009*

Supervised removal of wet debris targets identified by sonar from West Galveston Bay, Tiki Island and Omega Bay, Texas. Chanel clean up of Dickinson and League City Texas. Located and removed sunken vessels in the same water ways. Stored vessels and removed all fluids and disposed of vessels. Disposal of vessels in Port Arthur and Orange Texas.
- **Supervisor Strayham Construction - Hurricane Ike** *September 2008 to November 2008*

Supervised seven (7) curtain burn pits in Pearland Texas. Reduced by burning over 600,000 cubic yards of vegetative debris.

## Certifications

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

# John Ramsay

Chief Executive Officer and President

## Relevant Qualifications

- Serves as President and Chief Executive Officer.
- More than 40 years of management experience in various capacities, including response and recovery, U.S. Military, construction, lumber, and telecommunications.
- Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Greenfield locations and Rooftops) for T-Mobile, Pinnacle, DigiPH PCS, OPM-USA / American Towers, BellSouth, Alltel and Ericsson throughout the Southeast.
- Foremost Disaster Debris Contractor to promote recycling of ash as fertilizer for farmland and to export clean woody chips for biomass fuel after Hurricane Isabel.

## Experience

### CrowderGulf

President/CEO, 1995–present

- Hurricane Michael (2018) – Florida
- Hurricane Florence (2018) – North and South Carolinas
- Hurricane Irma (2017) & Hurricane Harvey (2017)
- Hurricane Matthew (2016) & Hurricane Hermine (2016)
- Severe Storms, Flooding and Tornado's (2016 & 2015)
- Tornado (2014) & Ice Storms Pax / Ulysses (February 2014)
- Alabama Department of Transportation (ALDOT) 2013, 2014
- Hurricane Isaac (2012) & Hurricane Sandy (2012)
- Hurricane Irene (2011)
- BP Deepwater Horizon Oil Spill (Incident of National Significance (2010 –2011)
- Hurricane Ike (2008–2009)
- Louisiana Department of Wildlife and Fisheries (LDWF)(2007-2008)
- Ice Storms (2006)
- Hurricanes Dennis, Katrina, Rita, Wilma (2005)
- Hurricanes Charley, Frances, Jeanne, Ivan (2004)

### Gulf Equipment Corporation now Gulf Services, Theodore, AL 36582

Vice President/Project Manager, 1984–present

- Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Greenfield locations and Rooftops) for T-Mobile, Pinnacle, DigiPH PCS, OPM-USA / American Towers, BellSouth, Alltel and Ericsson throughout the Southeast. Supplied and managed warehouse for Powertel, Black & Veatch, DigiPH PCS and Hargray Wireless in Georgia, Alabama, South Carolina, Florida, and Kentucky.

### Matthews Marine and Gulf Equipment Ventures, LLC, Pass Christian, MS

Managing Partner, 2006–present

- Director of Marine Projects including open water and inland waterways; wetlands, drainage canals and ditches.

### Delta Exports, Inc., Theodore, AL

President, 1988–1990

- Exported vessel loads of logs and lumber to Turkey and China; and other forest products exported in containers to Europe. Bought and sold land timber and wood chips for domestic markets. Performed extensive studies on the feasibility of exporting pine and hardwood chips from the Gulf of Mexico to Japan. Exported biomass to Italy.

### Ernest Manning Construction Company, Pascagoula, MS

President, Part Owner, 1981–1987

- Director of hazardous wastes for superfund clean-up projects in Texas and southeastern states and refinery maintenance for Chevron USA, Pascagoula, Mississippi. Coordinator of trucking of material and site work. Director of Emergency Recovery Work after natural disasters. Projects completed included:

### RLT Construction Company, Mobile, AL

President, 1979–1985

- Heavy construction, including construction with Tombigbee Waterway and Joe Poole Lake Dam in Dallas, Texas.

### Ramsay Farm, Grand Bay, AL 36541

Independent Farmer, 1963–1985

- Farmed 20,000 acres of soybeans and ran 15,000 head of cattle on winter grazing. Partner in Deep South Auction Company. Business consisted of auctioning land, cattle and equipment (Established business while in college).

### U.S. Military

Air Force Reserves, 1963–1967

- Served as Crew Chief (Master Sergeant) on cargo planes.

## Education

B.S., Agriculture, Auburn University, 1963

# Ashley Ramsay-Naile

*Senior Vice President and Chief Operating Officer*

## Areas of Expertise

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

## Experience

### **CrowderGulf - Theodore, AL**

*Senior Vice President and Chief Operating Officer*

*2011-Present*

*Disaster Recovery Project Manager & General Manager*

*2004-2011*

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

### *Storms*

Hurricane's Michael & Florence (2018)

Florida Red Tide & Fish Kill (2018)

Hurricane's Irma & Harvey (2017)

Hurricane's Matthew & Hermine (2016)

Severe Storms, Flooding & Tornado's (2015-2016)

Beach Cleanup (2016)

Storms, Flooding & Tornado's (2015)

Tornado (2014)

Ice Storms Ulysses (2014)

Ice Storm Pax (2014)

Dredging (ALDOT) 2012

Hurricane Isaac (2012)

Hurricane Sandy (2012-2013)

BP Oil Spill (2010-2012)

Hurricane Irene (2011)

Hurricane Charley (2004)

Hurricane Fran (1996)

Hurricane Erin (1995)

Hurricane Opal (1995)

### **Hargray Wireless - Hilton Head Island, SC**

*Property and Construction Manager*

*1999-2004*

*Independent Telecommunications Consultant*

*1997-1999*

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

### **Gulf Equipment Corporation - Theodore, AL**

*Project Coordinator & Manager Telecommunication Projects*

*1994-1997*

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

## Education & Leadership

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

### Areas of Expertise

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

### Relevant Qualifications

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

### Disaster Debris Management Experience

#### Documentation Director 2003–Present

#### Hurricanes Florence & Michael (2018)

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

#### Hurricane Irma (2017)

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

#### Hurricane Harvey (2017)

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

#### Hurricane Matthew, (October 2016-2017)

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

#### Hurricane Hermine, (2016)

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

#### Severe Storms (Flooding & Tornados) (2015-2016)

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

#### Ice Storm Pax (February 2014)

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

#### Hurricane Sandy (October 2012)

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

#### Fort Lauderdale FEMA Audit (2010-2012)

- *Technical Assistance with FEMA Audit for 2004-2005*

#### Hurricane Irene (August 2011-October 2011)

- *Managed overall documentation and reconciliation process for 21 contracts in North Carolina, four (4) municipalities in Virginia, four (4) contracts with the North Carolina Department of Transportation for the removal of debris on roadways in thirteen North Carolina Counties. These contracts involved working with all municipalities as well as several monitoring companies representing various municipalities.*

#### Hurricane Ike (2008-2009)

- *Served as the Field Office Operations Manager & Coordinator for Debris Contracts in Texas, including four counties, 21 cities, and the Texas General Land Office (GLO). Set up and trained personnel for three onsite offices in Texas.*
- *Managed documentation and data management and assisted customers throughout entire operation to ensure FEMA compliance.*

#### Hurricane Rita, Calcasieu Parish, LA (2005)

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

#### Hurricane Charley Debris Projects (2004)

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

#### Hurricane Isabel Debris Projects (2003)

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

#### Hurricane Fran Project (1996)

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

### Additional Experience and Skills

- *Intelligent Designs Systems Incorporated, - Program Evaluator, August 2000–November 2003*
- *University of South Alabama, Mobile, AL - Instructor, Special Education Department 1994-2000*
- *Mobile County Public School System - Consulting Teacher 1989-1994, Teacher of students with disabilities 1972-1989*

### Education

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

# Raymond "Buddy" Young

*Western Regional Director*

## Areas of Expertise

DISASTER RESPONSE; DISASTER RECOVERY; COMMAND AND CONTROL; EMERGENCY PLANNING/MANAGEMENT; EMERGENCY OPERATIONS; LOGISTICS; GEOGRAPHIC INFORMATION SYSTEMS (GIS)

## Professional Overview

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

## Experience

### CrowderGulf, LLC

2003-Present

- Hurricane Harvey (2017-2018)
- Hurricane Matthew (2016)
- Severe Winter Ice Storms, Flooding & Tornados (2015-2016)
- Hurricane Sandy (October 2012-Present)
- Hurricane Irene (August 2011-October 2011)
- Hurricane Ike (September 2008–2010)
- Hurricane Rita (2005-2006)
- Hurricanes Charley, Frances, Jeanne, and Ivan (2004-2005)

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

2001-2004

FEMA, Region VI Regional Director

1993–2001

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

1983-1993

## Training

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

## Certifications and Training

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

## Education

Graduate of Keeler Polygraph Institute, Chicago, IL, 1976

Graduate of National FBI Academy, Quantico, VA, 1972

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

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

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

# Gary Evans Jones

*FEMA Specialist and Technical Assistance Manager*

*Satellite Office: 5011 Golden Circle - Denton, TX 76208 - (904) 206-4021*

## Experience

**CrowderGulf Technical Assistance Manager and FEMA Specialist** 2012-Present

### **Federal Emergency Management Agency – Region 6**

#### **Deputy Regional Director**

**1994-December 31, 2011**

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

### **Federal Emergency Management Agency – Region 6**

#### **Technological Hazards Branch Chief**

**1983-1994**

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

### **US Public Health Service Physician Recruitment Coordinator**

**1977-1983**

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

### **Director, Arkansas Emergency Medical Services Program**

#### **Arkansas Department of Health**

**1974-1977**

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

## Other Leadership Roles

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

## Education

Master's Degree in Public Health Administration

Tulane University

Bachelor's Degree in Education

University of Arkansas

## References

James Lee Witt

Nim Kidd

Chairman of the Board

State of Texas Emergency Management Director

Witt and O'Brien Associates

Department of Public Safety

571-233-3135

512-424-2443

## Areas of Expertise

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

## Professional Overview

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

## Disaster Debris Management Experience and Responsibilities

### CrowderGulf, LLC

- Hurricane Michael - 2018 (Ongoing)** Role: CrowderGulf Vice President
  - 11 simultaneous activations throughout Florida and Georgia - Projected 12,000,000 CY of debris removed
  - Florida DEP - 115,000 CY of Waterway debris removed
- Hurricane Florence - 2018** Role: CrowderGulf Vice President
  - 26 simultaneous activations throughout North Carolina
- Hurricane Irma - 2017** Role: Senior Operations Planner
  - 67 simultaneous activations throughout Florida
  - Florida DEP - 253,000 CY of Waterway debris removal throughout 8 counties within Florida
- Hurricane Harvey - 2017** Role: Senior Operations Planner
  - 26 simultaneous activations throughout Texas
- Hurricane Nate - 2017** Role: Senior Operations Planner
  - Single Activation for Sand Removal and Screening within Dauphin Island, AL.
- Hattiesburg, MS. Tornado - 2017** Roles: Operations Planner
  - Single Activation for Disaster Debris Removal Services within Hattiesburg, MS.
- Hurricane Matthew - 2016** Role: Senior Operations Planner
  - 46 Simultaneous Activations for Disaster Debris Removal Services along the East Coast
  - Florida DEP - 78,000 CY of Waterway debris removal throughout 6 counties within Florida
- Hurricane Hermine - 2016** Role: Senior Operations Planner
  - Disaster Debris Removal Services in the Tallahassee and Leon County
- Severe Storms (Ice, Flood & Tornados) 2015-2016** Role: Senior Project Manager
  - 14/15 Simultaneous activations per year
- Ice Storms (Pax & Ulysses) Severe Storms (Flood & Tornados) - 2014** Role: Senior Project Manager
  - Various Disaster Debris Cleanup for several Municipalities
- Hurricane Isaac - 2012** Role: Senior Project Manager
  - 9 Simultaneous Activations for Disaster Debris Removal Services along the Gulf Coast
- Hurricane Sandy - 2012** Role: State Operations Manager
  - Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
- Hurricane Irene - 2011** Role: Senior Project Manager
  - 31 Simultaneous Activations for Disaster Debris Removal Services along the East Coast
- Joplin Tornado - 2011** Role: Senior Project Estimator
  - *USACE mission assigned contract Joplin, MO., DMS Site*
- Deep Horizon Oil Spill - 2010** Role: Senior Project Manager
  - Senior Project Manager over the BP oil response for the entire state of Alabama.

## Education

- Bachelor of Science in Aerospace Engineering Auburn University 2007

## Certifications and Training

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

## Additional Experience and Skills

### CrowderGulf, LLC, Vice President

2010 - present

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

### Choate Construction Company, Project Manager

2006 - 2010

- Collaborated on the design, engineering, presentation, and project management of over \$120 million in new project development and completion.
- Assesses new and current projects to create estimates of over \$100 million.
- Direct management of more than 150 subcontractors; maintained schedules and ensured projects were completed on time
- Establishes project completion deadlines and consistently meets them.
- Reviews and addresses on-site safety and risk factors.
- Responded to and resolves daily operations issues.

## Additional Completed Projects

- Sun City Peachtree Amenity Center - \$16,100,000
- First Baptist Church Youth and Children Facility - \$458,000
- Cobb County Parking Deck - \$7,700,000
- Brookhaven Christian Church Renovation - \$223,000
- Pinecrest Academy Lower School Renovation - \$168,000
- Little Lagoon Maintenance Dredging - \$4,900,000
- BP Anchor Removal Program - \$275,000
- BP Gabion Basket Removal - \$450,000
- Dauphin Island, AL. Berm Construction - \$2,700,000
- Consecrated Women's Residence - \$3.3 Million
- Sun City Peachtree Golf Clubhouse - \$3,600,000
- Jonnie B. Moore Towers II - \$4,200,000
- BP Fourchon Beach Breach Closure Removal - \$2,400,000
- 2018 Collier Co., FL. Waterway Debris Removal - \$13,400,000
- The Nature Conservancy - Lightning Point - \$12,000,000
- Del Webb at Lake Oconee Amenity Center - \$8,700,000
- Baldwin Co., AL. Debris Removal 2014 Spring Flood - \$112,000
- Orange Beach, AL. Debris Removal 2014 Spring Flood - \$32,000
- ADCNR Marine Debris Removal 2014 Spring Flood - \$440,000
- The Nature Conservancy - Swift Track Reef Phase 1 - \$38,000
- The Nature Conservancy - O'Brien Living Shoreline - \$45,000
- ALDOT Styx River Debris Removal - \$80,000
- Bayou Texar Dredging - \$616,000
- NOAA Swift Track Phase II - \$1,500,000
- 2016 Rowlett Tornado Debris Removal - \$2,100,000
- Mon Louis Island Break Water - \$938,000
- 2016 Texas GLO Beach Debris Removal - \$1,800,000
- 2017 Texas GLO Waterway Debris Removal - 5,800,000
- 2019 Dickinson, TX Waterway Debris Removal - \$1,800,000

Satellite Office: 14144 Fox Glove Street - Winter Garden, FL - 34787 - (859) 963-8672

## Experience

CrowderGulf

Emergency Management and Training Specialist

May 2006–Present

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

### Internal Training for Crowder Gulf

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

Lee County, Florida Emergency Management, Fort Myers, FL

Chief of Operations

2001–2006

Chief of Planning

2000–2001

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

United State Army (Colonel, Retired)

1968 – 1998

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

# Leigh Anne Ryals

*Emergency Management & Quality Control Specialist*

## Areas of Expertise

**DISASTER RESPONSE DEBRIS OPERATIONS; PROJECT MANAGEMENT/QUALITY CONTROL/DISASTER PREPAREDNESS, RESPONSE AND RECOVERY OPERATIONS AND PLANNING; EMERGENCY MANAGEMENT AND FEMA PROGRAMS AND POLICY, PROPOSAL DEVELOPMENT, CONTRACTS MANAGEMENT; LOGISTICS; SCHEDULING; PRESENTATIONS; CLIENT TRAINING**

## Relevant Qualifications

- Twenty-five years of management and quality control experience in disaster recovery
- Project Manager CrowderGulf Debris Operations since 2011
- Ten years' experience in quality control and project management
- Certified Local Emergency Manager (CLEM - State of Alabama)
- Advanced Level Certification in Emergency Management (ALEM)
- NIMS 300 and 400 Level Instructor

## Disaster Debris Management Experience and Responsibilities

**CrowderGulf, LLC – Theodore, AL**

**2011-Present**

### ➤ Senior Project Manager - Debris

**Duties:** Direct oversight/ management of debris recovery operations – Debris estimating, Sectoring/zoning work areas - Identifying and set up of DMS (Debris Management Sites) – Provided command and control of subcontractor resources. Conducted daily briefings and attended weekly client meetings. Provided debris removal schedules for public information and dissemination. Ensured project was performed in accordance of the contract and specifications - Ensure project completion and closeout.

#### **Completed Projects in this role:**

- Georgia – Hurricane Florence – Liberty County 2016
- Texas – Hurricane Harvey – League City 2017

### ➤ Quality Control Manager - Debris

**Duties:** Ensured contract/project was being adequately adhered to and inspected all work to ensure compliance thru the implementation of the three phases of quality control (preparatory, initial and follow-up).– Reviewed contract requirements, maps of area and performed personal site inspection of damaged areas to develop damage assessment and debris estimates. Attended Kick off meetings with client to address findings and conducted meetings with subcontractors and field staff to discuss contract goals and objectives. Performed site inspections for Debris Management Sites prior to use and periodically throughout project until completion, conducted safety checks of equipment and work sites and reviewed all safety policies and procedures with workers. - Created list of definable features of work (DFOW) Inspected work activities of subcontractors and field workers to ensure compliance with contract specifications. Checked for defective work and issued rework item logs for tracking and correcting - Performed QC on debris documentation and worked with Client and Client's monitoring representative for reconciling and invoicing documentation. Worked with Client to ensure production rates per debris removal crew were being attained and provided daily oversight and monitoring of all operations. Provided weekly QC reports to Senior Project Manager - Implemented proactive intervention

#### **Completed Projects in this role:**

- Panama City, Bay County, FL 2018/2019
- Parker, Lynn Haven, FL 2018
- Jackson , Washington County, FL 2018
- Berkeley County, SC. – Ice Storm Pax 2014
- 6 Counties in NC. – Hurricane Irene 2011

## Additional Experience and Skills

Emergency Management Director	2000-2010
Disaster Public Information Officer Special Projects Coordinator	1994-2000
Regional Marketing Director and Account Manager for VideoCart, Inc.	1992-1993

## Training Provided

Provides yearly training for City and County Government employees that have CrowderGulf pre-event debris management contracts in place. A detailed list of sessions can be provided upon request.

### Certifications and Training

- USACE Construction Quality Management#784 – SAJ-10-19-00198
- National Incident Management System, IS-100, 200, 700, 800
- National Incident Management System 300 & 400 Instructor
- Certified/Licensed Emergency Manager (CLEM)
- CPR & Blood Pathogens
- Advanced Level Certification/Emergency Management (ALEM)

## Education

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

**Areas of Expertise**

DISASTER RESPONSE DEBRIS OPERATIONS SAFETY; EMERGENCY PLANNING/MANAGEMENT; SAFETY PLANNING AND POLICY IMPLEMENTATION

**Certifications**

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

**Disaster Debris Management Experience**

**CrowderGulf**

**May 2010-Present**

**Health & Safety Manager**

- Reviewed, evaluated, and analyzed work environments, design programs and procedures to control, eliminate, and prevent disease or injury caused by chemical, physical, and biological agents in the arena of environmental safety, marine operations, and general site safety.
- Created and implemented safety procedure and policy, as well as created all original safety plans specifically pertaining to the individual job or project; conducted inspections and enforced adherence to laws and regulations.
- Held daily safety meetings concerning various topics of personnel safety and training.
- Monitored the JSA process, including storage both physically and electronically and all forms of documentation and document preservation.
- Followed through with incident investigation to ensure that all required policies were followed. Trained, motivated and managed team of up to 16 safety observers.
- Aggressively case managed all cases of injury. Adjunct Hazwoper instructor for over 240 employees.
- Issued permit to work, lift permits, hot-work permits, LO/TO program and ground disturbance permits.

**2018 Hurricanes Florence – NC & SC and Michael – FL**

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

**2018 Red Tide / Fish Kill – Florida**

Project Manager for Sarasota County and Sanibel, FL

**2017 Hurricane Harvey and Irma**

Disaster Debris Removal and Recovery Services in over 100 simultaneous activations from Texas to Florida.

**2016 Hurricane Matthew and Hermine**

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

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

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

**2012 Hurricane Sandy Cleanup**

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

**2012 Hurricane Isaac Cleanup**

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

**2011 Hurricane Irene Recovery, North Carolina & Virginia**

Debris removal and reduction after Hurricane Irene for over 20 municipalities in the North Carolina and Virginia area with no first aid or OSHA recordable incidents.

**2011 Tornado Recovery, Walker County, AL**

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

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

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

**Additional Related Experience and Skills**

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

2001 to 2002

Safety Manager - Rite Way Masonry – Chicago, IL

1995 to 2001

**Education**

- A.A. Concentration, Organizational Management
- B.A. Occupational Health and Safety

Indian River State College, Ft. Pierce, Florida  
Columbia Southern, Gulf Shores, Alabama

# Wesley R. Naile

Contracts Manager

## Areas of Expertise

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

## Relevant Qualifications

- Over 10 years of experience in disaster recovery and management.
- Logistics, strategic planning, procurement and negotiation tactical planning.

## Disaster Debris Management Experience

### CrowderGulf

2004-Present

#### *Contracts and Logistical Manager for Disaster Operations*

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

#### *Disaster Experience*

- Hurricane Irma**, *Contracts & Logistics Manager (61 Total Activations)* 2017
- Hurricane Harvey**, *Contracts & Logistics Manager (26 Total Activations)* 2017
- Hurricane Matthew**, *Contracts & Logistics Manager (46 Total Activations)* 2016
- Hurricane Hermine**, *Contracts & Logistics Manager (2 Total Activations)* 2016
- Severe Storms & Flooding**, *Contracts & Logistics Manager* 2014
- Hurricane Isaac**, *Contracts & Logistics Manager* 2012
- Hurricane Irene**, *Contracts & Logistics Manager* 2011
- Deepwater Horizon Oil Spill**, *Contracts & Logistics Manager* 2010
- Hurricane Gustav & Ike**, *Contracts & Logistics Manager* 2008
- Hurricane Katrina, Wilma & Rita**, *Logistics Manager* 2005
- Hurricane Charley**, *Field Manager in Volusia County, FL* 2004

## Additional Experience and Skills

### Gulf Equipment Corporation

*Contractor*

1999-2000

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

## Education/Military

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

### Areas of Expertise

#### Disaster Recovery Debris Operations; Contract Management; Logistics Coordination, Client Relations; Strategic Planning

Pre-construction Conceptual Estimating Strategic Planning- Great client Relationship, Subcontractors relations/ Negotiation, logistics/operations- safety management, project management- task scheduling workflow and planning.

Over 26 years of experience. Construction & oilfield project management executive background in commercial and industrial construction proven leadership and experience and projects and site management logistics pre-construction and final performance. Dynamic results - driven leader with proven success and maximizing profits, implementing policies and procedures and building and maintain client relationships consistently meet budget schedules and corporate goals. Analytical and detail oriented with excellent interpersonal skills and qualified success managing multiple complex projects and ensuring client satisfaction through value engineering new techniques/ products and subcontractors' relationship with open client communication budget and projects status. Quality driven, strategic and well organized leader noted for champion significant process and performance improvements assuring vendor selection and relations, site management, scheduling, project team relationship and project closeout are effectively managed.

### Disaster Debris Management Experience

#### Crowder Gulf

February 2019: Project Manager, Mexico Beach FL

- Created 3 Spoil Sites totaling more than 50,000 cubic yards
- Dredged canals and placed received material at spoil sites
- Removed and screened sand from spoil sites, loaded clean sand into off road dump trucks and replaced on the beach. Hauled dirty sand to an approved final disposal site

January 2019: Project Manager, Dauphin Island AL

- Removed sand from County Highways on the West End of Dauphin Island using off road dump trucks, Bull Dozers and Track – hoes
- Reformed ditches to assist with water control
- Rebuilt sand dunes to engineer specs
- Placed rip rap and rock at the west end of the island for erosion control

September 2018: Project Manager, Hurricane Florence, North Carolina

- Managed more than 1200 miles of debris pick up from Hurricane Florence
- Over saw crews in Oak Island, Caswell Beach, Brunswick County, Varnamtown, Shallotte, Bolivia, Calabash, Belville and Leland
- Removed more than 100,000 cubic yards of debris and C&D
- Managed 4 DMS sites

September 2017: Site Supervisor, Hurricane Irma, Florida

- Supervised debris pick up crews, ROW crews, as well as leaner and hanger pick up crews in multiple counties
- Crews removed more than 300,000 cubic yards of hurricane debris and C&D
- Oversaw hauling of the debris to DMS sites where it was reduced to mulch and then hauled to an approved final disposal site.
- Supervised the final cleaning of the DMS sites to the specifications of the client and closed the job

September 2011:

- Over saw site remediation of Superfund Closed Refinery
- Removed UN1267 Crude Oil, UN1203 gasoline, 1993 Diesel and JP-5 from leaking tanks
- Hauled more than 33,331,536 gallons to an approved oil recycling facility
- Flushed and removed all leaking tanks and pipe
- All operations were approved and signed off on by ADM and EPA

### Education

- Mobile County High School Diploma

## Areas of Expertise

### Disaster Recovery Debris Operations; Contract Management; Logistics Coordination, Client Relations; Strategic Planning

Before joining the CrowderGulf team, Andrew worked as an Account Manager for a third party logistics provider in Chattanooga, TN. In this position, he managed multiple high volume logistics accounts for customers in the construction and steel industries. The cradle-to-grave business model of this company allowed Andrew to oversee all aspects of his accounts, giving him valuable knowledge in the many areas of project management. Andrew has most recently been involved in debris removal operations in the Corpus Christi, TX area in response to Hurricane Harvey.

## Disaster Debris Management Experience

CrowderGulf - Theodore, AL Project Manager, December 2017- Present

- Projects: 2018 Hurricane Michael - City of Parker, FL; over 400,000 Cubic Yards of Debris Removal and Disposal  
2018 - Red Tide Projects - Lee County and Fort Myers Beach, FL  
2017 - Hurricane Irma - Florida DEP Waterway Projects  
2017 - Hurricane Harvey - Corpus Christi, TX  
2010 - BP Oil Spill - Alabama Gulf Coast  
2008 - Hurricane Ike (Tropical Cyclone) - Bolivar Peninsula, TX
- Managed haul out operations of vegetative debris mulch.
- Communicated with City and County officials, as well as the monitoring company and sub contracted trucking companies in order to ensure a continuous flow of debris trucks from the CrowderGulf DMS site to the City Landfill.
- Successfully completed the haul out of 70,000 cubic yards of vegetative mulch.
- Assisted in moving various equipment resources.
- Assisted with site maintenance (cut the grass, fixed fencing, etc...)

Gulf Equipment Corporation; Theodore, AL Account Manager, June 2011

- Worked on tower crew on various tower build sites and construction in MS, TN, GA and FL.

## Experience

Max Trans Logistics; Chattanooga, TN Account Manager, August 2016- November 2017

- Managed logistics operations for multiple high volume customer accounts
- Was responsible for over \$75,000 in freight spend per month for customers in the construction, steel, textile, and automotive industries.
- Successfully bid on numerous logistics projects using various databases to gather accurate rates.
- Generated new business through customer development.
- Added multiple new customer accounts worth \$96,000 per year in profit margin.

Max Trans Logistics; Chattanooga, TN Logistics Coordinator, May 2016- August 2016

- Assisted Account Managers and ensured that operations ran smoothly.
- Communicated with truck drivers, shipping managers, and other team members effectively.
- Tracked shipments and ensured that drivers were on schedule and had all proper equipment.
- Generated regular reports using Microsoft Excel and McCloud software.
- Performed various accounting duties such as tracking unbilled orders.

Auburn University; Port of Catania (Sicily, Italy) Project Management Consultant, May 2015-July 2015

- Worked as an intern with a team of 6 students to solve various problems that plagued the port.
- Developed a solution plan that would allow for an increase in port traffic while maintaining safe and efficient operations.
- Performed a supply chain and marketing audit of port operations.
- Presented findings to the Port Authority Officials.
- Traveled through 4 countries in Europe thereby strengthening interpersonal communication skills and broadening understanding of international business operations.

## Additional Experience and Skills

- OSHA
- NIMS (National Incident Management System) IS-100 /IS-700

## Education

- **Auburn University** - Auburn, Alabama *Bachelor of Science Degree in Business Administration (BSBA)*  
*Major: Supply Chain Management/Logistics; Minor: Marketing*

### Areas of Expertise

*Disaster Recovery Debris Operations; Contract Management; Logistics Coordination, Client Relations and Strategic Planning. Project Manager with 6+ years in facilitating, organizing, and completing projects of varying scale and scope of work. Possesses a B.A. from Florida Atlantic University with expertise in the logistical, practical, and technological application of project management in multiple disciplines.*

### Disaster Debris Management Experience

#### CrowderGulf – Mobile, AL

##### Project Manager Supervisor, September 2017 - Present

- In the wake of Hurricane Irma (2017), managed numerous disaster recovery projects throughout the southern and central regions of Florida
- Managed assets and resources in the Town of Jupiter, the Village of Palm Springs, the City of Stuart, and the City of Vero Beach
- Developed and executed daily logistics for equipment and debris trucks to safely, efficiently and effectively clear effected areas of hazards generated by the storm
- Communicated with city and town officials in various departments on their immediate needs; ensuring that the work was done thoroughly and to their satisfaction
- Communicated and collaborated with a number state and local departments to ensure the projects were executed to the highest standards
- In the wake of Hurricane Michael (2018), managed the recovery effort in Jackson County, Florida
- Utilized a hands on management approach to develop and execute an effective strategy to successfully complete each phase of the recovery effort related to a category 5 storm
- Communicated with county officials in varying departments on their immediate needs following the storm; ensuring the highest standard of assistance in the wake of such a large scale disaster
- Developed, facilitated, and executed daily equipment logistics to assist the recovery effort to the safest, and most efficient standards
- Managed a number of personnel, resources, and assets in the effort to clear, manage, and ultimately remove storm debris
- Mitigated and overcame numerous challenges associated with the unique environment of the panhandle and the sheer scale of the event

#### First Construction of the Palm Beaches - West Palm Beach, FL

##### Supervisor/Project Manager, May 2014 - August 2017

- Developed, organized, and estimated projected scopes of work ranging from small home repairs to full-scale remodels
- Planned the logistics, staging, and timelines associated with completing projects on time and within the allotted budget
- Delegated responsibilities, resources, and assets thoughtfully; using hands on leadership to ensure the work was performed to the highest standards
- Managed each phase of the project from conception to completion; mitigating challenges while consistently accounting for the satisfaction of the contractor and the client alike

### Education

#### Florida Atlantic University, Boca Raton, FL

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

### Additional Skills

- Proficient in Microsoft Office, with emphasis on Excel
- Excellent written communication
- Superior technological skills; require little to no training

# Clayton B. Young

Texas Regional Manager

## Areas of Expertise

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

## Relevant Qualifications

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

## Disaster Debris Management Experience

### CrowderGulf

2010-Present

*Project Manager / CrowderGulf Texas Client Representative*

- 2018 Hurricane Florence – Project Manager of Duplin County, NC; Over 200,000 CYs Debris Removal and Disposal.
- 2017 Hurricane Harvey – Served as Project Manager for the following clients: Cities of Dickinson, Friendswood, Lake Jackson, Jones Creek, La Marque, Santa Fe, Clear Lake Shores and Galveston County.
- 2017 Hurricane Harvey – Served as Project Manager for TX GLO Waterway Projects in the following locations: Colorado River, San Bernard River, Brazos River, Chocolate Bayou, and Oyster Creek.
- CrowderGulf representative/ Local Project Manager for clients in Texas and Louisiana
- Project Manager, Flooding in Waller and Montgomery Counties, Texas
- Project Manager, Hurricane Irene, North Carolina
- Managed Galveston County Buyout Program after Hurricane Ike
- Supervised crews in Walker County Alabama for Operation Clean-sweep after the April 27th tomodoes

## Additional Experience and Skills

### Self Employed; Denton, Texas

*Entrepreneur*

2001-2010

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

## Education

*University of North Texas*

Denton, Texas

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

## Additional Skills/Certifications

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

## Experience

### CrowderGulf - Theodore, AL

#### Project Manager

2011-Present

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

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

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

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

#### CrowderGulf Partner/Subcontractor

2003-2011

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

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

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

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

## Previous Experience

### Grind-All Company – Moseley, VA

#### General Manager

1999–2003

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

# Amber Ramsay

*Public/Community Relations and Marketing Manager*

## Areas of Expertise

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

## Relevant Qualifications

- Almost 20 years of experience in disaster recovery and marketing.

## Disaster Debris Management Experience

### CrowderGulf

*1999-Present*

#### *Community Relations/Media Manager*

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

#### **Hurricane Irma (2017)**

- 61 Simultaneous Activations in FL

#### **Hurricane Harvey (2017)**

- 26 Simultaneous Activations in TX

#### **Hurricane Matthew (2016)**

- 46 Simultaneous Activations in SC

#### **Hurricane Hermine (2016)**

- City of Tallahassee, FL
- Leon County, FL

#### **Winter Storms, Flooding & Tornado (2015/16)**

- Various Disaster Debris Removal

#### **Sandy (2012-2013)**

- NJ Disaster Debris & Waterway Clean-up

#### **BP Horizon Oil Spill (2010-2012)**

- Baldwin County, FL
- City of Gulf Shores, AL
- City of Orange Beach, AL

#### **New York State Ice Storm (2006)**

#### **Hurricane Rita (2005)**

- US Army Corp of Engineers Contract
  - Calcasieu Parish, LA
  - City of Lake Charles, LA

#### **Hurricane Katrina (2005)**

- Pascagoula, MS

#### **Hurricane Ivan (2004)**

- Pascagoula, MS

#### **Hurricane Charley (2004)**

- Lee County, FL
- Town of Ft. Myers Beach, FL
- City of Ft. Myers, FL
- Sanibel Island, FL
- Captiva Island, FL

#### **Hurricane Charley Debris Projects (2004)**

- Volusia County, FL
- City of Palm Coast, FL
- City of Edgewater, FL

#### **Hurricane Fran Debris Project (1996)**

- City of Wilson, NC

#### **Hurricane Erin Debris Project (1995)**

- City of Pensacola, FL

#### **Hurricane Opal Debris Projects (1995)**

- Panama City, FL
- Bay County, FL

## Education

- Bachelor of Science

Auburn University, Auburn, AL

## Certifications

- NIMS Certified
- FEMA Certified

# Gina Walley

Accounts Receivable Manager/Documentation Specialist

## Areas of Expertise

DOCUMENTATION SPECIALIST; DATA ANALYSIS SPECIALIST; ACCOUNTS RECEIVABLE MANAGER; DATABASE MANAGER

## Relevant Qualifications & Experience

2004 THROUGH PRESENT

### DOCUMENTATION SPECIALIST

- Documentation management - Ensure there is accurate and ample documents that record the work completed
- Historical data preservation & experience for proposals - Provide tables & charts with accurate figures from historical work completed to display CrowderGulf's accomplished work

### DATA ANALYSIS SPECIALIST

- Data analysis - Review data for accuracy and capturing the information needed as directed by the contract
- Audit assistance and investigation - Assist and provide Client's needed documentation and analysis reports to respond to questions in an audit

### ACCOUNTS RECEIVABLE MANAGER

- Invoicing clients from reconciled data - Create accurate invoices from Client preferences and contract specifics
- Client and Client representative relations for reconciliation and documentation - Work with Clients and their representatives to reconcile data at the satisfaction of the Client and their timeline

#### STORM RELATED EXPERIENCE (PARTIAL LISTING)

2017 Hurricane Irma	>1,386 invoices reconciled & generated
2017 Hurricane Harvey	>479 invoices reconciled & generated
2016 Hurricane Matthew	>590 invoices reconciled & generated
2016 Hurricane Hermine	>25 invoices reconciled & generated
2016 Tornados / Flooding	>115 invoices reconciled & generated
2015 Ice Storm / Flooding / Severe Weather	>65 invoices reconciled & generated
2014 Severe Storms	>46 invoices reconciled & generated
2014 Ice Storm Pax, Ulysses	>24 invoices reconciled & generated
2012 Hurricane Sandy	>80 invoices reconciled & generated
2012 Hurricane Isaac	>16 invoices reconciled & generated
2011 Hurricane Irene	>153 invoices reconciled & generated
2011 Tornado Recovery	>63 invoices reconciled & generated
2008 Hurricane Ike	>2,350 invoices reconciled & generated
2005 Hurricane Wilma	>33 invoices reconciled & generated
2005 Hurricane Rita	>18 invoices reconciled & generated
2005 Hurricane Katrina	>186 invoices reconciled & generated

### DATABASE MANAGER

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

#### DATABASE MANAGEMENT (PARTIAL LISTING)

2017 Hurricane Irma	64 databases created & managed
2017 Hurricane Harvey	28 databases created & managed
2016 Hurricane Matthew	49 databases created & managed
2016 Hurricane Hermine	4 databases created & managed
2016 Tornados / Flooding	12 databases created & managed
2015 Ice Storm / Flooding / Severe Weather	6 databases created & managed
2014 Severe Storms	12 databases created & managed
2014 Ice Storm Pax, Ulysses	7 databases created & managed
2012 Hurricane Sandy	3 databases created & managed
2012 Hurricane Isaac	6 databases created & managed
2011 Hurricane Irene	29 databases created & managed
2011 Tornado Recovery	8 databases created & managed
2008 Hurricane Ike	100 databases created & managed
2005 Hurricane Wilma	33 databases created & managed
2005 Hurricane Rita	18 databases managed
2005 Hurricane Katrina	49 databases managed

## Education

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

# Jenny Todd Weaver

*Subcontractor SMBE Compliance Manager*

## Areas of Expertise

**SUBCONTRACTS; MINORITY AND DISADVANTAGED BUSINESS INVOLVEMENT; RFP PREPARATION**

## Relevant Qualifications

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

## Disaster Debris Management Experience

### CrowderGulf

*2008-Present*

#### *Subcontractor S/MBE Compliance Manager*

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

#### *Contract Analyst/Administrator*

*2006-2008*

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

#### *Data Management Analyst/Specialist*

*2005-2006*

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

#### **Activations Worked:**

##### **Hurricane Imelda (2019)**

1 Activation Montgomery Co, TX

##### **Hurricane Dorian (2019)**

1 Activation South Carolina

##### **Hurricane Michael (2018-20)**

61 Activations throughout Florida, Georgia

##### **Hurricane Florence (2018)**

21 Activations throughout North & South Carolina

##### **Hurricane Irma (2017)**

61 Activations throughout Florida

##### **Hurricane Harvey (2017)**

26 Activations throughout Texas

##### **Hurricane Matthew (2016)**

46 Activations throughout the East Coast

##### **Hurricane Hermine (2016)**

2 Activations in Florida

##### **Sever Storms, Flooding & Tornados (2015/16)**

Debris Removal Services for various municipalities

##### **Ice Storms Pax and Ulysses (2014)**

3 Activations over North and South Carolina

##### **Hurricane Sandy Debris Projects (2012/13)**

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

##### **Hurricane Isaac Debris Projects (2012)**

9 activations over 3 States

##### **BP Oil Spill (2010/12)**

1,200 People and 700 pieces of equipment Baldwin County, Town of Dauphin Island, Cities of Gulf Shores & Orange Beach, AL

##### **Tornadoes April and May Outbreak (2011)**

Various activations over Alabama, Missouri and Florida

##### **Hurricane Irene Debris Projects (2011)**

24 activations over North Carolina and Virginia; Six additionally awarded

##### **Hurricane Ike Debris Projects (2008)**

36 activations over 3 states with over 200 Subcontractors activated

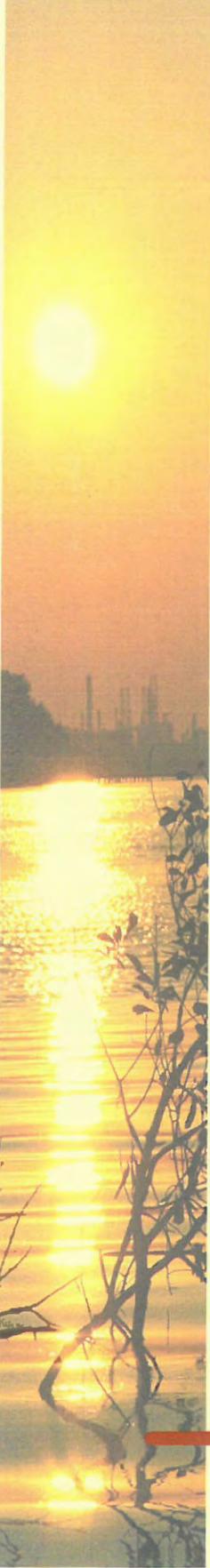
##### **Hurricanes Katrina, Rita & Wilma (2005)**

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

## Education

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

University of Alabama, Tuscaloosa, AL  
Faulkner State Community College, Bay Minette, AL



**TAB 3 -  
Demonstrated Success in  
Past Contracts and  
Relevant Knowledge**

## Tab 3 - Demonstrated Success in Past Contracts and Relevant Knowledge

1. A description of what qualifies your company, financial and otherwise, to provide the City with these services for the required period, provide appropriate staffing, provide necessary resources and show a history of demonstrated competence.

### Financial Capabilities

Financial strength is one of the most important aspects for the City of Clearwater 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 and we have met all financial obligations without interruption. Over the years, CrowderGulf has paid out millions of dollars before receiving any payments. CrowderGulf's long time commitment to pay subcontractors weekly has allowed us to attract the most experienced and well-equipped subcontractors in the nation.

John Ramsay, President and Chief Executive Officer, 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. He understands 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. Some clients have been more financially capable than others, but we have never had a situation in which we were unable to amicably resolve any payment issues.

<b>AGGREGATE BONDING CAPACITY</b>	<b>\$ 500,000,000</b>
<b>SINGLE BONDING CAPACITY</b>	<b>\$ 250,000,000</b>
<b>OTHER AVAILABLE FUNDING</b>	<b>\$ 80,000,000</b>

#### Bonding

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

#### Insurance

Point Clear (Gray Insurance)  
Robby Farmer  
368 Commercial Park Drive  
Fairhope, AL 36532  
251-990-9050

*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 an employment and work process free of any unlawful discrimination. We will promote the value of a diverse work force, which fosters fair treatment of all individuals based on knowledge, skill, ability and performance.



January 8, 2020

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 mid seven figures and a line of credit in the amount of \$20,000,000.00.

If you have any questions, please contact me at 251-690-1087.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Esfeller", written over a light blue horizontal line.

Christopher Esfeller  
Senior Vice President  
Commercial Banking  
[christopher.esfeller@regions.com](mailto:christopher.esfeller@regions.com)



**Katie Cronin**

*Account Underwriter  
Travelers Bond & Specialty  
Construction Services*

(407)-388-3264  
kjcronin@travelers.com

2420 Lakemont Ave.  
Orlando, FL 32814

June 10, 2020

City of Clearwater  
Attn: Procurement Division  
100 S. Myrtle Ave., 3<sup>rd</sup> Floor  
Clearwater, FL 33756-5520

**RE: CrowderGulf Joint Venture, Inc.  
City of Clearwater RFP #35-20 Disaster Debris Removal & Disposal**

To Whom It May Concern:

We understand that CrowderGulf Joint Venture, Inc. is submitting a proposal to the City of Clearwater on RFP #35-20 for Disaster Debris Removal & Disposal Services. It is Travelers Casualty and Surety Company of America's pleasure to provide you with this reference letter confirming our bonding relationship. Travelers A.M. Best Rating is A++ with Financial Size XV and listed in the Department of Treasury Federal Registry with an underwriting limitation of \$1,499,762,000.

Travelers Casualty and Surety Company of America has provided Crowdergulf Joint Venture single bond support in excess of \$35,000,000 on previous successful projects. This is not to be construed as maximum capacity but is provided as example of prior support provided to the account.

This is to advise that should Crowdergulf Joint Venture receive an award of the project, as described above, Travelers Casualty and Surety Company of America would issue Payment and Performance Bonds at the greater of \$1,000,000 or 100% of Contract Award, on behalf of CrowderGulf for the project, as required. Issuance of the bonds is subject to application of Travelers usual and customary underwriting standards, including satisfactory contract terms and provisions, satisfactory bond forms and evidence of project financing at the time of the final bond request.

This letter does not constitute an assumption of liability. The issuance of bonds in connection with any project is a matter solely between the Surety and Contractor. We assume no liability to you or to any third party by the issuance of this letter.

Katie Cronin

**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YY)  
6/21/2019

<b>PRODUCER</b>  Point Clear Insurance Services LLC 368 COMMERCIAL PARK DRIVE FAIRHOPE, AL 36532-1910	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
	<p align="center"><b>COMPANIES AFFORDING COVERAGE</b></p> COMPANY A THE GRAY INSURANCE COMPANY COMPANY B COMPANY C COMPANY D
<b>INSURED</b>  CrowderGulf Joint Venture, Inc. 5435 Business Parkway Theodore, AL 36582-1675	

**COVERAGES**  
 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.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS					
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY  <input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT	XSGI-074306	9/1/2017	7/1/2020	GENERAL AGGREGATE	Unlimited				
					PRODUCTS - COMP/OP AGG	\$3,000,000.00				
					PERSONAL & ADV INJURY	\$1,000,000.00				
					EACH OCCURRENCE	\$1,000,000.00				
					FIRE DAMAGE (Any one fire)	\$50,000.00				
					MED EXP (Any one person)	\$5,000.00				
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	XSAL-075300	9/1/2017	7/1/2020	COMBINED SINGLE LIMIT	\$1,000,000.00				
					BODILY INJURY (Per person)					
					BODILY INJURY (Per accident)					
					PROPERTY DAMAGE					
					<b>GARAGE LIABILITY</b>					
						<input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT
					OTHER THAN AUTO ONLY					
					EACH ACCIDENT					
					AGGREGATE					
A	<b>EXCESS LIABILITY</b> <input type="checkbox"/> UMBRELLA FORM <input checked="" type="checkbox"/> OTHER THAN UMBRELLA FORM	GXS-043486	7/1/2019	7/1/2020	EACH OCCURRENCE	\$4,000,000.00				
					AGGREGATE	\$4,000,000.00				
					<b>WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY</b>					
A	THE PROPRIETOR/ PARTNERS/EXECUTIVE OFFICERS ARE: <input checked="" type="checkbox"/> INCL <input type="checkbox"/> EXCL	GWC-071021-FL3	7/1/2019	7/1/2020	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH ER					
					EL EACH ACCIDENT	\$1,000,000.00				
					EL DISEASE - POLICY LIMIT	\$1,000,000.00				
					EL DISEASE - EA EMPLOYEE	\$1,000,000.00				
	OTHER									

**DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS**  
 The certificate holder is an additional insured on all policies except Workers' Compensation and is provided a Waiver of Subrogation, all if required by written contract. The above insurance policies shall be primary and noncontributory to any other insurance policies maintained by the certificate holder, if required by written contract.

#15-17 Disaster Debris Removal and Disposal Services

<b>CERTIFICATE HOLDER</b> 2523#9_REVISED  City of Clearwater Attn: Purchasing Department, RFP #15-17 P. O. Box 4748 Clearwater, FL 33758	<b>CANCELLATION</b> In the event of cancellation by The Gray Insurance Company and if required by written contract, 30 days written notice will be given to the Certificate Holder.
	<b>AUTHORIZED REPRESENTATIVE</b>   THE GRAY INSURANCE COMPANY

GCF 00 50 01 01 12

**THE GRAY INSURANCE COMPANY**

**The below coverages apply if the corresponding policy number is indicated on the previous page.**

**A. Commercial General Liability**

General Liability Policy Includes:

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured (CGL Form# CG 20 10 11 85) when required by written contract.

Primary Insurance Wording Included when required by written contract.

Broad Form Property Damage Liability including Explosion, Collapse and Underground (XCU).

Premises/Operations

Products/Completed Operations

Contractual Liability

Sudden and Accidental Pollution Liability

Occurrence Form

Personal Injury

"In Rem" Endorsement

Cross Liability

Severability of Interests Provision

"Action Over" Claims

Independent Contractors coverage for work sublet

Vessel Liability - Watercraft exclusion has been modified by the vessels endorsement on scheduled equipment.

General Aggregate applies per project or equivalent.

**B. Automobile Liability Policy Includes:**

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured when required by written contract.

**C. Workers Compensation Policy Includes:**

Blanket Waiver of Subrogation when required by written contract.

U.S. Longshoremen's and Harbor Workers Compensation Act Coverage

Outer Continental Shelf Land Act

Jones Act (including Transportation, Wages, Maintenance, and Cure),

Death on the High Seas Act & General Maritime Law.

Maritime Employers Liability Limit: \$1,000,000

Voluntary Compensation Endorsement

Other States Insurance

Alternate Employer/Borrowed Servant Endorsement

"In Rem" Endorsement

Gulf of Mexico Territorial Extension

**D. Excess Liability Policy Includes:**

Coverage is excess of the Auto Liability, General Liability, Employers Liability, & Maritime Employers Liability policies

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured when required by written contract.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/15/2019

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).

<b>PRODUCER</b> POINT CLEAR INSURANCE 368 Commercial Park Drive  Fairhope AL 36532	<b>CONTACT NAME:</b> Nina Glover <b>PHONE (A/C, No, Ext):</b> (251) 990-9050 <b>E-MAIL ADDRESS:</b> nina@pointclearins.com	<b>FAX (A/C, No):</b> (251) 990-8635
	<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Westchester Insurance Company	
<b>INSURED</b>  CrowderGulf, LLC / Crowder Gulf Joint Venture, Inc. 5435 Business Parkway  Theodore AL 36582	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES****CERTIFICATE NUMBER:** CL1710602492**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 <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE	\$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
							MED EXP (Any one person)	\$
							PERSONAL & ADV INJURY	\$
							GENERAL AGGREGATE	\$
							PRODUCTS - COMP/OP AGG	\$
							Non-owned	\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (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	\$
A	Contractors Pollution Liab. Coverage			G71538825001	06/22/2019	06/22/2021	Per Occurrence	3,000,000
							General Aggregate Limit	5,000,000

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

**CERTIFICATE HOLDER****CANCELLATION**

"SAMPLE"	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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# CrowderGulf

## Disaster Recovery and Debris Management

5435 Business Parkway  
Theodore, Alabama 36582

Office: (800) 992-6207  
Fax: (251) 451-7433

### 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](mailto: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.

*John Ramsay*  
President & CEO



Welcome  
Kelley James

User ID  
KJAM1888

Last Login  
12:27 PM - 11/11/2010 Log Out



- Home
- My Cases
- New Case
- View Cases
- My Profile
- Edit Profile
- Change Password
- Change Security Questions
- My Company
- Edit Company Profile
- Add New User
- View Existing Users
- Close Company Account
- My Reports
- View Reports
- My Resources
- View Essential Resources
- Take Tutorial
- View User Manual
- Contact Us

### Company Information

**Company Name:** CrowderGulf Joint Venture.

**Company ID Number:** 312220

**Doing Business As (DBA) Name:**

**DUNS Number:**

**Physical Location:**

**Address 1:** 5435 Business Parkway

**Address 2:**

**City:** Theodore

**State:** AL

**Zip Code:** 35582

**County:** MOBILE

[View / Edit](#)

**Mailing Address:**

**Address 1:**

**Address 2:**

**City:**

**State:**

**Zip Code:**

**Additional Information:**

**Employer Identification Number:** 10826019

**Total Number of Employees:** 20 to 99

**Parent Organization:**

**Administrator:**

**Organization Designation:**

**Employer Category:** None of these categories apply

**NAICS Code:** 582 - WASTE MANAGEMENT AND REMEDIATION SERVICES

[View / Edit](#)

**Total Hiring Sites:** 1

[View / Edit](#)

**Total Points of Contact:** 3

[View / Edit](#)



## Drug Free Work Place

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

## Past Experience and Recent Notable Work

For all activations, CrowderGulf Management teams have been led by experienced and knowledgeable personnel well-versed in FEMA regulations, including eligible work, funding and reimbursement requirements. Several of CrowderGulf's personnel have held emergency management positions both locally, as well as state and federal positions. These individuals provide updates and training to CrowderGulf staff on a regular basis. Details of personnel qualifications are provided in the **Key Personnel Section** of this proposal.

The best way to demonstrate the qualifications, knowledge, and experience of CrowderGulf is to provide summaries of past performance and references to support our work, which we have provided below. CrowderGulf's ability to successfully manage multiple contracts, within client timelines and FEMA guidelines, is highlighted in the following excerpts of past experience following major natural disasters. A Summary Chart is included at the end of each year's work that shows the varied scopes of work that were completed.

### 2018 Hurricanes Michael and Florence

CrowderGulf served a total of **35 clients** simultaneously for Hurricanes Florence and Michael, invoicing for a total of **\$265,482,662**.

**Hurricane Michael - Florida:** Michael plowed into the Florida Panhandle on October 10 as a major Hurricane. It is the first Category 5 storm on record to hit the Florida Panhandle. Tropical storm-force winds extended more than 320 miles from the center, devastating the entire region.



CrowderGulf holds many pre-event contracts within the area so our Director of Operations and Florida Regional Manager were on the ground doing damage assessment within 2 hours of the storms passing. We immediately mobilized hauling units to begin right-of-way (ROW) debris operations. CrowderGulf has removed, processed, reduced and disposed of approximately **10 Million Cubic Yards** of vegetative and construction/demolition debris at 26 Debris Management Sites and 13 Final Disposal Facilities. More than 83,000 hazardous trees have had falling hangers and leaners, to date and those limbs were cut to restore safe passage. Ongoing CrowderGulf operations in within the State of Florida will also include the removal of construction and demolition debris, white goods, e-waste, household hazardous waste (HHW), hazardous stumps, demolition of structures and Private Property Debris Removal (PPDR).



**Hurricane Florence - North Carolina:** A powerful and deadly Category 1 Hurricane took aim at the North Carolina coastline in September, 2018. This deadly hurricane claimed 55 lives as it swept across the state. Hurricane Florence brought devastating rainfall accumulations which caused flooding not only to the large stretch of coastline but also created widespread inland flooding. Many of the state's major rivers and tributaries reached record level height as 30+ inches of rainfall drenched the area and closed major interstates and roadways for weeks.

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

While working in North Carolina, CrowderGulf experienced contract requirements which presented their own unique challenges. Damage assessments were hampered by non-reseeding floodwaters causing the closure of many roads and isolating communities. CrowderGulf assisted communities with damage assessment by providing drone flyovers into flooded areas and working with local officials to identify alternate debris management sites not affected by floodwaters. The community of Bald Head Island had its own set of unique challenges. Bald Head Island is an island off the coast of North Carolina separated from the mainland by the Cape Fear River, accessible only by ferry boat. The challenge of this contract involved the access of equipment to the island and the means of disposal of storm generated debris. CrowderGulf worked with Bald Head Island to provide the debris collection and disposal services by setting up a debris reduction site on the island for the vegetative debris. At the vegetative debris site all material was reduced to mulch and then given back to the residents and local landscape businesses for residential use. CrowderGulf secured barges to transport the remaining materials, which included C&D and Household Hazardous Waste (HHW), across the Cape Fear River to final disposal sites. While contracts such as this one can present special challenges, so does the addition of another land falling hurricane.

**Rising to the Challenge** - During the Florence activation, the Florida Panhandle experienced the devastation of Hurricane Michael, a category IV storm. CrowderGulf had eleven additional contracts activated making a total of twenty nine simultaneous activated contracts. During the 2017 Hurricane season, CrowderGulf experienced the same scenario involving multiple contract activations which led our team to revisit and revise our level of response. Following our 2017 - 18 activation assessment, CrowderGulf worked diligently to enhance our program. We provided additional training to project managers and team members across seven states, solidified relationships with subcontract resources nationwide and revised plans and procedures for faster response to our clients and improved documentation protocols.



During the 2018 activation, our company stood strong and we were ready. We provided each contract activation with an experienced project management team that remained with the assignment from start until finished. We provided each client with the needed assets, both personnel and equipment to successfully meet all contractual obligations within the specified time to include safety, quality assurance and documentation personnel.

CrowderGulf responded to Florida with urgency, providing each Florida Client with their own trained Project Management team. CrowderGulf did not downsize equipment and personnel in North Carolina to respond to Florida,

**we doubled and in some cases tripled our equipment resources in our North Carolina contract activations** to reassure our North Carolina clients that we would finish their projects strong and successfully. We responded to our Florida clients with full resources and had damage assessment **personnel on the ground within two hours of the storms passing.** CrowderGulf provided personnel, drones and helicopters for damage assessment and brought in our own professional videographer to capture storm damage and the debris removal process.

## 2017 Hurricanes Harvey & Irma

The 2017 Hurricane Season was extremely challenging as Hurricane Harvey caused extensive damage to the Texas Coast and two weeks later Hurricane Irma impacted the Florida Keys and stretched all the way to South and North Carolina.

In Texas, CrowderGulf had 27 contracts activated and debris removal operations were in full swing. Then Hurricane Irma visited Florida, leaving behind great damage and devastation. As a result, CrowderGulf's resources had to be quickly expanded and adjusted to accommodate 64 clients in Florida. While the usual initial chaos and stress for everyone after a disaster was present, CrowderGulf focused on serving all affected clients in both states as quickly and efficiently as possible. As a result, all jobs were finished



**Hurricane Harvey - Texas** On August 25, 2017, Hurricane Harvey, one of the strongest hurricanes to hit the United States since 2005, made landfall as a Category 4 Hurricane in Rockport, Texas. The maximum winds were 130 mph as it churned its way through Aransas County. As the storm continued to make its way along the eastern edge of the Texas coastline, additional impacts of storm surge and inland flooding affected numerous areas. The Houston metropolitan area observed between 30 and 60.5 inches of rain from this historic tropical system. Harvey destroyed 9,000 homes and damaged an additional 185,000 dwellings. CrowderGulf had 27 Texas County and Municipal contracts activated during this event and managed 25 Debris Management Sites (DMS), resulting in approximately **5 MILLION CUBIC YARDS** of debris being removed from ROW or ROE.

**Hurricane Irma - Florida** On September 10, 2017, Hurricane Irma made two landfalls in the State of Florida. The first landfall was recorded in Cudjoe Key, Florida, with winds of 130 mph. The second landfall occurred in Naples, Florida, with sustained winds of 115 mph. This large hurricane impacted all of Florida as it moved north, causing 67 counties to be declared for FEMA Public Assistance. In response, CrowderGulf had 65 contract activations and managed 92 DMS in Florida while simultaneously managing 26 contract activations that occurred in August in the State of Texas, following Hurricane Harvey. Clean up included the removal of over **10 MILLION CUBIC YARDS** of debris and resulting in costs of over **200 MILLION DOLLARS**.

## 2016 Hurricane Matthew

**Georgia** - On October 7th, 2016, Hurricane Matthew began its devastating impacts on thirteen Counties in Georgia. CrowderGulf's debris contracts were activated the following week in Liberty County (serving the County and the Cities of Hinesville, Midway and Riceboro) as well as two contract activations in Chatham County. The storm left over 182,460 cubic yards of vegetative storm debris, 2,055 leaners and hangers, 727 stumps and 75 tons of C&D to be removed, reduced (by air curtain incineration) and disposed in Liberty County. During our kick-off meeting, CrowderGulf was made aware the County elected to participate in the Public Assistance Pilot Program for expedited debris removal. CrowderGulf immediately began ramping up resources to successfully remove, reduce and dispose all debris within the given timeframe established by the County. Invoicing for the County was submitted in 30 day increments and supported by daily progress reports by both CrowderGulf and the monitoring Company. This close working relationship made participation in the **Pilot Program successful** for the County. The total project cost for Liberty County was \$1,736,692.

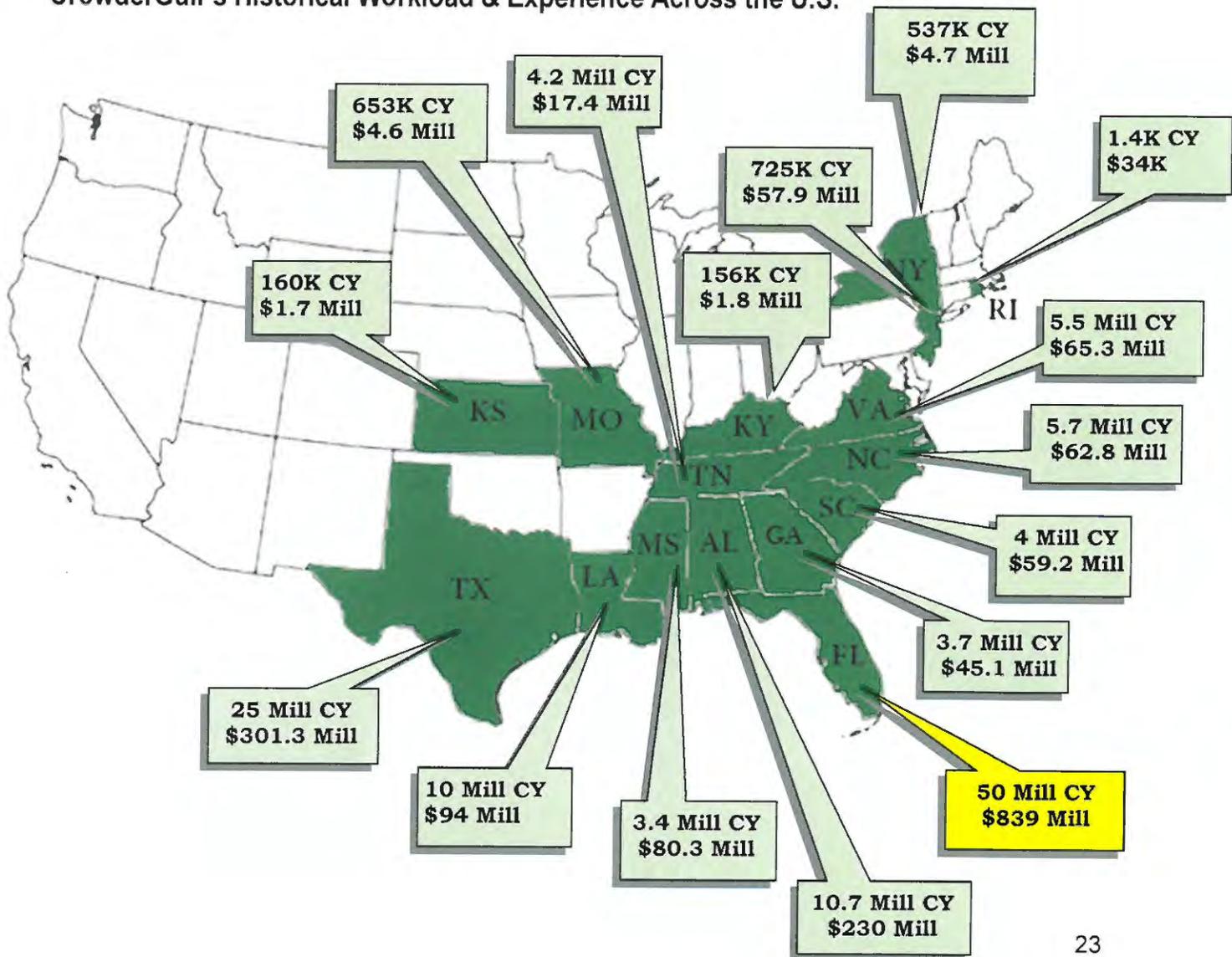
In Chatham County, the municipalities of Port Wentworth, Thunderbolt and Garden City activated their pre-event contracts with CrowderGulf. Port Wentworth recovered over 6,282 cubic yards of vegetative debris and removed 952 leaners and hangers while Garden City had 33,580 cubic yards of debris removed. Thunderbolt recovered 9,896 cubic yards of vegetative debris. All three municipalities reduced their debris by mulching/chipping. Three Georgia contracts were monitored by Tetra Tech and one was monitored by Witt O'Briens. All were completed in less than 90 days. The total project cost for Port Wentworth was approximately \$84,000, Thunderbolt was approximately \$108,700 and Garden City totaled \$365,490.

**Florida** - Following Hurricane Matthew impacting the east coast of Florida, CrowderGulf received 13 Florida contract activations from Counties and cities as far south as Martin County and as far north as Duval County. Utilizing 18 Project Managers, and numerous field supervisors and equipment assets, CrowderGulf removed over 1,695,743 cubic yards of debris and managed 13 debris management site locations. CrowderGulf forces were tasked with the removal of vegetative debris, C&D, leaners, hangers and stumps, and collection and disposal of white goods. Reduction was performed by burning, grinding and mulching debris. Additional contract activations were received by the Florida Department of Environmental Protection (FDEP) in Duval, Clay, St John's, Brevard, Volusia and Nassau Counties for Waterway Debris Removal. Costs for the recovery efforts in Florida were \$30,358,208.

**South Carolina** - CrowderGulf was activated by Hilton Head Island (HHI) on October 7, 2016. CrowderGulf supplied over 125 pieces of equipment which included 6 grinders and a Trammel screen plus an additional 300+ personnel to assist with the HHI's 12 communities with recovery operations. Reduction operations consisted of chipping and mulching at both Debris Management Site locations. CrowderGulf removed, reduced and disposed 2,989,342 cubic yards of vegetative debris and removed 42,058 hangers 5,301 leaners and 10,693 Cubic Yards of C&D material and managed 2 debris management site locations on the island for a total project cost of \$33,693,545.

Having worked in 2015 for the SCDOT to recover Richland and Lexington Counties from severe flooding, CrowderGulf was once again activated to aid Darlington, Florence and Sumter Counties with Hurricane Matthew debris removal. The SCDOT tasked CrowderGulf with removing debris on the right of way and hazardous leaners, hangers and stumps. CrowderGulf was responsible for debris removal from the following roads throughout the Counties:

**CrowderGulf's Historical Workload & Experience Across the U.S.**



## Past Performance Chart

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

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
<b>2020 Tornado</b>				
Chattanooga, TN 4/26/2020-Ongoing	<b>Removed &amp; disposed:</b> vegetation, C&D, mulch, C&D compaction, Parks debris, hangers (52 trees), leaners (12 trees); <b>Reduced by</b> Grinding (165,566 CY), by C&D compaction (51,759 CY) DMS sites (1); <b>Monitored</b> by Tetra Tech ADMS	\$1,712,678+	232,513+	<b>Maura Sullivan</b> , Chief Operating Officer 101 E. 11 <sup>th</sup> Street Chattanooga, TN 37402 Ph: 423-643-7230 <a href="mailto:purchasing@chattanooga.gov">purchasing@chattanooga.gov</a>
Nashville, TN 3/6/2020-5/8/2020	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, C&D compacted, Parks debris, stumps (73); <b>Reduced by</b> Grinding (195,208 CY), by C&D compaction (107,750 CY) DMS sites (4); <b>Monitored</b> by Tetra Tech ADMS	\$5,650,628	430,629	<b>Phillip Jones</b> , PW Operations Manger 750 South 5 <sup>th</sup> Street Nashville, TN 37206 Ph: 615-533-2377 <a href="mailto:phillip.jones@nashville.gov">phillip.jones@nashville.gov</a>
<b>2019 Tornado</b>				
Richardson, TX 10/25/2019-12/6/2019	<b>Removed &amp; Disposed:</b> vegetation; c&d; mulch; <b>Reduced by Grinding</b> (43,519 CY); <b>Monitored</b> by Rostan	\$670,890	59,443	<b>Travis Switzer</b> , Assitant Director Public Services 1260 Columbia Dr. Richardson, TX 75081 Ofc. (972) 744-4402, Cell. (972) 744-5814, <a href="mailto:travis.switzer@cor.gov">travis.switzer@cor.gov</a>
<b>2019 Tropical Storm Imelda</b>				
Montgomery Co, TX 10/1/2019-11/8/2019	<b>Removed &amp; Disposed:</b> C&D Direct; E-waste (840); White Goods (178); <b>Monitored</b> by Atkins Global	\$389,013	24,727	<b>Darren Hess</b> , Director of EM 9472 Airport Rd Conroe, TX 77303, 936-523-3901 <a href="mailto:Darren.hess@mctx.org">Darren.hess@mctx.org</a>
2019 Hurricane Dorian	<b>2 Activations – 2 DMS's</b>	<b>\$430,366</b> Total Event Cost	<b>31,294</b> Total Event CY	
Dorchester Co, SC 9/16/2019-10/18/2019	<b>Removed &amp; Disposed:</b> vegetation; mulch; <b>Reduced by Grinding</b> (46,568 CY); Citizen Sites Managed; <b>Monitored</b> by Tetra Tech	\$408,086	31,294	<b>Jason Carrher</b> Public Works Director, 2120 E. Main Street Dorchester, SC 29437 (843) 607-5908 cell (843) 832-0070 work <a href="mailto:jcarraher@dorchestercountysc.gov">jcarraher@dorchestercountysc.gov</a>
Hilton Head, SC 9/15/2019	<b>Emergency Push</b>	\$22,280	Hrly	<b>Jennifer Lyle</b> , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, work 843-341-4779 cell 843-384-2629, <a href="mailto:jenniferl@hiltonheadislandsc.gov">jenniferl@hiltonheadislandsc.gov</a>
<b>2019 Misc</b>				
Ft Myers Beach, FL 4/15/2019-5/8/2019	<b>Red Algae Removal</b>	\$136,817	Hrly	<b>Chelsea O'Riley</b> , Public Works Manager, 2525 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext 1700, <a href="mailto:chelsea@fmbgov.com">chelsea@fmbgov.com</a>
Okaloosa Co, FL 4/18/2019	<b>Debris &amp; Underbrush Removal</b>	\$18,900	Hrly	<b>Jim Reece</b> , CHMM, Recycling Coordinator, 84 Ready Ave, NW, Ft Walton Beach, FL 32548, Tel: 850-651-7394, Fax: 850-651-7397, <a href="mailto:jreece@myokaloosa.com">jreece@myokaloosa.com</a>
<b>2019 Special Project</b>				
Dickinson, TX 01/2019-02/2019	<b>Removed &amp; disposed:</b> Waterway Debris Removal from Dickinson Bayou resulting from Hurricane Harvey	\$1,561,293	51,000	<b>Stephanie Russell</b> , Assistant City Administrator 4000 Liggio, Dickinson, TX 77539 281-337-8839 <a href="mailto:srussell@ci.dickinson.tx.us">srussell@ci.dickinson.tx.us</a>



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
<b>2018 Hurricane Michael CAT V (FL)</b>	<b>16 Activations – 29 DMS's</b>	<b>\$243,243,340 +</b> Total Event Cost	<b>16,756,475 +</b> Total Event CY	
<b>Apalachicola, FL</b> 10/21/2018-12/18/2018	<b>Removed &amp; Disposed:</b> vegetation; Leaners (5); Hangers (1,267 Trees); White Goods (15); <b>Reduced by Grinding</b> (52,178 CY); <b>Monitored</b> by Tetra Tech	\$1,085,115.43	59,069	<b>Ronald W. Nalley</b> , City Manager; 1 Avenue E., Apalachicola, FL 32320; <a href="mailto:amklibrary2017@gmail.com">amklibrary2017@gmail.com</a> ;
<b>Bay Co, FL</b> 10/17/2018-Ongoing	<b>Removed &amp; Disposed:</b> (ROW, PPDR, Waterway) vegetation; C&D; Leaners (4,608); Hangers (6,970 Trees); White Goods (252); <b>Reduced by Grinding</b> (1,807,531); <b>C&amp;D Compact</b> (458,953 CY); <b>Projects:</b> Waterway & Canal clearing; <b>Debris</b> removed from eligible parks, cemeteries & schools <b>Monitored</b> by Landfall Strategies	\$36,857,543	3,178,971	<b>Keith Bryant</b> , Director of Public Works; 840 W. 11st Street, Panama City, FL 32401; 850-248-8302; <a href="mailto:kbryant@baycountycl.gov">kbryant@baycountycl.gov</a>
<b>Bainbridge, GA</b> 4/23/2019-7/29/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (659); Hangers (40,931 Trees); Stumps (16); Mulch; <b>Reduced by Grinding</b> (53,383 CY); <b>Monitored</b> by True North	\$1,407,790	53,576	<b>Chris Hobby</b> , City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 <a href="mailto:chrish@bainbridgcity.com">chrish@bainbridgcity.com</a>
<b>Carrabelle, FL</b> 10/30/2018-12/19/2018	<b>Removed &amp; Disposed:</b> vegetation; Hangers (404 Trees); <b>Reduced by Grinding</b> (18,456 CY); <b>Monitored</b> by Tetra Tech	\$358,306.94	23,628	<b>Courtney Dempsey</b> , CRA Director; 1001 Gray Avenue, Carrabelle, FL 32322; 850-544-5233; <a href="mailto:citycbel@gtcom.net">citycbel@gtcom.net</a>
<b>Dauphin Island, AL</b> 10/10/2018-2/13/2019	<b>Sand Removal</b>	\$271,683	Hrly	<b>Mayor Jeff Collier</b> ; 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; <a href="mailto:jcollier@townofdauphinisland.org">jcollier@townofdauphinisland.org</a>
<b>Decatur Co, GA</b> 3/22/2019-8/3/2019	<b>Removed &amp; Disposed:</b> (ROW, ROE) Vegetation; C&D; Leaner (1,914); Hangers (18,585 Trees); Stumps (82); <b>Reduced by Grinding</b> (212,988 CY); <b>Monitored</b> by True North	\$5,463,141	268,284	<b>Chris Hobby</b> , City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 <a href="mailto:chrish@bainbridgcity.com">chrish@bainbridgcity.com</a>
<b>Dog Island, FL</b> 9/12/2019-9/20/2019	<b>Removed &amp; Disposed:</b> Vegetation / Construction & Demo	\$864,918	Lump Sum	<b>Pamela Brownell</b> , EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext 100; Cell 850-653-6748; <a href="mailto:em3frank@fairpoint.net">em3frank@fairpoint.net</a>
<b>Florida DEP</b> 2/7/2019-6/6/2019	<b>Removed &amp; Disposed:</b> Vegetation; <b>Reduced Grinding</b> (116,672 CY)	\$17,721,523	181,231	<b>Scott Woolam</b> , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, <a href="mailto:Scott.Woolam@dep.state.fl.us">Scott.Woolam@dep.state.fl.us</a>
<b>Franklin Co, FL</b> 10/16/2018-1/4/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (67); Hangers (1,414 Trees); HHW (1,120 Lbs); White Goods (233); Freon (215); E-Waste (94); <b>Reduced by Grinding</b> (90,244 CY); <b>Monitored</b> by Tetra Tech	\$2,215,778	145,862	<b>Pamela Brownell</b> , EM Director; 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext 100; Cell 850-653-6748; <a href="mailto:em3frank@fairpoint.net">em3frank@fairpoint.net</a>
<b>Jackson Co, FL</b> 10/12/2018-9/20/2019	<b>Emergency Push</b> <b>Removed &amp; Disposed:</b> vegetation; C&D; mulch; Hangers (21,388 Trees); Leaners (13,431); Stumps (7); <b>Reduced by Grinding</b> (2,399,088 CY); <b>Monitored</b> by Metrics / Thompson	\$40,141,024	3,229,193	<b>Rodney Andreasen</b> , Director of Emergency Management; 2819 Panhandle Rd., Operations Complex, Marianna, FL 32446; 850-718-0007; Cell 850-573-1058; <a href="mailto:randreasen@jacksoncountyfl.com">randreasen@jacksoncountyfl.com</a>
<b>Lynn Haven, FL</b> 10/10/2018-11/12/2019	<b>Emergency Push</b> <b>Removed &amp; Disposed:</b> vegetation; Leaners (404); Hangers (1,580 Trees); Stumps (21); <b>Reduced by Grinding</b> (558,533 CY) & C&D Compaction (186,548 CY) [3 sites]; <b>Debris</b> removed from eligible parks, cemeteries & schools; <b>Monitored</b> by Tetra Tech; <b>Provided</b> Sat. Phones	\$13,727,778	1,064,375	<b>Michael White</b> , City Manager; 825 Ohio Ave., Lynn Haven, FL 32444; 865-265-2121, Cell 850-814-8740; <a href="mailto:citymanager@cityoflynnhaven.com">citymanager@cityoflynnhaven.com</a>
<b>Mexico Beach, FL</b> 2/25/2019-10/10/2019	<b>Dredge, Sand Sift and Replacement</b>	\$12,527,617	47,828	<b>Tanya Castro</b> , City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 <a href="mailto:t.castro@mexicobeachgov.com">t.castro@mexicobeachgov.com</a>



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OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Panama City Beach, FL 1/14/2019-1/24/2019	Reduction by Grinding (54,233 CY), 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 <a href="mailto:jthomas@pcbgov.com">jthomas@pcbgov.com</a>
Panama City, FL 10/11/2018-Ongoing	<b>Emergency Push</b> <b>Removed &amp; Disposed:</b> vegetation; C&D; Leaners (20,044), Hangers (32,472 Trees); Stumps (6,962); <b>Reduced</b> by Grinding (2,289,446 CY) & Compacted C&D (1,615,450 CY); <b>Debris</b> removed from eligible parks, cemeteries & schools <b>Monitored</b> by Landfall Strategies	\$78,421,709	5,754,852	Neil Fravel, Director of Public Works; 819 E. 11 <sup>th</sup> Street, Panama City, FL 32401; 850-872-3015; <a href="mailto:nfravel@pcgov.org">nfravel@pcgov.org</a>
Parker, FL 10/23/2018-5/3/2019	<b>Emergency Push</b> <b>Removed &amp; Disposed:</b> vegetation; C&D; Leaners (344); Hangers (846 Trees); Stumps (21); <b>Reduced</b> by Grinding (389,576 CY) & C&D Compaction (159,188 CY); <b>Monitored</b> by Tetra Tech	\$7,865,964	783,286	Ashley Rizzo Human Resources, Benefits & Safety Administrator, 850-871-4104, <a href="mailto:arizzo@cityofparker.com">arizzo@cityofparker.com</a> ; 1001 West Park Street, Parker, FL 32404 850-960-1908, Cell 850-528-9032; <a href="mailto:narowell@cityofparker.com">narowell@cityofparker.com</a>
Washington Co, FL 10/18/2018-5/31/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (10,301); Hangers (35,683 Trees) Stumps (108); <b>Reduced</b> by Grinding (1,445,814 CY); <b>Monitored</b> by Witt O'Briens	\$23,870,365	1,948,246	Ms. Lynne Abel, EM Public Safety Director; 2300 Pioneer Road, Chipley, FL 32428; 850-638-6203; <a href="mailto:label@washingtonfl.com">label@washingtonfl.com</a>
<b>2018 Hurricane Florence CAT 1 (NC &amp; SC)</b>	<b>18 Activations – 16 DMS's – FEMA-DR-4292-NC</b>	<b>\$29,914,480</b> Total Event Cost	<b>2,190,278</b> Total Event CY	
Bald Head Island, NC 10/10/2018-2/20/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (275); Hangers (3,148 Trees); White Goods (225); HHW (1,440 Lbs); <b>Reduced</b> by Grinding (24,599 CY) C&D Compaction (7,858 CY); <b>Monitored</b> by Landfall Strategies	\$1,378,786	38,327	Chris Clemmons, Director of Public Works; 110 Rothschild Street, Holden Beach, NC 28463; 910-842-6488; <a href="mailto:pworks@hbtownhall.com">pworks@hbtownhall.com</a> Chris McCall – Village Manager, 910-457-9700; <a href="mailto:cmccall@villagebhi.org">cmccall@villagebhi.org</a>
Bolivia, NC 10/2/2018-1/15/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (10); Hangers (36 Trees); <b>Reduced</b> by Grinding (749 CY) ; <b>Monitored</b> 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; <a href="mailto:dgraham@sunsetbeachnc.gov">dgraham@sunsetbeachnc.gov</a> Jane Marston, Mayor; 910-471-2024
Brunswick Co, NC 9/26/2018-1/24/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (2,196); Hangers (19,333 Trees); <b>Reduce</b> by Grinding (323,631 CY); <b>Monitored</b> by Landfall Strategies	\$6,106,287	385,556	Wyatt Richardson, Operation Services Director of Parks & Recreation; 102 Town Hall Drive, Leland, NC 28451; 910-332-4651, Cell 910-470-7347; <a href="mailto:wrichardson@townofleland.com">wrichardson@townofleland.com</a> Micki Bozeman, Solid Waste Coordinator, <a href="mailto:micki.bozeman@brunswickcountync.gov">micki.bozeman@brunswickcountync.gov</a>
Caswell Beach, NC 10/5/2018-1/22/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (3); Hangers (182 Trees); <b>Reduced</b> by Grinding (8,721 CY); <b>Monitored</b> by Landfall Strategies	\$154,906	11,794	Mayor Jane Marston; PO Box 93, Bollivia, NC 28422; 910-471-2024; <a href="mailto:townhall.bolivia@atmc.net">townhall.bolivia@atmc.net</a> ;
Duplin Co, NC 10/11/2018-12/11/2018	<b>Removed &amp; Disposed:</b> vegetation; White Goods (1,186); HHW (6,200 Lbs); <b>Reduced</b> by Grinding (92,323 CY) C&D Compaction (97,708 CY); <b>Monitored</b> by Tetra Tech	\$2,682,013	229,937	Chris Vernon, Emergency Management Director; 209 Seminary St. Kenansville, NC 28349; 910-296-2160 x224, Cell 910-271-2772; <a href="mailto:chris.vernon@duplincountync.com">chris.vernon@duplincountync.com</a>
Fayetteville, NC 9/26/2018-11/30/2018	<b>Removed &amp; Disposed:</b> vegetation; <b>Reduced</b> by Grinding (126,511 CY) ; <b>Monitored</b> by Tetra Tech	\$1,991,073	153,445	Jackie Tuckey, Public Information Officer 910-433-1854 <a href="mailto:jtuckey@ci.fay.nc.us">jtuckey@ci.fay.nc.us</a> Scott L. Bullard, Emergency Manager of Fire/EM; 433 Hay St., Fayetteville, NC 28301; 910-433-1789, Cell 910-551-4208; <a href="mailto:sbullard@ci.fay.nc.us">sbullard@ci.fay.nc.us</a>
Jacksonville, NC 9/7/2018-2/6/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (39,190); Hangers (2,823 Trees); <b>Reduced</b> by Grinding (273,804 CY); <b>Monitored</b> by Thompson	\$5,245,709	346,145	Wally Hansen, Public Services Director – Engineering & Construction; PO Box 128. Jacksonville, NC 28451; 910-938-5260; <a href="mailto:whansen@ci.jacksonville.nc.us">whansen@ci.jacksonville.nc.us</a> ; Dr. Richard L. Woodruff, City Manager; 910-938-5220; <a href="mailto:citymanager@ci.jacksonville.nc.us">citymanager@ci.jacksonville.nc.us</a>
Leland, NC 9/29/2018-12/21/2018	<b>Removed &amp; Disposed:</b> vegetation; Leaners (143); Hangers (872 Trees); <b>Reduced</b> by Grinding (113,667 CY); <b>Monitored</b> by Landfall Strategies	\$1,527,901	132,975	Wyatt Richardson, Operations Services Director; 102 Town Hall Drive, Leland, NC 28451 Ofc: 910-332-4651 Cell: 910-470-7347 <a href="mailto:wrichardson@townofleland.com">wrichardson@townofleland.com</a>



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OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Navassa, NC 10/23/2018-11/28/2018	<b>Removed &amp; Disposed:</b> vegetation; C&D; <b>Monitored</b> by Landfall Strategies	\$184,995	17,724	<b>Mayor Eulis Willis;</b> 334 Main St., Navassa, NC 28451; 910-371-2432; <a href="mailto:mayor@townofnavassa.org">mayor@townofnavassa.org</a>
Northwest, NC 10/16/2018-11/17/2018	<b>Removed &amp; Disposed:</b> vegetation; C&D; Leaners (15); Hangers (81 Trees); <b>Monitored</b> by Landfall Strategies	\$29,944	2,097	<b>Mayor James Knox</b> - 910-515-9677 - <a href="mailto:cityofnorthwest@cityofnorthwest.com">cityofnorthwest@cityofnorthwest.com</a>
North Topsail Beach, NC 9/18/2018-12/19/2018	<b>Removed &amp; Disposed:</b> C&D; <b>Reduction</b> by C&D Compaction (40,177 CY); <b>Sandscreening</b> (37,170 CY); <b>Monitored</b> by Tetra Tech	\$1,282,198	62,474	<b>Thomas Best,</b> Public Works Director; 3315 Gray St., North Topsail Beach, NC 28460; 910-328-9297, Cell 910-376-0453; <a href="mailto:tbest@ntbnc.org">tbest@ntbnc.org</a>
Oak Island, NC 10/9/2018-1/23/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (154); Hangers (2,752 Trees); <b>Reduced</b> by Grinding (55,965 CY); <b>Monitored</b> by Landfall Strategies	\$1,764,065	150,972	<b>David Kelley,</b> Town Manager; <a href="mailto:dkelly@ci.oak-island.nc.us">dkelly@ci.oak-island.nc.us</a>
Onslow Co, NC 9/30/2018-1/12/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (78); Hangers (9,313 Trees); <b>Reduced</b> by Grinding (408,348 CY); <b>Monitored</b> by Tetra Tech	\$6,349,470	567,036	<b>Norman Bryson,</b> Emergency Services Director; 1180 Commons Drive North, Jacksonville, NC 28546; 910-347-4270, Cell 910-340-5033; <a href="mailto:Norman_Bryson@onslowcountync.gov">Norman_Bryson@onslowcountync.gov</a>
Sandy Creek NC 10/15/2018-11/12/2018	<b>Removed &amp; Disposed:</b> vegetation; <b>Reduced</b> by Grinding (1,188 CY); <b>Monitored</b> by Landfall Strategies	\$14,987	1,410	<b>Genn Marshall,</b> Mayor; 910-655-6028 or 240-256-0810
SCDOT 9/4/2018-11/28/2018	<b>Removed &amp; Disposed:</b> vegetation; <b>Monitored</b> by Thompson	\$117,975	4,867	<b>Tom Johnson,</b> SCDOT Manager / Emergency Operation; 803-354-2288; <a href="mailto:johnstona@scdot.org">johnstona@scdot.org</a>
Shalote, NC 10/5/2018-1/16/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (46); Hangers (563 Trees); <b>Reduced</b> by Grinding (10,169 CY); <b>Monitored</b> by Landfall Strategies	\$151,948	11,863	<b>Mimi Gaither,</b> Town Administrator; 910-619-7452
Swansboro, NC 9/7/2018-11/7/2018	<b>Removed &amp; Disposed:</b> vegetation; Leaners (8); Hangers (87 Trees); <b>Reduced</b> by Grinding (30,816 CY); <b>Monitored</b> by Thompson	\$535,676	37,536	<b>Scott Chase,</b> Town Manager; 601 W. Corbett Avenue, Swansboro, NC 28584; 910-326-4428 x 175, Cell 910-712-4500; <a href="mailto:schase@ci.swansboro.nc.us">schase@ci.swansboro.nc.us</a>
Varnamtown, NC 10/11/2018-1/15/2019	<b>Removed &amp; Disposed:</b> vegetation; Leaners (9); Hangers (283 Trees); <b>Reduced</b> by Grinding (4,368 CY); <b>Monitored</b> by Landfall Strategies	\$68,261	4,938	<b>Judy Galloway,</b> Mayor; 910-842-6697; <a href="mailto:jllg@atmc.net">jllg@atmc.net</a>
<b>2018 Project Other Projects</b>	<b>4 Contracts</b>	<b>\$793,126</b>		
Dauphin Island, AL	Tropical Storm Gordon – Sand Removal	\$14,000	Hourly	<b>Mayor Jeff Collier;</b> 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; <a href="mailto:jcollier@townofdauphinisland.org">jcollier@townofdauphinisland.org</a>
Eastern Shipbuilding Group	Dredging	\$741,332	Hourly	<b>Greg Boudreaux,</b> Project Manager 2200 Nelson Street Panama City, FL 32402 850-763-1900 xt. 3328 Cell: 850-819-9093, <a href="mailto:gboudreaux@easternshipbuilding.com">gboudreaux@easternshipbuilding.com</a>
Orange Beach, AL	Sand Removal	\$2,200	Hourly	<b>Phillip West,</b> Coastal Resource Manager; 4101 Oganbe Beach Blvd., Orange Beach, AL 36561; 251-981-6788, Cell 251-747-6166; <a href="mailto:pwest@orangebeachal.gov">pwest@orangebeachal.gov</a>
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	Hourly	<b>Mary Kate Brown,</b> Coast Projects Manager, 118 N. Royal St. Suite 500 Mobile, AL 36602 251-433-1150 Cell: 251-550-3728, <a href="mailto:mkbrown@tnc.org">mkbrown@tnc.org</a>
<b>2018 Red Tide / Fish Kill Cleanup</b>	<b>6 Contracts</b> Activated for Event	<b>\$2,341,980</b> Total Event Cost		
Barrier Islands Park, Boca Grande, FL 8/8/2018-8/14/2018	Remove debris from beach	\$7,051	Hourly	<b>Sharon McKenzie,</b> Exec. Dir., Barrier Islands Parks Society, PO Box 637, Boca Grande, FL 33921, 941-964-0060, <a href="mailto:smckenziebips@gmail.com">smckenziebips@gmail.com</a>



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Collier Co, FL 8/27/2018-9/4/2018	Remove debris from Canal & Bay	\$47,444	Hourly	Gary McAlpin, <a href="mailto:Gary.McAlpin@colliercountyfl.gov">Gary.McAlpin@colliercountyfl.gov</a>	
Ft Myers Beach, FL 7/31/2018-8/12/2018	Remove debris from Beach / Canal & Bay	\$262,767	Hourly	Chelsea O'Riley, <a href="mailto:chelsea@fmbqgov.com">chelsea@fmbqgov.com</a>	
Lee Co, FL 8/20/2018-9/3/2018	Remove debris from Beach / Canal & Bay	\$374,201	Hourly	Mary Tucker, Dir of Procurement, Lee Co Board of County Commissioners, 1500 Monroe St, 4 <sup>th</sup> Floor, Ft Myers, FL 33901, 239-533-8881, <a href="mailto:mtucker@leegov.com">mtucker@leegov.com</a>	
Sanibel, FL 7/31/2018-9/6/2018	Remove debris from Beach / Canal & Bay	\$1,556,961	Hourly	Laura Zautcke, Ops Manager, City of Sanibel, 800 Dunlop Rd, Sanibel, FL 33957, 239-472-9615, ext 368, <a href="mailto:Laura.Zautcke@mysanibel.com">Laura.Zautcke@mysanibel.com</a>	
Sarasota Co, FL 8/28/2018-8/31/2018	Remove debris from Beach	\$93,556	Hourly	Lois Rose, Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 <a href="mailto:lerose@scgov.net">lerose@scgov.net</a>	
<b>2017 Hurricane Nate</b>	<b>3 Contracts</b> Activated for Event	<b>\$2,119,616</b> Total Event Cost	<b>165,947</b> 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, <a href="mailto:jcollier@townofdauphinisland.org">jcollier@townofdauphinisland.org</a> Wanda Sandagger, Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, <a href="mailto:wsandagger@townofdauphinisland.org">wsandagger@townofdauphinisland.org</a>	
Dauphin Island Water Authority, AL 12/12/2017-12/15/2017	Sand Push	\$5,702	Hrly	Vaile Feemster, <a href="mailto:DIWSA@AOL.COM">DIWSA@AOL.COM</a>	
Mobile, AL 11/16/2017-11/20/2017	Removed & Disposed: C&D,	\$18,911	2,044	Bill Harkins, Public Works Dir, <a href="mailto:harkinsb@cityofmobile.org">harkinsb@cityofmobile.org</a>	
<b>2017 Hurricane Irma</b>	<b>64 Contracts</b> Activated for Event - 115 DMS Managed for Event	<b>\$202,589,827</b> Total Event Cost	<b>10,447,423</b> Total Event CY		
Apopka, FL 9/24/2017-01/26/2018	Removed & Disposed: vegetation, hangers (1,194 ea), stumps (15); 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 <a href="mailto:jrobinson@apopka.net">jrobinson@apopka.net</a>	
Arcadia, FL 10/2/2017-12/11/2017	Removed & Disposed: vegetation, hangers (894 Trees), leaners (107 trees), stumps(13); burned (33,868); Reduced: at 1 site by burning; Monitored by Landfall Strategies	\$499,522	33,868	Beth Carsten, Finance Director 23 North Polk Ave. Arcadia, FL 34266, 863-494-4114 fax: 863-494-4712 <a href="mailto:ecarsten@arcadia-fl.gov">ecarsten@arcadia-fl.gov</a>	Penny Delaney, City Clerk 23 North Polk Ave. Arcadia, FL 34266 863-494-4114 fax: 863-494-4712 <a href="mailto:pdelaney@arcadia-fl.gov">pdelaney@arcadia-fl.gov</a>
Aventura, FL 9/15/2017-11/07/2017	Removed & Disposed: vegetation, mulch, hangers (708 Trees) Reduced by Grinding at 1 site; Monitored by Volkert	\$379,842	8,367	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 <a href="mailto:jkroll@cityofaventura.com">jkroll@cityofaventura.com</a>	Alan Levin, Public Works Operations Manager 19200 W. Country Club Drive Aventura, FL 33180 cell: 305-218-6844 ofc: 305-466-8931 <a href="mailto:alevine@cityofaventura.com">alevine@cityofaventura.com</a>
Bonita Springs, FL 9/23/2017-12/12/2017	Removed & Disposed: C&D, vegetation, grind (412,401), mulch, leaners (357) / hangers (10,148 trees) Reduced: at 1 site by grinding Monitored by Thompson - ADMS	\$6,521,630	440,154	Matt Feeney, Public Works Director 9101 Bonita Beach Road, Bonita Springs, FL 34135 ofc: 239-949-6246 fax: 239-949-6245 <a href="mailto:matt.feeney@cityofbonitasprings.org">matt.feeney@cityofbonitasprings.org</a>	Arleen Hunter, Assistant City Manager 9101 Bonita Beach Road, Bonita Springs, FL 34135 ofc: 239-949-6262 <a href="mailto:Arleen.hunter@cityofbonitasprings.org">Arleen.hunter@cityofbonitasprings.org</a>
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	"Euri" Euripides Rodriguez, SW Dir, 2725 Judge Fran Jamieson Way, Bldg A, Ste 118, Viera, FL 32940, 321-633-2042, <a href="mailto:euripides.rodriguez@brevardcounty.us">euripides.rodriguez@brevardcounty.us</a>	



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**City of Clearwater, FL**

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
<b>Casselberry, FL</b> 9/20/2017-01/03/2018	<b>Removed &amp; Disposed:</b> C&D, vegetation, mulch, leaners (58) / hangers (26 trees), stumps (21) <b>Reduced:</b> at 4 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$364,046	20,817	<b>Mr. Charles "Chuck" Smith</b> Public Works Parks and Facilities Supervisor 95 Triplet Lake Drive Casselberry, FL 32707 cell: 321-388-4194 ofc: 407-262-7725 xt. 1717 <a href="mailto:csmith@casselberry.org">csmith@casselberry.org</a>	<b>Willie Velez</b> , Procurement Administrator 95 Triplet Lake Drive Casselberry, FL 32707 ofc: 407-262-7700 xt. 1137 fax: 407-262-7746 , <a href="mailto:wvelez@casselberry.org">wvelez@casselberry.org</a>
<b>Charlotte County, FL</b> 11/11/2017-01/26/2018	<b>Removed &amp; Disposed:</b> C&D, vegetation, leaners (238) / hangers (5,070 trees); <b>Monitored</b> by Tetra Tech - ADMS	\$1,032,095	6,193 Tons	<b>Richard Allen</b> , SW Operations Manager, 25550 Harbor View Rd, Unit 2, Port Charlotte, FL 33982, 941-764-4393, <a href="mailto:richard.allen@charlottecountyfl.gov">richard.allen@charlottecountyfl.gov</a>	
<b>Chatham Co, GA</b> 9/20/2017-1/9/2018	<b>Removed &amp; Disposed:</b> C&D, vegetation, mulch, grind (60,495) <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Thompson- ADMS	\$440,701	26,958	<b>Robert Drewry</b> , Director of Public Works 7226 Varnedoe Drive Savannah, GA 31406 ofc: 912-652-6842 fax: 912-652-6845 <a href="mailto:rdrewry@chathamcounty.org">rdrewry@chathamcounty.org</a>	<b>Robin L. Maurer</b> , Assistant Purchasing Director 1117 Eisenhower Drive, Suite C Savannah, GA 31406 ofc: 912-790-1623 fax: 912-790-1627 <a href="mailto:rlmaurer@chathamcounty.org">rlmaurer@chathamcounty.org</a>
<b>Clay Co, FL</b> 9/18/2017-1/10/2018	<b>Removed &amp; Disposed:</b> C&D, vegetation, mulch, leaners / hangers; <b>Reduced:</b> at 6 site by grinding <b>Monitored</b> by Landfall Strategies	\$5,593,903	516,358	<b>John Ward</b> , EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, <a href="mailto:John.Ward@claycountygov.com">John.Ward@claycountygov.com</a>	
<b>Cocoa Beach, FL</b> 9/18/2017-10/25/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, mulch, compacted C&D; <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$207,256	16,838	<b>Rob Strong</b> , Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, <a href="mailto:rstrong@cityofcocoa-beach.com">rstrong@cityofcocoa-beach.com</a>	
<b>Coleman, FL</b> 9/25/2017-12/18/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, Stumps (6) <b>Reduced:</b> at 1 site by grinding <b>Self Monitored</b>	\$28,464	2,557	<b>Mayor Milton Hill</b> , 3502 E. Warm Springs Avenue Coleman, FL 33521 cell: 352-978-9938 ofc: 352-748-1017 Fax: 352-748-2291 <a href="mailto:miltonhill@cityofcolemanfl.com">miltonhill@cityofcolemanfl.com</a>	<b>Ruth Busby</b> , Public Services Director 3502 E. Warm Springs Avenue Coleman, FL 33521 ofc: 352-748-1017 Fax: 352-748-2291 <a href="mailto:ruthbusby@cityofcolemanfl.com">ruthbusby@cityofcolemanfl.com</a>
<b>Collier County, FL</b> 5/15/2018-11/30/2018	<b>Removed &amp; Disposed:</b> drainage ditch debris, stumps (1,360), leaners (714); <b>Monitored</b> by Tetra Tech - ADMS	\$13,212,025	41,838	<b>Gino Santabarbara</b> , <a href="mailto:Gino.Santabarbara@colliercountyfl.gov">Gino.Santabarbara@colliercountyfl.gov</a>	<b>Tony Barone</b> , <a href="mailto:Tony.Barone@colliercountyfl.gov">Tony.Barone@colliercountyfl.gov</a>
<b>Deltona, FL</b> 9/19/2017-12/18/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (99) / hangers (2,734 trees); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$3,257,453	288,403	<b>Matt Doan</b> , PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, <a href="mailto:mdoan@deltonafl.gov">mdoan@deltonafl.gov</a>	
<b>DeSoto Co, FL</b> 10/2/2017-02/15/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (459) / hangers (1 trees), stumps (228); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Landfall Strategies	\$1,479,493	91,100	<b>Tom Moran</b> , Emergency Management Director 2200 NE Roan Street Arcadia, FL 34266 Cell: 863-993-5855, Ofc: 863-993-4831, Fax: 863-993-4840 <a href="mailto:t.moran@desotobocc.com">t.moran@desotobocc.com</a>	<b>Cindy Talamantez</b> , Purchasing Director 201 E. Oak Street, Suite 203 Arcadia, FL 34266 Ofc: 863-993-4816 Fax: 863-993-4819 <a href="mailto:c.talamantez@desotobocc.com">c.talamantez@desotobocc.com</a>
<b>Edgewater, FL</b> 9/19/2017-11/2/2017	<b>Removed &amp; Disposed:</b> vegetation <b>Monitored</b> by Witt O'Briens - ADMS	\$409,726	57,937	<b>Brenda DeWees</b> , Dir of Env Services, 409 Mango Tree Drive Edgewater, FL 32132 386-424-2400, <a href="mailto:bdeweess@cityofedgewater.org">bdeweess@cityofedgewater.org</a>	
<b>Edgewood, FL</b> 9/21/2017-11/9/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Landfall Strategies	\$214,703	14,939	<b>Bea L. Meeks</b> , City Clerk, 405 Larue Ave. Edgewood, FL 32809 Cell: 352-267-8839, Ofc: 407-851-2920 Fax: 407-851-7361 <a href="mailto:bmeeks@edgewood-fl.gov">bmeeks@edgewood-fl.gov</a>	<b>Mayor Ray Bagshaw</b> 405 Larue Ave. Edgewood, FL 32809 Cell: 407-230-0355, Ofc: 407-851-2920 <a href="mailto:rbagshaw@edgewood-fl.gov">rbagshaw@edgewood-fl.gov</a>
<b>Estero, FL</b> 09/22/2017-02/04/2018	<b>Removed &amp; Disposed:</b> vegetation <b>Monitored</b> by Rostan	\$30,998	1,596	<b>David Willems</b> , Public Works Director 9401 Corkscrew Palms Circle Estero, FL 33928 239-221-5035 <a href="mailto:willems@estero-fl.gov">willems@estero-fl.gov</a>	
<b>Flagler Beach, FL</b> 9/22/2017-10/21/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch <b>Reduced:</b> at 2 site by grinding; <b>Monitored</b> by Thompson - ADMS	\$320,364	25,535	<b>Larry Newsom</b> , City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, <a href="mailto:lnewsom@cityofflaglerbeach.com">lnewsom@cityofflaglerbeach.com</a>	



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OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
<b>FL DEP – Waterway</b> 09/18/2017-03/31/2018	<b>Waterway Debris Removal; Remove</b> waterway debris with boats to an offload site, load onto trucks for disposal	\$43,636,590	267,008	<b>Scott Woolam</b> , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, <a href="mailto:Scott.Woolam@dep.state.fl.us">Scott.Woolam@dep.state.fl.us</a>	
<b>Flagler Co, FL</b> 9/26/2017-11/6/2017	<b>Removed &amp; Disposed:</b> vegetation <b>Monitored</b> by Eisman Russo	\$402,926	22,491	<b>Richard Gordon</b> , Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, <a href="mailto:rgordon@flaglercounty.org">rgordon@flaglercounty.org</a>	
<b>Ft Myers, FL</b> 9/27/2017-12/5/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (47) / hangers (3,060 trees) <b>Reduced:</b> at 2 site by grinding <b>Monitored</b> by Thompson - ADMS	\$3,757,646	258,992	<b>Mr. Saeed Kazemi</b> , City Manager 2200 Second Street Ft. Myers, FL 33901 Cell: 239-851-1753 Ofc: 239-321-7024 <a href="mailto:SKazemi@cityfymyers.com">SKazemi@cityfymyers.com</a>	<b>Sandra Ryan</b> , Interim Dep. City Clerk 2200 Second Stret Ft. Myers, FL 33901 Ofc: 239-321-7035
<b>Ft Myers Beach, FL</b> 9/27/2017-12/7/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch <b>Monitored</b> by Thompson - ADMS	\$257,847	20,298	<b>Roger Hernstadt</b> , Town Manager 2523 Estero Blvd. Fort Myers Beach, FL 33931 Ofc: 239-765-0202 Fax: 239-765-0909 <a href="mailto:Roger@fmbgov.com">Roger@fmbgov.com</a>	<b>Scott Baker</b> , Director of Public Works 2523 Estero Blvd. Fort Myers Beach, FL 33931 Cell: 239-218-7733 Ofc: 239-765-0202 <a href="mailto:sbaker@fortmyersbeachfl.gov">sbaker@fortmyersbeachfl.gov</a>
<b>Glades Co, FL</b> 10/3/2017-2/26/2018	<b>Removed &amp; Disposed:</b> vegetation, C&D <b>Reduced:</b> at 6 site by burning <b>Monitored</b> by Thompson - ADMS	\$397,295	42,414	<b>Angela Snow Colegrove</b> , EM Director 500 Ave J. Moore Haven, FL 33471 Cell: 863-673-1837 Ofc: 863-946-6020 Fax: 863-946-1091 <a href="mailto:asnow@myglades.com">asnow@myglades.com</a>	<b>Paul Carlisle</b> , County Manager 500 Ave J. Moore Haven, FL 33471 Ofc: 863-946-6000 <a href="mailto:pcarlisle@myglades.com">pcarlisle@myglades.com</a>
<b>Hardee Co, FL</b> 9/19/2017-1/31/2018	<b>Removed &amp; Disposed:</b> vegetation, C&D, hangers (5,592), leaners (3) <b>Monitored</b> by Witt O'Briens - ADMS	\$1,067,905	67,343	<b>Jill Newman</b> , EM Director 404 W. Orange St. Wauchula, FL 33873 Cell: 863-832-0324 Ofc: 863-773-6373 Fax: 863-773-9390 <a href="mailto:jill.newman@hardeecounty.net">jill.newman@hardeecounty.net</a>	<b>Willie Nabong</b> , PW Director 205 Hanchey Road Wauchula, FL 33873 Ofc: 863-773-3272 Fax: 863-773-0107 <a href="mailto:willie.nabong@hardeecounty.net">willie.nabong@hardeecounty.net</a>
<b>Hilton Head, SC</b>	<b>Push Operations</b>	\$25,241	Hrly	<b>Jennifer Lyle</b> , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, <a href="mailto:jenniferl@hiltonheadislandsc.gov">jenniferl@hiltonheadislandsc.gov</a>	
<b>Jupiter, FL</b> 9/11/2017-10/24/2017	<b>Push Operations</b> <b>Removed &amp; Disposed:</b> vegetation, C&D <b>Monitored</b> by Tetra Tech - ADMS	\$370,420	43,668	<b>Mr. Thomas "Tom" Discoll</b> , Director of Engineering & Public Works 210 Military Trail Jupiter, FL 33458 Cell: 561-440-0213 Ofc: 561-741-2215 Fax: 561-741-2515 <a href="mailto:thomasd@jupiter.fl.us">thomasd@jupiter.fl.us</a>	<b>Mr. Doug Koennicke</b> , Town Engineer 210 Military Trail Jupiter, FL 33458 Ofc: 561-741-2258 Cell: 561-723-4680, <a href="mailto:dougk@jupiter.fl.us">dougk@jupiter.fl.us</a>
<b>Kissimmee, FL</b> 9/18/2017-12/16/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, e-waste (21) <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$494,146	29,638	<b>Kerrith Fiddler</b> , PW Director, 101 Church Street, Suite 301 Kissimmee, FL 34741 Cell: 407-252-7823 Ofc: 407-518-2164 <a href="mailto:kfiddler@kissimmee.org">kfiddler@kissimmee.org</a>	<b>George Allen</b> , PW Operations Assistant Director 101 Church Street Kissimmee, FL 34741 Ofc: 407-518-2523 Cell: 407-624-0155 <a href="mailto:gallen@kissimmee.org">gallen@kissimmee.org</a>
<b>Lake Co, FL</b> 9/16/2017-02/28/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, hangers (3,918 trees), leaners (22); <b>Reduced:</b> at 3 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$6,114,179	355,512	<b>Mary Hamilton</b> Environmental Services Mgr., 323 N. Sinclair Ave. Tavares, FL 32778 Ofc: 352-483-9006 <a href="mailto:mhamilton@lakecounttyfl.com">mhamilton@lakecounttyfl.com</a>	<b>David Salinas</b> , Public Works Landfill Supervisor, 13130 County Landfill Rd., Tavares, FL 32778 Cell: 352-636-0851 Ofc: 352-343-3776 Fax: 352-253-1690 <a href="mailto:dsalinas@lakecounttyfl.gov">dsalinas@lakecounttyfl.gov</a>
<b>Lake Mary, FL</b> 9/19/2017-12/9/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, leaners (10), hangers (453 trees); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Thompson - ADMS	\$563,577	43,935	<b>Bruce Paster</b> , PW Director 911 Wallace Court Lake Mary, FL 32746 Cell: 407-463-8133 Ofc: 407-585-1452 <a href="mailto:bpaster@lakemaryfl.com">bpaster@lakemaryfl.com</a>	<b>Jill Alvarez</b> , Purchasing Coordinator 100 N. Country Club Road Lake Mary, FL 32746 Ofc: 407-585-1403 Fax: 407-585-1464 <a href="mailto:jalvarez@lakemaryfl.com">jalvarez@lakemaryfl.com</a>
<b>Lakeland, FL</b> 9/19/2017-02/09/2018	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, leaners (413), hangers (12,189 trees), stumps (6); <b>Reduced:</b> at 3 site by grinding; <b>Monitored</b> by Thompson - ADMS	\$3,345,920	228,996	<b>Heath Frederick</b> , PW Director 228 S Massachusetts Ave. Lakeland, FL 33801 Cell: 386-747-2370 , Ofc: 863-834-6001 <a href="mailto:heath.frederick@lakelandgov.net">heath.frederick@lakelandgov.net</a>	<b>Greg James</b> , PW Assistant Director 228 S. Massachusetts Avenue Lakeland, FL 33801 Cell: 863-608-1468 Ofc: 863-834-6040 <a href="mailto:greg.james@lakelandgov.net">greg.james@lakelandgov.net</a>



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Lauderdale-By-The-Sea, FL 9/16/2017-10/9/2017	<b>Removed &amp; Disposed:</b> vegetation, hangers (131 trees) <b>Monitored</b> by Witt O'Briens - ADMS	\$71,211	6,748	<b>Don Prince</b> , 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 <a href="mailto:DonP@lbs-fl.gov">DonP@lbs-fl.gov</a>	<b>Ralph "Bud" Bentley</b> , Town Manager 4501 Ocean Drive Town of Lauderdale-By-The-Sea, FL 33308 Ofc: 954-640-4200 Fax: 954-776-1857 <a href="mailto:budb@flts-fl.gov">budb@flts-fl.gov</a>
Lazy Lakes, FL 9/17/2017-10/15/2017	<b>Removed &amp; Disposed:</b> vegetation, hangers (3 trees)	\$2,887	332	<b>Melissa Augustin</b> , City Attorney, 3099 E Commercial Blvd, Ste 200, Ft Lauderdale, FL 33308, 954-771-4500, <a href="mailto:maugustin@cityatty.com">maugustin@cityatty.com</a>	
Lee Co, FL 9/16/2017-7/5/2018	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, leaners (3,733)/hangers (70,730 trees); <b>Reduced:</b> at 13 site by grinding <b>Monitored</b> by Thompson - ADMS	\$29,654,974	1,729,186	<b>Jason Fournier</b> , 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 <a href="mailto:jfournier@lee.gov">jfournier@lee.gov</a>	<b>Jim Bjostad</b> , Public Safety Emergency Manager 2675 Ortiz Ave. Ft. Myers, FL 33905 Cell: 239-476-2147 Ofc: 239-533-0617 Fax: 239-477-3636 <a href="mailto:jbjostad@lee.gov">jbjostad@lee.gov</a>
Miami Springs, FL 9/14/2017-02/15/2018	<b>Push Operations; Removed &amp; Disposed:</b> vegetation, C&D, mulch, leaners (314), hangers (3,862 trees), stumps (74) <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Thompson - ADMS	\$3,673,278	141,744	<b>Tammy Romero</b> , Procurement Specialist 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5035 Fax: 305-805-5018 <a href="mailto:romerot@miamisprings-fl.gov">romerot@miamisprings-fl.gov</a>	<b>William Alonso</b> , City Manager 201 Westward Drive Miami Springs, FL 33166 Ofc: 305-805-5014 <a href="mailto:alonsow@miamisprings-fl.gov">alonsow@miamisprings-fl.gov</a>
Miami, FL 10/4/2017-12/14/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, leaners (162), hangers (4,213 trees), stumps (103) <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Tetra Tech - ADMS	\$1,452,739	64,163	<b>Mario F. Nunez</b> , Solid Waste Director 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2804 Fax: 305-960-2850 <a href="mailto:mfunez@miamigov.com">mfunez@miamigov.com</a>	<b>Robert Williams</b> , Solid Waste Superintendent 1290 N.W. 20 Street Miami, FL 33142 Ofc: 305-960-2837 Fax: 305-960-2845 <a href="mailto:robwilliams@miamigov.com">robwilliams@miamigov.com</a>
Mount Dora, FL 9/26/2017-10/28/2017	<b>Removed &amp; Disposed:</b> vegetation <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$638,401	32,907	<b>Mike Sheppard</b> , Dep. Director Finance 510 N Baker St. Mount Dora, FL 32757 Ofc: 352-735-7179 Cell: 352-408-4692 <a href="mailto:sheppardm@cityofmountdora.com">sheppardm@cityofmountdora.com</a>	<b>John McKinney</b> , Finance Director 510 N. Baker St. Mount Dora, FL 32757 Ofc: 352-735-7158 Cell: 321-205-6401 <a href="mailto:mckinneyj@ci.mount-dora.fl.us">mckinneyj@ci.mount-dora.fl.us</a>
Nags Head, NC 9/8/2017-10/12/2017	<b>Supplied</b> water pumps for standby use	\$11,486	Hrly	<b>David Ryan</b> , Town Engineer, 2200 Lark Ave. Nags Head, NC 27959 ofc. 252-441-6221, cell 252-475-0038, fax: 252-441-3350 <a href="mailto:david.ryan@nagsheadnc.gov">david.ryan@nagsheadnc.gov</a>	
Nassau Co, FL 9/18/2017-2/9/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (81), hangers (7,113 trees); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Witt O'Briens - ADMS	\$2,978,945	209,674	<b>Scott Herring</b> PW Director 46026 Landfill Rd. Callahan, FL 32011 Ofc: 904-491-7330 Cell: 904-583-5665 Fax: 904-879-6323 <a href="mailto:sherring@nassaucountyfl.com">sherring@nassaucountyfl.com</a>	<b>Shanea Jones</b> , County Manager 96135 Nassau Pl. Suite 1 Yulee, FL 32097 Ofc: 904-530-6010 Fax: 904-321-5784 <a href="mailto:sjones@nassaucountyfl.com">sjones@nassaucountyfl.com</a>
North Port, FL 9/15/2017-12/13/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (6), hangers (675 trees); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Rostan / Hall Pass - ADMS	\$737,413	47,241	<b>Monica Bramble</b> , Asst. PW Director 1100 N. Chamberlin Blvd. North Port, FL 34286 Ofc: 941-240-8060 Cell: 941-628-0015 Fax: 941-240-8063 <a href="mailto:mbramble@cityofnorthport.com">mbramble@cityofnorthport.com</a>	<b>Frank Lama</b> , Solid Waste Manager 1100 Chamberlain Blvd. North Port, FL 34286 Ofc: 941-240-8074 Fax: 941-429-7079 <a href="mailto:flama@cityofnorthport.com">flama@cityofnorthport.com</a>
Ocala, FL 9/18/2017-02/26/2018	<b>Push Operations; Removed &amp; Disposed:</b> vegetation, mulch, leaners (96), hangers (377 trees); <b>Reduced:</b> at 2 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$1,838,624	129,645	<b>Darren Park</b> , PW Director 1805 NE 30 <sup>th</sup> Ave. Bldg. 300 Ocala, FL 34470 Ofc: 352-351-6733 Cell: 352-414-8622 Fax: 352-351-6731 <a href="mailto:dpark@ocalafl.org">dpark@ocalafl.org</a>	<b>Ken Whitehead</b> , Asst. City Manager 1805 NE 30 <sup>th</sup> Ave Bldg 600 Ocala, FL 34470 Ofc: 352-401-3974 Cell: 352-857-1223 <a href="mailto:kwhitehead@ocalafl.org">kwhitehead@ocalafl.org</a>
Okeechobee Co, FL 9/22/2017-12/08/2017	<b>Removed &amp; Disposed:</b> vegetation, ash, mulch, leaners (5), hangers (1,742 trees); <b>Reduced:</b> at 1 site by burning & grinding <b>Monitored</b> by Culpepper & Terpening - ADMS	\$1,412,646	122,407	<b>Mitchell Smeykal</b> , EM Director 707 NW 6 <sup>th</sup> St. Ave Okeechobee, FL 34972 Ofc: 863-763-3212 Cell: 863-634-6273 Fax: 863-763-1569 <a href="mailto:msmeykal@co.okeechobee.fl.us">msmeykal@co.okeechobee.fl.us</a>	<b>Russell Rowland</b> , Asst Co Administrator 1700 NW 9 <sup>th</sup> Ave. Suite D Okeechobee, FL 34972 Ofc: 863-763-1811 Cell: 863-697-0121 Fax: 863-763-5529 <a href="mailto:rrowland@co.okeechobee.fl.us">rrowland@co.okeechobee.fl.us</a>



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Orange Co, FL 9/15/2017-2/26/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, ash, leaners (152), hangers (3,762 ea & 15,556 trees), stumps (4), marine debris <b>Reduced:</b> at 3 site by grinding; <b>Monitored</b> by Tetra Tech - ADMS	\$6,869,563	364,326	<b>Ralphetta Aker</b> , PW Fiscal & Op Support Manager 4200 South John Young Parkway Orlando, FL 32839 Ofc: 407-836-8011 Fax: 407-836-7788 <a href="mailto:Ralphetta.Aker@ocfl.net">Ralphetta.Aker@ocfl.net</a>	<b>Jennifer Cummings</b> PW Stormwater Manager 4200 S. John Young Pkwy Orlando, FL 32839 Ofc: 407-836-7795 Cell: 321-689-7624 <a href="mailto:jennifer.cummings@ocfl.net">jennifer.cummings@ocfl.net</a>
Orlando, FL 9/22/2017-12/1/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, hangers (2,974 trees) <b>Reduced:</b> at 2 site by grinding <b>Monitored</b> by Thompson - ADMS	\$1,316,790	57,928	<b>Mike Carroll</b> , Solid Waste Div. Manager 1028 S. Woods Ave. Orlando, FL 32805 Ofc: 407-246-3050 Cell: 407-538-8916 Fax: 407-246-2808 <a href="mailto:michael.carroll@cityoforlando.net">michael.carroll@cityoforlando.net</a>	<b>Rick Howard</b> , PW Director 1028 S. Woods Ave. Orlando, FL 32805, Ofc: 407-246-3222 <a href="mailto:rick.howard@cityoforlando.net">rick.howard@cityoforlando.net</a>
Ormond Beach, FL 9/16/2017-10/26/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (20), hangers (3,608 trees); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Thompson - ADMS	\$2,022,282	130,212	<b>Kevin Gray</b> , PW Operations Manager 501 N. Orchard St. Ormond Beach, FL 32174 Ofc: 386-676-3577 Cell: 386-316-7725 <a href="mailto:kevin.gray@ormondbeach.org">kevin.gray@ormondbeach.org</a>	
Palm Coast, FL 10/13/2017-11/6/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D <b>Monitored</b> by True North - ADMS	\$162,856	22,007	<b>Jim Landon</b> , City Manager 160 Lake Avenue Palm Coast, FL 32164 Ofc: 386-986-3702 Fax: 386-986-3781 <a href="mailto:jlandon@palmcoastgov.com">jlandon@palmcoastgov.com</a>	<b>Nester Abreu</b> , PW Director 1 Wellfield Grade Palm Coast, FL 32137 Ofc: 386-986-2360 Cell: 386-931-5177 <a href="mailto:nabreu@palmcoastgov.com">nabreu@palmcoastgov.com</a>
Palm Springs, FL 9/15/2017-11/2/2017	<b>Removed &amp; Disposed:</b> vegetation <b>Monitored</b> by Thompson - ADMS	\$133,345	17,072	<b>Mr. William "Bill" Golson</b> , Dir. Parks and Recreation 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-964-8820 Fax: 561-964-2387 <a href="mailto:bgolson@vpsfl.org">bgolson@vpsfl.org</a>	<b>Kimberly Wynn</b> , Village Clerk 226 Cypress Lane Palm Springs, FL 33461 Ofc: 561-965-4010 Fax: 561-965-0899 <a href="mailto:kwynn@vpsfl.org">kwynn@vpsfl.org</a>
Palmetto, FL 10/5/2017-11/21/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, hangers (97 trees) <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Witt O'Briens - ADMS	\$202,411	17,730	<b>Allen Tusing</b> , PW Director 600 17 <sup>th</sup> Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Cell: 941-737-0282 Fax: 941-723-4539 <a href="mailto:atusing@palmettofl.org">atusing@palmettofl.org</a>	<b>Javier Vargas Dep.</b> Director PW 600 17 <sup>th</sup> Street W. Palmetto, FL 34221 Ofc: 941-723-4580 Fax: 941-723-4539 <a href="mailto:jvargas@palmettofl.org">jvargas@palmettofl.org</a>
Plantation, FL 9/19/2017-1/8/2018	<b>Removed &amp; Disposed:</b> vegetation, hangers (2,104 trees) <b>Monitored</b> by Witt O'Briens - ADMS	\$1,714,266	194,605	<b>Dawn Mehler</b> , Administrative Analyst 750 NW 91 <sup>st</sup> Avenue Plantation, FL 33324 Ofc: 954-797-2723 <a href="mailto:dmehler@plantation.org">dmehler@plantation.org</a>	<b>Steve Rodgers</b> , PW Asst. Director 750 NW 91 <sup>st</sup> Ave Plantation, FL 33324 Ofc: 954-452-2535 Fax: 954-452-2548 <a href="mailto:srodgers@plantation.org">srodgers@plantation.org</a>
Polk Co, FL 9/15/2017-04/05/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (71), hangers (27,456 trees); <b>Reduced:</b> at 11 site by grinding <b>Monitored</b> by Tetra Tec - ADMS	\$27,921,453	2,171,245	<b>Michael Teate</b> , Roads & Drainage Area Manager 3000 Sheffield Rd. Winter Haven, FL 33880 Ofc: 863-535-2200 Cell: 863-581-0541 <a href="mailto:michaelteate@polk-county.net">michaelteate@polk-county.net</a>	<b>Jay Jarvis</b> , Drainage Director, <a href="mailto:jayjarvis@polk-county.net">jayjarvis@polk-county.net</a> , 300 Sheffield Rd, Winter Haven 33880, (863)535-2200
Polk Co School Board, FL 11/4/2017-02/28/2018	<b>Removed &amp; Disposed:</b> vegetation, leaners (27), hangers (2,516 trees); <b>Monitored</b> by Tetra Tech - ADMS	\$345,164	14,322	<b>Scott Reeves</b> , Senior Coordinator of Support Services, 1430 Hwy 60 East Bartow, FL 33830 863-534-5052 <a href="mailto:Scott.reeves@polk-fl.net">Scott.reeves@polk-fl.net</a>	
Punta Gorda, FL 9/20/2017-10/16/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaner (1), stump (1) <b>Reduced:</b> by grinding	\$131,971	17,770	<b>Marian Pace</b> , Procurement Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3348 Cell: 941-628-1592 Fax: 941-575-3340 <a href="mailto:mpace@pgorda.us">mpace@pgorda.us</a>	<b>Howard Kunik</b> , City Manager 326 West Marion Ave. Punta Gorda, FL 33950 Ofc: 941-575-3301 Fax: 941-575-3310 <a href="mailto:hkunik@pgorda.us">hkunik@pgorda.us</a>
Putnam Co, FL 9/21/2017-2/2/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, <b>Reduced:</b> at 4 site by grinding <b>Self Monitored</b>	\$3,935,714	317,203	<b>Larry Gast</b> , Dir. Solid Waste/Sanitation 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1200 Fax: 386-329-0486 <a href="mailto:larry.gast@putnam-fl.com">larry.gast@putnam-fl.com</a>	<b>Lynn Wooten</b> Solid Waste Sanitation Admin 140 County Landfill Rd. Palatka, FL 32177 Ofc: 386-329-1201 Cell: 386-937-5231 Fax: 386-329-0486 <a href="mailto:Lynn.wasdin@putnam-fl.com">Lynn.wasdin@putnam-fl.com</a>



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
<b>Sanford, FL</b> 9/18/2017-11/12/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Witt O'Briens - ADMS	\$567,798	43,156	<b>John P. Reichardt</b> , PW Operations Mgr, 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5087 Cell: 407-416-2998 <a href="mailto:John.reichardt@sanfordfl.gov">John.reichardt@sanfordfl.gov</a>	<b>Bilal Iftikhar</b> PW Director , 300 N Park Ave. Sanford, FL 32771 Ofc: 407-688-5085 Fax: 407-688-5081 <a href="mailto:bilal.iftikhar@sanfordfl.gov">bilal.iftikhar@sanfordfl.gov</a>
<b>Sanibel Island, FL</b> 9/18/2017-12/17/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (122), hangers (720 trees), stumps (44); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Witt O'Briens - ADMS	\$2,217,420	161,910	<b>Keith Williams II</b> , PW Director 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239- 472-6397 Cell: 239-691-8787 <a href="mailto:keith.williams@mysanibel.com">keith.williams@mysanibel.com</a>	<b>Scott Krawczuk</b> , Dep. Director Public Works 800 Dunlop Rd. Sanibel, FL 33957 Ofc: 239-472-6397 Cell: 239-770-2554 Fax: 239-472-6041
<b>Sarasota Co, FL</b> 9/13/2017-1/19/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (2), hangers (77 trees); <b>Reduced:</b> at 3 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$2,819,743	221,501	<b>Lois Rose</b> , Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 <a href="mailto:lerose@scgov.net">lerose@scgov.net</a>	<b>Scott Montgomery, EM Operations Mgr</b> 6050 Porter Way Sarasota, FL 34236 Ofc: 941-861-5927 Fax: 941-861-5501 <a href="mailto:smontgo@scgov.net">smontgo@scgov.net</a>
<b>St Petersburg, FL</b> 9/16/2017-12/9/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, stumps (8) <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$1,190,184	163,792	<b>Mike Vineyard</b> , Park Operational Manager 1400 19 <sup>th</sup> Street North. St. Petersburg, FL 33713 Ofc: 727-892-5233 <a href="mailto:michael.vineyard@stpete.org">michael.vineyard@stpete.org</a>	<b>Mike Jeffries</b> , Dir. Parks and Rec 1400 19 <sup>th</sup> Street North St. Petersburg, FL 33713 Ofc: 727-892-5863 <a href="mailto:michael.jeffries@st.pete.org">michael.jeffries@st.pete.org</a>
<b>Stuart, FL</b> 9/14/2017-10/27/17	<b>Push Operations; Removed &amp; Disposed:</b> vegetation, mulch, leaners (2) / hangers (171 trees); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Thompson - ADMS	\$181,132	11,850	<b>Sam Amerson</b> , Dir. Public Works 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288-5331 Cell: 772-260-9613 <a href="mailto:samerson@ci.stuart.fl.us">samerson@ci.stuart.fl.us</a>	<b>Dave Peters</b> , Asst. Director of PW, 121 SW Flagler Ave. Stuart, FL 34994 Ofc: 772-288- 1292 Cell: 772-260-9615 <a href="mailto:dpeters@ci.stuart.fl.us">dpeters@ci.stuart.fl.us</a>
<b>Sumter Co, FL</b> 9/22/2017-2/24/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, leaners (274), hangers (7,806 trees), stumps (78); <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Thompson - ADMS	\$1,391,971	59,826	<b>Mark Wilson</b> , Road and Bridge Superintendent 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Fax: 352-569-6701	<b>Jackey Jackson</b> , Asst. PW Director Operations 319 E. Anderson Ave. Bushnell, FL 33513 Ofc: 352-569-6700 Cell: 352-303- 8543 Fax: 352-569-6701 <a href="mailto:jackey.jackson@sumtercountyfl.gov">jackey.jackson@sumtercountyfl.gov</a>
<b>Sunny Isles Beach, FL</b> 9/26/2017-9/29/2017	<b>Removed &amp; Disposed:</b> mulch	\$37,866	1,538	<b>Christopher Russo</b> , City Manager 18070 Collins Ave. Sunny Isles Beach, FL 33160 Ofc: 305-947-0606 Fax: 305-949-3113 <a href="mailto:crusso@sibfl.net">crusso@sibfl.net</a>	
<b>Sunrise, FL</b> 9/17/2017-11/30/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, leaners (263), hangers (3,804 trees); <b>Reduced:</b> at 3 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$2,557,532	136,417	<b>Scott Manning</b> , Emergency Mgmt 10440 W. Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3476 Cell: 954-383-2647 <a href="mailto:smanning@sunrisefl.gov">smanning@sunrisefl.gov</a>	<b>Richard Salamon</b> , City Manager 10770 West Oakland Park Blvd. Sunrise, FL 33351 Ofc: 954-746-3430 Fax: 954-746- 3439 <a href="mailto:citymanager@sunrisefl.gov">citymanager@sunrisefl.gov</a>
<b>Tarpon Springs, FL</b> 9/18/2017-12/13/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, leaners (34), hangers (703 trees); <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$675,256	45,557	<b>Tom Funcheon</b> , PW Director 324 East Pine Street Tarpon Springs, FL 34689 Ofc: 727-942-5606 Cell: 727-224-6182 Fax: 727-943-9609 <a href="mailto:tfuncheon@ctsfll.us">tfuncheon@ctsfll.us</a>	<b>Mr. Richard Butcher</b> , 444 Huey Ave. South Tarpon Springs, FL 34689 Ofc: 727- 938-3737 Fax: 727-934-0598
<b>Tybee Island, GA</b> 9/17/2017-11/21/2017	<b>Removed &amp; Disposed:</b> C&D, white goods (31) <b>Monitored</b> by Rostan / Haul Pass - ADMS	\$75,798	9,735	<b>Angela Hudson</b> , Finance Director 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472-5021 Fax: 912-786-9465 <a href="mailto:ahudson@cityoftybee.org">ahudson@cityoftybee.org</a>	<b>Shawn Gillen</b> , City Manager 403 Butler Ave. Tybee Island, GA 31328 Ofc: 912-472- 5070 Cell: 404-309-1788 <a href="mailto:sgillen@cityoftybee.org">sgillen@cityoftybee.org</a>
<b>Venice, FL</b> 9/20/2017-10/17/2017	<b>Removed &amp; Disposed:</b> vegetation <b>Monitored</b> by Thompson - ADMS	\$110,342	12,543	<b>Judy Gamel</b> , Executive Asst. City Managers Office 401 West Venice Ave. Venice, FL 34285 Ofc: 941-882-7398 Fax: 941-480-3031	<b>John Venezian</b> , Public Works Director 221 S. Seaboard Ave. Venice, FL 34285 Ofc: 941-882-7359 <a href="mailto:veneziano@venicegov.com">veneziano@venicegov.com</a>

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
<b>Vero Beach, FL</b> 9/18/2017-10/10/2017	<b>Removed &amp; Disposed:</b> vegetation <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Thompson - ADMS	\$440,532	35,621	<b>Don Dexter</b> , PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 <a href="mailto:ddexter@covb.org">ddexter@covb.org</a>	<b>Carol Shoaf</b> , Purchasing Contractor Administrator 3455 Airport West Drive Vero Beach, FL 32961 Ofc: 772-978-5470 Fax: 772-770-6860 <a href="mailto:purchcss@covb.org">purchcss@covb.org</a>
<b>(The) Villages Community, FL</b> 9/15/2017-12/20/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch, stumps (34) <b>Reduced:</b> at 2 site by grinding <b>Monitored</b> by Volkert - ADMS	\$406,299	31,288	<b>Diane Tucker</b> , Admin Ops Manager 940 Lakeshore Drive The Villages, FL 32162 Ofc: 352-674-1920 Cell: 352-207-8626 Fax: 652-674-1921 <a href="mailto:diane.tucker@districtgov.org">diane.tucker@districtgov.org</a>	
<b>Wilton Manors, FL</b> 9/18/2017-10/14/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, leaners (3), hangers (91 trees) <b>Monitored</b> by Tetra Tech - ADMS	\$222,615	25,961	<b>David Archacki</b> , Dir. Utilities / Emergency Mgmt 2020 Wilton Drive Wilton Manors, FL 33305 Ofc: 954-390-2129 Cell: 943-818-7315 <a href="mailto:darchacki@wiltonmanors.com">darchacki@wiltonmanors.com</a>	<b>Bob Mays</b> , Director of Finance 2020 Wilton Dr. Wilton Manors, FL 33305 Ofc: 954-390-2143 <a href="mailto:Bmays@wiltonmanors.com">Bmays@wiltonmanors.com</a>
<b>2017 Hurricane Harvey</b>	<b>26 Contracts</b> Activated for Event - 25 DMS Managed for Event	<b>\$93,763,092</b> Total Event Cost	<b>6,015,594</b> Total Event CY		
<b>Alvin, TX</b> 9/7/2017-10/16/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (19), E-waste (200), HHW (11,100 Lbs); <b>Monitored</b> by True North - ADMS	\$252,613	12,446	<b>Brian Smith</b> , Director of Public Services, 1100 W Hwy 6, Alvin, TX 77511, 281-388-4315, <a href="mailto:bsmith@psf.cityofalvin.com">bsmith@psf.cityofalvin.com</a>	
<b>Aransas Co, TX</b> 9/5/2017-8/27/2018	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch, compacted C&D, leaners (616), hangers (23,576 trees), white goods (9,729), HHW (66,560 Lbs), PPDR debris; <b>Reduced:</b> at 3 site by grinding; <b>Monitored</b> by Thompson - ADMS	\$38,281,175	2,395,235	<b>Rick McLester</b> , EM Coordinator, 301 N Live Oak St, Rockport, TX 78382, 361-790-0100, <a href="mailto:rmclester@aransascounty.org">rmclester@aransascounty.org</a>	
<b>Baytown, TX</b> 9/6/2017-10/25/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, white goods (973), E-waste (131), HHW (34,680 Lbs); <b>Monitored</b> by True North - ADMS	\$776,463	34,828	<b>Rick Davis</b> , City Manager, 2401 Market St, Baytown, TX 77520, 281-420-6500, <a href="mailto:citymanager@baytown.org">citymanager@baytown.org</a>	
<b>Brazoria Co, TX</b> 9/13/2017-01/12/2018	<b>Removed &amp; Disposed:</b> vegetation, C&D, white goods (2,376), HHW (103,720 Lbs), compacted C&D, mulch; <b>Reduced:</b> at 4 site by C&D compaction; <b>Monitored</b> by Tetra Tech - ADMS	\$3,417,026	161,448	<b>Trey Haskens</b> , Asst. County Engineer 451 N. Velasco, Suite 230 Angleton, TX 77515 Ofc. 979-583-7657 <a href="mailto:treyh@brazoria-county.com">treyh@brazoria-county.com</a>	
<b>Chambers Co, TX</b> 9/7/2017-10/13/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (270), E-waste (34), HHW (2,350 Lbs) <b>Monitored</b> by True North - ADMS	\$205,142	10,534	<b>Jimmy Sylvia</b> , County Judge, 404 Washington Ave, Anahuac, TX 77514, 409-267-2440, <a href="mailto:jsylvia@co.chambers.tx.us">jsylvia@co.chambers.tx.us</a>	
<b>Clear Lake Shores, TX</b> 9/21/2017-10/14/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (83), E-waste (40), HHW (3,500) <b>Monitored</b> by True North - ADMS	\$51,977	1,813	<b>Mr. George Jones</b> , City Administrator 1006 South Shore Dr. Clear Lake Shores, TX 77565 Ofc: 281-334-2799 Fax: 281-334-2866 <a href="mailto:gjones@clearlakeshores-tx.gov">gjones@clearlakeshores-tx.gov</a>	<b>Chief Kenneth G. Cook</b> , Police Chief 1006 South Shore Drive Clear Lake Shores, TX 77565 Ofc: 281-334-1034 Fax: 281-334-2866 <a href="mailto:kcook@clearlakeshores-tx.gov">kcook@clearlakeshores-tx.gov</a>
<b>Corpus Christi, TX</b> 8/31/2017-1/17/2018	<b>Removed &amp; Disposed:</b> vegetation, mulch, hangers (19,232 trees); <b>Reduced:</b> at 2 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$7,724,553	536,074	<b>Lawrence Mikołajczyk</b> , SW Dir, 2525 Hygeia St, Corpus Christi, TX 78415, 361-857-1972, <a href="mailto:lawm@cctexas.com">lawm@cctexas.com</a> <b>Paul Bass</b> , Asst. Dir. Of Support Services 361-826-1968 <a href="mailto:PaulB@cctexas.com">PaulB@cctexas.com</a>	
<b>Dickinson, TX</b> 9/7/2017-1/26/2018	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (5,178), E-waste (7,684), HHW (182,460 Lbs); <b>Monitored</b> by Tetra Tech - ADMS	\$5,942,702	191,789	<b>Capt Steve Krone</b> , Emergency Operations Dir, 4000 Liggio, Dickinson, TX 77539, 281-337-6308, <a href="mailto:skrone@ci.dickinson.tx.us">skrone@ci.dickinson.tx.us</a>	
<b>Friendswood, TX</b> 9/6/2017-1/15/2018	<b>Removed &amp; Disposed:</b> C&D, white goods (5,804), E-waste (2,545), HHW (235,920 Lbs) <b>Monitored</b> by Tetra Tech - ADMS	\$4,096,828	135,952	<b>Terry Byrd</b> , EM Coordinator, 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, <a href="mailto:tbyrd@ci.friendswood.tx.us">tbyrd@ci.friendswood.tx.us</a>	



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Galveston Co, TX 9/27/2017-11/22/2017	<b>Removed &amp; Disposed:</b> C&D, white goods (134), e-waste (547) <b>Monitored</b> by Tetra Tech - ADMS	\$573,170	33,261	<b>Rufus 'Lee' Crowder</b> , Purchasing Agent 722 Moody Street 5 <sup>th</sup> Floor Galveston, TX 77550 Ofc: 409-770-5372 <a href="mailto:rufus.crowder@co.galveston.tx.us">rufus.crowder@co.galveston.tx.us</a>	
Ingleside, TX 9/3/2017-02/08/2018	<b>Removed &amp; Disposed:</b> C&D, vegetation, compacted C&D, mulch; <b>Reduced:</b> at 3 site by grinding & compacting C&D <b>Monitored</b> by True North - ADMS	\$4,256,037	296,483	<b>Shanna Owens</b> , EM Coordinator 2425 8 <sup>th</sup> Street Ingleside, TX 78362 Ofc: 361-776-7422 <a href="mailto:sowens@inglesidetx.gov">sowens@inglesidetx.gov</a>	<b>Paul Baen</b> , Finance Director 3761 San Angelo St. Ingleside, TX 78362; Ofc: 361-776-2517
Jones Creek, TX 9/15/2017-10/16/2017	<b>Removed &amp; Disposed:</b> C&D <b>Monitored</b> by Witt O'Briens - ADMS	\$62,579	3,532	<b>Marshal William Tidwell</b> , Marshal/EM 7207 Stephen F. Austin Jones Creek, TX 77541 Ofc: 979-292-6393 Fax: 979-233-3712 <a href="mailto:jc.cityhall@coastal-link.net">jc.cityhall@coastal-link.net</a>	<b>Kimberly Morris</b> , Emergency Management Coordinator 7207 Stephen F. Austin Rd. Jones Creek, TX 77541 Ofc: 979-233-2700 Fax: 979-233-3712 <a href="mailto:jc.cityhall@coastal-link.net">jc.cityhall@coastal-link.net</a>
LaMarque, TX 9/16/2017-10/26/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (12), e-waste (29) <b>Monitored</b> by TCB - ADMS	\$396,256	21,994	<b>Charlete Todaro Warren</b> , PW Coordinator Emergency Management 1111 Bayou Road La Marque, TX 77568 Ofc: 409-938-9225 Cell: 409-457-7511 Fax: 409-935-0401 <a href="mailto:c.todaro@cityoflamarque.org">c.todaro@cityoflamarque.org</a>	<b>Robin Eldridge</b> , City Clerk 1111 Bayou Rd. La Marque TX 77568 Ofc: 409-938-9259 <a href="mailto:r.eldridge@cityoflamarque.org">r.eldridge@cityoflamarque.org</a>
Lake Jackson 9/16/2017-10/7/2017	<b>Removed &amp; Disposed:</b> vegetation <b>Monitored</b> by Tetra Tech - ADMS	\$20,548	4,281	<b>Keelie Kennedy</b> , Buyer 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2420 Fax: 979-415-2520 <a href="mailto:kkennedy@lakejacksontx.gov">kkennedy@lakejacksontx.gov</a>	<b>Sally Villarreal</b> Asst. City Secretary, 25 Oaks Drive Lake Jackson TX 77566 Ofc: 979-415-2401 Fax: 979-415-2501 <a href="mailto:avillarreal@lakejacksontx.gov">avillarreal@lakejacksontx.gov</a>
League City, TX 9/7/2017-12/2/2017	<b>Removed &amp; Disposed:</b> C&D, white goods (3,209), E-waste (3,491), HHW (109,220 Lbs) <b>Monitored</b> by Tetra Tech - ADMS	\$2,422,457	116,461	<b>Bo Bass</b> , City Manager, 300 W Walker St, League City, TX 77573, 281-554-1414, <a href="mailto:john.baumgartner@leaguecitytx.gov">john.baumgartner@leaguecitytx.gov</a>	
Liberty Co, TX 10/16/2017-2/28/2018	<b>Removed &amp; Disposed:</b> C&D, C&D compacted <b>Reduced:</b> at 3 sites by compaction <b>Monitored</b> by Tetra Tech - ADMS	\$153,637	13,595	<b>Tom Branch</b> EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty TX 77575 Ofc: 936-334-3219 Cell: 713-816-9898 Fax: 936-336-3172 <a href="mailto:tom.brancy@co.liberty.tx.us">tom.brancy@co.liberty.tx.us</a>	<b>Crista Beasley</b> , Dep. EM Coordinator 2400 Beaumont Ave. Jail Admin Bldg. Liberty, TX 77575 Ofc: 936-334-3219 Fax: 936-336-3172 <a href="mailto:crista.beasley@co.liberty.tx.us">crista.beasley@co.liberty.tx.us</a>
Montgomery Co, TX 9/5/2017-2/6/2018	<b>Removed &amp; Disposed:</b> C&D, compacted C&D, white goods (1,013), E-waste (1,699), HHW (974 Lbs); <b>Reduced:</b> at 3 sites by grinding & compaction; <b>Monitored</b> by Tetra Tech - ADMS	\$2,172,773	118,097	<b>Chief Deputy Randy McDaniel</b> , EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-760-5852, <a href="mailto:Randy.McDaniel@mctx.org">Randy.McDaniel@mctx.org</a>	
Nassau Bay, TX 9/14/2017-10/19/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (95), E-waste (7), HHW (17,780 Lbs) <b>Monitored</b> by Witt O'Briens - ADMS	\$205,060	6,324	<b>Jamie Galloway</b> , EM Coordinator 1800 Space Park Dr. Suite 200 Nassau Bay, TX 77058 Ofc: 281-336-6298 Fax: 281-335-1555 <a href="mailto:jamie.galloway@nassaubay.com">jamie.galloway@nassaubay.com</a>	<b>Paul Lopez</b> , PW Director 18295 Upper Bay Rd. Nassau Bay TX 77258 Ofc: 281-333-2944 Fax: 281-333-2301 <a href="mailto:paul.lopez@nassaubay.com">paul.lopez@nassaubay.com</a>
Newton Co, TX 10/2/2017-12/13/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation <b>Monitored</b> by Thompson - ADMS	\$104,047	8,859	<b>Rosemary Johnson</b> , Admin Assistant for Judge PO Box 1380 Newton, TX 75966 Ofc: 409-379-5691 Cell: 409-381-0677 Fax: 409-379-2107 <a href="mailto:newtoncountyjudge@co.newton.tx.us">newtoncountyjudge@co.newton.tx.us</a>	<b>Olen Bean</b> , Dep. EMC PO Box 1380 Newton, TX 75966 Ofc: 409-994-25431 Cell: 409-658-9241 <a href="mailto:olen.bean@co.jasper.tx.us">olen.bean@co.jasper.tx.us</a>
Nueces Co, TX 9/14/2017-11/21/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$84,568	7,851	<b>Christopher Boyce</b> , Em. Mgmt Coordinator 901 Leopard Street, Room 106 Corpus Christi TX 78401 Ofc: 361-888-0513 Fax: 361-888-0445 <a href="mailto:christopher.boyce@nuecesco.com">christopher.boyce@nuecesco.com</a>	<b>Glen Sullivan</b> , PW Director 901 Leopard Street, Room 103 Corpus Christi, TX 78401 Ofc: 361-888-0490 Cell: 361-533-2356 Fax: 361-888-0485 <a href="mailto:glen.sullivan@nuecesco.com">glen.sullivan@nuecesco.com</a>



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Port Arthur, TX 9/8/2017-1/19/2018	<b>Removed &amp; Disposed:</b> C&D, compacted C&D, white goods (3,551), E-Waste (47,886); <b>Reduced:</b> at 3 sites by compaction <b>Monitored</b> by Witt O'Briens - ADMS	\$11,140,779	487,974	<b>Glen White</b> , Solid Waste, 44 4th St, Port Arthur, TX 77640, 409-983-8501 <a href="mailto:glen.white@portarthurtx.gov">glen.white@portarthurtx.gov</a> , <b>Alison Walker</b> , Solid Waste Administrative Assistant 409-983-8501, <a href="mailto:Allison.walker@portarthurtx.gov">Allison.walker@portarthurtx.gov</a> <b>Armando Gutierrez</b> , PW Dir, , 409-983-8513, <a href="mailto:armando.gutierrez@portarthurtx.gov">armando.gutierrez@portarthurtx.gov</a>	
San Patricio Co, TX 9/3/2017-2/9/2018	<b>Removed &amp; Disposed:</b> C&D, vegetative, mulch <b>Reduced:</b> at 3 site by grinding & compacting <b>Monitored</b> by True North - ADMS	\$4,297,535	296,667	<b>Sara Williams</b> , Emergency Management, 313 N Rachal St, Sinton, TX 78387, 361-587,3560, <a href="mailto:sara.williams@co.san-patricio.tx.us">sara.williams@co.san-patricio.tx.us</a>	
Santa Fe, TX 9/7/2017-11/2/2017	<b>Removed &amp; Disposed:</b> C&D, HHW (10,780 lbs) <b>Monitored</b> by Thompson - ADMS	\$374,485	22,580	<b>Joe Dickson</b> , City Manager, 12002 State Hwy 6, Santa Fe, TX 77510, 409-925-6412,	
Seabrook, TX 9/9/2017-10/4/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (37), HHW (3,120 Lbs); <b>Monitored</b> by Tetra Tech - ADMS	\$39,905	1,592	<b>Gayle Cook</b> , City Manager, 1700 1st St, Seabrook, TX 77586, 281-291-5719, <a href="mailto:gcook@seabrooktx.gov">gcook@seabrooktx.gov</a>	
TX GLO 01/05/2018-03/15/2018	<b>Removed &amp; Disposed:</b> Waterway debris	\$6,610,243	24,918	<b>Tony Williams</b> , Planning Senior Director 512-463-5055 <a href="mailto:tony.williams@glo.texas.gov">tony.williams@glo.texas.gov</a>	<b>Vania Ramaekers</b> , Contract Specialist, 512-463-5047, <a href="mailto:Vania.ramaekers@glo.texas.gov">Vania.ramaekers@glo.texas.gov</a>
Webster, TX 9/8/2017-10/3/2017	<b>Removed &amp; Disposed:</b> C&D, vegetation, white goods (6), E-waste (89), HHW (2,580 Lbs); <b>Monitored</b> by True North - ADMS	\$46,607	2,141	<b>Joe Ferro</b> , EM Dir, 101 Pennsylvania Ave, Webster, TX 77598, 281-316-3712, <a href="mailto:jferro@cityofwebster.com">jferro@cityofwebster.com</a>	
West Columbia, TX 9/23/17-10/16/2017	<b>Removed &amp; Disposed:</b> C&D, white goods (7), E-waste (44), HHW (1,640 Lbs); <b>Monitored</b> by Witt O'Briens - ADMS	\$53,922	2,351	<b>Chief Paul Odin</b> , 310 E. Clay West Columbia, TX 77486 Ofc: 979-345-5121 Cell: 713-459-0732 Fax: 979-345-2730 <a href="mailto:chief@westcolumbiatx.org">chief@westcolumbiatx.org</a>	<b>Debbie Sutherland</b> , City Manager 512 E. Brazos Ave. West Columbia TX 77486 Ofc: 979-345-3123 Fax: 979-345-3178 <a href="mailto:citymanager@westcolumbiatx.org">citymanager@westcolumbiatx.org</a>
<b>2017 TS Cindy</b>					
Dauphin Island, AL 6/27/2017-6/29/2017	<b>Sand Clearance</b> from Roadways	\$6,540	Hourly	<b>Jeff Collier</b> , Mayor, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, <a href="mailto:jcollier@townofdauphinisland.org">jcollier@townofdauphinisland.org</a>	<b>Wanda Sandagger</b> , Administrative Assistant, 1011 Bienville Blvd, Dauphin Island, AL 36528, 251-861-5525, <a href="mailto:wsandagger@townofdauphinisland.org">wsandagger@townofdauphinisland.org</a>
<b>2017 Tornado</b>					
Hattiesburg, MS 2/11/2017-5/27/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, stumps, leaners & hangers; <b>Monitored</b> by Debris Tech - ADMS	\$2,237,052	150,710	<b>Lamar Rutland</b> , City Engineer, 212 W Front St, Hattiesburg, MS 39401, 601-545-4540, <a href="mailto:lrutland@hattiesburgms.com">lrutland@hattiesburgms.com</a>	
<b>2017 Other Projects</b>					
Central, LA 6/28/2017-7/1/2017	<b>Removed &amp; Disposed:</b> C&D <b>Monitored</b> by Debris Tech - ADMS	\$38,067	3,239	<b>JR Shelton</b> , Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, <a href="mailto:jr.shelton@central-la.gov">jr.shelton@central-la.gov</a>	
Corpus Christi, TX 6/14/2017-7/12/2017	<b>Removed &amp; Disposed:</b> vegetation (Emergency Brush Collection)	\$299,977	41,663	<b>Gilbert Montoya</b> , 361-816-8156, <a href="mailto:gilbertm@cctexas.com">gilbertm@cctexas.com</a>	
Newport News, VA 5/2017-7/2017	<b>Removed</b> trees from different locations in the City at various times	\$44,673	Lump Sum	<b>Derrick Porter</b> , Stormwater, 513 Oyster Point Rd, Newport News, VA 23602, <a href="mailto:dporter@nngov.com">dporter@nngov.com</a>	
<b>2016 Hurricane Matthew</b>	<b>39 Contracts</b> Activated for Event - 32 DMS Managed for Event	<b>\$82,267,725</b> Total Event Cost	<b>5,675,560</b> Total Event CY		
Berkeley Co, SC 10/13/2016-12/18/2016	<b>Removed &amp; Disposed:</b> vegetation, C&D, leaners & hangers, mulch; <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Rostan Solutions / GP Strategies - ADMS	\$931,731	75,610	<b>Melissa Wheatley</b> , Deputy Director of Solid Waste, 212 Oakley Plantation Dr, Moncks Corner, SC 29461, 843-719-2343, <a href="mailto:melissa.wheatley@berkeleycountysc.gov">melissa.wheatley@berkeleycountysc.gov</a>	
Brevard Co, FL 10/11/2016-1/4/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Tetra Tech - ADMS	\$3,231,102	265,794	<b>"Euri" Euripides Rodriguez</b> , SW Dir, 2725 Judge Fran Jamieson Way, Bldg A, Ste 118, Viera, FL 32940, 321-633-2042, <a href="mailto:euripides.rodriguez@brevardcounty.us">euripides.rodriguez@brevardcounty.us</a>	



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<b>Bunnell, FL</b> 10/14/2016-10/25/2016	<b>Removed &amp; Disposed:</b> vegetation <b>Monitored</b> by Tetra Tech - ADMS	\$105,155	8,480	<b>Perry Mitrano</b> , SW Dir, 201 W Moody Blvd, Bunnell, FL 32110, 386-437-7500, <a href="mailto:pmitrano@bunnellcity.us">pmitrano@bunnellcity.us</a>
<b>Callawassie Island, SC</b> 10/8/2016-10/10/2016	<b>Emergency Push</b>	\$14,573	Hrly	<b>Chief Waverly Patterson</b> , Ops Dir, 176 Callawassie Dr, Okatie, SC 29909, 843-987-4150, <a href="mailto:chiefpatterson@hargray.com">chiefpatterson@hargray.com</a>
<b>Chesapeake, VA</b> 10/28/2016-11/3/2016	<b>Removed &amp; Disposed:</b> vegetation	\$21,166	483	<b>Eric Martin</b> , PW Dir, 306 Cedar Rd, 3rd Floor, Chesapeake, VA 23322, 757-382-6380, <a href="mailto:emartin@cityofchesapeake.net">emartin@cityofchesapeake.net</a>
<b>Clay Co, FL</b> 10/18/2016-11/12/2017	<b>Removed &amp; Disposed:</b> vegetation, C&D, leaners & hangers, mulch; <b>Reduced:</b> at 2 sites by grinding; <b>Monitored</b> by Landfall Strategies	\$1,142,823	127,682	<b>John Ward</b> , EM Dir, 2519 SR 16 W, Green Cove Springs, FL 32043, 904-541-2767, <a href="mailto:John.Ward@claycountygov.com">John.Ward@claycountygov.com</a>
<b>Cocoa Beach, FL</b> 10/12/2016-12/3/2016	<b>Removed &amp; Disposed:</b> vegetation, C&D, mulch <b>Reduced:</b> at 2 sites by grinding; <b>Monitored</b> by Tetra Tech - ADMS	\$326,535	32,701	<b>Rob Strong</b> , Project Manager, Public Works, 1600 Minutemen Causeway, Cocoa Beach, FL 32932, 321-868-3316, <a href="mailto:rstrong@cityofcocoa-beach.com">rstrong@cityofcocoa-beach.com</a>
<b>Currituck Co, NC</b> 11/7/2016-2/24/2017	<b>Removed &amp; Disposed:</b> vegetation, mulch; <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Tetra Tech - ADMS	\$46,664	2,805	<b>Brenda McQueen</b> , Superintendent of Buildings, PW, 153 Courthouse Rd, Currituck, NC 27929, 252-232-2504, <a href="mailto:brenda.mcqueen@currituckcountync.gov">brenda.mcqueen@currituckcountync.gov</a>
<b>Deltona, FL</b> 10/14/2016-12/1/2016	<b>Removed &amp; Disposed:</b> vegetation, C&D, leaners & hangers, ash <b>Reduced:</b> at 1 site by burning; <b>Monitored</b> by Tetra Tech - ADMS	\$1,384,861	117,753	<b>Matt Doan</b> , PW Dir, 2345 Providence Blvd, Deltona, FL 32725, 386-878-8950, <a href="mailto:mdoan@deltonafl.gov">mdoan@deltonafl.gov</a>
<b>Duplin Co, NC</b> 11/28/2016-12/1/2016	<b>Removed &amp; Disposed:</b> C&D <b>Monitored</b> by Tetra Tech - ADMS	\$7,107	519	<b>Matt Barwick</b> , EM Coordinator, 209 Seminary St, PO Box 909, Kenansville, NC 28349, 910-296-2160 Ext. 231, <a href="mailto:matthew.barwick@duplincountync.com">matthew.barwick@duplincountync.com</a>
<b>Edgecombe Co, NC</b> 11/7/2016-2/24/2017	<b>Removed &amp; Disposed:</b> C&D	\$516,525	20,257	<b>Dee Waters</b> , Purchasing Agent, 252-641-7888, <a href="mailto:deewaters@edgecombeco.com">deewaters@edgecombeco.com</a>
<b>Edgewater, FL</b> 10/8/2016-12/8/2016	<b>Emergency Push; Removed &amp; Disposed:</b> ROW, Commercial, Private - vegetative, C&D, leaners & hangers, mulch; <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Witt O'Briens	\$2,936,463	201,602	<b>Brenda DeWees</b> , Dir of Env Services, 386-424-2400, <a href="mailto:bdeweese@cityofedgewater.org">bdeweese@cityofedgewater.org</a>
<b>Fayetteville, NC</b> 10/20/2016-2/15/2017	<b>Removed &amp; Disposed:</b> vegetative, C&D, mulch <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Tetra Tech - ADMS	\$958,182	81,449	<b>Jackie Tuckey</b> , Management Analyst, 433 Hay St, Fayetteville, NC 28301-5537, 910-433-1854, <a href="mailto:jtuckey@ci.fay.nc.us">jtuckey@ci.fay.nc.us</a>
<b>Flagler Beach, FL</b> 10/13/2016-1/25/2017	<b>Removed &amp; Disposed:</b> vegetative, C&D, Beach C&D, mulch <b>Reduced:</b> at 1 site by grinding, management and grinding of City hauls; <b>Monitored</b> by Tetra Tech - ADMS	\$312,482	23,926	<b>Larry Newsom</b> , City Manager, 105 South Second St, Flagler Beach, FL 32136, 386-517-2000, <a href="mailto:lnewsom@cityofflaglerbeach.com">lnewsom@cityofflaglerbeach.com</a>
<b>Flagler Co, FL</b> 10/7/2016-1/23/2017	<b>Emergency Push; Removed &amp; Disposed:</b> ROW, Public Use Areas, Private HOA & Non HOA Rds - vegetative, C&D, leaners & hangers, white goods, mulch; <b>Reduced:</b> at 1 site by grinding, management and grinding of City hauls <b>Monitored</b> by Tetra Tech - ADMS	\$2,752,630	167,148	<b>Richard Gordon</b> , Asst Co Engineer, 1769 E Moody Blvd, Building 2, Bunnell, FL 32110, 386-313-4006, <a href="mailto:rgordon@flaglercounty.org">rgordon@flaglercounty.org</a>
<b>FL DEP</b> 2/16/2017-6/20/2017	<b>Waterway Debris Removal; Remove</b> waterway debris with boats to an offload site, load onto trucks for disposal; <b>Debris</b> removed from eligible parks <b>Monitored</b> by Eisman Russo - Zone 1, CDR McGuire - Zone 2, Tetra Tech - Zone 3	\$13,186,226	77,722	<b>Scott Woolam</b> , Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, <a href="mailto:Scott.Woolam@dep.state.fl.us">Scott.Woolam@dep.state.fl.us</a>
<b>Fripp Island, SC</b> 10/13/2016-10/28/2016	<b>Emergency Push; Removed &amp; Disposed:</b> vegetative, leaners & hangers; <b>Monitored</b> by Witt O'Brien	\$111,040	3,967	<b>Kate Hines</b> , General Manager, <a href="mailto:Generalmanager@frippislandliving.com">Generalmanager@frippislandliving.com</a>
<b>Garden City, GA</b> 10/31/2016-1/17/2017	<b>Removed &amp; Disposed:</b> vegetative, mulch; <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Rostan Solutions - ADMS	\$365,490	33,580	<b>Benny Googe</b> , PW Dir, 2 Bud Brown Rd, Garden City, GA 31408, 912-629-2296, <a href="mailto:bgooge@gardencity-ga.gov">bgooge@gardencity-ga.gov</a>



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Hilton Head Island, SC 10/5/2016-7/01/2017	<b>Emergency Push; Removed &amp; Disposed:</b> ROW, SCDOT Rds, Private Rds, Public Use Areas - vegetative, C&D, white goods, leaners & hangers, mulch; <b>Debris</b> removed from eligible parks, cemeteries & schools; <b>Reduced:</b> at 2 sites by grinding <b>Waterway Debris removal from Drainageways</b> <b>Monitored</b> by Tetra Tech - ADMS	\$37,124,940	3,012,487	<b>Jennifer Lyle</b> , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, <a href="mailto:jenniferl@hiltonheadislandsc.gov">jenniferl@hiltonheadislandsc.gov</a>
Hilton Head Plantation, SC 10/10/2016-10/31/2016	<b>Emergency Push; Tasks:</b> Access Tree clearance, ROE tree removal, Blue roof operations	\$195,567	Hrly	<b>T. Peter Kristian</b> , General Manager, 7 Surrey Ln, Hilton Head Island, SC 29926, <a href="mailto:pkristian@hhppoa.org">pkristian@hhppoa.org</a>
Jasper Co, SC 10/8/2016-10/12/2016	<b>Emergency Push</b>	\$24,636	Hrly	<b>Wilbur Daley</b> , Emergency Services Dir, 1509 Grays Hwy, Ridgeland, SC 29936, 843-726-7607, <a href="mailto:wilburd@jaspercountysc.gov">wilburd@jaspercountysc.gov</a>
Liberty Co, GA 10/14/2016-1/6/2017	<b>Removed &amp; Disposed:</b> vegetative, C&D, leaners & hangers, stumps; <b>Reduced:</b> at 2 sites by burning <b>Monitored</b> by Tetra Tech - ADMS	\$1,736,692	183,194	<b>Mike Hodges</b> , EM Dir, 100 Liberty St, Hinesville, GA 31313, 912-368-2201, <a href="mailto:mike.hodges@libertycountyga.com">mike.hodges@libertycountyga.com</a>
Long Cove Owners Assoc. Hilton Head Island, SC 10/28/2016-11/21/2016	<b>Removed &amp; Disposed:</b> vegetative, C&D, logs, mulch <b>Reduced:</b> at 1 sites by grinding	\$408,232	40,840	<b>Tom Lee</b> , General Manager, 399 Long Cove Dr, Hilton Head Island, SC 29928, 843-686-1071, <a href="mailto:tlee@longcoveclub.com">tlee@longcoveclub.com</a>
Marsh Side Owners Assoc. Hilton Head Island, SC 10/14/2016-11/3/2016	<b>Tasks:</b> Tree removal, stump grinding, blue tarp operations,	\$106,450	Hrly	<b>Trish Norris</b> , Property Manager, 5 Gumtree Rd, Hilton Head Island, SC 29926, 843-681-7301, <a href="mailto:propertymanager@marshsidehhi.com">propertymanager@marshsidehhi.com</a>
Norfolk, VA 10/14/2016-11/30/2016	<b>Removed &amp; Disposed:</b> vegetative, stumps <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Thompson - ADMS	\$314,618	25,943	<b>David Ricks</b> , PW Dir, 810 Union St, Suite 700, Norfolk, VA 23510, 757-664-4614, <a href="mailto:David.Ricks@norfolk.gov">David.Ricks@norfolk.gov</a>
Ocean Isle Beach, NC 10/25/2016-11/9/2016	<b>Removed &amp; Disposed:</b> C&D <b>Monitored</b> by Landfall Strategies	\$12,229	1,772	<b>Justin Whiteside</b> , Asst Town Administrator, 910-579-3469, <a href="mailto:justin@oibgov.com">justin@oibgov.com</a>
Orange Park, FL 11/28/2016-1/4/2017	<b>Removed &amp; Disposed:</b> mulch; <b>Reduced:</b> at 1 site by grinding of debris hauled in by the Town; <b>Monitored</b> by Landfall Strategies	\$19,604	1,976	<b>Jim Hanson</b> , Town Manager, 2042 Park Ave, Orange Park, FL 32073, 904-278-3019, <a href="mailto:jhanson@townop.com">jhanson@townop.com</a>
Ormond Beach, FL 10/11/2016-12/31/2016	<b>Removed &amp; Disposed:</b> vegetative, C&D, leaners & hangers, mulch; <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Thompson - ADMS	\$3,660,393	514,691	<b>Kevin Gray</b> , Operations Manager, PW, 501 N Orchard St, Ormond Beach, FL 32174, 386-676-3577, <a href="mailto:kevin.gray@ormondbeach.org">kevin.gray@ormondbeach.org</a>
Palm Coast, FL 10/9/2016-1/17/2017	<b>Removed &amp; Disposed:</b> vegetative, C&D, treated wood, mulch; <b>Reduced:</b> at 1 site by burning & grinding; <b>Reduced and hauled out</b> City hauled debris; <b>Monitored</b> by True North	\$1,172,253	68,151	<b>Ms. Renee Shevlin</b> , PW Operations Manager, 1 Wellfield Grade, Palm Coast, FL 32137, 386-986-4781, <a href="mailto:rshevlin@palmcoastgov.com">rshevlin@palmcoastgov.com</a>
Port Wentworth, GA 10/17/2016-11/15/2017	<b>Removed &amp; Disposed:</b> vegetative, C&D, leaners & hangers, stumps, mulch; <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Tetra Tech - ADMS	\$84,022	6,282	<b>Chief Lance Moore</b> , Fire Dept, 317 Cautyre St, Port Wentworth, GA 31407, 912-401-0475, <a href="mailto:lmoore@cityofportwentworth.com">lmoore@cityofportwentworth.com</a>
Raleigh, NC 10/17/2016-11/11/2016	<b>Removed &amp; Disposed:</b> vegetative <b>Monitored</b> by Tetra Tech - ADMS	\$59,612	8,516	<b>Kelly Lindsey</b> , EM & Special Events, 222 W Hargett St, Suite 304, Raleigh, NC 27601, 919-996-2202, <a href="mailto:kelly.lindsey@raleighnc.gov">kelly.lindsey@raleighnc.gov</a>
Rose Hill, NC 10/20/2016-10/25/2016	<b>Removed &amp; Disposed:</b> vegetative	\$16,959	1,980	<b>Ivey Knowles</b> , PW Dir, 103 SE Railroad St, Rose Hill, NC 28458, 910-289-3159, <a href="mailto:rosehillpw@embarqmail.com">rosehillpw@embarqmail.com</a>
SC DOT 10/17/2016-1/13/2017	<b>Removed &amp; Disposed:</b> vegetative, leaners & hangers, stumps, mulch; <b>Reduced:</b> at 6 sites by grinding; <b>Monitored</b> by Thompson - ADMS	\$8,187,338	492,455	<b>Emmett I Kirwan</b> , SCDOT Procurement Manager, 955 Park St, Columbia, SC 29201, 803-737-0676, <a href="mailto:KirwanEI@scdot.org">KirwanEI@scdot.org</a>
Southern Shores, NC 11/18/2016-12/14/2016	<b>Removed &amp; Disposed:</b> vegetative, C&D	\$83,218	8,586	<b>Peter Rascoe</b> , Town Manager, 5375 N Virginia Dare Trail, Southern Shores, NC 27949, 252-261-2394, <a href="mailto:prascoe@southernshores-nc.gov">prascoe@southernshores-nc.gov</a>
Stuart, FL 10/7/2016-10/27/2016	<b>Emergency Push; Removed &amp; Disposed:</b> vegetative, stumps, mulch; <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Witt O'Briens	\$109,356	10,085	<b>Sam Amerson</b> , PW Dir, 121 SW Flagler Ave, Stuart, FL 34994, 772-288-5331, <a href="mailto:samerson@ci.stuart.fl.us">samerson@ci.stuart.fl.us</a>

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT	
Sunset Beach, NC 10/26/2016-11/23/2016	<b>Removed &amp; Disposed:</b> vegetative, C&D <b>Monitored</b> by Landfall Strategies	\$95,563	13,849	<b>Dustin Graham</b> , PW Dir, 700 Sunset Blvd N, Sunset Beach, NC 28468, 910-579-6297, <a href="mailto:dgraham66@atmc.net">dgraham66@atmc.net</a>	
Thunderbolt, GA 10/19/2016-1/17/2017	<b>Removed &amp; Disposed:</b> vegetative, mulch; <b>Reduced:</b> at 1 site by grinding; <b>Monitored</b> by Witt O'Briens	\$108,789	9,896	<b>Ray O'Neill</b> , PW Dir, 2821 River Dr, Thunderbolt, GA 31404, 912-644-7999, <a href="mailto:roneill@thunderboltga.gov">roneill@thunderboltga.gov</a>	
Washington Oaks Gardens Park, FL 12/8/2016-12/13/2016	<b>Removed &amp; Disposed:</b> vegetative	\$56,524	4,096	<b>Renee Paolini</b> , 6400 N Oceanshore Blvd, Palm Coast, FL 32137, <a href="mailto:Renee.Paolini@dep.state.fl.us">Renee.Paolini@dep.state.fl.us</a>	
Windmill Harbour, SC 10/14/2016-10/31/2016	<b>Removed &amp; Disposed:</b> vegetative, leaners & hangers, stumps, mulch; <b>Reduced:</b> at 1 site by grinding <b>Monitored</b> by Atkins Global	\$339,975	29,283	<b>Jaime Fenstermaker</b> , IMC Resort Services, 2 Corpus Christi, Ste #302, Hilton Head Island, SC 29928, 843-785-4775 ext 110, <a href="mailto:Jaime@imcresortservices.com">Jaime@imcresortservices.com</a>	
<b>2016 Hurricane Hermine</b>	2 Contracts Activated for Event - 3 DMS Managed for Event	<b>\$9,080,715</b> Total Event Cost	<b>401,366</b> Total Event CY		
Leon County, FL 9/3/2016-2/3/2017	<b>Emergency Push; Removed &amp; Disposed:</b> vegetative, leaners & hangers, mulch; <b>Reduced:</b> at 3 sites by grinding <b>Monitored</b> by Witt O'Briens	\$5,721,729	237,200	<b>Dale Walker</b> , PW Director, 2280 Miccosukee Rd, Tallahassee, FL 32308, 850-606-1415, <a href="mailto:walkerda@leoncountyfl.gov">walkerda@leoncountyfl.gov</a>	
Tallahassee, FL 9/3/2016-1/26/2017	<b>Emergency Push; Removed &amp; Disposed:</b> vegetative, leaners & hangers, mulch; <b>Reduced:</b> at 3 sites by grinding <b>Monitored</b> by Witt O'Briens	\$3,358,986	164,166	<b>Robby Powers</b> , EM Coordinator, 911 Eastwood Dr, Tallahassee, FL 32311, 850-891-2536, <a href="mailto:robby.powers@talgov.com">robby.powers@talgov.com</a>	
<b>2016 Flooding Aug</b>					
Central, LA 8/25/2016-1/28/2017	<b>Removed &amp; Disposed:</b> C&D, HHW <b>Monitored</b> by Debris Tech - ADMS	\$5,486,871	324,951	<b>JR Shelton</b> , Mayor, 13421 Hooper Rd, Ste 8, Central, LA 70818, 225-261-5989, <a href="mailto:jr.shelton@central-la.gov">jr.shelton@central-la.gov</a>	
<b>2016 Flooding, Tornados</b>					
Brazoria County, TX 6/16/2016-8/26/2016	<b>Removed &amp; Disposed:</b> C&D <b>Monitored</b> by Tetra Tech - ADMS	\$330,118	20,470	<b>Steve Rosa</b> , EM Coordinator, 111 E Locust St, Suite 102, Brazoria, TX 77515, 979-864-1801, <a href="mailto:steverosa@brazoria-county.com">steverosa@brazoria-county.com</a>	
Texas General Land Office (GLO) 6/27/2016-7/8/2016	<b>Removed &amp; Disposed:</b> vegetative debris on the beach area / <b>Monitored</b> by Tetra Tech - ADMS	\$397,252	6,394	<b>Tony Williams</b> , Planning Senior Director 512-463-5055 <a href="mailto:tony.williams@glo.texas.gov">tony.williams@glo.texas.gov</a>	<b>Vania Ramaekers</b> , Contract Specialist, 512-463-5047, <a href="mailto:Vania.ramaekers@glo.texas.gov">Vania.ramaekers@glo.texas.gov</a>
<b>2016 Flooding, Tornados</b>					
Montgomery County, TX 5/3/2016-5/27/2016 FEMA-4269 6/9/2016-7/20/2016 FEMA-4272	<b>Removed &amp; Disposed:</b> (tornado debris & flooding debris) vegetation, C&D, white goods (80), ewaste (113) <b>Monitored</b> by Tetra Tech - ADMS	\$288,408 \$520,549	19,089 39,079	<b>Randy McDaniel</b> , EM Coordinator, 9472 Airport Rd, Conroe, TX 77303, 936-523-3910, <a href="mailto:Randy.McDaniel@mctx.org">Randy.McDaniel@mctx.org</a>	
Waller County, TX 5/4/2016-5/25/2016 FEMA-4269 6/20/2016-7/19/2016 FEMA-4272	<b>Removed &amp; Disposed:</b> C&D <b>Monitored</b> by Tetra Tech - ADMS	\$19,674 \$18,402	1,186 1,183	<b>Brian Cantrell</b> , EMC, 701 Calvit St, Hempstead, TX 77445, 979-826-8282, <a href="mailto:b.cantrell@wallercounty.us">b.cantrell@wallercounty.us</a>	<b>Trey Duhon</b> , County Judge, 836, Austin St, Ste 203, Hempstead, TX 77445, 979-826-7700, <a href="mailto:t.duhon@wallercounty.us">t.duhon@wallercounty.us</a>
<b>2016 LA Flooding</b>					
Ouachita Parish, LA – FEMA-4263 3/30/2016-6/16/2016	<b>Removed &amp; Disposed:</b> vegetation, C&D, white goods (18), e-waste (370), tires (105); <b>Monitored</b> by Volkert	\$397,774	32,161	<b>Scotty Robinson</b> , Parish President, 301 S Grand St #201, Monroe, LA 71201, 318-355-4260, <a href="mailto:srobinson@ppj.org">srobinson@ppj.org</a>	<b>Daryl Dunbar</b> , Volkert, PM,



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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, <a href="mailto:travis.perrilloux@sjbparish.com">travis.perrilloux@sjbparish.com</a>	
<b>2016 TX Flooding</b>					
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	
<b>2016 Winter Storm</b>					
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, <a href="mailto:rpeck@essex-virginia.org">rpeck@essex-virginia.org</a> Stephen Geissler, VPPSA Exec Director, 757-880-3535, <a href="mailto:sbgeissler@vppsa.org">sbgeissler@vppsa.org</a>	Jordan Bryant, Arcadis Operations Manager, 813-385-7280, <a href="mailto:jbryant@rostan.com">jbryant@rostan.com</a>
<b>2016 Tornado</b>					
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, <a href="mailto:jproce@rowlett.com">jproce@rowlett.com</a>	Doug Amato, True North Project Manager, <a href="mailto:damoto@truenorthern.com">damato@truenorthern.com</a>
<b>2016 Other Projects</b>					
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, <a href="mailto:gilbertm@cctexas.com">gilbertm@cctexas.com</a>	
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, <a href="mailto:asnow@myglades.com">asnow@myglades.com</a>	Bob Jones, <a href="mailto:BJones@myglades.com">BJones@myglades.com</a>
Newport News, VA 1/2016-12/2016	Removed trees from different locations in the City at various times	\$53,756	Lump Sum	Derrick Porter, Stormwater, 513 Oyster Point Rd, Newport News, VA 23602, <a href="mailto:dporter@nngov.com">dporter@nngov.com</a>	
<b>2015 Tornado</b>					
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, <a href="mailto:tbyrd@ci.friendswood.tx.us">tbyrd@ci.friendswood.tx.us</a>	Oliver Yao, Tetra Tech, Deputy Director of Post Disaster Programs   BDR Division, phone: (321) 441-8507, mobile: (407) 803-2522, <a href="mailto:Oliver.Yao@tetrattech.com">Oliver.Yao@tetrattech.com</a>
<b>2015 Storms &amp; Flooding</b>					
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, <a href="mailto:cookdb@scdot.org">cookdb@scdot.org</a>	Danny Gardner, Thompson Program Manager, 1135 Townpark Ave, Suite 2101, Lake Mary, FL 32746, 407-792-0018, <a href="mailto:dgardner@thompsoncs.net">dgardner@thompsoncs.net</a>
<b>2015 Severe Storms / Flooding</b>					
Limestone County, AL 9/2015	Removed & Disposed: Waterway debris	\$60,860	Lump Sum	Richard Sanders, Co Engineer, 256-233-6681, <a href="mailto:richard.sanders@limestonecounty-al.gov">richard.sanders@limestonecounty-al.gov</a>	
<b>2015 Flooding</b>					
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, <a href="mailto:cojudge@co.blanco.tx.us">cojudge@co.blanco.tx.us</a>	
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, <a href="mailto:bcornelius@republicservices.com">bcornelius@republicservices.com</a>	



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<b>2015 Ice Storm</b>				
<b>Raleigh, NC</b> 3/25/2015-4/6/2015	<b>Removed &amp; Disposed:</b> vegetation	\$208,740	29,820	<b>Andrew Martin</b> , Asst Dir of SW, 630 Beacon Lake Dr, Raleigh, NC 27610, 919-996-6868, <a href="mailto:Andrew.Martin@raleighnc.gov">Andrew.Martin@raleighnc.gov</a>
<b>2015 Other Projects</b>				
<b>Corpus Christi, TX</b> 5/2015 & 7/2015	<b>Removed &amp; Disposed:</b> vegetation	\$501,795	67,860	<b>Gilbert Montoya</b> , 361-816-8156, <a href="mailto:gilbertrm@cctexas.com">gilbertrm@cctexas.com</a>
<b>Hitchcock, TX</b> 2/9/2015-2/17/2015	<b>Grinding</b> existing debris piles and hauling out mulch to final disposal	\$20,441	4,867	<b>Denise McDaniel</b> , PW Street Superintendent, 8401 Schiro Rd, Hitchcock, TX 77563, 409-986-5591
<b>Newport News, VA</b> 4/2015-11/2015	<b>Removed</b> trees from different locations in the City at various times	\$44,929	Lump Sum	<b>Derrick Porter</b> , Stormwater, 513 Oyster Point Rd, Newport News, VA 23602, <a href="mailto:dporter@nngov.com">dporter@nngov.com</a>
<b>New Jersey Dept. of Environmental Protection</b> 10/2015	<b>Removed &amp; Disposed:</b> houses from navigation waterway displaced by nor'easter – non-asbestos C&D <b>Managed</b> an offloading site	\$219,289	760	<b>Suzanne U. Dietrick</b> , 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, <a href="mailto:Suzanne.Dietrick@dep.nj.gov">Suzanne.Dietrick@dep.nj.gov</a>
<b>Orange Beach, AL</b> 4/2015	<b>Demolition</b> of Coastal Arts Center & Asbestos & <b>Abatement</b> of Children Studio	\$24,760	Lump Sum	<b>Tim Tucker</b> , <a href="mailto:ttucker@cityoforangebeach.com">ttucker@cityoforangebeach.com</a>
<b>Orange Beach, AL</b> 4/2015	<b>Dead fish removal and disposal</b> from coastal waters & beaches	\$22,538	Hourly	<b>Tony Kennon</b> , Mayor, 4099 Orange Beach Blvd, Orange Beach, AL 36561, 251-981-6810, <a href="mailto:tkennon@cityoforangebeach.com">tkennon@cityoforangebeach.com</a>
<b>Palm Cove HOA, FL</b> 4/2015-5/2015	<b>Excavation</b> , cleaning and shaping drainage ditches for proper water flow; <b>Removal</b> of a tree; <b>Construction</b> of rip rap & rebar diverter controlling flooding	\$34,913	Lump Sum	<b>Jeff Murphy</b> , President of Palm Cove HOA, <a href="mailto:jkm@tampabay.rr.com">jkm@tampabay.rr.com</a>
<b>Pensacola, FL</b> 5/2015-10/2015	<b>Emergency Dredging</b> of Bayou Texar in 16 different locations	\$650,850	Lump Sum	<b>Carl Flowers</b> , 850-435-1817, <a href="mailto:CFlowers@cityofpensacola.com">CFlowers@cityofpensacola.com</a>
<b>RBM Contracting Services, LLC</b> 3/2015	<b>Norman Riley Bridge</b> approach repair at Blackwater River State Forest near Baker, FL	\$24,003	Hourly	<b>Branch McClendon</b> , RBM, 15249 Business Hwy 331, Freeport, FL 32439, 850-835-0217, <a href="mailto:branchmcclendon@gmail.com">branchmcclendon@gmail.com</a>
<b>The Nature Conservancy (TNC) Arlington Cove</b> 4/2015-5/2015	<b>Forestry</b> mowing and pallet staging	\$25,762	Lump Sum	<b>Judy Haner</b> , Marine & Freshwater Programs Manager, 251-433-1150 ext 103, <a href="mailto:jhaner@TNC.org">jhaner@TNC.org</a>

2. An assessment of the proposer’s abilities to meet and satisfy the needs of the City, taking into consideration the requested services, additional services and/or expertise offered that exceed the requirements, including specific and knowledge relevant to FEMA, FDOT, and FHWA requirements.

## 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 in order to begin restoring critical services in the City of Clearwater as quickly as possible.

The following is a partial list of company-owned equipment available for use in any debris operation:

<b>EQUIPMENT</b>	<b>UNITS</b>
• Self Loading Trucks; (30 – 100 cubic yards)	65
• 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)	25
• Service Trucks	12
• Skid-Steer Loaders (equipped with buckets and grapples)	10
• 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 endeavor 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.

<b>Subcontractor Information</b>	<b>Regional</b>	<b>FL</b>	<b>US. 2020</b>
<b>Number of Registered Subcontractors</b>	168	1027	3401
<b>Subcontractor Equipment</b>	<b>Regional</b>	<b>FL</b>	<b>US. 2020</b>
Dump Trucks (16-65)	1511	5096	18574
Pick up w/ dump trucks	265	1401	4990
Knuckle-boom trucks	164	640	3117
Wheel Loader 50hp – 150hp	370	1695	5934
5 ton Pickup truck	237	1572	7278
Hydraulic Excavator 50hp-150hp	219	1357	6836
Trailer Mounted floodlight	41	269	1719
Low-bed Trailer w/ tractor	74	493	2239
Water Truck	49	218	1066
Air Curtain Burner	30	101	411
Backhoe w/ loader 15	50	341	1869
Dozer, 2-3 yd blade/root rake blade D7	172	676	3353
Grader, Motor, 12 ft blade 130-140hp	24	162	800
Chipper	43	258	1393
Tub Grinder 300-400 hp & 800-1000 hp	23	191	1027
Self-loading trucks	412	1077	4936
Skid steer 40 hp – 80 hp	343	1770	8152
C&D Walking Floor 80-110 CY	175	494	1965
Mulch Trailer 80-110 CY	111	344	1250
Bucket Trucks	474	885	3199
Barges	2	156	1292
Work Boats	20	213	1522
Vacuum Trucks	11	117	1796
<b>Florida Subcontractor Statistics</b>	<b>Regional</b>	<b>FL</b>	
Small Business	113	721	
M/WBE, HUB, SDB or Veteran Certified	70	448	
Push Crews	84	447	
Debris Haulers	129	787	
Marine Debris	6	54	
Haul Outs	8	46	
Grinding	12	59	
Burning	6	20	
Concrete Reduction	1	6	
Recycling		10	
Hazardous Material	1	8	
Tree Work	18	93	

## Debris Management and Response

### Principles of Project Management

#### Standards

CrowderGulf conducts all debris operations to meet or exceed all regulations and program standards of FEMA ([FEMA 325 Debris Management 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 72-96 hours prior to a hurricane making landfall or immediately upon the occurrence of any debris generating event within the City of Clearwater. Within 24-48 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 24-48 hours of NTP and we will be fully operational and hauling debris within 48 hours of initial NTP. In addition, we will have a DMS fully operational for reduction and disposal of debris within 72 hours of the NTP. CrowderGulf 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 Clearwater. 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 County Emergency Management Directors and emergency operations personnel with over 20± years of experience in working State and Federal Disaster Declarations. CrowderGulf is prepared to share its knowledge and experience concerning reimbursement matters with City personnel in order to obtain maximum reimbursement by utilizing accurate record keeping and exacting quality control measures. Specifically, CrowderGulf will assist with:

- Estimating debris volumes for initial damage assessment
- Developing Project Worksheets/Damage Survey Reports
- Identifying eligible and ineligible reimbursements
- Documenting every element of the recovery process and reviewing all records to assure that they meet federal and state reimbursement guidelines
- Orientating and training City of Clearwater 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 Clearwater 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 Theodore, Alabama.

#### On-Site Project Management

CrowderGulf employs 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 Clearwater 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 as a whole. One of our first tasks is to video all of the existing conditions. This is typically done during the initial damage assessment. Please visit our website to see some of our previous video documents.

*Please view our Website @ [www.crowdergulf.com](http://www.crowdergulf.com) for more information and watch our Videos Online.*

### We Know Disaster Recovery & Debris Management

CrowderGulf has decades of experience providing disaster recovery, debris removal and coastal restoration services throughout the United States. CrowderGulf has helped communities and local governments recover from some of the worst disasters to hit the U.S. ranging from natural disasters like powerful hurricanes and tornadoes to the BP Deepwater Horizon Oil Spill and more.

Need to speak to a CrowderGulf representative immediately? Email us at: [info@crowdergulf.com](mailto:info@crowdergulf.com) or call us at: 800-992-6207

Interested in becoming a Subcontractor for CrowderGulf? Complete our [Subcontractor Registration form](#) and email it: [info@crowdergulf.com](mailto:info@crowdergulf.com) or fax it to 251-459-7433.

### What We Do



## Debris Operations Plan

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

The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive **Debris Operations Plan is a flexible strategy that integrates Critical Operations and Essential Support Functions** to insure the most efficient and cost effective debris management for the City of Clearwater. 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)

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

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

**CRITICAL OPERATIONS**

➤ **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 Clearwater. 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 of Clearwater’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

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 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.



## Staffing the Emergency Operations Center

CrowderGulf will commit a senior employee to be stationed in the City's Emergency Operations Center 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 100-150 miles from the potential area of impact. Local equipment and resources will be secured in safe locations and readied 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. If needed or requested, our Command Center will be provided to the City to serve in the field as its command unit.

The Command Center, or field office/s, will be set up within 24-48 hours after activation. 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.

Each Command Center has two gas powered generators that supply power for the following:

- Multiple work stations with LCD computer/TV monitors, with copier/fax/scanner capability
- A conference room with a large table and a 42" plasma monitor/TV
- Two satellite TV receivers
- VSAT for broadband internet and VoIP lines



CrowderGulf's management team, all supervisory personnel, and crew foremen will use company radios, digital radio/telephones, and/or cellular phones. All drivers and subcontractor supervisory personnel will be required to have radios and/or telephones in their vehicles. **Upon request, we will furnish key City personnel with our system radios.**

## Operational Support

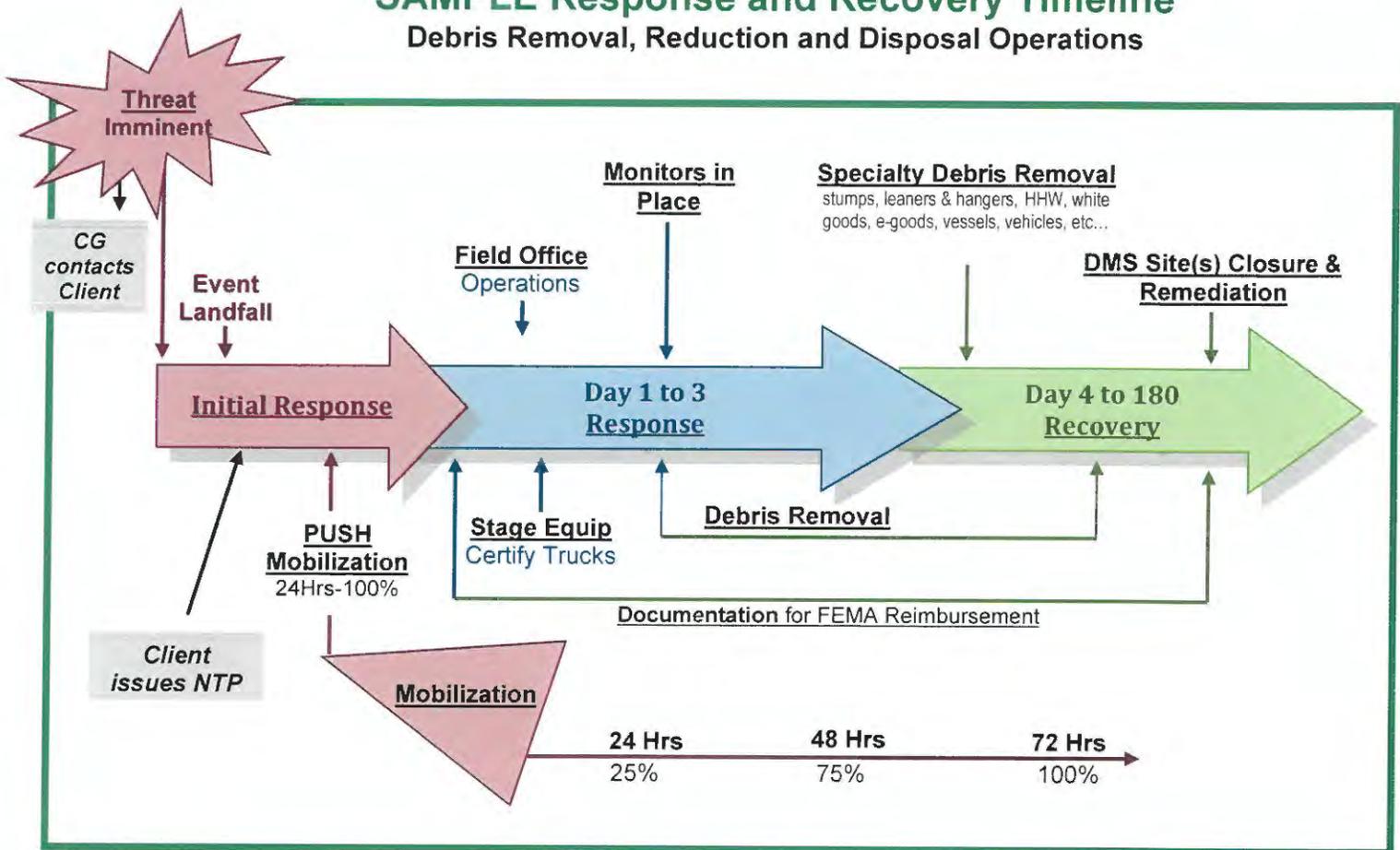
CrowderGulf's main office will serve as headquarters for "back-office" operational support and documentation center. Throughout the project, this office will support field operations on all levels and maintain backup files and records for reimbursement.

## 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 72 hours prior to a predicted disaster event.
- Providing an advance CrowderGulf representative 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 cleaning 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 of debris within 48 hours of initial NTP.
- Being fully operational for reduction and disposal of debris within 72 hours of initial NTP.
- Maintaining full operational capability, 24 hours per day, 7 days per week for an extended period of time.
- Being able to clear all debris from all 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 from initial NTP.

## 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 in order to clear emergency access routes. This initial phase of operations normally consists of clearing debris that may hinder immediate lifesaving actions within the disaster area and/or pose an immediate threat to public health and safety.

The Debris Response phase includes immediate actions for the removal of debris in order to facilitate search and rescue efforts, allow access to critical facilities, and prevent flooding. Actions required during the response phase are usually completed within a matter of days following a disaster event.

During Debris Response, CrowderGulf will conduct an emergency "PUSH" of critical streets and roads sufficient to allow for the movement of emergency vehicles. "PUSH" crews can be on-site and working within hours of an event. City staff shall determine priorities for "PUSH" activities with primary emphasis on major thoroughfares. Multiple crews will be conducting emergency "PUSH" activities within 12 hours of receipt of a 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 hours of receiving a NTP. The "clearing crews" will use all available resources with focus on local personnel and firms. These "clearing crews" 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 trackhoe excavator, minimum 150hp with operator,
- Three laborers/riggers
- One crew foreman
- Slings, riggings, implements
- Transport equipment

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:

- Fire, police, and ambulance service routes
- Access routes to trauma centers, hospitals, critical care units and jails
- Major arterial routes
- Roads and streets to the emergency operations center
- Supply routes to emergency supply distribution centers
- Roads and streets to government facilities
- Communication towers and systems access
- Utility access routes
- Routes to shelters
- Routes to the debris management centers

All other roads and streets are normally cleared as soon as the emergency and major access routes are opened and the City transitions to the recovery operations.

**“Perhaps most noteworthy of the CrowderGulf team was the selfless partnership they exhibited. While it was anticipated that a contractor would seek to profit from work opportunities, there were multiple occasions when the CrowderGulf team chose not to take advantage of the City and instead openly expressed that it would not be in the City's financial best interest to take certain measures that would have actually benefited CrowderGulf. It was this cooperative attitude that convinced us that the City of Newport News had made the right decision to make CrowderGulf our debris recovery management company of choice.”**

*Ralph Caldwell, Public Works  
Assistant Director  
Newport News, VA*



## ➤ Debris Recovery Operations

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

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

- Never load debris on a truck before the dump site has been identified.
- Handle only debris that meets FEMA's eligibility criteria.
- Sort debris before initial loading, whenever possible, to increase efficiency.
- Clean streets/roads thoroughly at each pass, i.e., "Clean As You Go" policy.
- If at all possible, load debris only once and deliver directly to the final disposal site.
- Use temporary debris management sites (TDMS) 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 strategy 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 determines 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 Clearwater.

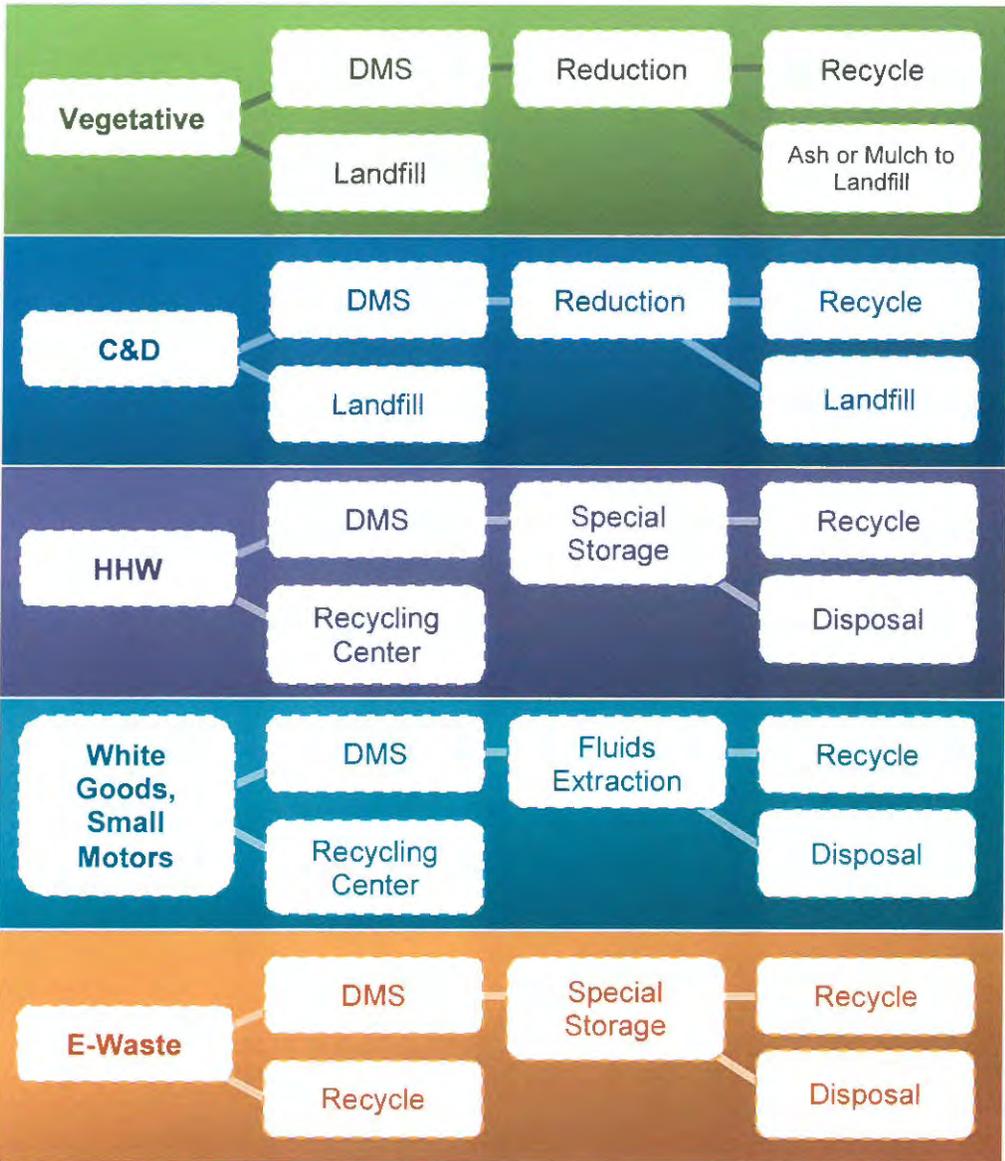
Curbside collection requires that only storm related debris be placed at the curb or public rights-of-way. *Source-segregated debris collection* offers the potential of high salvage value and efficient recycling/reduction processing. This method is important when collecting hazardous and environmentally sensitive debris, such as household hazardous waste and white goods. *Collecting mixed debris* allows for residents to place all debris types in one specified area, usually along the public rights-of-way in front of their residence. While this is the most convenient for the public, it does not facilitate effective recycling and reduction efforts, as the debris will need to be handled multiple times. This method prolongs recycling and reduction efforts and increases operational costs.

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 only of the citizens use the Center and all debris is storm-related eligible debris.

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 the 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 Clearwater 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 325 guidelines. These include: vegetative debris, construction & demolition (C&D) debris, hazardous wastes, white goods, household hazardous waste (HHW), electronic waste (e-goods), 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 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 trucks identification and measurement information will be displayed on both sides of the vehicle at all times. Specific truck documentation requirements are discussed in the **Documentation and Reimbursement** Section of this proposal.

**Sectioning and Crew Assignments**

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

## Loading Debris

### Prerequisites for Loading Debris:

- Truck certification and safety inspections completed on all trucks hauling debris
- Identification of disposal site
- If needed for efficiency, identification and preparation of debris management sites
- Sectioning of 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:**

<b>Manpower/Equipment Required</b>	<b>Task Responsibility</b>	<b>No. per Crew</b>
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
20 – 60 CY dump trucks with skilled operators &/or 80 - 140 CY self-loader trucks	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 work, large stumps, tree trunks and other heavy debris must be left for loading by larger more specialized equipment. CrowderGulf will make every attempt to "Clean As You Go". However, there are situations when the need for expedient debris removal precludes achieving this standard completely. As required and directed, specialized equipment will be mobilized on subsequent passes to handle the removal of stumps, other large debris and backfill of stump holes.

Truck Drivers will not be issued a load ticket until:

- The tailgate is secured to prevent debris from falling out of the truck while in route to disposal site
- 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 Temporary Debris Management Site (TDMS).

## Repair and Maintenance Equipment

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



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

- Air compressors
- Welding equipment
- Boom cranes
- Tommy-gates
- Lubricant
- Exhaust and other fluids
- Small tools
- Misc. small parts



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

- Several sets of various size tires
- Large air compressors
- Welders
- Lift gates
- Hoses
- Fittings
- Hydraulic lines
- Hydraulic hose crimping machines
- Lubricant
- Exhaust and other fluids
- Small tools
- Misc. small parts



### Mobile Repair Shop

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



### Hauling Debris

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

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

On arriving at the disposal site, the driver will maneuver the hauling container for inspection by a 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 day to day operations. A safety officer will also be onsite to ensure all safety measures are being executed. Flaggers will be strategically placed at the site to direct traffic flow into and out of the disposal site.

### **Debris Hauling Prerequisites:**

- Debris will only be transported in trucks or trailers capable of rapidly and mechanically unloading.
- No self-load trailers will be used. Exceptions to this standard may be necessary to efficiently and safely transport HHW, E-Waste, ACM or white goods.
- All trucks and trailers hauling debris must have completed the truck certification process establishing approved volume for the debris-hauling container.
- All trucks and trailers must have successfully completed the prescribed Safety Inspection.
- Drivers will be instructed to use the most direct and safe route to the nearest disposal site.
- Drivers will be required to wear safety vests and steel-toed shoes when working.
- If loads are required to be covered during transport, the hauling container must be equipped with a functional cover or "tarp" to prevent flying debris during transport.

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

### **Safety Measures**

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

### **Truck and Equipment Maintenance**

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

### **Traffic Control**

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

### **Hours of Operation**

Debris will be collected and loaded during visible daylight hours (dawn to dusk) seven days per week. Debris reduction at the DMS may take place 24 hours per day, seven days per week if required by demand 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 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 Clearwater 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 a number of systems to assure accurate truck certification and debris hauling information. Production reports, shift inspection checklists, safety meeting reports, quality controls, daily crew and equipment usage reports are some of the Quality Control measures used to provide accuracy in the documentation process. Using the most appropriate technology provides the necessary information to make decisions during the recovery operation. It also improves our ability to provide all documentation needed for maximum reimbursement from FEMA and other agencies. Details of our documentation procedures are fully described in the *Documentation and Reimbursement section of this proposal.*

## Documenting and Resolving Damages

During the debris removal process there will always be some minor damage situations that occur regardless of the care taken during the work. CrowderGulf will respond quickly to all damage claims by the City or its citizens and will work diligently to resolve such claims to the satisfaction of all involved. We are well aware of the trauma and disruption to normal lifestyles that result from a natural disaster. Our personnel are thoroughly indoctrinated regarding our policy to always be caring, courteous, polite, and responsive to the needs of the citizens of the community. Citizens will be provided an avenue to report damages. One option will be a citizens' hot line. The 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 damages that may occur during the recovery process. If possible, a local resident with excellent communication and negotiating skills will be employed to fill this position. This person will be tasked with responding to and amicably resolving all incidents that may occur.

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

*Citizen, High Island, TX*

## Debris Management Site Development

CrowderGulf has vast experience with selecting, developing, managing and operating Temporary Debris Management Sites. We are committed to efficient and safe DMS operations and require all personnel to be vigilant in using safe practices at all times. In the context of this proposal, the terms **“Temporary Debris Separation and Reduction Site”** and the term **“Debris Management Site” (DMS)** are used interchangeably. DMS are established when debris cannot be taken directly from the collection point to the final disposition location. A DMS is a location to temporarily store, reduce, segregate, and/or process debris before it is hauled to its final disposition.

### Proposed Temporary Debris Management Site (TDMS) Locations

If awarded this contract, CrowderGulf recommends a field visit to the City of Clearwater to coordinate with City officials to determine the best locations for a TDMS. Our Regional Manager, Don Madio is very familiar with the site that the City used after Hurricane Irma – Joe DiMaggio Field Parking 2450 Drew Street. Any additional locations previously used by the City can be utilized as long as they are still available. During this field visit, we will also determine additional suitable **Citizen Drop Off Sites** as well as likely **Equipment Staging Areas**.

### Additional/Alternate Temporary Debris Management Site (TDMS) Locations

Should there be a need for more TDMS locations than the City can provide, CrowderGulf will work with local land owners to secure additional locations, and work with the City and the appropriate officials to secure permitting for additional sites.

### Final Disposal Location

CrowderGulf will work with the City to determine the most economical option for final disposal of debris at the time of the event.

### DMS Site Selection

Site selection is probably the most important decision effecting DMS operations. CrowderGulf will work closely with the City of Clearwater 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 325 regulations 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. All costs associated with the preparation, operation, and restoration of DMSs is included in CrowderGulf's pricing structure for the contract.

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 the overall success of the DMS operations are determined by how the site is designed.

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

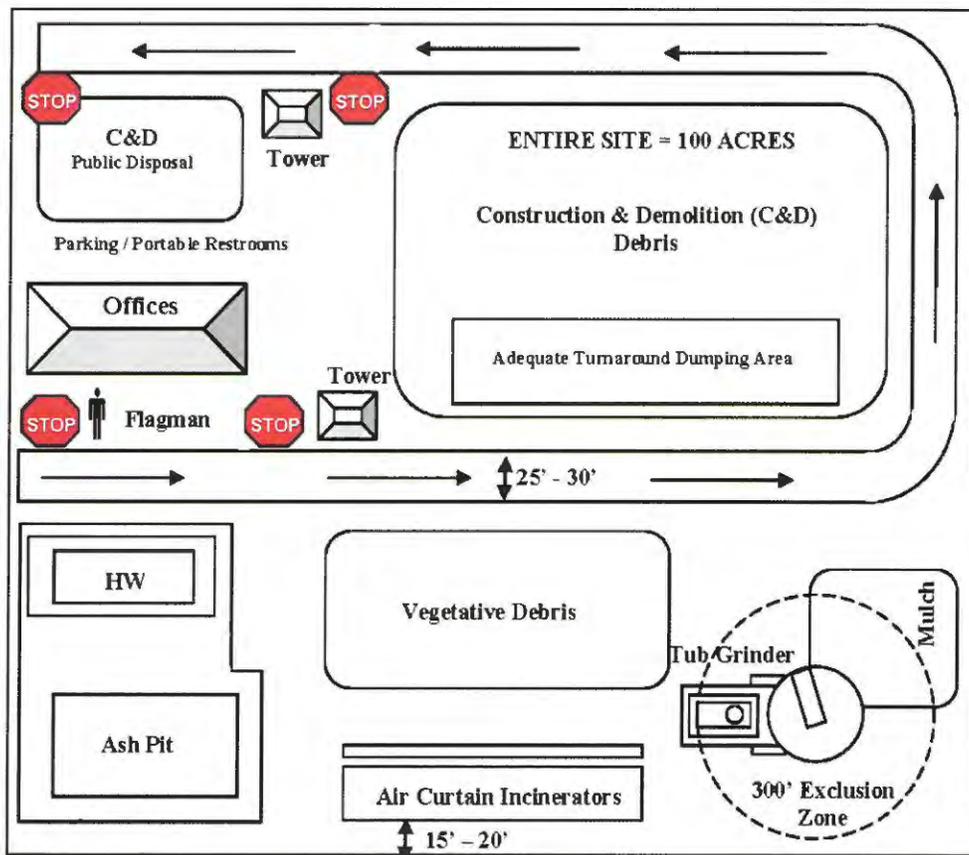
- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement of vehicles and equipment to avoid crossing traffic lanes with the construction of two entrances/exits with lockable gates
- At the request of the City of Clearwater, the DMS(s) may be restricted to City and Contractor vehicles only
- Safe and ready access of fire safety and rescue equipment will be provided to all functional sections of the site and to debris stockpiles
- A Safety Zone of at least 200' will be established around the grinder
- Air Curtain Incinerator (ACI) or Open burning safety zone will be established and will be 1,200' from any structure (other than inspection tower) and no less than 250' from any other pile or type of debris on site
- Ash storage pit will be adjacent to ACI units
- Compacted crushed rock and/or mulch will be used on ingress/egress road surfaces
- Designated personnel parking area for 30 vehicles will be established
- Space for two 12'x50' office trailers will be established
- Development of a lined Hazardous Materials Containment Area surrounded by a berm
- Two vegetative debris piles for grinding operations
- Sufficient area for chip piles to minimize pile height to prevent spontaneous combustion
- C&D debris area will be separate from other debris areas
- Adequate area maintained at each site for truck maneuverability and a level stable surface for equipment to complete the dumping process
- Site orientation will provide for ACI operations and grinding operations to be located downwind from offices and inspection towers (i.e., prevailing winds will be considered when setting up site)
- If necessary, separate areas/sites for the public to use for dumping vegetative and C&D debris will be provided. Depending on the process prescribed for allowing this, a separate tower may be required to facilitate accounting for the material entering the public section. If off site citizen collection areas are developed in accordance with the 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 to a scale of 1" = 50'. The Task Order specific Management and Operations Plan will be updated to include the Site Management Plans for all DMSs and Disposal Sites operated by CrowderGulf. The DMS Plan will display such functions as:

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

The general site plan shown below will be modified to fit the needs of each specific DMS and will incorporate all specifications addressed in the FEMA 325 and all local, state and federal regulations and requirements.

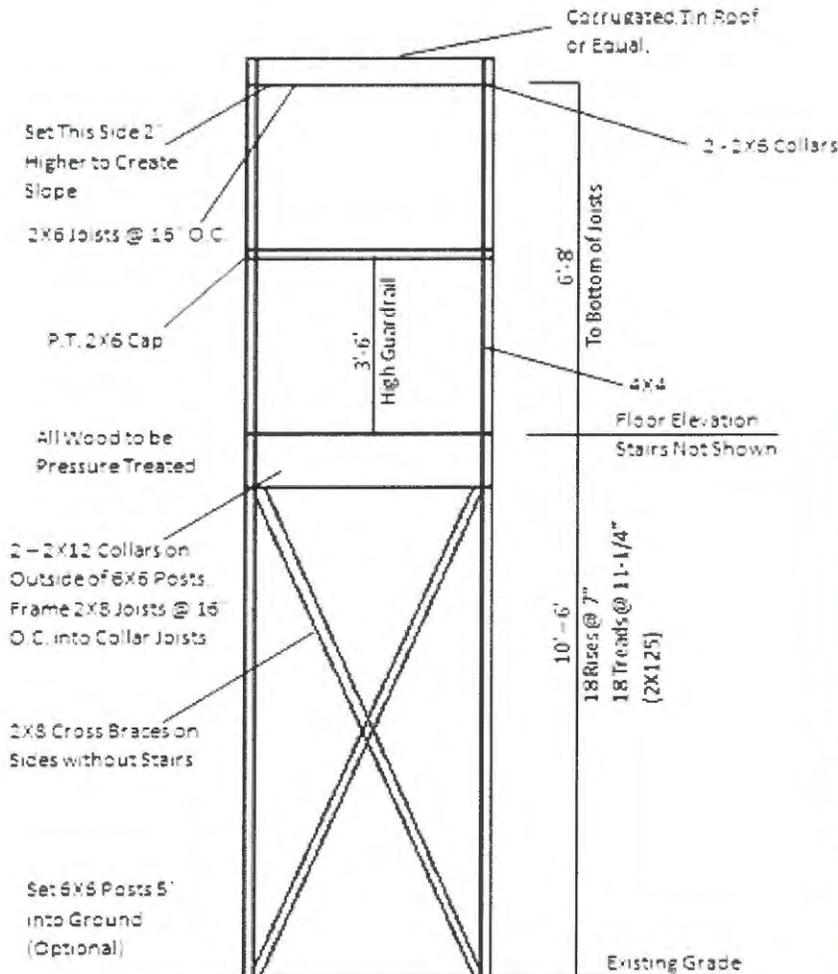


**Inspection Towers**

At no cost to the City of Clearwater, 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 3/4" 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 1/2" 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 in need.

**Inspection Tower**

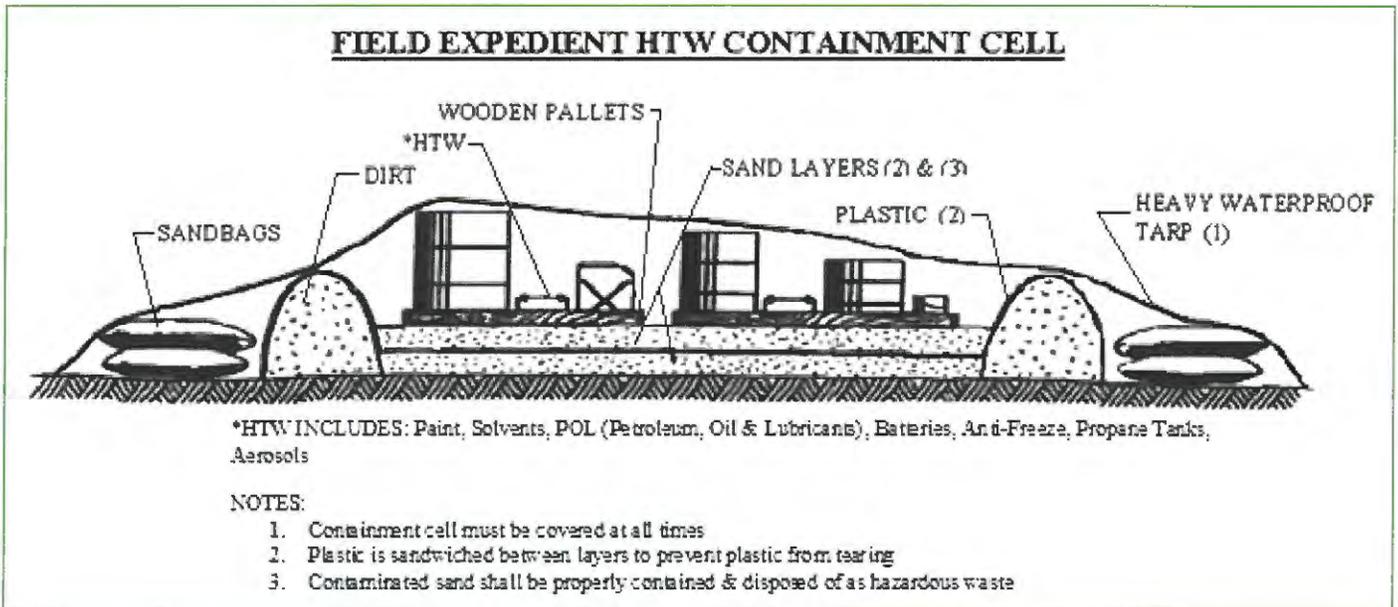


**Hazardous Materials Containment Area**

In accordance with FEMA 325 specifications, CrowderGulf will construct an area designed for the temporary storage and confinement of hazardous material. Material deposited into this facility will be inventoried and stabilized. Any leaking containers will be placed in "over pack drums". A well-marked, defined and enforced NO SMOKING area will be established within 200 feet of this area.

*Minimum Design Criteria for the Hazardous Materials Containment Area:*

- 30'x 30' in size, the perimeter lined with hay bales staked in place
- Water proof 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 dealt with 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-goods
- Hazardous or 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**

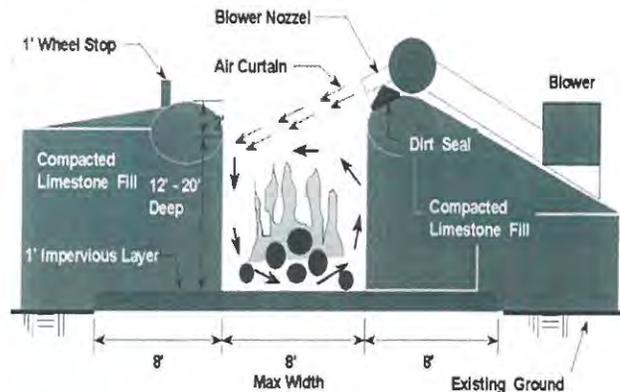
The chipping and grinding of vegetative debris reduces the volume by 75%. Many times clean chips will be recycled as bio-mass fuel.

CrowderGulf is very experienced with chipping/grinding debris and has used this method in the majority of our disaster contracts for the past ten years. When grinding/chipping is utilized as the reduction method, all safety and compliance regulations are enforced throughout the operation.

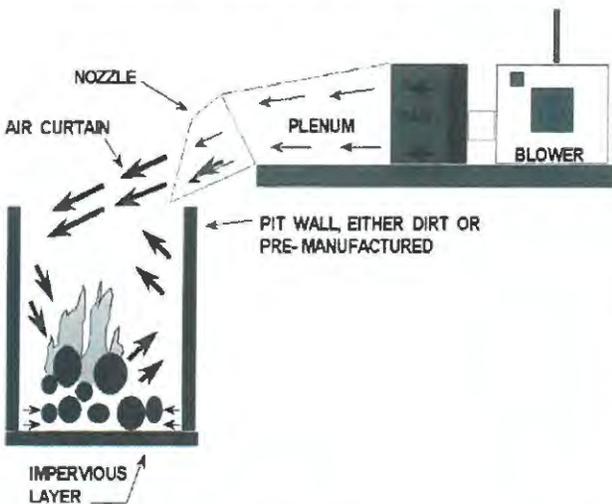
- **Incineration**

There are several incineration methods available for volume reduction. These include uncontrolled open-air incineration, controlled open-air incineration, air curtain pit incineration, and portable air curtain incineration. Portable air curtain incineration is the most efficient incineration system available because the pre-manufactured pit is engineered to precise dimensions to complement the blower system. Any burning method used will only be conducted with concurrence from the 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 the public safety but also for the safety of the debris operations.

**Air Curtain Pit Burner**



**Overview of an Air Curtain Operation**



A setback of at least 100' will be maintained between the debris piles and the incineration area. There will be a buffer of 1,000' between the incineration area and the nearest building in order to create a zone for emergency vehicles, if needed. The fire will be extinguished two hours before 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 Protection Plan** address and provides detailed guidance on DMS environmental concerns such as dust, smoke, erosion, storm water plus hazardous and toxic wastes. If the DMS is near an environmentally sensitive area or has historical sites in close proximity, special environmental consideration will be taken to protect and preserve such areas.

**Debris Reduction Time Lines**

The following Debris Reduction Plan Time Line provides an overview of tasks and identifies both the management personnel responsible and the time frame within which each task shall be completed.



<b>DEBRIS REDUCTION PLAN TIME LINE</b>	
<b>TASK</b>	<b>TIME FRAME (from NTP)</b>
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
Construct observation platform per FEMA requirements	Within 48 hrs
Construct grinding, burn pit, ash storage & hazardous waste storage areas	Within 48 hrs
Determine the number of burners &/or grinders/chippers required per site	Within 48 hrs
Ensure Hazardous Waste Plan in place	Within 48 hrs
If burning is permitted, begin construction of burn pits	Within 48 hrs
Complete installation of burners	Within 72 hrs
Secure permits & transport grinders/chippers to designated reduction areas	Within 72 hrs
Set up grinders/chippers	Within 72 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

<b>Basic Debris Reduction Crews</b>		
<b>Personnel / Equipment</b>	<b>Task Responsibility</b>	<b>Number per Crew</b>
DMS Reduction Project Mgr	Supervise set up & daily ops of debris reduction site; Ensure all safety regulations enforced	1 / Site
Day Foreman	Monitor incoming trucks, direct separation of materials; Supervise reduction crews; Monitor for safety regulations being followed and report infractions to Foreman	1 / Site
Night Foreman (if burning)	Supervise crews & secure site; Monitor safety regulations & report infractions to Foreman	1 / Site
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 / Site
Flagmen	Direct flow of incoming & outgoing trucks at site; Follow all safety requirements & report any infractions to Foreman	2 - 4 / Site
Laborers	Separate recyclable materials from incoming debris & move it to designated storage areas; Assist other workers with debris separation	2 - 4 / Site
Tower Monitor	Check all ticket copies for legibility & accuracy; Alert monitor writing tickets of errors; Monitor for safety infractions & report to Foreman	1 / Site
Water Truck w/spray nozzles & high pressure hose	Spray nozzles used for dust control; High pressure for hose for fire control	1 / Site
Road Grader w/Operator	Maintain rds & site	1 / Site
Onsite Fuel & Oil Storage Tanks	Replenish equipment as needed	2 - 4 / Site
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 / Site
Bulldozer &/or Rubber Tire Loader w/Operator	Stockpile material; Push debris with Trackhoe	2-4 / Site
Burner Technician / Mechanic	Initial burner set-up; Assist starting fires according to Ops Manual; Daily maintenance & care of burner & loader equipment	1 / Site when burning
1000-1200hp Tub or Horizontal Grinder	Grind vegetative debris	1 / Site when grinding
Grinder Operator	Fuel tub grinder & control grinder operation.	1 / Grinder

## **Debris Disposal**

Final disposition of the products of debris reduction will be made in accordance with instructions from the 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 the clean ash as fertilizer on farm land. We will properly recycle mulch and ash to the greatest extent possible and within permitted regulations.

### **Construction and Demolition Debris**

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

### **Specialty Debris**

CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including **abandoned vehicles and vessels, wet marine debris, white goods and electronic wastes, hazardous materials and waste, bio-hazardous wastes, dead animals, and hazardous trees and stumps**. 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 Garner Environmental Services ([www.garner-es.com](http://www.garner-es.com)), a highly qualified and licensed Hazmat contractor, to remove and dispose of any such materials.

## **Debris Recycling Plan**

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

Specifically, our plan involves the following:

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

After Hurricanes Isabel in 2003, and Ivan in 2004, CrowderGulf shipped clean vegetative chips to Italy to be used as bio-mass fuel. After Hurricanes Charley in 2004, and Irene in 2011, local power plants took chips for use as bio-mass fuel. In 2012, after Hurricane Isaac, Mississippi paper mills received all of our clean chips to use for bio-mass fuel.

**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 Clearwater.

**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 existing grade. Ash will be tested for contaminants before being taken to a disposal site. Any unburned or chipped materials will be hauled to an appropriate facility. Separated metals, plastics, white goods or other materials and types will be recycled as required by contract or regulations. Site reclamation / remediation will be billed back to the client at a pass through cost. In addition, if groundwater and / or soil testing is required, these items will be billed to the client at as pass through cost. A final site inspection will be conducted by 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.

➤ **Documentation and Reimbursement**

CrowderGulf has been successful in the past 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 325 requirements are followed and serve as the foundation of our documentation and accounting systems.

**Documentation for Debris Hauling**

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

**Phase 1 - Truck Certification**

All debris hauling trucks are certified in accordance with FEMA 325 regulations. 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:

- Measuring 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 are affixed with placards displaying the owner's name, equipment number and certified capacity
- A Capacity Certification Log is maintained in the field as a quality control tool
- All tower inspectors are provided with a current Capacity Certification Log to enforce the integrity of the valid documentation against the truck placard

### **Phase 2 - Debris Load Ticket Completion**

The term "load ticket" refers to the primary debris-tracking document that records the transport of debris from the original collection point to the DMS or final disposal site. By positioning the debris monitors at each point of the operations (collection, DMS and/or final disposition), the eligible scope of work can be properly documented.

This process includes the following procedures:

- Completion of a multi-part *Debris Load Ticket* for each truckload of debris
- City representative(s) at the loading site(s) will inspect each loaded truck, legibly and accurately record the required information on the ticket and provide the debris hauler with a partially completed ticket
- City representative(s) at the temporary or final disposal site(s) inspection tower take the ticket from the driver and complete the disposal information
- City representative(s) retain the original completed ticket and a copy is provided to the driver and a CrowderGulf representative
- CrowderGulf representatives collect ticket copies and perform the first of many quality control checks
- CrowderGulf field office personnel process the tickets 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, while still maintaining the same quality of information and satisfying requirements.

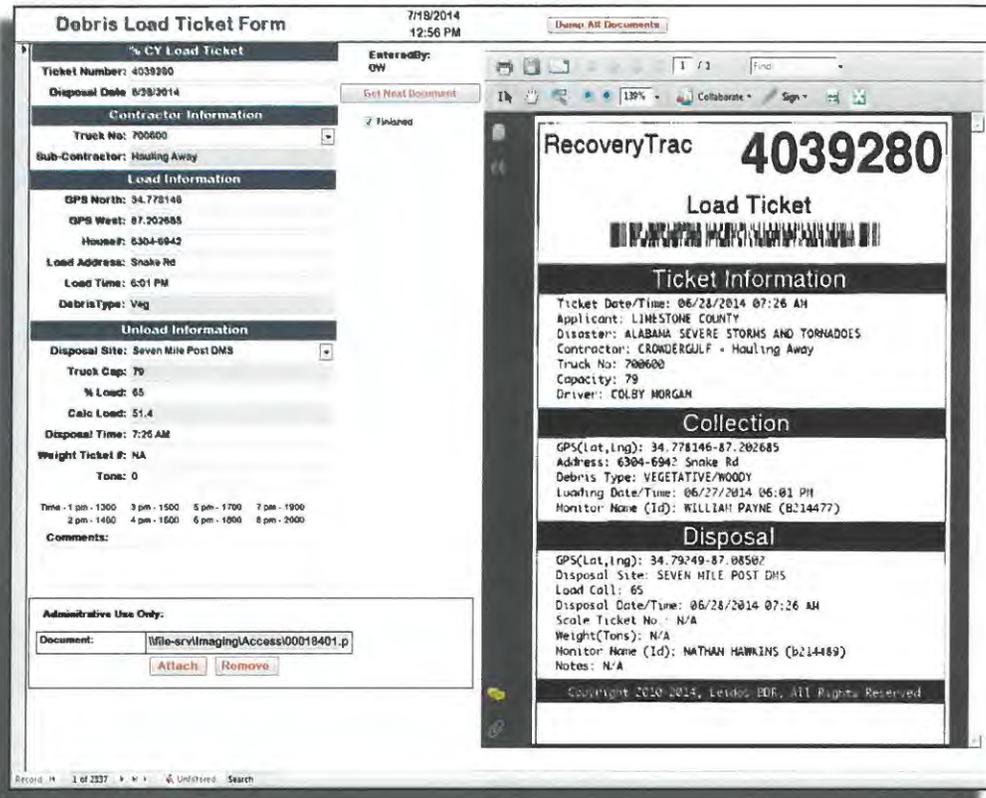
### **Documentation of Special Projects**

There are usually several additional recovery projects besides ROW debris removal and disposal that are required in order 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 325 requirements will be kept for each project.

### **Data Management**

CrowderGulf utilizes a comprehensive and seasoned data collection and storage process with all projects. Regardless of whether electronic (ADMS) or paper ticketing documentation is used by the 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.

Here is an example of the CrowderGulf database and document capture capability:



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 these qualified, committed personnel full-time throughout the year ready to provide documentation support even years after the project is complete.

### Monitoring Companies and Electronic Ticketing

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

### Reports and Information

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



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

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

Reports may be provided in Excel format, Word format or PDF format.

### Reconciliation and Invoicing

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

CROWDERGULF DEBRIS MANAGEMENT						FEMA-DR-4019	
Load and Haul Debris						Hurricane Irene 2011	
<u>Daily Debris Removed Report</u>							
Dare County, NC							
DEBRIS REMOVED ON: 8/6/2011			REPORT DATE		Sunday, April 29, 2012		
Date	Ticket #	Debris Type	Delivered To	Truck #	Capacity	Yd Load	Load (CY)
9/6/2011	8104106	C&D	Stump Point	033884	49.00	55	26.95
9/6/2011	8104109	C&D	Stump Point	033884	49.00	60	29.42
9/6/2011	8104274	Vegetative	Stump Point	033875	72.00	65	46.80
9/6/2011	8104275	Vegetative	Stump Point	033876	59.00	65	38.35
9/6/2011	8104276	Vegetative	Stump Point	033879	58.00	70	40.60
9/6/2011	8104277	Vegetative	Stump Point	033880	49.00	70	34.30
9/6/2011	8104278	C&D	Stump Point	033877	53.00	70	37.10
9/6/2011	8104279	Vegetative	Stump Point	033878	49.00	70	34.30
9/6/2011	8104280	Vegetative	Stump Point	033877	53.00	70	37.10
9/6/2011	8104281	Vegetative	Stump Point	033878	49.00	70	34.30
9/6/2011	8104282	Vegetative	Stump Point	033877	53.00	70	37.10
9/6/2011	8104283	Vegetative	Stump Point	033878	49.00	70	34.30
9/6/2011	8104284	Vegetative	Stump Point	033877	53.00	70	37.10
9/6/2011	8104285	Vegetative	Stump Point	033878	49.00	70	34.30
9/6/2011	8104286	C&D	Stump Point	033878	49.00	65	31.85
9/6/2011	8104287	C&D	Stump Point	033877	53.00	58	29.15
9/6/2011	8104289	C&D	Stump Point	033883	50.00	58	42.50
9/6/2011	8104290	C&D	Stump Point	033884	49.00	58	41.65
9/6/2011	8104291	C&D	Stump Point	033883	50.00	75	37.50
9/6/2011	8104292	C&D	Stump Point	033884	49.00	80	39.20
9/6/2011	8104293	C&D	Stump Point	033883	50.00	80	40.00
9/6/2011	8104300	C&D	Stump Point	033884	49.00	80	39.20
9/6/2011	8104301	Vegetative	Stump Point	033883	50.00	70	35.00
9/6/2011	8104302	Vegetative	Stump Point	033884	49.00	65	31.85
Dare County, NC				Avg. Load Factor: 70.2		Daily/Cu Yds	
Loads this Report: 24						889.90	

After reconciliation is complete, it is time for invoicing. All invoices are fully supported by load tickets and other required documentation. CrowderGulf is very flexible in generating invoices. Invoices can be provided in different ways such as a dollar amount limit per invoice, designated work period on an invoice (i.e. one week per invoice) or single task invoices. CrowderGulf strives to accommodate by adapting to preferred formats and preferences.

Having reconciled the data prior to invoicing makes the invoicing documents easier to read from FEMA's standpoint and speeds up the audit or reimbursement process. Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and the available resources by the City the payment schedule may be modified to allow more time to pay the invoices. CrowderGulf is able to 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 assure 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 of our time and assistance was provided to the Client at no cost. This is how every client is treated. CrowderGulf is committed to 'going to the mat' with them to make sure that our documentation is complete, accurate and provided in whatever format FEMA requests.

CrowderGulf's former FEMA Directors, Emergency Managers and FEMA trained Debris Specialists are available to assist in complying with FEMA guidelines and completing all documentation required by FEMA, FHWA or the Office of Inspector General. **Our Staff is well versed in the Code of Federal Regulations (44 CFR), FEMA's Debris Management Guide (FEMA 325), and 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)
- Florida Department of Environmental Protection
- Florida Department of Transportation
- Florida Department of Health

**"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*

## ESSENTIAL SUPPORT FUNCTIONS

### ➤ Readiness Support and Training

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

Joint training and pre-planning with the 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 Debris Reduction specialists will be available to review and advise on potential DMSs. Preparedness training will be tailored to the City's needs and requests.

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

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

- Pre-event actions
- Management team roles & responsibilities
- Initial response & recovery operations
- Debris removal & monitoring functions
- Truck certification process
- Documentation
- Close out & reimbursement

Training and pre-planning sessions are designed by the needs of each individual Client. For example, if our Client is preparing their own session and would like CrowderGulf to prepare material for discussion for a particular time slot, material such as handouts and PowerPoint presentations are created to present to the attendees based on the discussion topic provided by the Client. This type of involvement is usually requested by Clients who have knowledgeable staff who are experienced in the debris removal process and only need a quick overview of a particular topic.

CrowderGulf also provides 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 table top 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, City disaster debris team members and their roles, whether it is in the best interest of the Client to acquire a monitoring firm, and identifying any other concerns that may not have been previously identified.

### ➤ Subcontracting

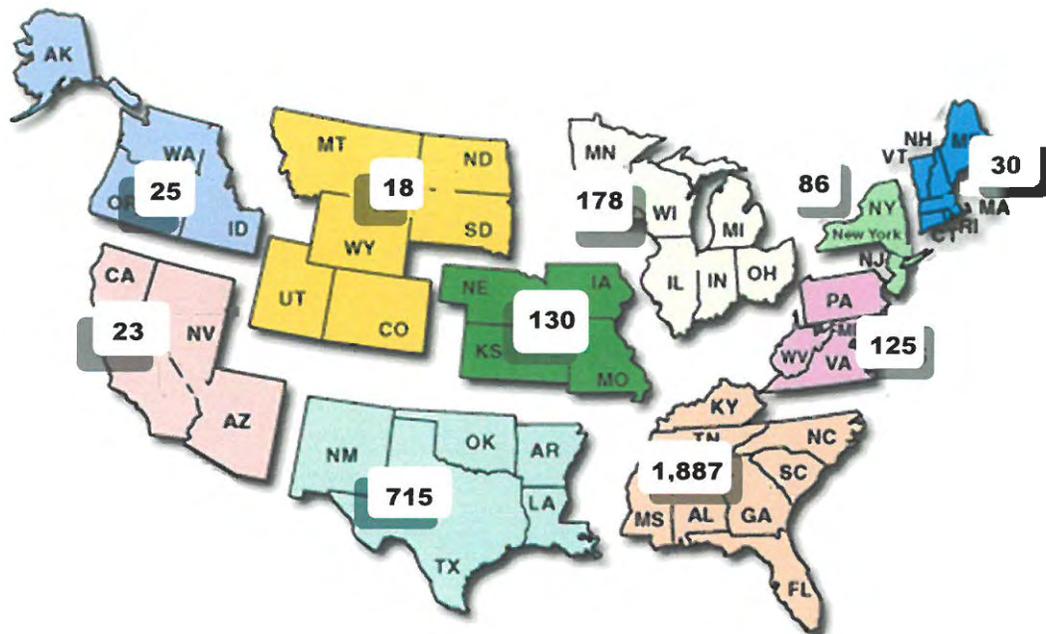
It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in **compliance with 44 CFR 206.10**. Per Client compliance requirements under **44 CFR 13.36(e)**, CrowderGulf, as Prime Contractor, will take all affirmative steps required to assure that minority firms, 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](http://www.crowdergulf.com), to register. Due to CrowderGulf's reputation of always treating our subcontractors fairly and paying them on a weekly basis, we have a surplus of subcontractors throughout the nation ready to work at a moment's notice.

**“CrowderGulf has developed a seamless process which allows for the rapid deployment of essential workers, maintained vital communication lines with all parties involved in the cleanup efforts and has strategically allocated resources to the areas of greatest need... They maintain the highest standards in the industry and operate with a level of integrity that is difficult to match.”**

*Mark Claypoole  
Gotus Trucking, LLC*

The graphic below gives a breakdown of the number and general region that we have registered subcontractors. The number changes periodically as new subcontractors register on our website. For several reasons this number grows after a major disaster.



### Subcontracting Practices

It is the practice of CrowderGulf to subcontract debris work and services using the following guidance:

1. Subcontract to the maximum extent possible with local firms and small businesses. In addition, preference will be given to qualified local vendors for equipment rental and supplies sourced in the jurisdictional boundaries.
2. Promote the use of local contracting by tasking a senior manager to assure notification through local media and organizations.
3. Promote subcontracting only with the assured compliance with equal opportunity hiring.
4. Provide all subcontractors a clear chain of command for purposes of official and/or unofficial communications.
5. Accept, process and pay invoices of subcontractors in accordance with the CrowderGulf policy.
6. Provide priority subcontracting considerations to/for subcontractors that have provided quality work to CrowderGulf in past operations – consistent with the subcontracting policy.
7. CrowderGulf does not have a set-a-side percentage of subcontracted work for any particular classification of subcontractor, but will give special attention to small, disadvantaged firms and/or women owned small business firms for contract work or services needed.
8. CrowderGulf is committed to promoting the use of small minority, disadvantaged firms and/or women-owned small business firms for contract work, whenever and wherever possible.
9. We currently maintain an active pre-qualified subcontractor database, tracking current certifications of local and regional D/M/W/SBE qualified subcontractors. Subcontractors can mail, fax, e-mail or log on to [www.crowdergulf.com](http://www.crowdergulf.com) to submit their company information for review. If necessary, we will use additional outlets such as newspapers, publications, websites, etc.
10. As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the Client.

## **Subcontracting Policy**

It is standard policy that all subcontractors comply with all of the contractual conditions and commitments of CrowderGulf. As such, all subcontractors shall agree to the following:

1. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
2. Read and formally acknowledge by signature the CrowderGulf Contract for subcontractors and Safety Manual as provided by CrowderGulf.
3. Provide satisfactory evidence of bonding and licensing that complies with contract and jurisdictional requirements.
4. Provide assurances that no current owner, principal or officer of the firm is or has ever been debarred by the state and/or federal government.
5. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
6. Give all notices and fully comply with all local, state and federal laws – including, but not limited to, social security, workers compensation and unemployment insurance, DOT, etc.
7. Begin work to be performed within two full workdays after a subcontractor is notified of a subcontract award, unless otherwise stipulated in the subcontract arrangements. The subcontractor will pay for all materials, equipment and labor used in the performance of the subcontract(s).
8. In the event a subcontractor makes an untimely start, or is unable to supply sufficient skilled workmen, equipment or materials to satisfy the subcontract arrangements, CrowderGulf may terminate the employment/contract of the subcontractor for cause.
9. Take all reasonable safety precautions with respect to contracted work, complying with all safety, workplace standards and environmental measures as directed by CrowderGulf.
10. Furnish periodic progress reports on the work as directed by CrowderGulf, plus use the debris reporting system selected by CrowderGulf.
11. Provide CrowderGulf with progress payment billings (as agreed in the respective subcontracts).
12. Final payments to subcontractor(s) may be deferred pending receipt of contractual or statutory lien waivers, releases, closeout documents or other encumbrances.
13. Other stipulations may apply as may be required by unique local conditions.

## **Understanding Requirements**

CrowderGulf takes several steps during the proposal preparation process to ensure local subcontractor participation as well as M/WBE utilization policies and 44 CFR 13.36(e) compliance are met. Understanding exactly what the Client is requesting during this initial proposal phase is key to implementation upon activation. In order to clearly define the expectations required we take several preliminary steps. The first step is to review M/WBE policies and procedures to determine specific goals set by the Client. Our second step is to determine utilization breakdowns required. Lastly, we identify all required certifications and/or M/WBE directories to be used for soliciting M/WBE firms and any further breakdowns of percentage goals. Once these steps are completed and we have a clear understanding of all requirements we continue with the following process:

## **Steps in the Process:**

1. Before any subcontractors are solicited, CrowderGulf compiles a list of local subcontractors from our Database of pre-qualified subs. These companies have either worked for CrowderGulf and are in good standing, have registered with us through our website, [www.crowdergulf.com](http://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](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 similar to our scope of work. Initial contact is made by phone then followed up by fax and/or 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 submittal of 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 documentations will be considered for inclusion in final proposal to the Client as a responsive M/WBE Firm.
  7. All contacted firms are listed in proposal and delegated either responsive or non-responsive and the reason for this status.
  8. 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.
  9. 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.
  10. Current CrowderGulf client folders are updated yearly with current local pre-qualified subcontractors as well as M/WBE firm confirmations.
  11. 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.

**“CrowderGulf is a company with great integrity, is extremely dedicated to their customers and their work, and is entirely one of the best contractors we have worked for...there is not a project or request by CrowderGulf we would ever turn down.”**

*Steve St. George*  
*President*  
*St. George Enterprises, Inc*

### Reporting

With the nature of “Stand-By” event contracts being on an “as needed” basis, utilization/activation of the identified M/WBE firms will be based on CrowderGulf's activation by Client. Should the Client have yearly or quarterly reports to be submitted, CrowderGulf will file the needed reports upon request.

### Good Faith Effort

As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the City to maintain compliance with **44 CFR 13.36 (e) and FEMA SuperCircular 2 C.F.R. Chapter 2, Part 200.**

### Affirmative Steps Include:

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; 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 assure the same quality control and efficient operations for the City, CrowderGulf's management team will rely on NIMS management 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 on Federal Rules and Regulations as they pertain to debris removal operations.

### M/SBE Subcontractors

See enclosed a partial list of qualified M/SBE Subcontractors. A current qualified subcontractor list can be provided to the City for pre-approval prior to an event upon request.

2020 Potential Florida Region 4 Subcontractors	Address	City	ST	Zip	smBus	MWBE, HUB, SDB or Vet
2 Chicks and a Backhoe	591 Martin Luther King Jr. Ave	Wauchula	FL	33873	1	1
5-T Hauling	1913 Lakeview Dr	Brandon	FL	33511	1	1
A Cut Above Lawn and Landscaping	PO Box 175	Wauchula	FL	33873	1	
A&V Services and Hauling Inc	4315 Trainer Rd	Bartow	FL	33830	1	
A1 Environmental, Inc. (dba A1E Group)	6827 1st Ave. S. Ste. 200	St. Petersburg	FL	33707		
AAA Service Company	5060 110th Ave N	Clearwater	FL	33760	1	
AAA Services of Central FL, Inc.	141 1st St NW	Largo	FL	33770		
A-Absolute Tree Services	1830 Bayshore Blvd	Dunedin	FL	34698		
Able Body Labor	3040 Gluf to Bay Blvd	Clearwater	FL	33759		
Absolute Tree and Asset Services LLC	3260 Neff Lake Rd	Brooksville	FL	34602	1	2
Action Labor of Florida, LLC	4632 28th St. N	St. Petersburg	FL	33714	1	1
Adam Boyd Bobcat Service, Inc	11031 Summer Rd	Wimauma	FL	33598	1	
ADS Services, Inc.	5451 N 59th St	Tampa	FL	33610	1	1
Aerial Innovations, Inc.	3703 W. Azeelle St.	Tampa	FL	33609		1
Albritton Tractor Service, Inc.	P.O. Box 245	Alturas	FL	33820	1	
All American Construction & Excavation, Inc.	PO Box 260	Lithia	FL	33547		
All American T.S., Inc.	P.O. Box 260	Lithia	FL	33547	1	1
All Catastrophe Construction Team Inc.	6409 Land O' Lakes Blvd	Land O' Lakes	FL	34638		
All Out On A Limb, LLC.	1109 15th Street	Ruskin	FL	33570	1	
All Star Enterprises, In.	9960 NW 116 Way, Ste 9	Miami	FL	33178		
Allied Trucking of Florida, Inc	5118 N. 56th St., Ste. 123	Tampa	FL	33610		
Alllight Construction	6590 68th Ave	Pinellas Park	FL	33781	1	
Amazing National Service Group	9509 E. US Hwy 92	Tampa	FL	33610	1	
Amos Trucking LLC	3157 CR 774	Webster	FL	33597	1	
Arbor Bay Tree Service	4716 Vasconia St. W	Tampa	FL	33629	1	
Arbor Pro, LLC.	10316 Goldenbrook Way	Tampa	FL	33647	1	
Arthur L. McCloud Trucking & Excavating	4824 Dove Lane	Auburndale	FL	33823	1	
ASI Landscape Management	9702 Hamey Rd	Thonotosassa	FL	33592	1	
Bay Area Trackhoe, Inc.	9107 Lithia Pinecrest Rd.	Lithia	FL	33547		
Bigga Inc.	2112 Barcelona Dr.	Clearwater	FL	33764		
Bio-Mass Tech, Inc.	15212 SR 52	Land O Lakes	FL	34638	1	1
BJD Enterprises	182 Boyd Cowart Rd.	Wauchula	FL	33873	1	1
Blue Monkey Disposing & Recycling	1603 N. 43rd St	Temple	FL	33605	1	



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2020 Potential Florida Region 4 Subcontractors	Address	City	ST	Zip	smBus	M/WBE, HUB, SDB or Vet
Bluewater Site Contractors, Inc.	P.O. Box 4034	Lake Wales	FL	33859	1	
C & J Transport, Inc.	PO Box 1878	Eaton Park	FL	33840		
Caladesi Construction Co.	1390 Donegan Rd.	Largo	FL	33771	1	1
Camo Farms	200 2nd Ave. Sout #270	St. Petersburg	FL	33701	1	1
Carlton Custom Building Inc.	6895 State Rd 64 E	Wauchula	FL	33873	1	
Cascais Enterprises, LLC.	13362 Lawrence St	Spring Hill	FL	34609		
Castco Construction, Inc	9001 126th Ave N	Largo	FL	33773		1
Cavalls Tree Service	36724 Jefferson Ave	Dade City	FL	33523	1	
Central Florida Transport, LLC	511 Mulberry St	Coleman	FL	33521		
Circle C Timber, Inc	2086 Fish Branch Rd	Zolfo Springs	FL	33890	1	
Clark Hunt Construction, Inc.	2165 Logan St	Clearwater	FL	33765		1
Clearwater Earth Moving, Inc.	8235 Rhodes Rd	Hudson	FL	34667	1	2
Code 3 Enterprises, LLC	37248 Orange Blossom Lane	Dade City	FL	33525		3
Commercial Maintenance Group	2010 N. Twig Pt	Inverness	FL	34453		
Construct Corps, LLC	5301 West Cypress St, Ste 105	Tampa	FL	33607		
Cross Construction Services	25221 Wesley Chapel Blvd.	Lutz	FL	33559		
Cross Group Inc	8713 Park Byrd Rd	Lakeland	FL	33810	1	2
D&J Lawn Services of Lakeland, LLC.	575 Old Polk City Rd	Lakeland	FL	33809	1	
Digital Aerial Solutions LLC	8409 Laurel Fair Circle, Ste 100	Tampa	FL	33610	1	1
Dive-Tech International, Inc.	6200 80th Ave North	Pinellas Park	FL	33781		
DLR Services	3727 Dundee Rd	Winter Haven	FL	33884	1	
Duke Services, LLC.	240 N Lake Shore Way	Lake Alfred	FL	33850	1	1
Eliazar Camacho Tree Service & Sodding	6039 w Minuteman St	Homosassa	FL	34448		1
EmployUs, LLC.	4410 W. Hillsborough Ave. #K	Tampa	FL	33614		
Evergreen Development & Construction Company	8659 Palm River Rd	Tampa	FL	33619	1	
Evergreen Tree Service, Inc.	1921 Starkey Rd	Largo	FL	33771	1	
Ezee LLC	9055 S Bay Dr	Haines City	FL	33844	1	1
FAC PR, LLC.	16811 Whirley Rd.	Lutz	FL	33558	1	2
Faulkner Stump Grinding & Tree Trimming	910 US Hwy 17 N.	Fort Meade	FL	33841	1	1
First Bank Property Management, LLC.	380 Douglas Road East	Oldsmar	FL	34677	1	
Fivestar Trucking LLC	1705 W Baker St	Plant City	FL	33563		
Florida Excavating & Engineering	480 West Haines Blvd	Lake Alfred	FL	33850	1	
Four Seasons Property Services, LLC.	3030 Shady Acres Rd	Dover	FL	33527	1	
George B. Alred Build. Cont. Site Prep	11738 Murcott Way	Land O Lakes	FL	34638	1	
GFH Enterprises, Inc.	6609 Ridge Rd, Ste 2	Port Richey	FL	34668	1	3
Gibbons Fence Company	2050 Country Manor St	Bartow	FL	33830	1	
Goodfellas Rolloff and Waste Disposal	835 CR 529	Lake Panasoffkee	FL	33538		
Gramling Transport Inc.	P.O. Box 1785	Port Richey	FL	34672		
Grass Appeal, LLC	709 East Spruce St	Tarpon Springs	FL	34689	1	
Ground Level, Inc.	2970 Manuel Rd	Bowling Green	FL	33834	1	
Ground Up Services LLC	4064 CR 567	Center Hill	FL	33517		
Grubbs Emergency Services, LLC	P. O. Box 12113	Brooksville	FL	34603	1	
Gursky's Lawn Care	1100 31st St NW	Haven	FL	33881	1	
Hancock Environmental Seeding, Inc.	18724 Hancock Farm Rd	Dade City	FL	33523	1	1
Harris Logistics, LLC	231 CR 482 S	Lake Panasoffkee	FL	33538	1	
HernandoAg	13096 Moon Road	Brooksville	FL	34613		
Hines Mobile Home	38913 Tucker Rd.	Zephyrhills	FL	33542	1	2
His n Hers Enterprises	3108 Central Dr.	Plant City	FL	33547	1	1
Huffman General Contractors, Inc.	4895 47th Ave N	St Petersburg	FL	33714		
Hungry Gator Shop, Inc	7472 Purdue Rd	Ft. Meade	FL	33847	1	1
I Chavez Trucking Inc	5036 Sheffield Rd	Lakeland	FL	33813	1	
IBMS of West Coast Division, LLC. (fka: Integrated Building Maintenance Services)	9913 S US Hwy 41	Gibsonton	FL	33534	1	1
Ideal Estate Service Group	1927 Chesapeake Court	Oldsmar	FL	34677	1	
Image Maker LMS, LLC	2721 Buckingham Ave	Lakeland	FL	33801		
Impeccable Construction	PO Box 448	Fort Meade	FL	33841	1	
In-Line Disaster Recovery, LLC.	3030 N. Rocky Point Dr., Ste. 150A	Tampa	FL	33607		
Jack See Construction, LLC.	P.O. Box 275	Wauchula	FL	33873	1	
James Short Grading	14230 Nottingham Trail	Hudson	FL	34669		1
JB Property Maintenance, LLC	3933 17th St. N.	St. Petersburg	FL	33714	1	1
JLM Equipment, Inc.	18110 US HWY 27, STE #3	Lake Wales	FL	33859		
JMS Group Contracting, Inc.	4901 1st Ave North	St. Petersburg	FL	33710	1	
JUNK REMOVAL.COM INC	1911 57th St.	Tampa	FL	33682	1	
King Cut Land Management LLC	P.O. Box 589	Lecanto	FL	34460		2
Landshark land management L.L.C.	7001 Scenic Hills Blvd	Lakeland	FL	33810	1	
Liberty Hauling, Inc.	7145 Evergreen Blvd.	Polk City	FL	33868	1	1



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Lightning Bay Industrial	1235 S. 82nd Street	Tampa	FL	33619	1	2
Loretta R. Mazzucco Building Contractor	9750 Sunbeam DR	New Port Richey	FL	34654		
Luminus Mulch	7197 Davenport Ln	Springhill	FL	34606	1	
M&E Contracting, LLC.	6210 County Rd. 579	Saffner	FL	33584	1	1
Main Gate Enterprises, Inc.	240 Stenstrom Rd	Wauchula	FL	33873	1	1
Mend-It-Asphalt and Concrete	4925 15th Ave S	Gulfport	FL	33707	1	
Miller & Sons, LLC	6113 Causeway Blvd.	Tampa	FL	33619	1	1
Muncy Environmental Services, LLC	5110 Kirkland Rd	Lakeland	FL	33811	1	
Norm's Stump Removal Inc.	12921 123rd Ave N.	Largo	FL	33774		
Optimal Recovery, LLC	34618 Mission Bell Ln	Dade City	FL	33525	1	
Orr Industries, LLC.	12222 US Hwy 301	Dade	FL	33525		
Paff Tree Service, LLC.	6288 California St.	Brooksville	FL	34604	1	
Patriot Power & Telecom Systems, Inc.	13173 60TH St N	Clearwater	FL	33760	1	
PAW Materials, Inc.	6640 State Rd 52 W	Hudson	FL	34667		
Payne's Environmental	5617 Causeway Blvd	Tampa	FL	33619	1	3
Pete & Ron's Tree Service, Inc.	4615 N Hale Ave	Tampa	FL	33615	1	
Pinnacle Contracting Group, Inc.	2711 Desoto Way S	St Petersburg	FL	33712	1	1
Poly Foundation Solutions	11960 N. florida Ave.	Dunnellon	FL	34434		
PRECISE CONTRACTING LLC	223 E Lake Ave	Aubumdale	FL	33823	1	1
Primo Enterprises of Tampa, Inc.	17433 New Cross Circle	Lithia	FL	33547		1
Prince Land Services	200 F Street South	Haines City	FL	33844	1	
PRO TREE SPECIALISTS, INC	PO Box 130373	Tampa	FL	33681	1	
Prosource	17115 Rainbow Terrace	Odessa	FL	33556	1	
Rak Trucking, LLC.	1836 Bough Ave., Unit C	Clearwater	FL	33760		1
Ranwell Construction Inc.	8435 Tocoi Path	Lakeland	FL	33810	1	1
Recovery One Disaster Services Inc.	201 E Baker St	Plant City	FL	33563	1	
Residual Solutions, Inc.	P.O. Box 353	St. Petersburg	FL	33731	1	
RFT, Inc.	7015 Pelican Island Dr.	Tampa	FL	33634		
Richard Budd S/P	44922 Clay Sink Rd	Webster	FL	33597	1	
Rimes & Sons Agriculture Services, Inc.	6044 SR 62	Bowling Green	FL	33834	1	
RMC Jobsite Development	7829 CR 248 B	Lake Panasofkee	FL	33538	1	
Robinson Wetland	2704 Rooks Rd	Davenport	FL	33837	1	
Rockline Construction, LLC	3184 E. Porter St	Inverness	FL	34453	1	1
RP Construction	3117 Boger Blvd. East	Lakeland	FL	33803	1	1
RUEDA'S REMODELING LLC	7816 N Cortez St	Tampa	FL	33614	1	
S & M Cable Contractors Inc	5009 SE Brown Road	Arcadia	FL	34266		
S&J Hauling Corp	POB 452	Winter Haven	FL	33882		1
S&J Hauling Corp	PO Box 452	Winter Haven	FL	33882		1
S&S Contracting Inc	5800 South US Hwy 17	Bartow	FL	33830	1	
Sansom's Tree Service, LLC.	4025 Johnson Road	Mulberry	FL	33860	1	
Southeast Abatement Services Inc.	230 Commerce Dr. N	Largo	FL	33770	1	
Southern Environmental Group, LLC.	12967 US 92	Dover	FL	33527		
Stillwater Holdings	15317 Spruson St.	Odessa	FL	33556	1	
Suarez Grading Enterprises, Inc.	5404 24th Ave S	Tampa	FL	33619	1	1
SunMeadow	12200 32nd Court N	St. Petersburg	FL	33716		
Sunset Bay Construction Inc.	3026 Lake Padgett Dr	Land o Lakes	FL	34639	1	
Super Green Lawn & Maintenance	3182 Heather Glynn Dr	Mulberry	FL	33860	1	
Swissteam Performance Cleaning, Inc.	8015 27th Ave. N.	St. Petersburg	FL	33710	1	
Tagarelli Construction, Inc.	53 West Tarpon Ave	Tarpon	FL	34689	1	
Tarragon Debris Removal	11317 Louisa May Way	Riverview	FL	33569		2
Terra Construction Group, Inc.	855 28TH ST SO	St. Petersburg	FL	33712		
The Lynch Construction	2474 Sanford Ave	Sanford	FL	32771	1	
Thunderhead Environmental Services	4888 County Rd 575	Bushnell	FL	33513		1
TNT Environmental, LLC	17852 Pine Knoll Dr.f	Dade City	FL	33523	1	
Top Gun Lawn Care LLC	6310 E. Tremont St.	Inverness	FL	34452	1	2
Tree-Mendous Tree Services	17863 Corpus Christi Dr	Spring Hill	FL	34610	1	1
Treespade Services & Tree Farm, Inc.	11929 Duck Lake Canal Rd	Dade City	FL	33525		1
Triple A Tractor Service	705 Doc Coil Rd	Bowling Green	FL	33834	1	
U R House LLC	P.O. Box 530472	St. Petersburg	FL	33747	1	
Underwood Disaster Recovery LLC	P.O. Box 237	Aripeka	FL	34679		1
Underwood, LLC.	4131 Daisy Dr.	Hernando Beach	FL	34607	1	
Unlimited Property Solutions	10042 Thompson Nursery Rd	Winter Haven	FL	33884	1	
Value Environmental Services	9608 128th Terr	Largo	FL	33443	1	1
Vari Construction Services	23110 St Rd 54	Lutz	FL	33549		
Walker Excavation & Drainage, LLC.	5061 Hollis Rd	Bowling Green	FL	33834	1	
Waterfront Property Services d.b.a. Gator Dredging	13630 50th Way North	Clearwater	FL	33760	1	



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Wetherington Tractor Service, Inc.	1901 Industrial Park Blvd	Plant City	FL	33566		
Wilkerson's Hydrology Service, Inc	100 SW 4th Street	Mulberry	FL	33860	1	
World Haulers, Inc.	8377 Standish Bend Dr, Ste 107	Tampa	FL	33615		1
Zimmer Equipment, Inc	2811 N 62nd St	Tampa	FL	33619	1	
ABC Hauling Services, Inc.	666 NW 23rd St	Miami	FL	33127	1	1
ABC Landclearing & Development, Inc	1130 Peachtree St.	Cocoa	FL	32922	1	2
All Florida Tree	5855 NW 47 Place	Coral Springs	FL	33067	1	
Bio-Mass Tech, Inc.	15212 SR 52	Land O Lakes	FL	34638	1	1
Blue Ridge Recovery	5670 Tomoka Ave. P.O. Box 932	Intercession	FL	33848	1	1
Bonness, Inc.	1990 Seward Ave	Naples	FL	34109		
C & W Trucking, Inc.	703 Hennis Rd	Winter Garden	FL	34787		
Cason's Tree & Tractor Service, Inc.	215 SW Gazelle Glen	Fort White	FL	32038	1	
Drinkwater & Drinkwater, Inc.	16578 Old Cheney Hwy	Orlando	FL	32833	1	
Florida Excavating & Engineering	480 West Haines Blvd	Lake Alfred	FL	33850	1	
Four R Equipment	3701 Southwest 128 Ave	Miramar	FL	33027	1	
Gaston's Tree Service LLC / Wood Resource Recovery	6424 NW 19th DR	Gainesville	FL	32653		
Holt's Land Clearing	7671 CR 78	LaBelle	FL	33935	1	
Jerry's Tree Service, Inc.	5035 Panther Ln	Mims	FL	32754	1	
Lawn Rescue Plus	15700 SW 169 Ave	Miami	FL	33187		
McCombs Tree Service	P.O. Box 561004	Rockledge	FL	32956	1	
N.A.C.S.	864-B Washburn Rd	Melbourne	FL	32934		
Newcomb Enterprises	6749 Lake Winooa Rd	De Leon Springs	FL	32130	1	
Phoenix Hayes, Inc.	8100 Belvedere Rd, Ste 2	West Palm Beach	FL	33411	1	
Schuller Contractors, Inc	9125 Parkers Landing	Orlando	FL	32824	1	
Soil Tech Distributors (Intercity Disposal)	3355 NW 41st St	Miami	FL	33142		1
Statewide Tub Grinding	PO Box 2689	Apopka	FL	32704		
Total Urban Forestry, llc	231 NE 11th St	Ocala	FL	34470	1	
Waterfront Recovery LLC	P.O. Box 561004	Rockledge	FL	32956	1	
WBI Contracting of Palm Bch, Inc	1544 B Rd	Loxahatchee	FL	33470	1	2
Wood Resource Recovery	1901 NW 67TH PALCE, SUITE G	Gainesville	FL	32653	1	

## Summary of Major Subcontractor Activations for the past 10 Years with CrowderGulf, LLC

Subcontractor	Storm Event	Work Location	
<b>ABC Hauling Services / RAL Services Corp. (Miami, FL) (HaulOuts) 20 Activations</b>  <b>Master Subcontract # 16_915</b>	2020 Tornado	Nashville, TN	Chattanooga, TN
	2018 Michael	Bay Co, FL	Panama City, FL
		Jackson Co, FL	Panama City Beach, FL
		Lynn Haven, FL	
	2018 Florence	Duplin Co, NC	
	2017 Harvey	Aransas Co, TX	Corpus Christi, TX
		Aransas Co, TX (PPDR)	San Patricio, TX
	2016 Matthew	Hilton Head Island, SC	Thunderbolt, GA
	2011 Tornado (MO)	Joplin, MO	
	2011 Irene	Dare Co, NC	
2008 Ike	Bolivar Peninsula, TX	Manvel, TX	
	League City, TX		
2005 Wilma	Ft. Lauderdale, FL		
<b>All Florida Tree &amp; Landscaping (Coral Springs, FL) (PUSH, ROW Hauling, L &amp; H, ROE Hauling, Stumps, Beach/Sand) 18 Activations</b>  <b>Master Subcontract # 12_9</b>	2018 Michael	Panama City, FL	
	2017 Irma	Aventura, FL	Miami Springs, FL
		Jupiter, FL	Stuart, FL
	2016 Matthew	Hilton Head Island, SC	Stuart, FL
	2012 Sandy	Ft. Lauderdale, FL	
	2012 T.S. Isaac	Key West, FL	
	2011 Irene	Newport News, VA	
	2005 Wilma	Ft. Lauderdale, FL	Wellington, FL
		Lazy Lakes, FL	Wilton Manors, FL
		Sanibel, FL	
2005 Rita	Ft. Lauderdale, FL		
2005 Katrina	Ft. Lauderdale, FL	Pompano Beach, FL	



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Subcontractor	Storm Event	Work Location	
	2004 Frances	Pompano Beach, FL	
<b>Ault Enterprises LLC</b> <b>(Bark River, MI)</b> <b>(ROW Hauling, Waterway Debris Hauling)</b> <b>10 Activations</b> <b>(Master # 16_794)</b>	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
<b>Barnhart Debris Removal</b> <b>(Magnolia, AR)</b> <b>(ROW Hauling, Site Work, HaulOuts, L&amp;H, White Goods)</b> <b>6 Activations</b> <b>Master Subcontract # 17_1217</b>	2018 Michael	Apalachicola, FL Carrabelle, FL Franklin Co, FL	Panama City, FL Washington Co, FL
	2017 Harvey	Brazoria Co, TX	
<b>Buckeye Landscaping and Sod</b> <b>(Groveport, OH)</b> <b>(ROW Haul, L &amp; H)</b> <b>10 Activations</b> <b>Master Subcontract # 12_73</b>	2018 Michael	Bay Co, FL	
	2017 Irma	Orange Co, FL	Orlando, FL
	2016 Matthew	Chesapeake, VA Edgecombe Co, NC	Fripp Island, NC Ocean Isle Beach, NC
	2011 Irene	Dare Co, NC	Nagshead, NC
	2008 Ike	Montgomery Co, TX	
<b>C &amp; W Trucking, Inc</b> <b>(Winter Garden, FL)</b> <b>(HaulOuts)</b> <b>15 Activations</b>  <b>Master Subcontract # 17_1292</b>	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
<b>Central MN Hardwood Sales, LLC</b> <b>(St Peter, MN)</b> <b>(ROW , Stumps, PUSH)</b> <b>9 Activations</b> <b>Master Subcontract # 17_1048</b>	2004 Charley, Frances, Jeanne	Brevard Co, FL	Orange Co, FL
	2017 Irma	Jupiter, FL	
	2017 Irma	Lake Co, FL	
	2008 Ike	Bolivar, TX Galveston Co, TX	Montgomery Co, TX Tiki Island, TX
	2006 Noreaster	Erie Co, NY	
<b>Congo Corporation</b> <b>(Redmond, OR)</b> <b>(White Goods)</b> <b>3 Activations</b> <b>Master Subcontract # 17_1025</b>	2005 Wilma	Aventura, FL	
	2005 Katrina	Pascagoula, MS	
	2017 Harvey	Friendswood, TX LaMarque, TX	Montgomery Co, TX
<b>Crooked River LLC</b> <b>(Trimble, MO)</b> <b>ROW Hauling</b> <b>2 Activations</b> <b>Master Subcontract # 17_1039</b>	2017 Harvey	Dickinson, TX	
	2018 Michael	Panama City, FL	
<b>DEH Disaster Recovery LLC</b> <b>(Ft. Valley, GA)</b> <b>(ROW Hauling, L&amp;H, Stumps)</b> <b>19 Activations</b>  <b>Master Subcontract # 14_497</b>	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 Shalotte, 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	
<b>Dawn Til Dusk Disaster LLC</b> <b>(Bethany, MO)</b> <b>(ROW Hauling, Stumps, L &amp; H, ROE Hauling, Beach/ Sand)</b> <b>24 Activations</b>	2020 Tornado	Nashville, TN	
	2019 Imeda	Montgomery Co, TX	
	2018 Michael	Panama City, FL	
	2018 Florence	Duplin Co, NC Onslow Co, NC	Jacksonville, NC
	2017 Harvey	Aransas Co, TX	



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<b>Master Subcontract # 12_133</b>	2017 MS 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	Kitty Hawk, NC
		Kill Devil Hills, NC	Nags Head, NC
2008 Ike	Montgomery Co, TX		
2005 Katrina	Pascagoula, MS		
<b>Dotson &amp; Sons (Higbee, MO) (ROW Hauling, L &amp; H, Stumps) 25 Activations</b>	2018 Michael	Bainbridge, GA	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	Aransas Co, TX	Montgomery Co, TX
		Corpus Christi, TX	San Patricio Co, TX,
	2016 Matthew	Hilton Head Island, SC	
	2016 LA Flooding	Central, LA	
	2006 Ice Storm	Erie Co, NY	
	2005 Rita	Calcasieu Parish / Lake Charles, LA	
	2005 Katrina	North Miami, FL	Wilton Manors, FL
		Pascagoula, MS	Pompano Beach, FL
2004 Ivan	Escambia Co, FL		
2004 Charley, Frances, Jeanne	Lee Co, FL	Sanibel, FL	
	Orlando, FL		
<b>Four Points Recycling (Jacksonville, NC) (ROW Haul) 9 Activations</b>	2018 Florence	Jacksonville, NC	Onslow Co, NC
		North Topsail Beach, NC	
	2017 Irma	Chatham Co. GA	
<b>Master Subcontract # 16_833</b>	2016 Matthew	Currituck Co, NC	Rose Hill, NC
		Duplin Co, NC	Sunset Beach, NC
		Raleigh, NC	
<b>Four R Equipment (Miramar, FL) (ROW Hauling, HaulOuts) 12 Activations</b>	2018 Michael	Panama City, FL	
	2017 Irma	Miami Springs, FL	FL DEP Waterway Cleanup
	2016 Matthew	FL Dept. of Environmental Protection	Edgewater, FL
	2016 Hermine	Tallahassee, FL	
	2014 Pax (Ice Storm)	Dorchester Co, SC	
	2011 Irene	Newport News, VA	
	2008 Ike	Bolivar Peninsula	League City, TX
		Kemah, TX	
2005 Wilma	Pembroke Pines, FL		
<b>Gaston / Wood Resource Recovery (Gainesville, FL) (PUSH, ROW Hauling, Stumps, L &amp; H, DMS Grinding, HaulOuts) 17 Activations</b>	2018 Michael	Bay Co, FL	Jackson Co, FL
		Panama City, FL	
	2017 Irma	Fl. DEP Waterway Cleanup	Palm Coast, FL
		Flagler Beach, FL	Polk Co, FL
	Flagler County, FL	St. Petersburg, FL	
	Ormond Beach, FL	Tarpon Springs	
2016 Matthew	Clay County, FL	Orange Park, FL	
	Flagler Beach, FL	Ormond Beach, FL	
	Flagler County, FL	Palm Coast, FL	
<b>Gotus Trucking (Harrisville, PA) (ROW Hauling, L &amp; H, Stumps) 19 activations</b>	2020 Tornado	Nashville, TN	Chattanooga, TN
	2019 Dorian	Dorchester Co, SC	
	2018 Michael	Panama City, FL	
	2018 Florence	Fayetteville, NC	
	2017 Harvey	Aransas Co, TX	Nueces Co, TX
		Corpus Christi, TX	
<b>Master Subcontract # 16_666</b>	2016 Matthew	Chesapeake, VA	Fayetteville, NC
		Currituck Co, NC	Norfolk, VA
			Southern Shores, NC



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

Subcontractor	Storm Event	Work Location	
	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	
<b>Gulf Atlantic            Construction &amp; Marine            (Grand Bay, AL)            (DMS Site Work, HaulOuts, Sand,            Dredging, Waterway, ROW            Hauling)            8 Activations            Master Subcontract# 17_1052</b>	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	
<b>H2 Construction LLC            (Waverly, MO)            (ROW hauling, L &amp; H, Stumps)            8 Activations            Master Subcontract # 14_219</b>	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	
<b>Hauling Away LLC            (Mobile, AL)            (PUSH, ROW Hauling, L&amp;H,            ROE Hauling, Stumps, Grinding,            HaulOuts, Sand, Demo,            Waterway Debris)            64 Activations             Master Subcontract # 12_223</b>	2020 Tornado	Nashville, TN	Chattanooga, TN
	2019 TX Tornado	Richardson, TX	
	2019 Dorian	Dorchester Co, SC	
	2019 Imeda	Montgomery Co, TX	
	2018 Michael	Bay Co, FL FL Dept of Environmental Protection Bainbridge, GA	Jackson Co, FL Panama City Beach, FL Panama City, FL Decatur Co, GA
	2018 Florence	Jacksonville, NC North Topsail Beach, NC	Onslow Co, NC
	2018 Florida Red Tide	Collier Co, FL Sanibel Island, FL	Fort Myers Beach, FL
	2017 Irma	Collier Co, FL FL DEP Waterway Cleanup Hilton Head Island, FL	Kissimmee, FL Okcechobee 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	Central, LA	Ouachita Parish, LA
	2016 Texas Flooding / Misc	Newton Co, TX Montgomery Co, TX	Waller Co, TX
	2016 Maintenance	Corpus Christi, TX	
	2016 Tornado	Rowlett, TX	
	2015 Flooding-Alabama	AL DCNR, Baldwin Co, AL AL DOT, Baldwin Co, AL	
	2015 SC Flooding	SCDOT	
	2015 Demolition	Orange Beach, AL	
	2015 Fish Kill	Orange Beach, AL	
	2015 Texas Flooding / Misc	Blanco Co, TX Corpus Christi, TX	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)	Dorchester Co, SC	Berkeley Co, SC
	2013 T.S. Andrea	Gulf Shores, AL	
	2012-2013 Sandy	NJ DEP	
	2012 Isaac	Biloxi, MS Dauphin Island, AL McComb, MS	Magnolia, MS Pascagoula, MS
	2012 Miscellaneous	The Nature Conservancy, AL	



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

Subcontractor	Storm Event	Work Location	
<b>HDR Trucking LLC</b> <b>(Bamberg, SC)</b> <b>(PUSH, ROW Hauling, HaulOuts, L &amp; H, Demo)</b> <b>15 Activations</b> <b>Master Subcontract # 14_219</b>	2012 Tornado	Motel 6 - Mobile, AL	
	2011 Irene	Rocky Mount, NC	
	2018 Michael	Bay Co, FL Decatur Co, GA	Jackson Co, FL Bainbridge, GA
	2017 Irma	Brevard Co, FL Kissimmee, FL Lake Co, FL	Okeechobee 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
<b>Jamey Flannery Trucking LLC</b> <b>(Hortonville, WI)</b> <b>(ROW Hauling, L &amp; H, HaulOuts, DMS Site Mgt)</b> <b>18 Activations</b> <b>Master Subcontract # 16_734</b>	2018 Michael	Washington Co, FL	
	2018 Florence	Duplin Co, NC	
	2017 Irma	Deltona, FL Lake Co, FL Lee Co, FL	Ormond Beach, FL Polk Co, FL St. Petersburg, FL
	2017 Harvey	Dickinson, TX	Friendswood, TX
	2016 Matthew	Brevard Co, FL Edgewater, FL Flagler Beach, FL	Flagler Co, FL Ormond Beach, FL Palm Coast, FL
	2016 Hermine	Tallahassee, FL	Leon Co, FL
<b>Jerry's Tree Service</b> <b>(Mims, FL)</b> <b>(ROW Hauling)</b> <b>12 Activations</b> <b>Master Subcontract # 14_240</b>	2018 Florence	Onslow Co, NC	
	2017 Irma	Orange Co, FL	
	2016 Matthew	Flagler Co, FL	Flagler Beach, FL
	2016 Hermine	Leon Co, FL	
	2014 Ulysses – Ice Storm	Greensboro, NC	
	2012 FL Tornado	Republic Services - Polk Co, FL	
	2012 T.S. Beryl	Nassau Co, FL	
	2011 Irene	Manteo, NC	Nags Head, NC
	2008 Ike	Montgomery Co, TX	
2008 Fay	Brevard Co, FL		
<b>Lawn Rescue Plus</b> <b>(Miami, FL)</b> <b>(ROW Hauling, L &amp; H, HaulOuts, Stumps)</b> <b>25 Activations</b> <b>Master Subcontract # 16_743</b>	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
		Cocoa Beach, FL	Miami Springs, FL
2017 Harvey	Aransas Co, TX	Sunny Isle Beach, FL	
2016 Matthew	Hilton Head Island, SC	Windmill Harbour POA, SC	
2016 Hermine	Leon County, FL	Tallahassee, FL	
<b>LCS Restoration Services LLC</b> <b>(Mobile, AL)</b> <b>(ROW Hauling, L&amp;H)</b> <b>1 Activation</b> <b>Master Subcontract#18_815</b>	2018 Michael	Bay Co, FL	
<b>McCombs Tree Service</b> <b>(Rockledge, FL)</b> <b>(ROW Hauling)</b> <b>8 Activations</b> <b>Master Subcontract# 15_295</b>	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	
<b>Michael's Tree Services</b> <b>(Memphis, TN)</b> <b>(ROW Hauling, L &amp; H, DMS Site)</b> <b>8 Activations</b> <b>Master Subcontract # 17_1042</b>	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
<b>New Gen Environmental Group / Bil-Jim Construction</b> <b>(Toms River, NJ)</b>	2018 Michael	Bay Co, FL	Panama City, FL
	2017 Irma	FL Dept. of Enviro. Protection	
	2017 Harvey	Montgomery Co, TX	Port Arthur, TX



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

Subcontractor	Storm Event	Work Location		
<b>(ROW Hauling, Dredging, Demo, Waterway)</b> <b>8 Activations</b> <b>Master Subcontract # 17_1024</b>		Dickinson, TX		
	2016 Matthew	Fayetteville, NC	Raleigh, NC	
	201-13 Sandy	State of New Jersey		
<b>S. St. George Enterprises (Fredonia, NY)</b> <b>(PUSH, ROW Hauling, L&amp;H, Grinding, Stumps, HaulOuts, Site Work)</b> <b>64 Activations</b>  <b>Master Subcontract # 13_376</b>	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 Navassa, NC Swansboro, NC	Onslow Co, NC Jacksonville, NC Duplin Co, NC Richlands, NC Oak Island, NC Northwest, 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 Windmill Harbor POA, SC	Long Cove 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	
	<b>Southern Disaster Recovery, LLC (Greer, SC)</b> <b>(ROW Hauling, L&amp;H, Stumps, Grinding, HaulOuts)</b> <b>9 Activations</b> <b>Master Subcontract # 14_587</b>	2017 Irma	Arcadia, FL Clay Co., FL Deltona, FL Desoto, FL Miami, FL	Nassau Co., FL Orange Park, FL Palmetto, FL Putnam Co, FL
	<b>Statewide Tub Grinding/ WLW (Apopka, FL)</b> <b>(PUSH, ROW Hauling, Stumps, HaulOuts)</b> <b>16 Activations</b>  <b>Master Subcontract # 15_616</b>	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		
<b>Steadfast Services / Slick Machines (Cummins, GA)</b> <b>(ROW Hauling, Site Grinding, HaulOuts, Sand, Concrete)</b> <b>4 Activations</b> <b>Master Subcontract# 17_1031</b>	2017 Harvey	Port Arthur, TX		
	2011 Deep Water Horizon Oil Spill	Obrien's BP Oil Spill AL		
	2008 Ike	Bolivar, TX	TX GLO	
<b>Total Urban Forestry, LLC (Ocala, FL)</b>	2018 Michael	Jackson Co, FL		
	2017 Irma	Ocala, FL	Tarpon Springs, FL	



**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

Subcontractor	Storm Event	Work Location	
<b>(PUSH, ROW Hauling, DMS Site Work, Stumps, L &amp; H)</b> <b>7 Activations</b> <b>Master Subcontract # 16_780</b>	2016 Matthew	St. Petersburg, FL Flagler Co, FL	The Villages Palm Coast, FL
	2018 Michael	FL Dept. Of Enviro. Protection	
<b>Waterfront Recovery LLC (Rockledge, FL)</b> <b>Waterway Debris</b> <b>3 Activations</b> <b>Master Subcontract # 17_966</b>	2017 Irma	FL Dept. Of Enviro. Protection	
	2016 Matthew	FL Dept. Of Enviro. Protection	
	2020 Tornado	Nashville, TN	
<b>Zehendner Disaster Relief (Princeton, MO)</b> <b>(PUSH, ROW hauling, L &amp; H, Stumps, HaulOuts, Beach Sand, Demo)</b> <b>82 Activations</b> <b>Master Subcontract # 12_470</b>	2018 Michael	Parker, FL	
	2018 Florence	Bolivia, NC Brunswick Co, NC Caswell Beach, NC Leland, NC Navassa, NC	Northwest, NC Oak Island, NC Sandy Creek, NC Shalotte, NC Varnamtown, NC
	2017 Irma	Bonita Springs, FL	Fort Myers,
		Estero Village, FL	Lee Co, FL
		FL DEP	
	2016 Matthew	Berkeley Co, SC	Hilton Head Island, SC
		Brevard Co, FL	Long Cove POA, SC
		FL Dept. of Environmental Protection	Thunderbolt, GA
		Garden City, GA	
	2014 Tornado	ACCA – Blount Co, AL / DeKalb Co, AL	
	2014 Pax (Ice Storm)	Dorchester Co, SC	Berkeley Co, SC
	2012-2013 Sandy	NJ DEP – Land and Water	
	2012 Isaac	Biloxi, MS	McComb, MS
		Magnolia, MS	Pascagoula, MS
	2011 Tornado (AL)	Walker Co, P & J	
	2011 Irene	Edenton, NC	Robersonville, NC
		Edgecombe Co, NC	Rocky Mount, NC
		James City Co, VA	Williamston, NC
		York Co, VA	NCDOT – Various
	2011 Tornado (MO)	Joplin, MO	
2010 BP Oil Spill	Alabama Coast		
2008 Ike	Alvin, TX	La Marque, TX	
	Bayou Vista, TX	Manvel, TX	
	Bolivar Peninsula, TX	Pearland, TX	
	Brookside Village, TX	Sante Fe, TX	
	Clear Lake Shores, TX	Texas City, TX	
	Galveston Canals, TX	Tiki Island, TX	
	Galveston Co, TX	TX GLO Sand	
	Kemah, TX	Texas GLO – Henderson Hole	
2006 Ice Storm	Erie Co, NY		
2005 Wilma	Ft. Lauderdale, FL	West Palm Beach, FL	
	Lee Co, FL	Wilton Manors, FL	
	Pembroke Pines, FL		
2005 Rita	Calcasieu Parish, Lake Charles, LA		
2005 Katrina	Baldwin Co, AL	Orange Beach, AL	
	Biloxi, MS	Pascagoula, MS	
	Gulf Shores, AL Gulfport, MS		
2005 Dennis	Atmore, AL	Destin, FL	
	Flomaton, AL	Walton Co, FL	
	Baldwin Co, AL		
2004 Ivan	Baldwin Co, AL		
2004 Charley, Frances, Jeanne	Lee Co, FL		

## ➤ Quality Control

The purpose of a quality control plan is to provide guidance and consistent attention to workplace policies and procedures in order to facilitate efficient, effective and safe debris removal and reduction. **CrowderGulf's success in managing quality is achieved by our commitment and attention to the people, processes, and procedures involved in our projects. This starts with identifying and communicating the following Fundamental Values to Quality**



### Control Success:

- Assurance of open and honest communication with clients at all levels in order to foster a clear and mutual understanding of expectations and promote mutual respect.
- Commitment to high quality standards - "Lead by Example".
- Dedication to staff training and education at all levels to ensure correct and safe performance of their tasks.
- Implementing "Clean As You Go" policy for every task

*Our complete QC plan will be provided upon request.*

## ➤ Health and Safety

### **CrowderGulf's Philosophy of Safety**

All company operations are managed with an aggressive and proactive commitment to the safety and well being of employees, subcontractors and the public at large. We believe that this commitment to safety must go hand-in-hand with our commitment to quality production and cost efficiency. CrowderGulf believes that ALL injuries and accidents are preventable through the establishment of and compliance with safe work procedures. Therefore, the prevention of bodily injury and the safeguarding of health are the first considerations in all workplace actions and are the responsibility of every employee and subcontractor at all levels.

This philosophy is reinforced and fulfilled as defined below:

- The CrowderGulf Safety Plan for the 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, the company’s senior executive, Mr. John Ramsay, serves as the senior Safety Official. Mr. Ramsay’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.

“I would like to take this opportunity to thank you and your crews for the industrious work performed for our City as a result of Hurricane Ike. Your crews should be commended for accomplishing such a monumental task in a short period of time.”

**Toni Randall, Mayor**  
**League City, TX**

Many companies have written safety plans for individual safety topics, but few have a comprehensive plans designed to drive all company operations. CrowderGulf’s corporate commitment to safety starts with its written Health and Safety Plan and includes all facets of company planning and operations. Our complete 368 page CrowderGulf Health and Safety Plan is available upon request.

### Safety Performance Summary

CrowderGulf takes tremendous pride in our safety record. Since 2012, CrowderGulf has received no citations, notifications or violations, pertaining to OSHA, or state OSHA. In that time period, CrowderGulf has worked approximately 959,341 and experienced a total of 3 recordables, which is well below industry standards and the last recordable incident took place in 2011. CrowderGulf believes that providing the safest possible work environment is most beneficial for the company, and our clients. CrowderGulf employs a full time safety manager and maintains an up to date, all-inclusive safety manual pertaining to all of CrowderGulf’s vast job scope. We also believe that training, communication and monitoring are the best ways to obtain a safe work environment. CrowderGulf policy is that daily tool box meeting are mandatory, and the JSA process is 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. These factors have allowed us to perform above average in regards to our safety record.

<i>Year</i>	<i>Hours Worked</i>	<i>OSHA Recordable</i>	<i>Days Away From Work Cases</i>	<i>R.I.F Rate (Recordable Incident Frequency)</i>	<i>D.a.r.t. Rate (Days Away, Restrictions, or Transfers)</i>
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
2013	92,630	0	0	0	0

As of June 1, 2020 CrowderGulf has completed the last 3,376 days of work recordable free.



*We have included our most current OSHA Form 300A – Summary of Work-Related Injuries and Illnesses as additional documentation of our exemplary safety record. Previous year's forms can be provided upon request*

OSHA's Form 300A  
**Summary of Work-Related Injuries and Illnesses** Year: 2019 Form approved (4/99) no. 121A (178)

All establishments covered by part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Representatives of the LHA must 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". If employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety, they also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35 for further details on the access provisions for these forms.

Number of Cases		Number of Days	
Total number of cases	Total number of cases with days away from work	Total number of days away from work	Total number of cases with job transfer or restriction
0	0	0	0
(C)	(D)	(E)	(F)

Injury and Illness Types	
Total number of	Total number of
(1) Injuries	(4) Poisoning
0	0
(2) Skin Disorders	(5) Hearing loss
0	0
(3) Respiratory conditions	(6) All other illnesses
0	0

**Facility Information:**

Establishment name: CrowderGulf  
 Street: 6436 Business Parkway  
 City: Tarpon Springs  
 State: FL

Industry description:  
 Standard Industrial Classification (SIC): 238999  
 F.A.N.O.N.

**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: 5  
 Total hours worked by all employees last year: 30,423

**Sign here**  
 I certify that I have prepared this document and that in the best of my knowledge the statistics are true, accurate, and complete.

*[Signature]*  
 Date: 1/14/2020

Read 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. Send comments regarding this burden estimate or any other aspect of this data collection, including suggestions for reducing the burden, to Washington, DC 20503-2941. Do not send the completed form to this office.

### 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 OSHA and all applicable laws.
- Equipping employees and subcontractors with the required safety equipment, hard hats, clothing, and other safety materials necessary to perform specific work tasks.
- Preparing an Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) to inventory and address specific work hazards.
- Providing employees and subcontractors with 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 are required to immediately report all accidents, injuries, and "near misses" to their supervisor.
- Conducting safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures.
- Communication of Health, Safety, Security and Environment (HSSE) standards will take place in orientation trainings, safety meetings specific to individual situations, daily tool box meetings, memo's and other ways CrowderGulf deems appropriate.
- Assuring that all associates, regardless of position know that they have the right to "Stop the Job" in the event of a HSSE deficiency.
- Conducting Job Hazard Analyses (JHA) to define the activities being performed, the sequences of work, the specific hazards anticipated, and the control measures to be implemented to eliminate or reduce each hazard to an acceptable level.

A list of local Hospitals, Police Stations, and Fire/Emergency Response Stations will be provided as part of the Safety Plan after project activation.

**SAFETY WILL BE THE PARAMOUNT CONCERN AT ALL TIMES**

## ➤ Environmental Sensitivity

CrowderGulf is committed to unequivocal protection of the environment at all work sites and surrounding areas. This is accomplished by attention to organizational, operational and performance details. CrowderGulf personnel or subcontractors assigned to specific contractual duties that substantially impact environmental quality (i.e., incinerator operators) will have the quality of their work continually evaluated by a senior supervisor. Employees with duties partially or indirectly applicable to environmental protection will have those duties evaluated daily, whether relating to noise, smoke, dust, traffic, drainage or general containment actions or containment actions specifically related to hazardous materials.



## Regulatory Permits and Compliance

CrowderGulf will ensure all applicable permits are obtained before work is started, including but not limited to the following:

- Air Quality
- Forestry
- Storm Water
- Reclamation of Surface Mining Sites
- Ground and Surface Water
- Local Health Department Permits

We work in full regulatory compliance with all agencies involved in disaster recovery including, but not limited to:

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

## Environmental and Historic Considerations

State and local regulations, laws and ordinances will be addressed and followed for all environmental and historic preservation issues. The following list provides a brief review of the primary Federal laws which must be considered during debris management practices.

- National Environmental Policy Act
- Clean Water Act
- Clean Air Act
- Coastal Barrier Resources Act
- Resource Conservation and Recovery Act
- Endangered Species Act
- Coastal Zone Management Act
- Fish and Wildlife Coordination Act
- Wild and Scenic Rivers Act
- Executive Orders
- National Historic Preservation Act



## Specific Environmental Concerns

### Spills or Leaks

Should a spill or leak occur during performance of this contract, CrowderGulf will report the spill or leak to the 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.

### Asbestos Containing Materials

CrowderGulf is experienced and capable of 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 325 Debris Management 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

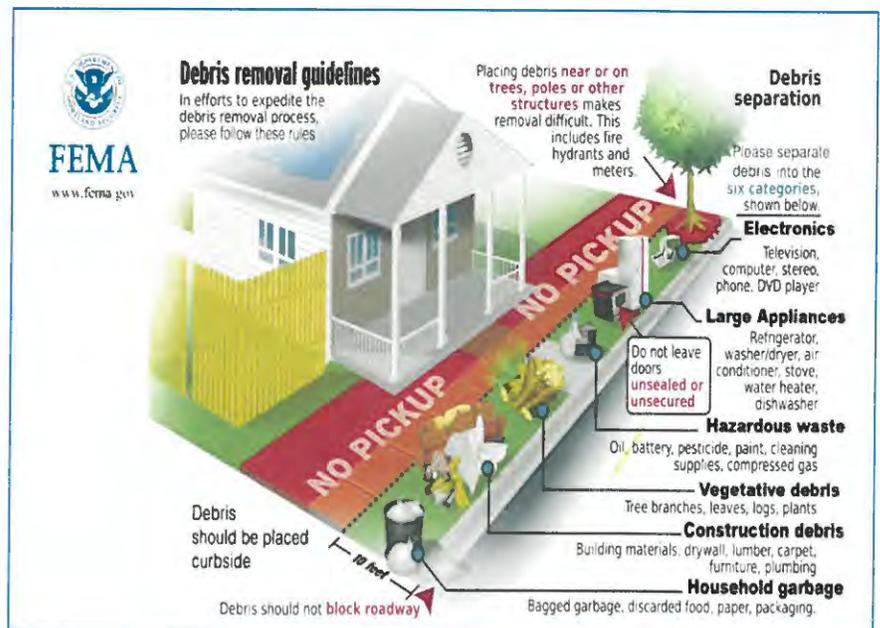
Experienced CrowderGulf personnel will be available to assist the City in the development of a public information campaign. The information could include the parameters, rules and guidelines of debris operations so residents can begin their personal recovery activities. The language used will be simple and easy for all residents to understand. Materials and information may be distributed in more than one language for it to be understood by non-English-speaking populations and neighborhoods.

### Distribution Strategy

The following are suggested vehicles for distributing the information:

- **Media** – Local television, radio, newspapers, or community newsletters
- **Internet Site** – City of Clearwater 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

Sample Flyer that can be distributed to local media outlets to assist citizens in properly segregating their debris curbside:



**Updates and Redistribution**

The public information strategy will be able to address changes and revisions as debris removal operations progress. During the early stages of the operations, distribution may rely on the immediate transmission of the information through radio and television, to update the general public regarding the debris removal operations. Once operations become more routine and predictable, the information can be distributed through the print media, such as newspapers, mailings, and flyers.

**Debris Information Center**

CrowderGulf can assist the 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.

**3. References- A minimum of three (3) references, preferably from other public entities within the State of Florida, for whom you have provided similar services. Include the name of the entity, contact persons.**

**Client:** City of Panama City, FL **POP: 36,986 / Bay County**  
**Address:** 9 Harrison Ave, Panama City, FL 32402  
**Contact:** **Shane Daugherty** Solid Waste Superintendent, 850-872-3172 Ofc. 850-814-5396 cell,  
[sdaugherty@pcgov.org](mailto:sdaugherty@pcgov.org)

- Project Title:** **2018 Hurricane Michael (10/2018-Ongoing)**
- PUSH Operations
  - Removed & Disposed: vegetation, C&D, C&D Compaction, L&H, Stumps
  - Special Projects – Waterway, Drainage Ditches, Cemeteries, Parks
  - Reduction by Grinding
- 2004 Hurricane Ivan (9/2004-10/2004)**
- Removed & Disposed: vegetation, C&D, Stumps (12)
  - Reduced by burning
  - Provided generators
- 1995 Hurricane Opal**
- Removed & Disposed: vegetation, C&D
  - Reduced by grinding

<b>Contract Value:</b>	<b>CY Recovered &amp; Reduced:</b>
<b>Michael</b> \$75,571,773	<b>9,397,811+</b>
<b>Ivan</b> \$264,161	22,165
<b>Opal</b> \$2,000,000	300,000

**Client:** City of Parker, FL  
**Address:** 1001 West Park Street Parker, FL 32404  
**Contact:** **Ashley Rizzo**, Human Resources, Benefits & Safety Administrator, 850-871-4104,  
[aarizzo@cityofparker.com](mailto:aarizzo@cityofparker.com)  
 (Retired - **Nancy Rockwell**, City Clerk, 850-960-1908, Cell: 850-528-9032, [narockwell@cityofparker.com](mailto:narockwell@cityofparker.com))

- Project Title:** **2018 Hurricane Michael (10/23/18-05/10/19)**
- Removed & Disposed: vegetation, C&D compaction.
  - Reduction by grinding
  - Leaners / Hangers
  - Stumps

<b>Contract Value:</b>	<b>CY Recovered &amp; Reduced:</b>
<b>Michael</b> \$7,866,065	<b>1,332,052</b>



**Client:** Polk County, FL **POP: 686,483**  
**Address:** 1890 Jim Keene Blvd, Winter Haven, FL 33880 and 3000 Sheffield Road, Winter Haven, FL 33880  
**Contact:** **Jay Jarvis**, Drainage Director, [jayjarvis@polk-county.net](mailto:jayjarvis@polk-county.net), 300 Sheffield Rd, Winter Haven 33880, (863)535-2200  
**Michael Teate**, Roads & Drainage Area Manager, 863-535-2200 ofc, 863-581-0541 cell, [michaelteate@polk-county.net](mailto:michaelteate@polk-county.net)

**Project Title:** **2017 Hurricane Irma (9/15/2017-04/05/2018)**  
 ■ Removed & disposed of vegetation, mulch, leaners/hangers (16,344 trees), reduction by grinding (11 sites)  
**2012 Tornado (6/2012-7/2012)**  
 ■ Removed & Disposed: vegetation  
**2004 Hurricane Charley (8/2004-3/2005)**  
 ■ Removed & Disposed: vegetation, C&D, stumps (1,797), reduced by grinding (8 Sites)

<u>Contract Value:</u>	<u>CY Recovered &amp; Reduced:</u>
<b>Irma</b> \$24,917,254	2,604,083
<b>Tornado</b> \$18,062	244 Tons
<b>Charley</b> \$23,420,373	2,087,584 CY

**Client:** St. Petersburg, FL **POP: 263,255 / Pinellas Co**  
**Address:** 400 Dr MLK Street, St. Petersburg, FL and 1400 19th Street, St. Petersburg, FL 33713  
**Contact:** **Michael Vineyard**, Park Operational Manager 1400 19 St. North St. Petersburg, FL 33713 727-892-5233  
[michael.vineyard@stpete.org](mailto:michael.vineyard@stpete.org)  
**Michael Jeffries**, Director of Parks and Rec, 727-892-5863, [michael.jeffries@st.pete.org](mailto:michael.jeffries@st.pete.org)

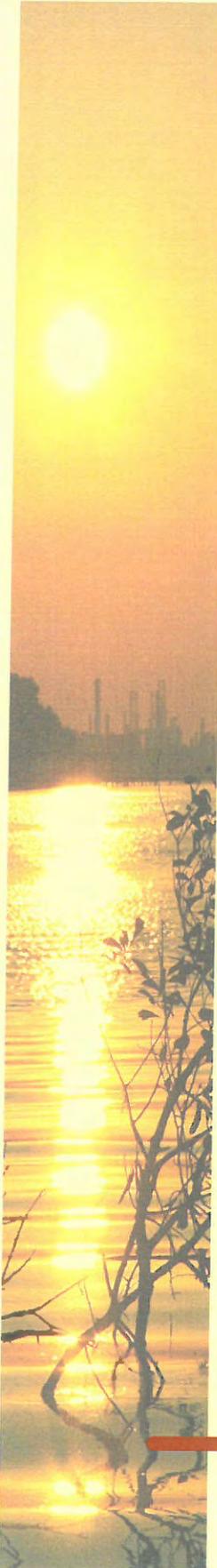
**Project Title:** **2017 Hurricane Irma (9/16/2017-12/09/2017)**  
 ■ Removed & disposed of vegetation and mulch, reduction by grinding (1 site)

<u>Contract Value:</u>	<u>CY Recovered &amp; Reduced:</u>
<b>Irma</b> \$2,183,503	242,518

**Client:** Ormond Beach, FL **POP: 42,816 / Volusia Co**  
**Address:** 501 N. Orchard Street Ormond Beach, FL 32174  
**Contact:** **Kevin Gray**, Public Works Environmental Systems Operations Manager, 386-676-3577 ofc, 386-316-7725 cell, [Kevin.Gray@ormondbeach.org](mailto:Kevin.Gray@ormondbeach.org)

**Project Title:** **2017 Hurricane Irma (9/16/2017-10/26/2017)**  
 ■ Removed & disposed of vegetation, mulch, and leaners/hangers (3,679 trees)  
 ■ Reduction by grinding (1 site)  
**2016 Hurricane Matthew (10/11/2016-12/31/2016)**  
 ■ Removed & Disposed: vegetation, C&D, Leaners & hanger, Mulch, Grinding Operations – 1 site  
 ■ **Monitored** by Thompson - ADMS

<u>Contract Value:</u>	<u>CY Recovered &amp; Reduced:</u>
<b>Irma</b> \$1,820,053	130,212
<b>Matthew</b> \$3,660,393	514,691



**TAB 4 -  
Additional Information /  
Fee Schedule / Availability**

## Tab 4 - Additional Information/Fee Schedule/Availability

### 1. Additional Information for consideration in the review of proposal.

#### Removal of Hazardous & Special Debris

CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris, including hazardous materials and waste, bio-hazardous wastes, dead animals, and hazardous stumps. If removal and disposal is beyond the area of our expertise, CrowderGulf has a teaming agreement in place with Garner Environmental Services, a highly qualified and licensed Hazmat contractor, to remove and dispose of any such materials, [www.garner-es.com](http://www.garner-es.com).

#### 2018 Red Tide Event

##### Location:

Sanibel Island, FL  
Ft. Myers Beach, FL  
Lee County, FL  
Collier County, FL  
Sarasota County, FL  
Boca Grande/Gasparilla State  
Park, FL



##### Reference:

Scott Krawczak: Sanibel Island Public Works – 239-770-2554  
Chelsea Reed: Fort Myers Beach Public Works – 239-322-6421  
Jessie Lavender: Lee County Parks Director – 239-533-7275  
Kyle Carson: Sarasota County Public Works – 941-404-6539

In August 2018, southern Florida experienced a major outbreak of *Karenia brevis* (*K. brevis*), commonly known as Red Tide. CrowderGulf was activated on August 10<sup>th</sup> in Sanibel Island, Fort Myers Beach, and Lee County to provide labor and equipment to clean up the large volume of marine life that was being deposited on the local beaches. In 72 hours' time, CrowderGulf mobilized nearly 200 laborers, 6 large pieces of equipment, 40 all-terrain vehicles, all other support material and equipment as well as 14 vessels to complete the task. Coach busses transported work crews to impacted location daily, and meals were catered as work teams conducted operations from sun up to sun down, 7 days a week. Red Tide impacts shifted and Lee County, Collier County and Sarasota County also experienced heavy volume of material.



Goliath Grouper  
Sanibel Island, FL



Red Tide near Shore  
Fort Myers Beach, FL

**Means and Methods**

Red Tide occurred during turtle and shorebird nesting seasons. Due to this, hand labor was predominantly used to minimize impact on the environment. Work crews would gather material into small piles using hand tools. These piles were transported to a dumpster, and taken to final disposal. Larger fish were moved using a small wheel loader with attached grapple. Any mamalia that was encountered was reported into the Florida Fish and Wildlife Hotline for recording, and once samples were taken, those were removed by the above mentioned means. Marine operations consisted of hand labor using nets from boats and bagging all matierial for offload and disposal.



Location	Days Worked	Area Worked	Approx. lbs.	Invoiced Amount
Sanibel Island	32	Beach and canal Cleanup	8,746,000	\$1,556,961.00
Fort Myers Beach	16	Beach and Canal Cleanup	1,762,400	\$262,767.00
Sarasota County	26	Beach Cleanup	876,744	\$93,556.00
Collier County	9	Canal Cleanup	18,864	\$47,444.00
Lee County	6	Beach Cleanup	227,000	\$374,201
Boca Grande	2	Beach Cleanup	2100	\$7,051.00



### Experience with Specialty Debris – Solid Waste and Hazardous Waste

CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including **abandoned vehicles and vessels, wet marine debris, white goods and electronic wastes, hazardous materials and waste, bio-hazardous wastes, dead animals, and hazardous trees and stumps.** 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 Garner Environmental Services ([www.garner-es.com](http://www.garner-es.com)), a highly qualified and licensed Hazmat contractor, to remove and dispose of any such materials.

Year	Event	Client / Location	White Goods	Freon	E-Waste	Vessels	Vehicles	HHW	Tires	Asbestos Material	Animal Removal
2018	Hurricane Michael	Bay Co, FL	X	X							
2018	Hurricane Florence	Bald Head Island, NC	X	X							
		Duplin Co, NC	X	X				X			
		SC DOT						X			
2017	Hurricane Irma	Kissimmee, FL			X						
		Tybee Island, GA	X	X							
2017	Hurricane Harvey	Alvin, TX	X	X	X			X			
		Aransas Co, TX	X	X				X			
		Baytown, TX	X	X	X			X			
		Brazoria Co, TX	X	X	X						
		Chambers Co, TX	X	X	X			X			
		Clear Lake Shores, TX	X	X	X			X			
		Dickinson, TX	X	X	X			X			
		Friendswood, TX	X	X	X			X			
		Galveston Co, TX	X	X	X						
		LaMarque, TX	X	X	X						
		League City, TX	X	X	X			X			
		Montgomery Co, TX	X	X	X			X			
		Nassau Bay, TX	X	X	X			X			
		Port Arthur, TX	X	X	X						
		Sante Fe, TX						X			
		Seabrook, TX	X	X				X			
		Webster, TX	X	X	X			X			
		West Columbia, TX	X	X	X			X			
2016	Hurricane Matthew	Flagler Co, FL	X	X							
		Hilton Head Island, SC	X	X							
2016	Flooding / Tornados	Brazoria Co, TX	X	X							
		Central, LA	X	X				X			
		Montgomery Co, TX	X	X	X						
		Ouachita Parish, LA	X	X	X				X		
		Newton Co, TX	X	X							
		Rowlett, TX	X	X	X						
2016	Hurricane Hermine	Leon Co, FL	X	X							
		Tallahassee, FL	X	X							
2015	Storms / Flooding	SC DOT	X	X	X			X			
2012	Hurricane Sandy	New Jersey	X	X		X	X				
2012	Hurricane Isaac	Biloxi, MS				X					
2011	Hurricane Irene	Dare Co, NC			X		X	X			
2010	BP Oil Spill Response	Baldwin Co, AL						X			
		BP Exploration (AL Coast)						X			
		Dauphin Island, AL						X			
		Orange Beach, AL						X			

Year	Event	Client / Location	White Goods	Freon	E-Waste	Vessels	Vehicles	HHW	Tires	Asbestos Material	Animal Removal
2008	Hurricane Ike	Bayou Vista, TX	X	X							
		Beaumont, TX	X	X	X						
		Clear Lake Shores, TX	X	X							
		Dickinson, TX	X	X							
		Galveston Co, TX	X	X	X		X			X	
		Jefferson Co, TX	X	X							
		Kemah, TX	X	X							
		LaMarque, TX	X	X							
		League City, TX	X	X							
		TX GLO	X	X			X				
		Tiki Island, TX	X	X							
2008	Non-Disaster Related	Walton Co, FL					X				
2005	Hurricane Dennis	Wakulla Co, FL	X	X							
2005	Hurricane Katrina	Biloxi, MS	X	X	X	X					
		Pascagoula, MS	X	X							
		Hancock Co, MS				X	X				
2005	Hurricane Rita	Calcasieu Parish, LA	X	X	X	X				X	
2004	Hurricanes Charley, Frances, Ivan and Jeanne	Escambia Co, FL	X	X							
		Fort Myers Beach, FL	X	X							
		Walton Co, FL	X	X							

### Accomplishments

Receiving an award is nice, but helping our clients achieve their goals and return communities to normal is truly our greatest accomplishment. CrowderGulf takes great pride in the fact we have never defaulted on a contract and we have always finished our contractual obligations within the requested time frame identified by our client's contract. Many times we have completed our work ahead of schedule! Our ability to bring quality assets in the form of management personnel and equipment resources allows all of our clients to receive reimbursement funds from FEMA, thus saving their community thousands of dollars in recovery costs.



### American Public Works Association (APWA) 2016 Project of the Year and 2018 Contractor of the Year

#### CrowderGulf Memberships

CrowderGulf participates and supports the following organizations through yearly sponsorships:

- American Public Works Association - APWA
- National Emergency Management Association - NEMA
- American Shore and Beach Preservation Association - ASBPA
- Solid Waste Association of North America – SWANA
- Project KID (Kids in Disaster)



## Unique Services –Drone Surveys

CrowderGulf utilizes the latest in Drone Technology to access and document projects. As of 2015, CrowderGulf has utilized **3D Robotics Solo Smart Drones** and **DJI Phantom Series Drones** on some of our projects. At client's request and supplemental cost, implementation of aerial technology has provided beneficial intelligence of existing conditions to help better prepare the response for areas that are still unreachable by truck or boat. Coupled with state of the art software, real time aerial maps and models can be constructed on site to deliver information never before available to the client in a timely manner. These capabilities have increased the effectiveness of training with our Clients, by providing recent project data and experiences to reference. *Pricing for the CG Drone Operations can be provided upon request.*



*Aerial footage of the Hurricane Matthew Debris Removal Operation on Hilton Head Island, SC*

*- Feb. 2017(left)*

*Aerial Image of Debris Management Site on Hilton Head Island, SC during the Hurricane Matthew Debris Removal Operation (right) aided in site documentation and updates to client.*



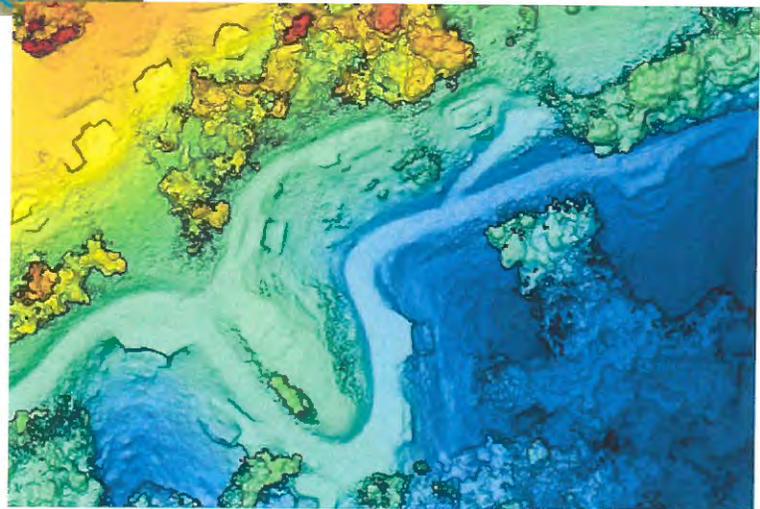
**Benefits of Utilizing Drone Technology:**

- High Resolution Aerial Maps of DMS or Affected Area
- Debris Estimation
- Damage Assessments
- 3D Computer Models
- High Definition Video
- Live Stream Video for EOC or other meetings
- Site/Project Documentation
- Historical Documentation
- Allows for effective decimation of information to the public showing the scope of the project
- Training
- Much more cost effective than traditional aerial platforms
- Can be deployed quickly in the most austere environments with little support



*Custom Aerial Maps produced on site allow for the real time flow and decimation of critical information. These maps can be overlaid with annotations and area/volume calculations.*

*Advanced Topographical Maps can be generated and are useful in planning, recovery, and pickup operations.*



**2. Exhibit A- Fee Schedule – See Attached**

REVISED RFP #35-20 - EXHIBIT A  
 Disaster Debris Removal and Disposal Services

**REVISED RFP #35-20 - Exhibit A**  
**Disaster Debris Removal and Disposal Services**

**NOTE: the Estimate Quantities are provided to facilitate an "event estimate" to evaluate proposals; extended line costs are not required**

**Fee Schedule Part A: Services Unit Prices**

Item	Description	Estimate Quantity	Unit	Unit Price	Total
A1	Loading and hauling debris from public property and rights-of-way to a debris management site (DMS)	60	Cubic Yard	\$ 10.65	\$ 639.00
A2	Loading and hauling debris from public property, rights-of-way, or the DMS, to a final disposal site	120	Cubic Yard	\$ 19.00	\$ 2,280.00
A3	Debris reduction by chipping/grinding	40	Cubic Yard	\$ 6.60	\$ 264.00
A4	Rights-of-way white goods removal	50	Per Unit	\$ 35.00	\$ 1,750.00
A5	Freon management and recycling	50	Per Unit	\$ 35.00	\$ 1,750.00
A6	Animal carcass collection, hauling, and final disposal	5	Per Pound	\$ 2.50	\$ 12.50
A7	Loading and hauling debris reduction by-products to a final disposal site	50,000	Cubic Yard	\$ 1.25	\$ 62,500.00
A8	Loading and hauling household hazardous waste to a final disposal site	500	Per Pound	\$ 6.95	\$ 3,475.00
A9	Hazardous stump removal 24" to 36.99" diameter	40	Each	\$ 200.00	\$ 8,000.00
A10	Hazardous stump removal 37" to 48.99" diameter	20	Each	\$ 300.00	\$ 6,000.00
A11	Hazardous stump removal 49" and larger	5	Each	\$ 450.00	\$ 2,250.00
A12	Hazardous tree removal 6" to 12.99" diameter	320	Each	\$ 50.00	\$ 16,000.00
A13	Hazardous tree removal 13" to 24.99" diameter	150	Each	\$ 140.00	\$ 21,000.00
A14	Hazardous tree removal 25" to 36.99" diameter	40	Each	\$ 290.00	\$ 11,600.00
A15	Hazardous tree removal 37" to 48.99" diameter	10	Each	\$ 350.00	\$ 3,500.00
A16	Hazardous tree removal 49" and larger	5	Each	\$ 400.00	\$ 2,000.00
A17	Hazardous limbs larger than 2" diameter	6,000	Each	\$ 58.00	\$ 348,000.00
A18	Clean, fill dirt - supply and delivery	100,000	Cubic Yard	\$ 5.50	\$ 550,000.00
A19	Sand screening	100,000	Cubic Yard	\$ 11.00	\$ 1,100,000.00
A20	Removal of electronic waste	100	Per Unit	\$ 40.00	\$ 4,000.00
A21	Marine vessel removal	40	Linear Foot	\$ 150.00	\$ 6,000.00
A22	Vehicle removal	30	Per Unit	\$ 150.00	\$ 4,500.00
A23	Land vessel removal	40	Linear Foot	\$ 80.00	\$ 3,200.00
A24a	Waterway debris removal- land based	1	Cubic Yard	\$ 38.00	\$ 38.00
A24b	Waterway debris removal- marine based	1	Cubic Yard	\$ 125.00	\$ 125.00

Vendor: \_\_CrowderGulf Joint Venture, Inc. \_\_\_\_\_

REVISED RFP #35-20 - EXHIBIT A  
 Disaster Debris Removal and Disposal Services

**Fee Schedule Part A: Services Unit Prices - Continued...**

Item	Description	Estimate Quantity	Unit	Unit Price	Total
A29	Office trailer, temporary	1	Per Day	\$ 300.00	\$ 300.00
<b>OTHER SERVICES</b>					
A3	Rate is also valid for C&D Compaction.				
A7	Priced as reduced debris from Contractor operated DMS.				
A12- A17	Rate is for cut & drop only. Remaining debris to be hauled under ROW rate.				
Alt Rate	Beach debris removal hauled to access points (debris too large to screen).	1	Cubic Yard	\$38.00	\$38.00
Alt Rate	Hauling tailings from sand screen operation to DMS or Final Disposal.	1	Cubic Yard	\$18.00	\$18.00
Alt Rate	Hauling debris from City Property, other than ROW to DMS (Parks, Trails, Facilities, etc.)	1	Cubic Yard	\$24.00	\$24.00
Tipp Fees	Tipping / Disposal Fees for all line items will be a pass through to Client at no markup.				

Vendor:     CrowderGulf Joint Venture, Inc.

REVISED RFP #35-20 - EXHIBIT A  
Disaster Debris Removal and Disposal Services

**REVISED RFP #35-20 - Exhibit A Fee Schedule  
Disaster Debris Removal and Disposal Services**

**NOTE: the Estimate Quantities are provided to facilitate an "event estimate" to evaluate proposals; extended line costs are not required**

**Fee Schedule Part B: Hourly Labor, Equipment, and Material Rates**

Item	Description	Estimate Quantity	Unit	Unit Price	Total
B1	Wheel loader with utility grapple, 1.5 CY, 95 HP	140	Per Hour	\$ 120.00	\$ 16,800.00
B2	Wheel loader with utility grapple, 3 CY, 152 HP	140	Per Hour	\$ 135.00	\$ 18,900.00
B3	Wheel loader with utility grapple, 4 CY, 200 HP	140	Per Hour	\$ 150.00	\$ 21,000.00
B5	Compact trackloader with utility grapple, 1,500 lb.	140	Per Hour	\$ 120.00	\$ 16,800.00
B6	Compact trackloader with utility grapple, 2,500 lb.	140	Per Hour	\$ 130.00	\$ 18,200.00
B7	Steer loader with street sweeper	300	Per Hour	\$ 90.00	\$ 27,000.00
B8	Tractor/grader with box blade or rake, minimum 30,000 lb.	200	Per Hour	\$ 65.00	\$ 13,000.00
B9	Log skidder	200	Per Hour	\$ 100.00	\$ 20,000.00
B10	D4 dozer or equivalent	140	Per Hour	\$ 100.00	\$ 14,000.00
B11	D5 dozer or equivalent	140	Per Hour	\$ 120.00	\$ 16,800.00
B12	D6 dozer or equivalent	140	Per Hour	\$ 140.00	\$ 19,600.00
B13	D7 dozer or equivalent	140	Per Hour	\$ 160.00	\$ 22,400.00
B14	D8 dozer or equivalent	140	Per Hour	\$ 175.00	\$ 24,500.00
B15	Hydraulic excavator, 1.5 CY with thumb	140	Per Hour	\$ 110.00	\$ 15,400.00
B16	Hydraulic excavator, 2.5 CY with thumb	140	Per Hour	\$ 125.00	\$ 17,500.00
B17	Knuckleboom loader	200	Per Hour	\$ 110.00	\$ 22,000.00
B18	Hand-fed debris chipper	280	Per Hour	\$ 50.00	\$ 14,000.00
B19	800 - 1,000 HP tub grinder	280	Per Hour	\$ 450.00	\$ 126,000.00
B20	30 ton crane	100	Per Hour	\$ 125.00	\$ 12,500.00
B21	50 ton crane	140	Per Hour	\$ 225.00	\$ 31,500.00
B22	100 ton crane	140	Per Hour	\$ 275.00	\$ 38,500.00
B23	40 - 60' bucket truck	280	Per Hour	\$ 120.00	\$ 33,600.00
B24	Greater than 60' bucket truck	100	Per Hour	\$ 150.00	\$ 15,000.00
B25	Fuel/service truck	280	Per Hour	\$ 60.00	\$ 16,800.00

Vendor: \_\_ CrowderGulf Joint Venture, Inc. \_\_\_\_\_

REVISED RFP #35-20 - EXHIBIT A  
Disaster Debris Removal and Disposal Services

B26	Water truck, 2,500 gallon, non-potable	280	Per Hour	\$ 60.00	\$ 16,800.00
B27	Lowboy trailer with tractor	140	Per Hour	\$ 130.00	\$ 18,200.00
B28	Flatbed truck	140	Per Hour	\$ 20.00	\$ 2,800.00
B29	Pick-up truck, 1 ton	140	Per Hour	\$ 15.00	\$ 2,100.00
B30	Self-loading dump truck with debris grapple	280	Per Hour	\$ 130.00	\$ 36,400.00

**Fee Schedule Part B: Hourly Labor, Equipment, and Material Rates - Continued...**

Item	Description	Estimate Quantity	Unit	Unit Price	Total
B31	Single axle dump truck 5-12 cubic yard	280	Per Hour	\$ 60.00	\$ 16,800.00
B32	Tandem axle dump truck 16+/- cubic yard	140	Per Hour	\$ 70.00	\$ 9,800.00
B33	Tandem axle dump truck 20+/- cubic yard	140	Per Hour	\$ 80.00	\$ 11,200.00
B34	Tandem axle dump truck 38+/- cubic yard	140	Per Hour	\$ 90.00	\$ 12,600.00
B35	Power screen	200	Per Hour	\$ 175.00	\$ 35,000.00
B36	Stacking conveyor	200	Per Hour	\$ 75.00	\$ 15,000.00
B37	Chainsaw	200	Per Hour	\$ 15.00	\$ 3,000.00
B38	Generator, 5.5 kW capacity	140	Per Hour	\$ 50.00	\$ 7,000.00
B39	Generator, 200 kW capacity	140	Per Hour	\$ 90.00	\$ 12,600.00
B40	Generator, 2,500 kW capacity	140	Per Hour	\$ 170.00	\$ 23,800.00
B41	Light plant including fuel and support	280	Per Hour	\$ 75.00	\$ 21,000.00
B42	Pump, 95 HP, minimum 25' intake and 200' discharge including fuel and support	140	Per Hour	\$ 150.00	\$ 21,000.00
B43	Pump, 200 HP, minimum 25' intake and 200' discharge including fuel and support	140	Per Hour	\$ 200.00	\$ 28,000.00
B44	pump, 650 HP, minimum 25' intake and 200' discharge including fuel and support	140	Per Hour	\$ 275.00	\$ 38,500.00
B45	Air curtain incinerator, self-contained	140	Per Hour	\$ 50.00	\$ 7,000.00
B46	Mobile command and communications trailer	240	Per Hour	\$ 50.00	\$ 12,000.00
B47	Laborer, small hand tools, traffic control flagger	200	Per Hour	\$ 32.00	\$ 6,400.00
B48	Skilled sawman	200	Per Hour	\$ 38.00	\$ 7,600.00
B49	Crew Foreman with cell phone, truck and miscellaneous tools	240	Per Hour	\$ 60.00	\$ 14,400.00
B50	Operations Manager with cell phone, truck and misc. tools	240	Per Hour	\$ 75.00	\$ 18,000.00
B51	Tree climber	200	Per Hour	\$ 125.00	\$ 25,000.00
B52	Security personnel, bonded and certified	240	Per Hour	\$ 60.00	\$ 14,400.00
<b>OTHER HOURLY LABOR, EQUIPMENT, AND MATERIAL</b>					

Vendor:     CrowderGulf Joint Venture, Inc.

REVISED RFP #3S-20 - EXHIBIT A  
Disaster Debris Removal and Disposal Services


Vendor: \_\_CrowderGulf Joint Venture, Inc. \_\_\_\_\_

### 3. Overview of contractor's availability, including established commitments and the priority of Clearwater, FL in the event of a disaster.

#### Availability and Assurances

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

The amount of damage that occurs during a natural disaster varies, as do the needs to restore the affected areas. CrowderGulf's basic Debris Management Plan is flexible and set up so that it may be adapted to the specific requirements of the contract and the scope of the disaster. Our Plan establishes an early appraisal of disaster damage, moves trained, well-equipped crews into affected areas in the shortest time possible and follows a disaster specific plan to ensure that personnel and equipment are mobilized and utilized in the most efficient and effective manner.

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

During the historic 2017 Hurricane Season (involving Hurricanes Harvey and Irma), CrowderGulf had **91 simultaneous** contract activations. Due to the wide spread and devastating effects of Hurricane Harvey, many crews and subcontractors were deployed when Hurricane Irma affected Florida. While it was more challenging to pre-position equipment and subcontractors and ramp up resources, CrowderGulf never tried to re-negotiate a contract price with our clients and we never defaulted on a contract. We completed all of our contractual obligations on-time and per contract bid prices and guidelines.

#### Contract Management - Ability to Handle Multiple Contracts

CrowderGulf has a proven track record of simultaneously managing multiple contracts 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.

The Summary Table below provides a snapshot of CrowderGulf's disaster-related work experience. It reflects the Company's ability to successfully complete multiple simultaneous disaster projects by providing the personnel and equipment resources needed, regardless of size, location, number of active projects, or the nature and severity of the disaster.

Over 98% of the 403 disaster projects listed in the table below were the result of pre-event contracts that were activated after a disaster. CrowderGulf successfully provided every Client all documentation FEMA required for Client to receive reimbursement.

*Following Hurricane Irma's landfall in the State of Florida, some debris removal contractors were ill prepared for two massive hurricane's to strike within 2 weeks of each other. CrowderGulf management immediately responded and met with our client's to determine the best path forward. Rather than renegotiate our contract or seek a price increase, CrowderGulf reinforced our commitment to our Clients and never misrepresented the services we were able to provide.*

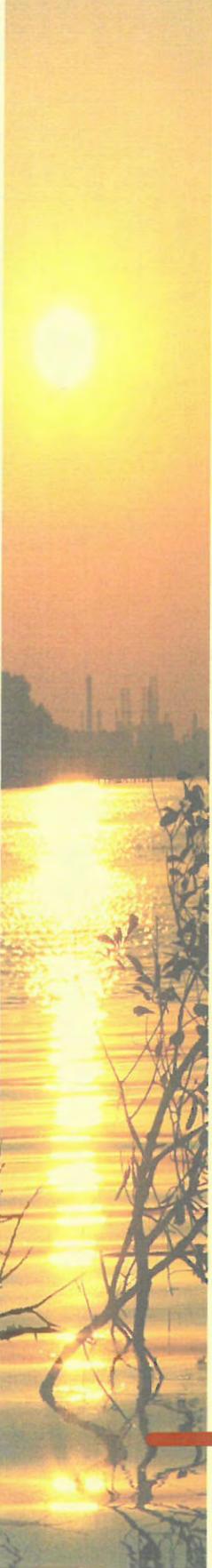


**CrowderGulf**  
**RFP#35-20 Disaster Debris Removal and Disposal Services**  
**City of Clearwater, FL**

SUMMARY TABLE OF SIMULTANEOUS DISASTER DEBRIS PROJECTS					
Year	Hurricane	# of DMS Managed	Simultaneous Contract Activations	Approx. CY	Invoice Amt
2019	Hurricane Dorian, TS Imelda, Tornado, Misc Projects	3	2	167,415	\$4,586,145
2018	Hurricane Michael	24	16	16,756,475+	\$243,243,340+
2018	Hurricane Florence	10	18	2,190,278	\$29,914,480
2017	Hurricane Nate	1	3	165,948 CY	\$2,119,616
2017	Hurricane Irma	91	64	10,447,423 CY	\$202,589,828
2017	Hurricane Harvey	15	27	6,015,594 CY	\$93,763,082
2016	Hurricane Matthew	32	39	5,675,560 CY	\$82,267,725
2016	Hurricane Hermine (2 Activations)	3	2	401,366 CY	\$9,080,715
2016	Severe Storms, (Ice, Flood & Tornadoes)	1	12	648,612 CY	\$9,153,193
2015	Severe Storms, (Ice, Flood & Tornadoes)	0	15	109,578 CY	\$2,311,844
2014	Ice Storms Pax & Ulysses, Severe Storms (Flood & Tornadoes)	5	14	669,314 CY	\$9,866,559
2012	Sandy	1	4	727,194 CY	\$57,805,734
2012	Isaac	3	9	245,799 CY	\$2,821,936
2011	Irene	13	31	1,673,821 CY	\$14,754,641
2008	Ike	27	36	16,933,904 CY	\$178,318,425
2005	Dennis, Katrina, Rita, and Wilma	41	67	19,441,656 CY	\$279,764,959
2004	Charley, Frances, Ivan, Jeanne	61	36	16,800,678 CY	\$292,426,233
2003	Isabel	19	16	5,447,815 CY	\$66,344,733

**Current Pre Event Contracts in the State of Florida**

FLORIDA					
Arcadia (City)	2017-2027	Apalachicola (City)	2018-2021	Aventura (City)	2006-2021
Bay County	2016-2021	Bonita Springs (City)	2017-2023	Bradenton Beach (City)	2016-2026
Brevard County	2018-2024	Bunnell (City)	2016-2022	Carrabelle (City)	2018-2021
Casselberry (City)	2017-2023	Charlotte Co. Public Schools	2017-2023	Clay Co	2015-2022
Cocoa Beach (City)	2016-2021	Crestview (City)	2018-2020	Destin (City)	2013-2019
Edgewater (City)	2016-2021	Estero (Village)	2017-2019	Flagler Beach (City)	2015-2022
Flagler Co	2015-2022	Fort Myers Beach (Town)	2018-2023	Fort Myers (City)	2017-2023
Franklin Co	2018-2021	Gainesville (City)	2018-2022	Glades Co.	2015-2020
Grand Haven Comm. Devl. District	2016-2022	Jackson Co.	2015-2020	Jupiter (Town)	2017-2023
Kissimmee (City)	2014-2019	Lakeland (City)	2015-2022	Lauderdale-By-The-Sea (Town)	2018-2026
Lee Co	2017-2023	Levy Co	2017-2024	Lynn Haven (City)	2013-2019
Mexico Beach (City)	2019-2024	Miami Gardens (City)	2018-2020	Mount Dora (City)	2017-2021
Ocoee (City)	2018-2023	Okaloosa Co	2017-2022	Okeechobee Co	2015-2020
Orange Park (Town)	2018-2022	Palm Coast (City)	2017-2022	Panama City (City)	2017-2022
Panama City Beach (City)	2019-2024	Parker (City)	2018-2023	Plant City	2015-2020
Plantation (City)	2017-2027	Polk Co	2015-2020	Punta Gorda (City)	2017-2023
Putnam Co	2018-2020	Sanford (City)	2015-2019	Sanibel (City)	2018-2023
Shalimar (Town)	2017-2022	St. Petersburg (City)	2014-2019	Stuart (City)	2017-2022
Sunrise (City)	2017-2027	Tarpon Springs (City)	2017-2022	Taylor County	2017-2022
Valparaiso (City)	2017-2022	Vero Beach (City)	2017-2022	Washington Co	2016-2019
Wilton Manors (City)	2017-2026				



**TAB 5 -  
Other Forms /  
Required Documents**

**EXCEPTIONS / ADDITIONAL MATERIAL / ADDENDA**

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Proposers shall indicate any and all exceptions taken to the provisions or specifications in this solicitation document. Exceptions that surface elsewhere and that do not also appear under this section shall be considered invalid and void and of no contractual significance.

**Exceptions (mark one):**

**\*\*Special Note – Any material exceptions taken to the City’s Terms and Conditions may render a Proposal non-responsive.**

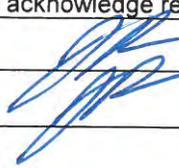
- No exceptions  
 Exceptions taken (describe--attach additional pages if needed)

**Additional Materials submitted (mark one):**

- No additional materials have been included with this proposal  
 Additional Materials attached (describe--attach additional pages if needed)  
Additional information has been provided in Tab. 4 - Additional Information / Fee Schedule & Availability.

**Acknowledgement of addenda issued for this solicitation:**

Prior to submitting a response to this solicitation, it is the vendor’s responsibility to confirm if any addenda have been issued.

Addenda Number	Initial to acknowledge receipt
1	
2	

Vendor Name CrowderGulf Joint Venture, Inc.

Date: 06/08/2020



A handwritten signature in blue ink, likely belonging to a city official, is located in the upper right corner of the page.

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**Addendum #2**  
**RFP #35-20, Disaster Debris Removal and Disposal Services**  
**June 3, 2020**

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**NOTICE IS HEREBY GIVEN** that the following addendum serves to provide clarification and to answer the questions received on RFP #35-20, Disaster Debris Removal and Disposal Services.

Please note that Corrections/Additions have been made to the Fee Schedule.

**Remove:** RFP35-20 Exhibit A Fee Schedule  
**Replace with:** REVISED RFP35-20 Exhibit A Fee Schedule

Question 1: Line Item A7 in the pricing schedule seems to be duplicative to items A25, A26, A27 & A28. Would the City please clarify if this is the case?

***Answer to Question 1: Line items A25 through A28 have been removed from the Fee Schedule as these items were found to be duplicates. REVISED RFP35-20 Exhibit A Fee Schedule reflects this change and should be used with your submittal. Our intent is to know how much per mile will be charged for transporting waste from our DMS to a final disposal site.***

Question 2: Line Item A24 in the pricing schedule has the unit for waterway debris removal by the ton. Typically this item is hauled by the cubic yard. Would the City please consider changing this to cubic yard as the unit of measure?

***Answer to Question 2: Yes, this was an error and the unit of measure has been updated to reflect "Cubic Yard" in the revised Fee Schedule.***

Question 3: Please provide the names and titles of the evaluation committee members.

***Answer to Question 3: Currently, the evaluation committee for this RFP is composed of Earl Gloster, Solid Waste/General Services Director; Bryant Johnson, Solid Waste/General Services Assistant Director; Jevon Graham, Fire Division Chief; David Powers, Division Controller; Katrina Miller, Solid Waste Manager.***

Question 4: Can you please confirm if the debris resulting from cutting Hazardous Trees and Dangerous hanging Limbs are to be placed in the ROW for collection under line item A1/A2 as vegetative debris? If the Scope of work dictates that the debris resulting from the removal of hazardous trees and hanging limbs is to include hauling the resulting debris to DMS or final disposal site then the contractor would need dedicated collection trucks to follow the tree removal crews and ONLY pick up debris from their work, thereby skipping piles of debris on the street to be picked up by another collection truck. This also means that all resulting hazardous tree debris will have to be staged separately at the DMS to insure no comingling of debris. There will be a need for additional equipment to manage the site segregated for hazardous tree work or there will be lost time in moving equipment between the two areas. Limited Debris Management Sites, their size and locations often make this scenario extremely difficult The



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typical method is to price hazardous trees and hanging limbs as a “cut only” rate and to place the resulting debris in the ROW for collection as vegetative debris. This method frees up collection trucks and expedites the collection process. Will the City consider clarifying the scope will allow for the debris from removing hazardous leaning trees and hanging limbs is to be placed in the ROW to be collected and paid for as regular vegetative debris?

***Answer to Question 4: Yes, the intent is for hanging tree limbs to be cut and placed at the curb for collection as vegetative debris.***

Question 5: Fee Schedule, Part A – Line Item A-2 – Will the City consider modifying this line item to remove loading and hauling debris from the DMS to a final disposal site since this work is covered in line items A25 through A28? If the City will not remove the DMS language, will you provide a scope description for this line item detailing the City’s intent for how this line item will be utilized for debris hauled to the DMS?

***Answer to Question 5: Refer to Answer to Question 1 above.***

Question 6: Fee Schedule, Part A – Line Item A-7 – Please clarify the difference in scope between Line Item A7 and A25 through A28

***Answer to Question 6: Refer to Answer to Question 1 above.***

Question 7: Fee Schedule, Part A – Line Item A-25 - Waterway Debris Removal – Please clarify if the waterway debris removal operations will be land-based or marine-based. If the answer is both will the City consider adding a line item and pricing waterway debris removal as a marine-based operation and a land-based operation.

***Answer to Question 7: The intent is for waterway debris removal to be marine and/or land-based depending on the circumstance. REVISED RFP35-20 Exhibit A Fee Schedule now provides lines for pricing both methods.***

Question 8: Will Fee Schedule B Hourly Rates for Labor Equipment and Materials be used in the Pricing evaluation?

***Answer to Question 8: Yes, Fee Schedule Part B: Hourly Labor, Equipment, and Material Rates (Schedule B) will be used in the pricing evaluation.***

Question 9: Does Schedule B hold the same weight as Schedule A Unit Prices?

***Answer to Question 9: No, unit prices in Schedule B do not hold the same weight as Fee Schedule Part A: Services Unit Prices.***

Question 10: If Schedule B is to be used in the evaluation, will the City add all items up and compare the grand total sum based on your estimated quantities?

***Answer to Question 10: No, only the unit price will be taken into consideration from Schedule B hourly rates. Those will be used to make sure that all bid submittals are similar and to identify possible outliers.***

Question 11: What DMS locations were used during Irma?

***Answer to Question 11: The City used Joe DiMaggio Field parking lot located at 2450 Drew Street in Clearwater as their Debris Management Site (DMS) during Hurricane Irma.***



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**Question 12:** P.29 Tab 5 Other Forms; The following required forms are not included in the RFP:

- i. Safe Working Environment Policy
- ii. Safety Plan Policy
- iii. Clean as you go policy
- iv. Subcontractor Olan.

Please confirm that these are not missing forms, but information the bidder is to supply.

***Answer to Question 12:*** *Templates are not provided for the policies and plans required under RESPONSE FORMAT, TAB 5 – Other Forms, page. 29. Bidders are responsible for providing this information with submittal.*

***Please Note:*** *The ten (10) day deadline for submitting questions is now closed and no further questions will be responded to.*

*End of Questions and Answers*

*End of Addenda*



A handwritten signature in blue ink, appearing to read "John...".

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**Addendum #1**  
**RFP #35-20, Disaster Debris Removal and Disposal Services**  
**May 21, 2020**

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**NOTICE IS HEREBY GIVEN** that the following addendum serves to provide clarification and to answer the questions received on RFP #35-20, Disaster Debris Removal and Disposal Services.

Question 1: Can I get the past bid tabulation / current contract pricing for disaster debris removal and disposal services?

***Answer to Question 1:*** *The fee schedule has been provided at the end of this addendum. Note that item "Debris Management and Reduction – Grinding" listed on page 3 of Ashbritt's pricing was listed incorrectly as \$2.40/CY but was corrected to \$4.25/CY.*

Question 2: Do we need to bid on every line item or could we only provide a number on the items we know we'll be able to provide a competitive number?

***Answer to Question 2:*** *In the event of a major disaster the City may need all of the items listed on Exhibit A- Fee Schedule. Not providing pricing for all of the required items may disqualify the submittal.*

Question 3: Could you let us know who the current provider is and their pricing structure?

***Answer to Question 3:*** *Our current provider for disaster debris removal and disposal services is Ashbritt, Inc. The City made a secondary award to CrowderGulf Joint Venture. Bid pricing has been provided at the end of this addendum.*

Question 4: My company is Certified with the City of Tampa and Hillsborough County. Are we allow to submit a bid for this project?

***Answer to Question 4:*** *There is no prequalification requirement for this bid. Refer to Detailed Specifications, page 26, Item 8- Required Qualifications.*

Question 5: What was last year's winning bid amount?

***Answer to Question 5:*** *Refer to Answer to Question 1.*

Question 6: On Page 25 section 8, under required qualifications, the RFP states "Respondent must be properly licensed in Pinellas County as a general, demolition, environmental, and/or other applicable contractor category". Does proof of this requirement need to be included with the proposal response or may we supply proof of the contractors license upon award?

***Answer to Question 6:*** *It is recommended that respondents include proof of licensure with their proposal response. If not included with proposal, documentation will be required prior to Intent to Award.*

**VENDOR INFORMATION**

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Company Legal/Corporate Name: CrowderGulf Joint Venture, INC.

Doing Business As (if different than above): \_\_\_\_\_

Address: 5629 Commerce Blvd. East

City: Mobile State: AL Zip: 36619 -

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

E-Mail Address: jramsay@crowdergulf.com / knoll@crowdergulf.com Website: www.crowdergulf.com

DUNS # 195686477

Remit to Address (if different than above):

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Order from Address (if different from above):

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Contact for Questions about this proposal:

Name: Ashley Ramsay-Naile Fax: 251-459-7433

Phone: 800-992-6207 / 646-872-1548 E-Mail Address: jramsay@crowdergulf.com / knoll@crowdergulf.com

Day-to-Day Project Contact (if awarded):

Name: Ashley Ramsay-Naile Fax: 251-459-7433

Phone: 800-992-6207 / 646-872-1548 E-Mail Address: jramsay@crowdergulf.com

NA Certified Small Business

Certifying Agency: \_\_\_\_\_

NA Certified Minority, Woman or Disadvantaged Business Enterprise

Certifying Agency: \_\_\_\_\_

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**VENDOR CERTIFICATION OF PROPOSAL**

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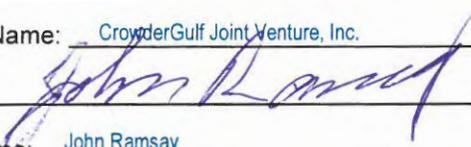
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**By signing and submitting this Proposal, the Vendor certifies that:**

- a) It is under no legal prohibition to contract with the City of Clearwater.
- b) It has read, understands, and is in compliance with the specifications, terms and conditions stated herein, as well as its attachments, and any referenced documents.
- c) It has no known, undisclosed conflicts of interest.
- d) The prices offered were independently developed without consultation or collusion with any of the other respondents or potential respondents or any other anti-competitive practices.
- e) No offer of gifts, payments or other consideration were made to any City employee, officer, elected official, or consultant who has or may have had a role in the procurement process for the services and or goods/materials covered by this contract.
- f) It understands the City of Clearwater may copy all parts of this response, including without limitation any documents and/or materials copyrighted by the respondent, for internal use in evaluating respondent's offer, or in response to a public records request under Florida's public records law (F.S. 119) or other applicable law, subpoena, or other judicial process.
- g) Respondent hereby warrants to the City that the respondent and each of its subcontractors ("Subcontractors") will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees.
- h) Respondent certifies that they are not in violation of section 6(j) of the Federal Export Administration Act and not debarred by any Federal or public agency.
- i) It will provide the materials or services specified in compliance with all Federal, State, and Local Statutes and Rules if awarded by the City.
- j) It is current in all obligations due to the City.
- k) It will accept such terms and conditions in a resulting contract if awarded by the City.
- l) The signatory is an officer or duly authorized agent of the respondent with full power and authority to submit binding offers for the goods or services as specified herein.

**ACCEPTED AND AGREED TO:**

Company Name: CrowderGulf Joint Venture, Inc.

Signature: 

Printed Name: John Ramsay

Title: President & CEO

Date: 06/08/2020

SCRUTINIZED COMPANIES FORMS

SCRUTINIZED COMPANIES AND BUSINESS OPERATIONS WITH CUBA AND SYRIA CERTIFICATION FORM

IF YOUR BID/PROPOSAL IS \$1,000,000 OR MORE, THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL NONRESPONSIVE.

The affiant, by virtue of the signature below, certifies that:

- 1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaging in business operations in Cuba and Syria; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria; and
3. Business Operations means, for purposes specifically related to Cuba or Syria, engaging in commerce in any form in Cuba or Syria, including, but not limited to, acquiring, developing, maintaining, owning, selling, possessing, leasing or operating equipment, facilities, personnel, products, services, personal property, real property, military equipment, or any other apparatus of business or commerce; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria.

Handwritten signature of John Ramsay
Authorized Signature
John Ramsay
Printed Name
President & CEO
Title
CrowderGulf Joint Venture, Inc.
Name of Entity/Corporation

STATE OF Alabama

COUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of [ ] physical presence or [ ] online notarization on, this 8th day of JUNE, 2020, by John Ramsay (name of person whose signature is being notarized) as the President & CEO (title) of CrowderGulf Joint Venture, Inc. (name of corporation/entity), personally known X, or produced (type of identification) as identification, and who did/did not take an oath.

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

Handwritten signature of Kerrie A. Noll
Notary Public
Kerrie A. Noll
Printed Name

My Commission Expires: 09/14/2022
NOTARY SEAL ABOVE

SCRUTINIZED COMPANIES FORMS

SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST CERTIFICATION FORM
THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL.
FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL
NONRESPONSIVE.

The affiant, by virtue of the signature below, certifies that:

- 1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
3. "Boycott Israel" or "boycott of Israel" means refusing to deal, terminating business activities, or taking other actions to limit commercial relations with Israel, or persons or entities doing business in Israel or in Israeli-controlled territories, in a discriminatory manner. A statement by a company that it is participating in a boycott of Israel, or that it has initiated a boycott in response to a request for a boycott of Israel or in compliance with, or in furtherance of, calls for a boycott of Israel, may be considered as evidence that a company is participating in a boycott of Israel; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel.

Authorized Signature
John Ramsay
Printed Name
President & CEO
Title
CrowderGulf Joint Venture, Inc.
Name of Entity/Corporation

STATE OF Alabama
COUNTY OF Mobile

The foregoing instrument was acknowledged before me by means of physical presence or online notarization on, this 8th day of JUNE, 20 20, by John Ramsay (name of person whose signature is being notarized) as the President (title) of CrowderGulf Joint Venture, Inc. (name of corporation/entity), personally known X, or produced (type of identification) as identification, and who did/did not take an oath.

KERRIE A. NOLL
Notary Public, State of Alabama
Alabama State At Large
My Commission Expires
September 14, 2022

Notary Public
Kerrie Noll
Printed Name

My Commission Expires: 09/14/2022
NOTARY SEAL ABOVE

**Exhibit B**

**Certification Regarding Lobbying for Contracts, Grants,  
Loans and Cooperative Agreements**

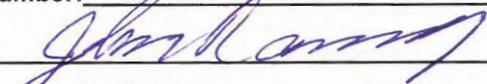
The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No State or 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 legislation or appropriation actions pending before local, State and Federal executive and/or legislative bodies in connection with the awarding of any contract, the making of any grant, the making of any loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any contract, grant, loan, or cooperative agreement.
2. If any funds other than State or Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence legislation or appropriation actions pending before local, State and Federal executive and/or legislative bodies in connection with this contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, 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. Failure to file the required certification shall be subject to civil penalty by the Federal government of not less than \$10,000 and not more than \$100,000 for each such failure.

Vendor: CrowderGulf JOint Venture, Inc.

RFP Number: RFP #20-04-399

Sign: 

Name: John Ramsay

Title: President & CEO

Date: 06/08/2020



**Certification Regarding  
Debarment, Suspension, and Other Responsibility Matters  
Primary Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 13 CFR Part 145. The regulations were published as Part VII of the May 26, 1988 *Federal Register* (pages 19160-19211). Copies of the regulations are available from local offices of the U.S. Small Business Administration.

**(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS ON REVERSE)**

- (1) The prospective primary participant certifies to the best of its knowledge and belief that it and its principals:
  - (a) Are not presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - (b) Have not within a three-year period preceding this application 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) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective primary participant shall attach an explanation to this proposal.

Business Name CrowderGulf Joint Venture, Inc.

Date 06/08/2020

By John Ramsay

Name and Title of Authorized Representative

  
Signature of Authorized Representative

**Exhibit B – Bid Bond**

STATE OF FLORIDA  
COUNTY OF PINELLAS

KNOW ALL MEN BY THESE PRESENTS:

That we, **CrowderGulf Joint Venture, Inc., 5629 Commerce Blvd. East, Mobile, AL 36619**  
(Name and Address of Company)  
(hereinafter called "Principal") and **Travelers Casualty and Surety Company of America** (hereinafter  
Call "Surety") are held and firmly bound until the City of Clearwater, Florida (hereinafter called "City") in  
the sum of:  
**Five Percent Amount Bid** Dollars (\$ **5%** )

Lawful money of the United States of America, for the payment of which sum well and truly to be made,  
we bind ourselves, our heirs, executors, administrators, and successors, jointly and severally, firmly by  
these presents:

WHEREAS, the "Principal" contemplates submitting or has submitted a Proposal to the City of  
Clearwater, Florida, for

**Request for Proposals #35-20, Disaster Debris Removal and Disposal Services**

WHEREAS, it was a condition precedent to the submission of said Proposal that a certified check,  
cashier's check, or Bond in the amount of \$5,000.00 (five thousand dollars) be submitted with said  
Proposal as a guarantee that the Respondent would, if awarded the agreement, enter into a written  
agreement with the City of Clearwater, Florida, and furnish a Performance and Payment Bond in an  
amount equal to one hundred percent (100%) of the proposal or \$1,000,000 (one million dollars),  
whichever is greater, for the performance of said agreement, within five (5) consecutive calendar days  
after written Notice to Proceed in anticipation of a major event.

NOW, THEREFORE, THE CONDITIONS OF THIS OBLIGATION ARE SUCH, that if the proposal and  
"Principal" herein be accepted and said "Principal" enters into a written agreement with the City of  
Clearwater, Florida, to perform the proposal services, and furnish a Performance and Payment Bond in  
an amount equal to one hundred percent (100%) of the proposal or \$1,000,000 (one million dollars),  
whichever is greater, satisfactory to the City of Clearwater, Florida, upon written Notice to Proceed,  
then this obligation shall be void; otherwise, the sum herein stated shall be due and payable to the City  
of Clearwater, Florida, and the "Surety" herein agrees to pay said sum immediately upon demand of said  
City of Clearwater, Florida, in good and lawful money of the United States of America, as liquidated  
damages for failure thereof said "Principal".

IN WITNESS THEREOF, the said

**CrowderGulf Joint Venture, Inc.**

(Name of Company)

as "Principal" herein, has caused these presents to be signed in its name by its Sr. VP + COO

**Travelers Casualty and Surety Company of America** as "Surety" herein, has caused these presents to be signed in its name by its Attorney-In-Fact under its corporate seal, the 10th day of June, 2020.

NAME OF COMPANY: **CrowderGulf Joint Venture, Inc.**

By: Ashley Ramsay-Naile  
(Signature)

Ashley Ramsay-Naile  
(Print or Type Name)

SEAL

Sr. VP + COO  
(Title)

ATTEST: [Signature]  
(Signature)

**Travelers Casualty and Surety Company of America**  
(Surety Name)

**James C. Congelio, Attorney-In-Fact**  
(Attorney-in-Fact)



**Travelers Casualty and Surety Company of America  
Travelers Casualty and Surety Company  
St. Paul Fire and Marine Insurance Company**

**POWER OF ATTORNEY**

**KNOW ALL MEN BY THESE PRESENTS:** That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **JAMES C CONGELIO** of **TAMPA Florida**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.  
**IN WITNESS WHEREOF**, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **17th** day of **January**, 2019.

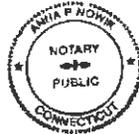


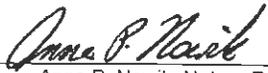
State of Connecticut  
City of Hartford ss.

By:   
Robert L. Raney, Senior Vice President

On this the **17th** day of **January**, 2019, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

**IN WITNESS WHEREOF**, I hereunto set my hand and official seal.  
My Commission expires the **30th** day of **June**, 2021



  
Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

**RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

**FURTHER RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

**FURTHER RESOLVED**, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **10th** day of **June**, 2020



  
Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.  
Please refer to the above-named Attorney-in-Fact and the details of the bond to which this Power of Attorney is attached.**



**Katie Cronin**

*Account Underwriter  
Travelers Bond & Specialty  
Construction Services*

(407)-388-3264  
kjcronin@travelers.com

2420 Lakemont Ave.  
Orlando, FL 32814

June 10, 2020

City of Clearwater  
Attn: Procurement Division  
100 S. Myrtle Ave., 3<sup>rd</sup> Floor  
Clearwater, FL 33756-5520

**RE: CrowderGulf Joint Venture, Inc.  
City of Clearwater RFP #35-20 Disaster Debris Removal & Disposal**

To Whom It May Concern:

We understand that CrowderGulf Joint Venture, Inc. is submitting a proposal to the City of Clearwater on RFP #35-20 for Disaster Debris Removal & Disposal Services. It is Travelers Casualty and Surety Company of America's pleasure to provide you with this reference letter confirming our bonding relationship. Travelers A.M. Best Rating is A++ with Financial Size XV and listed in the Department of Treasury Federal Registry with an underwriting limitation of \$1,499,762,000.

Travelers Casualty and Surety Company of America has provided Crowdergulf Joint Venture single bond support in excess of \$35,000,000 on previous successful projects. This is not to be construed as maximum capacity but is provided as example of prior support provided to the account.

This is to advise that should Crowdergulf Joint Venture receive an award of the project, as described above, Travelers Casualty and Surety Company of America would issue Payment and Performance Bonds at the greater of \$1,000,000 or 100% of Contract Award, on behalf of CrowderGulf for the project, as required. Issuance of the bonds is subject to application of Travelers usual and customary underwriting standards, including satisfactory contract terms and provisions, satisfactory bond forms and evidence of project financing at the time of the final bond request.

This letter does not constitute an assumption of liability. The issuance of bonds in connection with any project is a matter solely between the Surety and Contractor. We assume no liability to you or to any third party by the issuance of this letter.

Katie Cronin



**THE GRAY INSURANCE COMPANY**

The below coverages apply if the corresponding policy number is indicated on the previous page.

A. Commercial General Liability

General Liability Policy Includes:

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured (CGL Form# CG 20 10 11 85) when required by written contract.

Primary Insurance Wording Included when required by written contract.

Broad Form Property Damage Liability including Explosion, Collapse and Underground (XCU).

Premises/Operations

Products/Completed Operations

Contractual Liability

Sudden and Accidental Pollution Liability

Occurrence Form

Personal Injury

"In Rem" Endorsement

Cross Liability

Severability of Interests Provision

"Action Over" Claims

Independent Contractors coverage for work sublet

Vessel Liability - Watercraft exclusion has been modified by the vessels endorsement on scheduled equipment.

General Aggregate applies per project or equivalent.

B. Automobile Liability Policy Includes:

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured when required by written contract.

C. Workers Compensation Policy Includes:

Blanket Waiver of Subrogation when required by written contract.

U.S. Longshoremen's and Harbor Workers Compensation Act Coverage

Outer Continental Shelf Land Act

Jones Act (including Transportation, Wages, Maintenance, and Cure),

Death on the High Seas Act & General Maritime Law.

Maritime Employers Liability Limit: \$1,000,000

Voluntary Compensation Endorsement

Other States Insurance

Alternate Employer/Borrowed Servant Endorsement

"In Rem" Endorsement

Gulf of Mexico Territorial Extension

D. Excess Liability Policy Includes:

Coverage is excess of the Auto Liability, General Liability, Employers Liability, & Maritime Employers Liability policies

Blanket Waiver of Subrogation when required by written contract.

Blanket Additional Insured when required by written contract.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/15/2019

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).

<b>PRODUCER</b> POINT CLEAR INSURANCE 368 Commercial Park Drive  Fairhope AL 36532	<b>CONTACT NAME:</b> Nina Glover <b>PHONE (A/C, No, Ext):</b> (251) 990-9050 <b>E-MAIL ADDRESS:</b> nina@pointclearins.com	<b>FAX (A/C, No):</b> (251) 990-8635
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b>  CrowderGulf, LLC / Crowder Gulf Joint Venture, Inc. 5435 Business Parkway  Theodore AL 36582	<b>INSURER A:</b> Westchester Insurance Company	
	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**      **CERTIFICATE NUMBER:** CL1710602492      **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>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ Non-owned \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Contractors Pollution Liab. Coverage			G71538825001	06/22/2019	06/22/2021	Per Occurrence 3,000,000 General Aggregate Limit 5,000,000

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

<b>CERTIFICATE HOLDER</b>  "SAMPLE"	<b>CANCELLATION</b>  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  



RICK SCOTT, GOVERNOR

JONATHAN ZACHEM, 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

**SMALLWOOD, WESLEY BRIAN**

CROWDER-GULF JOINT VENTURE, INC.  
5435 BUSINESS PKWY  
THEODORE AL 36582

**LICENSE NUMBER: CGC1522633**

**EXPIRATION DATE: AUGUST 31, 2020**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)



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, 2020, that its most recent annual report/uniform business report was filed on January 21, 2020, 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-first day of January,  
2020*



*Randy Rice*  
**Secretary of State**

Tracking Number: 1457111598CC

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

KEVIN J. THIBAUT, P.E.  
SECRETARY

June 1, 2020

CROWDER-GULF JOINT VENTURE, INC.  
5435 BUSINESS PARKWAY  
THEODORE, ALABAMA 36582

RE: CERTIFICATE OF QUALIFICATION

Dear Sir/Madam:

The Department of Transportation has qualified your company for the type of work indicated below. Unless your company is notified otherwise, this Certificate of Qualification will expire 6/30/2021. However, the new application is due 4/30/2021.

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

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

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

**FDOT APPROVED WORK CLASSES:**  
DEBRIS REMOVAL (EMERGENCY)

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

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

Sincerely,

A handwritten signature in black ink that reads "Alan D. Autry". The signature is written in a cursive, flowing style.

Alan Autry, Manager  
Contracts Administration Office

AA:cg



## FLORIDA DEPARTMENT OF Environmental Protection

Marjory Stoneman Douglas Building  
3900 Commonwealth Boulevard  
Tallahassee, Florida 32399-3000

Rick Scott  
Governor

Carlos Lopez-Canera  
Lt. Governor

Noah Valenstein  
Secretary

February 26, 2019

**Kerrie A. Noll**  
**CrowderGulf**  
5435 Business Parkway  
Theodore, AL 36582  
Email: knoll@crowdergulf.com  
RE: Pre-Qualification Package

Hello:

The pre-qualification as of February 26, 2019 for **CrowderGulf** is hereby acknowledged. This pre-qualification approves your firm to bid on the Florida Department of Environmental Protection's Bureau of Design and Construction projects requiring your State licenses until August 31, 2020.

Please feel free to contact Alyssa Skehan at (850) 245-2781 with any questions or concerns you may have.

Sincerely,

**Jack Brady**  
Digitally signed by Jack  
Brady  
Date: 2019.02.26  
08:27:46 -05'00'

Jack Brady, FCCM  
Government Operations Consultant II  
Bureau of Design and Construction  
Florida Department of Environmental Protection  
Phone: 850-245-2535 - Office



Melinda Edwards

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- [General](#)

## Entity Registrations

### Existing Entity Registrations

#### Registration Details for Complete Record

Entity Name: **CROWDERGULF, LLC**

**DUNS Number:** **195686477**

**CAGE:** **45ZE0**

Address:

5435 BUSINESS PKWY

THEODORE, AL 36582-1675

UNITED STATES

Purpose of Registration: All Awards

**Registration Status:** **Active**

**Expiration Date:** **10/01/2020**

Address Update Required: No

---

# Request for Taxpayer Identification Number and Certification

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

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
 See Specific Instructions on page 3.

**1** Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**CrowderGulf Joint Venture, Inc.**

**2** Business name/disregarded entity name, if different from above

**3** Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ \_\_\_\_\_

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ \_\_\_\_\_

**4** Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

**5** Address (number, street, and apt. or suite no.) See instructions.  
**5629 Commerce Blvd E**

**6** City, state, and ZIP code  
**Mobile AL 36619**

**7** List account number(s) here (optional)

Requester's name and address (optional)

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Social security number**

				-			-				
--	--	--	--	---	--	--	---	--	--	--	--

or

**Employer identification number**

0	1	-	0	6	2	6	0	1	9
---	---	---	---	---	---	---	---	---	---

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

## Part II Certification

Under penalties of perjury, I certify that:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 ▶ *Kelley Williamson*

Date ▶ 05/13/2020

## 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](http://www.irs.gov/FormW9).

### Purpose of Form

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

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

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

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

## Environmental Plan

CrowderGulf is committed to unequivocal protection of the environment at the work site and surrounding areas by attention to organizational, operational and performance details that are the hallmarks of quality control. 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. *Our plan for debris reduction and disposal and the factors that may affect the environment and our Quality Control Plan are discussed in detail in our Technical Plan found in Tab 1 of this proposal.*

The National Environmental Policy Act (NEPA) provides a specific planning process that Federal agencies must follow before funding a project. The process ensures that the agency decision makers and local governments have considered, and the general public is informed of the environmental consequences of the Federal action.

Normally the removal of storm-generated debris from the public rights-of-way poses no negative environmental effects. Emergency work (debris removal and emergency protective measures) and any permanent work project that restores a damaged facility essential to pre-disaster design are excluded from NEPA review through a statutory exclusion identified in Section 316 of the Stafford Act. All other projects require NEPA review.

**Examples of these types of projects that may occur within a debris project are:**

- Any project that involves breaking or disturbing new or undeveloped ground
- Work taking place in floodplains or wetlands
- Improved projects that increase the size or footprint of a facility
- Alternate or relocated projects
- Hazard mitigation projects affecting floodplains or wetlands, such as culvert enlargements
- Any project that changes the function of a facility

The requirements of other environmental laws, such as the Endangered Species Act (ESA) and the National Historic Preservation Act (NHPA), are independent of NEPA; they are usually addressed in the NEPA process.

Most debris projects will require preparation of an Environmental Assessment and a Finding of No Significant Impact to address the issues of the debris project.

Examples of activities requiring National Historic Preservation Act (NHPA) review that may occur in a debris project include the risk of demolition or removal of historic structures and disposal site work affecting historic or archaeological sites and other cultural resources.

The Endangered Species Act (ESA) ensures that Federal agencies consider the effects that their actions may have on threatened and endangered species. The law also requires that Federal agencies coordinate with the U.S. Fish and Wildlife Service (USFWS) and the National Marine Fisheries Service to prevent or modify those projects that will jeopardize the continued existence of any threatened or endangered species or that will result in the destruction or adverse modification of a designated critical habitat. Examples of activities requiring ESA review that may occur in a debris project include work in wetland areas, work in coastal shoreline areas, disposal site work, disposal of potentially hazardous materials and work in critical habitat areas such as gopher tortoise habitat.

One of the most important prerequisites to performing debris removal and disposal work is to obtain all applicable permits. The permitting process with various agencies helps to pre-screen work for potential environmental concerns. CrowderGulf will ensure all applicable permits are obtained before work is started. Permit requirements may include but are not limited to the following:

- Air Quality
- Forestry
- Storm Water
- Reclamation of Surface Mining Sites
- Ground and Surface Water
- Local Health Department Permits
- Section 10 and 404 Regulatory Permits

After Hurricane Ike, CrowderGulf personnel **worked closely with the Texas Department of Environmental Quality (DEQ) throughout the operation. We provided all required permits and documents for over 40 projects we completed in Texas** after Hurricane Ike. CrowderGulf remained in compliance with TCEQ regulations during work after Hurricane Ike. We are committed to being knowledgeable of all regulations and permitting requirements and

staying in compliance during any future work. Below is a table from the Texas Commission of Environmental Quality (TCEQ) website that provides information on management of segregated storm debris that we pledge to stay in compliance on all future work completed in Texas, just as we did after Hurricane Ike.

**Options for Management of Segregated Storm Debris**

Waste Type	Examples of Waste Type	Disposal/Burn Option
Vegetation	Trees, Brush	Preferred: Recycle Option: Outdoor burn using an ACI, if possible Option: Type IV MSW Landfill Option: Type I MSW Landfill
Clean Lumber	Lumber, siding, plywood and similar wood materials that have not been painted, stained or chemically treated	Preferred: Recycle Option: Outdoor burn using an ACI, if possible Option: Type IV MSW Landfill Option: Type I MSW Landfill
Animal Carcasses	Non-diseased poultry, cattle, domestic animals	Preferred: On-site burial/ mounding Preferred: MSW Type I Landfill Option: Outdoor burn, using an ACI if possible Option: Off-site disposal using a renderer or a commercial waste incinerator
	Diseased poultry, cattle	Preferred: Outdoor burn using an ACI, if possible
Household/ Commercial Waste	Putrescible waste	MSW Type I Landfill
	Garbage, refuse, rubbish	MSW Type I Landfill
Construction or Demolition Waste	Asbestos containing debris -shingles, siding, insulation, tiles	MSW Type I Landfill w/ Special Waste Authorization
	Painted/stained/treated wood	Preferred: MSW Type IV Landfill Option: MSW Type I Landfill
	Non-asbestos roof shingles	Preferred: Fuel source for cement kilns with appropriate air authorization Option: MSW Type IV Landfill Preferred: MSW Type I Landfill
	Sheetrock	Preferred: MSW Type IV Landfill Option: MSW Type I Landfill
White Goods	Refrigerators	Preferred: Recycle Option: MSW Type I Landfill
	Stoves	Preferred: Recycle Option: MSW Type I landfill
	Washer/Dryers	Preferred: Recycle Option: MSW Type I landfill
	Batteries	Preferred: Recycle (Lead acid batteries are not allowed in MSW landfills). Option: Utilize an HHW Collection Event
Household Hazardous Waste	Cleaning products	Option: HHW Collection Event Option: MSW Type I Landfill Option: Permitted HW facility
	Paints, Solvents	Option: HHW Collection Event Option: MSW Type I Landfill Option: Permitted HW facility
	Pesticides	HHW or Pesticide Collection Event
	Automotive products	Option: HHW Collection Event Option: MSW Type I Landfill Option: Permitted HW facility
	Electronics: VCRs, Computers, TVs, etc.	Option: Recycle HHW Collection Event Option: MSW Type I Landfill Permitted HW facility
Compressed Gas Containers		Recycle
Tires		Pick-up by authorized Scrap Tire Transporter or delivery to authorized processing or end-use facilities.

From: "Managing Storm Debris from Declared Disasters", TCEQ Website  
[http://www.tceq.texas.gov/assets/public/response/storm/hermine/debris\\_management.pdf](http://www.tceq.texas.gov/assets/public/response/storm/hermine/debris_management.pdf)

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- Storm Water
- Reclamation of Surface Mining Sites
- Ground and Surface Water
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### **Hazardous Waste**

Hazardous waste materials will be processed and disposed of in accordance with all applicable laws and regulations. If local or state laws permit the application of clean ash to farmland, this avenue will be pursued. If not, all ash residue will be hauled to a properly permitted landfill.

CrowderGulf shall conduct all debris operations outlined in this proposal to meet the program standards provided for in the FEMA 325 Debris Management Guide. In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations. SAFETY WILL BE THE PARAMOUNT CONCERN AT ALL TIMES.

CrowderGulf's record in developing innovative methods for final disposal of reduced debris that both reduced operating costs and provided a beneficial use of the product, underscores our commitment to the environment. For example, CrowderGulf shipped approximately 600,000 metric tons of biomass (i.e., clean ground vegetative material) from ports at Chesapeake, VA, Cape Canaveral, FL, and Mobile, AL, to Italy for use in electric generating plants.

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Please see our Health and Safety Plan presented in the later sections of this proposal.



## Environmental Health and Safety Plan - *Short Version*

CrowderGulf's Health, Safety and Environmental Plan - Total plan 329 pages, can be provided if needed.

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Below you will find information taken from the Debris Specific; Safe Practices/Accident Prevention Manual for the purposes of this RFP. This excerpt provides information with regard to Company safety policy and practice. The all-inclusive Health, Safety and Environmental Plan - (329 pages), and the Debris specific Health and Safety Plan- (109 pages) can be provided upon your request.

CrowderGulf's Health, Safety and Environmental Plan provides mandated directives, required actions, procedures and guidance for all levels of employees. The plan is intended to ensure that all employees work safely and remain safe, by strict adherence to the components of this plan.

### **SAFETY POLICY**

CrowderGulf is committed to providing all employees with a safe work environment. Employees must report unsafe conditions and must not perform work tasks if the work is considered unsafe. Employees must report all accidents, injuries and unsafe conditions to their supervisors. No safety report will result in penalty and/or negative consequences. **Management will give top priority to and provide the financial resources for the correction of unsafe conditions.** Similarly, CrowderGulf will take disciplinary action against any employee(s) who willfully or repeatedly violate workplace safety rules. This action will include verbal or written reprimands and may result in termination.

Senior Management will be actively involved with employees in establishing an effective safety program. Our Health and Safety Manager or designated Safety Officer will participate with the Client or representative in safety program activities. This participation will include CrowderGulf sponsored:

- Safety Education and Training.
- Reviewing workplace safety rules.
- CrowderGulf and the Client employee(s) promotion of safety participation.
- Tool Box sessions on Health and Safety.
- Accident critiques with refresher reviews

This safety philosophy statement embodies the CrowderGulf commitment to and involvement in providing a safe work environment. The Safety Plan will set the standards that implement the philosophy. Compliance with the safety rules will be required of all employees as a condition of continued employment. It is the policy of CrowderGulf that all safety measures and rules are carried out to the fullest. Where necessary, we will conform to additional safety standards required by the Town. To implement this policy, the following assignments are made with the full support of the management.

## CrowderGulf Safe Practices/Accident Prevention Manual - Debris Specific Safety Manual

### SAFETY AND HEALTH REQUIREMENTS

During emergency push and disaster debris recovery operations, it is extremely important that safety and health requirements are implemented. Personnel often perform unusual, difficult, hazardous tasks while in a challenging environment, and these conditions increase the risk of accident. Additionally, resources are in short supply. The loss of any resource to an accident indicates poor management. The safety and health of all employees, subcontractors, and members of the public exposed to recovery activities will be a primary concern during all emergency operations and recovery assistance.

### INITIAL RESPONSE

CrowderGulf's safety and health professional shall be immediately alerted of the disaster and shall be included in the planning and execution of response and recovery efforts. This individual shall assess safety and health issues and shall assure precautions are taken prior to deployment of personnel. Issues to consider include: sanitation, drinking water, power supply, living quarters, driving conditions, environmental conditions, and health issues.

### MOBILIZATION OF PERSONNEL

Prior to departing their duty station for emergency operations and recovery assistance activities, appropriate personnel will be provided:

- Personal Protective Equipment (PPE) (e.g., head, eye, hearing, foot protection, and PFDs) appropriate for the hazards of the field activities that they will perform

### SAFETY ORIENTATION

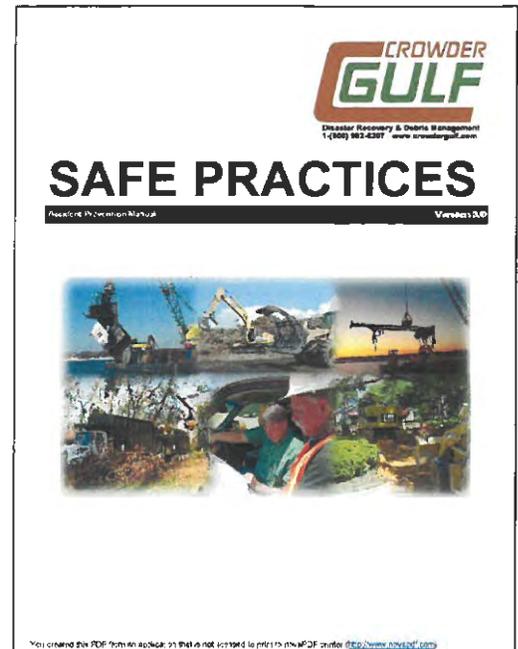
Safety and health briefings and orientation shall be conducted as personnel arrive at the emergency area and prior to beginning work activities.

### COMMUNICATIONS

- Paging equipment, two-way radios, cellular phones, computers, and facsimile machines shall be used as needed to establish and enhance communications.
- Safety and health programs, documents, signs, tags, instructions, etc., shall be communicated to employees and the public in a language that they understand.
- The Safety Coordinator shall compile a list of telephone numbers for all personnel and emergency numbers for fire, police, hospitals, etc. and shall distributed to the DMS supervisor, Project Manager, City/Town/County debris coordinator and post at each tower site. The Safety Coordinator shall retain a copy for the official record and send a copy to the DAO office.

### MACHINERY AND MECHANIZED EQUIPMENT

Inspection of equipment is critical. Maintenance logs on all equipment should be reviewed immediately upon notice of possible deployment to assure each vehicle has had its proper service prior to deployment. Inspections and tests shall be in accordance with manufacturers' recommendations and shall be documented. Equipment not meeting safety standards or the requirements of this manual will not be used. Records of tests and inspections shall be maintained at the site by the Project Manager, and shall be made available upon request of the designated authority, and shall become part of the project file documentation.



All machinery and equipment shall be inspected before use to ensure safe operating conditions: competent persons will perform the daily inspections and tests. Tests shall be made at the beginning of each shift. If deficiencies are noted in the equipment, which compromises the overall safety of individuals, the operator or the overall operation, the vehicle will be deemed unsafe and immediately taken out of service. A log identifying the equipments' problems shall be completed by the operator and signed off on by the Project Manager. A mirror or wheel tag shall be placed on the steering wheel and shall remain until the service issues have been resolved. When the corrections have been made, the equipment shall be retested prior to being returned to service.

- Machinery and equipment shall be operated only by designated, qualified personnel. Machinery shall not be operated in a manner that will endanger the operator, other persons or property. Leaving the equipment unattended while powered is strictly forbidden. All equipment shall be operated for its intended usage and in accordance with manufacturer's instructions.
- Seat belts and other safety devices shall be worn at all times.
- Trucks hauling debris on public highways shall have physical barriers (tail gates or chain link fencing and covers) to prevent debris from falling from the truck. Vehicle in Reverse alarms shall be provided; the need for rollover warning devices shall be considered for long-bed end-dump trucks. Single or double sideboards added to trailers designed for normal operation with the additional boards are permitted.
- Prior to operation, contractors shall refer to written safe operating procedures for each brush chipper, shredder, and/or grinder. In the event that plans are not written, the Contractor shall develop a safe operating plan for each piece of equipment. Standard Operating Procedures (SOPs) shall incorporate the manufacturer's recommendations for safe operation of the chipper as well as the use of emergency zones and fire prevention efforts. Operations and maintenance manuals for chippers, grinders, and shredders shall be kept on-site. A minimum 200 ft (61.0 m) pedestrian emergency zone is required during operation of chippers, shredders, and grinders unless documentation or actual practice indicates otherwise. The public shall be kept a minimum of 300 ft (91.4 m) from all chipper operations. Signs shall be placed at 200 ft (61.0 m) indicating flying debris hazards and that pedestrians are prohibited.
  - Unprotected personnel shall not enter the emergency zone while the chipper is in operation. Front-end loaders and other debris loading equipment in the debris reduction areas or feeding grinders, shredders, chippers, or burn pits shall have completely enclosed cabs. Protection shall include heavy metal grating of sufficient strength to protect the operators from loose limbs, and woods or other debris thrown from grinders.
  - Whenever chipper operations are shut down for any significant length of time (e.g., overnight or when the chipper will be left unattended), equipment walls, crevice drums, cutter heads and hammers, and drive mechanisms shall be cleared of all combustible materials by blowing, washing, and wetting down. Any material contaminated by leakage of hydraulic fluids, oils, or fuel shall be immediately removed. Leakage shall be minimized through preventive maintenance. Because piles of chipped wood are susceptible to spontaneous combustion, fire controls such as segregation, separation, and adequate water supply shall be used.
- The number of workers in proximity to loaders, trucks, and other equipment shall be the minimum necessary to accomplish the job. In restricted areas or areas with reduced access or visibility, special precautions will be taken to ensure the safety of workers on the ground. Sequencing of work shall minimize equipment movement when personnel are in the work area. Moving equipment and workers in the same immediate area is to be avoided. Whenever workers are in the area of operating machinery or vehicular traffic, they shall be provided reflectorized vests.
- Loaders, track-hoes, and other construction equipment in debris reduction areas shall have lights in the front and back in order to work at night.
- Access ladders to knuckle boom self-loaders shall be a minimum of 12 in (30.5 cm) width with 16 in (40.6 cm) recommended. The ladder shall be in good operating condition
- No modifications or additions which affect the capacity or safe operation of the machinery or equipment shall be made without the manufactures' express written consent.

## MOTOR VEHICLES

- All persons operating a motor vehicle shall possess a valid drivers' license, a permit valid for the equipment being operated.
- Inspections on motor vehicles should be performed prior to mobilization and weekly thereafter. The following systems checks should be administered:
  - Seat Belts for all occupants
  - Operating Controls
    - Turn Signals
    - Brake lights
    - Horns
    - Steering
    - Parking Brake
  - Check for fluids
    - Wiper
    - Brake
    - Oil
    - Gas
    - Coolant

All vehicles shall be equipped with the following:

- Fire Extinguishers
- Working Speedometer
- Working Fuel Gauge
- Working Horn
- Windshield and wiper blades

## TRAFFIC CONTROL

- Traffic control is extremely important on highways, in residential areas, and at construction sites. When traffic may pose a hazard to operations, public roads will be closed. Road closings shall be coordinated in writing with appropriate local agencies. Traffic controls and signage should comply with the DOT Federal Highway Administration's *"Manual of Uniform Traffic Control Devices."*
- When a road cannot be closed, the following precautions may be taken:
  - **"MEN WORKING AHEAD"** or similar signs shall be placed along the roadway, 1,000 ft and 500 ft before the work zone, on both sides of the work zone;
  - Sufficient number of flag persons shall be used to control traffic within the work area;
  - Flag persons shall be used and shall receive instruction in flagging operations before being placed in traffic (training and certification by the National Safety Council (NSC) is recommended);
  - All flag persons shall wear steel-toed shoes, international-orange reflective vests, and hard hats;
  - **"STOP"** and **"GO"** signs, not flags, will be used for traffic control;
  - Flag persons shall be able to communicate with each other and with the foreman; and
  - Two-way radios shall be used whenever visual contact between flappers is not achieved.
- All construction vehicles and all vehicles exceeding 1 1/2 tons should have a signal person to assist in backing in residential areas.

## DEFENSIVE DRIVING

Personnel involved in emergency operations are at increased risk of motor vehicle accidents due to damaged roadways, debris/hazards in roadways, road closings, malfunctioning or missing traffic control devices, and driving under challenging environmental conditions. Safe driving programs shall be instituted and driving safety monitored. Personnel operating off-road vehicles shall be trained, prior to operation, in the use of such equipment.

Principals of defensive driving shall be practiced and seat belts worn at all times. The operator shall maintain proper control of the vehicle at all times. Vehicles will not be driven at speeds greater than the posted limit. With regard to weather hazards, traffic, road hazards and other existing conditions operators will use caution

### **PUBLIC SAFETY**

Public safety is important since the majority of work will be performed in the community. Emergency operations present potential hazards to children; problems in defining and keeping the public from work areas; traffic and road debris hazards; utility and structure hazards; and fire and other hazards. Requirements for work area delineation, traffic control devices, and the use of flag persons shall be considered. Public service announcements shall be used as needed to promote safety of the public exposed to C-G activities. Barriers and fencing shall be considered in restricting the public from operation sites.

### **HEALTH HAZARD RECOGNITION**

Health hazards such as asbestos, lead paint, radiation, and hazardous chemicals shall be identified and controlled through the recommendations of a qualified industrial hygienist(s) or certified Hazmat Contractor. Instrumentation, as required, shall be provided for the detection/measurement of health hazards.

### **TREE MAINTENANCE AND REMOVAL**

Each location where tree maintenance or removal is done shall be under the direction of a qualified tree worker.

Working near electrical equipment and systems:

- Employees working in the proximity of electrical equipment or conductors shall consider all such equipment or conductors energized with potentially fatal voltage, never to be touched (directly or indirectly).
- An inspection shall be made by a qualified tree worker to determine whether an electrical hazard exists before climbing, entering, or performing any work in, or on a tree.
- Only a qualified line clearance tree trimmer or qualified line clearance tree trimmer trainee (under the direct supervision of qualified personnel) shall be assigned to the work if it is found that an electrical hazard exists.
  - There shall be a second qualified line clearance tree trimmer or line clearance tree trimmer trainee within normal voice communication during the clearing operations aloft under the following conditions:
    - When the line clearance tree trimmer or line clearance tree trimmer trainee must approach any closer than 10 ft. (3 m) to any conductor or electrical apparatus energized in excess of 750 volts;
    - When branches or limbs being removed cannot first be cut (with a pole pruner/pole saw) sufficiently clear of the equipment or conductors so as to avoid contact; or
    - When roping is required to remove branches or limbs from such equipment or conductors. Line clearance tree trimmers and line clearance tree trimmer trainees shall maintain the distances from energized conductors. All other tree workers shall maintain a minimum distance of 10 ft (3 m) from energized conductors rated 50 kV phase-to-phase or less. For conductors rated over 50 kV phase-to-phase, the minimum distance shall be 10 ft plus 4'10 in. (3 m +/- 1 cm) for each kV over 50 kV. During all tree working operations above a height of 12 ft. (3.6 m) that are not subject to the requirements of this section, there shall be a second worker in the vicinity.

### **EQUIPMENT**

Equipment shall be inspected, maintained, repaired, and used in accordance with the manufacturer's instructions.

- Employees shall be instructed in the safe and proper use of all equipment provided to them.
- Climbing ropes shall not be used to lower limbs or other parts of trees or to raise or lower equipment.
- A handle shall be used for raising and lowering tools.
- Tools used for cabling, bark tracing, cavity work, etc., shall be carried in a bag or belt designed to hold tools and not put in the pockets or stuck in the top of a boot.
- When placing an employee in a tree with an aerial device, prior to leaving the basket for entry onto the tree, and before removing the safety line attached to the basket, the employee shall be safely secured to the tree. The procedure shall be reversed when entering the basket from the tree.

### TREE CLIMBING EQUIPMENT

- Climber spurs shall be of the tree-climbing type and shall have gaffs of the type and length suitable for the tree being climbed.
- Climbing ropes shall have a minimum diameter of 1/2 in (1.2 cm) and be constructed of a synthetic fiber, with a minimum nominal breaking strength of 5400 lb (2439.4 kg) when new. Maximum working elongation (elasticity) shall not exceed 7% at a load of 540 lb (244.9 kg) (10% maximum breaking strength).
- Polypropylene or other synthetic ropes having similar low melting points shall not be used as climbing ropes.

A tree worker shall be tied in with an approved type of climbing rope and safety saddle when working above the ground: this does not necessarily apply to a worker ascending into a tree; work may be performed while standing on a self-supporting ladder but only when the worker is tied in as required. During climbing operations, tree limbs should be inspected before weight is applied to them.

A 5/8 in (1.5 cm) metal shackle shall be secured to the end of a support line that meets minimum standards for a climbing line. The support line shall be tied to the pin of the shackle with the climbing line placed through the shackle. The support line shall be tied off at the base of the tree or any other acceptable anchor. The climbing line shall be crotched as soon as practicable after the employee is aloft, and a taut-line hitch tied and checked. The worker shall be completely secured with the climbing line before starting the operation. The worker shall remain tied in until the work is completed and he/she has returned to the ground. If it is necessary to re-crotch the rope in the tree, the worker shall retie in or use the safety strap before releasing the previous tie. Tree workers shall not carry tools in their hands while climbing. Tools shall be raised and lowered one at a time by means of a line, except when working from an aerial-lift device or during topping or removing operations.

### FELLING

Prior to felling operations, the employee shall consider:

- The tree and the 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.
- The location of other people.
- Electrical hazards.

Prior to felling operations, the work area shall be cleared to permit safe working conditions and an escape route shall be planned. Each worker shall be instructed as to exactly what he/she will do. All workers not directly involved in the operation shall be kept clear of the work area.

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. A notch and back cut shall be used in felling trees over 5 in (12.7 cm) in diameter (measured at breast height). No tree shall be felled by "slicing" or "ripping" cuts.

- The depth or 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 in (6.3 cm) for each 1 ft (0.3 m) of the tree's diameter.
- The back cut shall be made higher (approximately 2 in (5 cm)) than the base of the notch to prevent kickback.

The employee shall work from the uphill side whenever possible. Just before the tree or limb is ready to fall, an audible warning shall be given to all those in the area. All persons shall be safely out of range when the tree falls. If there is danger that the trees being felled may fall in the wrong direction or damage property, wedges, block and tackle, rope, or wire cable (except when an electrical hazard exists) shall be used. All limbs shall be removed from trees to a height and width sufficient to allow the tree to fall clear of any wires and other objects in the vicinity.

Special precautions shall be taken when roping rotten or split trees due to the potential for falling in an unexpected direction even though the cut is made on the proper side. Persons shall be kept back from the butt of a tree that is starting to fall.

## **BRUSH REMOVAL AND GRINDING, CHIPPING**

Brush and logs shall not be allowed to create a hazard at the work site. Employees working with a brush chipper shall be trained in its safe operation. The chipper shall be operated in accordance with the manufacturer's recommendations.

### **Brush Grinding -Chippers**

- Rotary drum and disk-type tree or brush chippers not equipped with a mechanical in-feed system shall be equipped with an in-feed hopper not less than 85 in (215.9 cm) (the sum of the horizontal distance from the chipper blade out along the center of the chute to the end of the chute and the vertical distance from the chute down to the ground) and shall have sufficient height on its side members to prevent personnel from contacting the blades or knives of the machine during normal operations.
- Rotary drum and disk-type tree or brush chippers not equipped with a mechanical in-feed system shall have a flexible anti-kickback device installed in the in-feed hopper for the purpose of protecting the operator and other persons in the machine area from the hazards of flying chips and debris.
- Disk-type tree or brush chippers equipped with a mechanical in-feed system shall have a quick stop and reversing device on the in-feed. The activating mechanism for the quick stop and reversing device shall be located across from the top, along each side of, and as close as possible to the feed end of the in-feed hopper and within easy reach of the operator.
- The feed chute or feed table of a chipper shall have sufficient height on its side members to prevent operator contact with the blades or knives during normal operation.
- A swinging baffle shall be mounted in front of the knives to prevent throwback of material.
- Brush chippers shall be equipped with an exhaust chute of sufficient length or design to prevent contact with the blade.
- Brush chippers shall be equipped with a locking device on the ignition system to prevent unauthorized starting of the equipment.
- Brush chipper cutting bars and blades shall be kept sharp, properly adjusted, and otherwise maintained in accordance with the manufacturer's recommendations.

Trailer brush chippers detached from trucks shall be chocked or otherwise secured. All workers feeding brush into chippers shall wear eye protectors. Loose clothing, gauntlet-type gloves, rings, and watches shall not be worn by workers feeding the chipper. Employees shall never place hands, arms, feet, legs, or any other part of the body on the feed table when the chipper is in operation or the rotor is turning. Push sticks (of material that can be consumed by brush chipper) shall be used. Brush chippers shall be fed from the side of the centerline, and the operator shall immediately turn away from the feed table when the brush is taken into the rotor. Chippers shall be fed from the curbside whenever possible. Material such as stones, nails, sweepings, etc. shall not be fed into brush chippers. The brush chipper chute shall not be raised while the rotor is turning.

## **OTHER OPERATIONS AND EQUIPMENT**

### **Pruning and trimming**

- Pole pruners, pole saws, and similar tools shall be equipped with wood or nonmetallic poles. Actuating cords shall be of a non-conducting material.
- Pole pruners and pole saws shall be hung securely in a vertical position with the sharp edges away from employees. They shall not be hung on utility wires or cables or left overnight in trees.
- When necessary, warning shall be given by the worker in the tree before a limb is dropped.

### **Limbing and bucking**

- Whenever it is possible to do so, the tree worker shall work on the side on which the limb is being cut.
- Branches bent under tension shall be considered hazardous.
- When topping or lowering limbs, consideration shall be given to the use of taglines to control the limbs. A separate line shall be attached to limbs that cannot be dropped or are too heavy to be controlled by hand. The use of the same crotch for both safety rope and work rope shall be avoided.
- In bucking, tree workers shall stand on the uphill side of the work whenever possible. The tree worker shall block the log to prevent rolling when necessary.
- When bucking, wedges shall be used as necessary to prevent binding of the guide bar or chain. Stump cutters shall be equipped with enclosures or guards that effectively protect the operator.

### **Trucks**

- A steel bulkhead or equivalent protection shall be provided to protect the occupants of vehicles from load shifts.
- Logs or brush shall be securely loaded onto trucks in such a manner as not to obscure taillights or brake lights and vision, or to overhang the side.
- In order to avoid the hazard of spontaneous combustion or the production of undesirable products, wood chips shall not be left in trucks for extended periods.

### **Power Saws**

- Power saws weighing more than 15 lb (6.8 kg) that are used in trees shall be supported by a separate line, except when used from an aerial lift device.
- Where there are no lateral branches on which to crotch a separate support line for power saws weighing more than 15 lb (6.8 kg), a false crotch shall be used.
- The engine shall be started and operated only when all coworkers are clear of the saw.
- The operator will shut off the saw when carrying it over slippery surfaces, through heavy brush, and when adjacent to personnel. The saw may be carried running (idle speed) for a short distances (less than 50 ft (15.2 m)) as long as it is carried to prevent contact with the chain or muffler.

### **Chopping tools**

- Chopping tools that have loose or cracked heads or splintered handles shall not be used.
- Chopping tools shall never be used while working aloft.
- Chopping tools shall be swung away from the feet, legs, and body, using the minimum power practical for control.
- Chopping tools shall not be driven as wedges or used to drive metal wedges.

### **Cant hooks, cant dogs, tongs, and carrying bars**

- Hooks shall be firmly set before applying pressure.
- Workers shall be warned and shall be in the clear before logs are moved.
- The points of hooks shall be at least 2 in (5 cm) long and shall be kept sharp.
- Workers shall stand to the rear and uphill when rolling logs.

### **Wedges and chisels**

- Wedges and chisels shall be properly pointed and tempered.
- Only wood, plastic, or soft metal wedges shall be used with power saws
- Wood-handled chisels should be protected with a ferrule on the striking end.

### **Chipping and Grinding Debris Management Sites**

Locating Debris Management Sites for chipping / grinding of vegetative and land clearing debris will require a detailed evaluation of potential sites and possible revisits at future dates to see if site conditions have changed or if the surrounding areas have changed significantly to alter the use of the site

## **DMS DESIGN AND OPERATIONAL FEATURES**

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

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

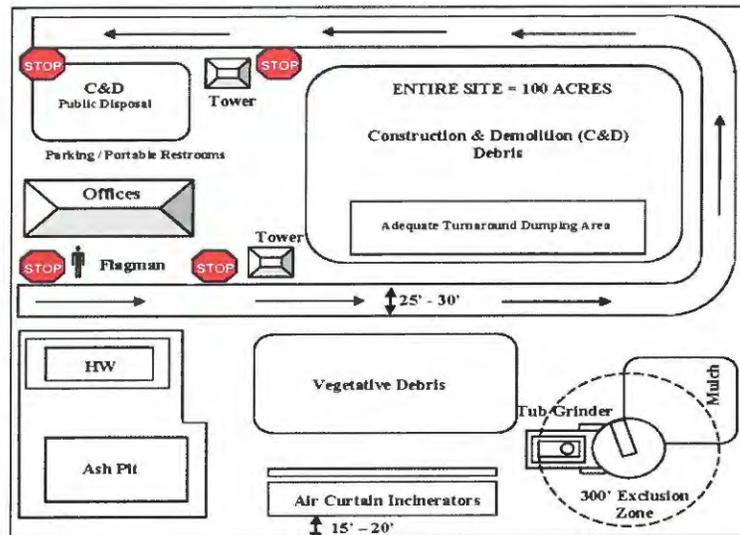
- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods when needed
- Site traffic flow will provide for 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 Town, the DMS(s) may be restricted to the Town and Contractor vehicles only.
- Safe and ready access of fire safety and rescue equipment will be provided to all functional sections of the site and to debris stockpiles
- A Safety Zone of at least 200 feet will be established around the grinder
- Air Curtain Incinerator (ACI) or Open burning safety zone will be established and will be 1,200 feet from any structure (other than inspection tower) and no less than 250 feet from any other pile or type of debris on site
- Ash storage pit will be adjacent to ACI units
- Compacted crushed rock and/or mulch will be used on ingress/egress road surfaces
- Designated personnel parking area for 30 vehicles will be established
- Space for two 12'x50' office trailers will be established
- Development of a lined Hazardous Materials Containment Area surrounded by a berm
- Two vegetative debris piles for grinding operations
- Sufficient area for chip piles to minimize pile height to prevent spontaneous combustion
- C&D debris area will be separate from other debris areas
- Adequate area maintained at each site for truck maneuverability and a level stable surface for equipment to complete the dumping process
- Site orientation will provide for ACI operations and grinding operations to be located downwind from offices and inspection towers (i.e., prevailing winds will be considered when setting up site)
- If necessary, separate areas/sites for the public to use for dumping vegetative and C&D debris will be provided. Depending on the process prescribed for allowing this, a separate tower may be required to facilitate accounting for the material entering the public section. If off site citizen collection areas are developed in accordance with the Town's Debris Management Plan, CrowderGulf will remove debris from those sites on a regular basis as directed by the Town's Project Manager.

## **DMS SITE PLAN**

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

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

The general site plan as shown below, will be modified to fit the needs of each specific DMS and will incorporate all specifications addressed in the FEMA 325 and all local, state and federal regulations and requirements.

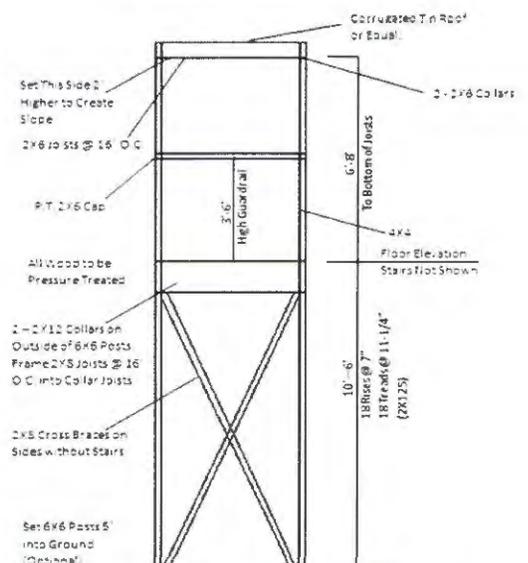


### INSPECTION TOWERS

At no cost to the Town, 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 foot above the existing ground elevation; the floor area shall be 8'x8', constructed of 2"x8" joists, 16" O.C. with 3/4" plywood supported by four 6"x8" posts.
- The perimeter of the floor area will be protected by a four foot high wall constructed of 2"x4" studs and 1/2" 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 Town 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 in need.
- Scissor lift may be substituted used for a debris tower, when applicable.

### Inspection Tower



## HAZARDOUS MATERIALS CONTAINMENT CENTER

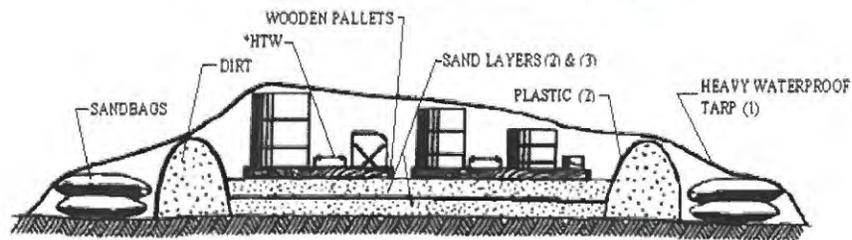
In accord with FEMA 325 specifications, CrowderGulf will construct an area designed for the temporary storage and confinement of hazardous material. Material deposited into this facility will be inventoried and stabilized. Any leaking containers will be placed in "over pack drums". A well-marked, defined and enforced NO SMOKING area will be established within 200 feet of this area.



*Minimum Design Criteria for the Hazardous Materials Containment Area:*

- 1) 30'x30' in size, the perimeter lined with hay bales staked in place
- 2) Water proof liner or plastic ground protection cove
- 3) Rain and snow cover for the entire area

### FIELD EXPEDIENT HTW CONTAINMENT CELL



\*HTW INCLUDES: Paint, Solvents, PCL (Petroleum, Oil & Lubricants), Batteries, Anti-Freeze, Propane Tanks, Aerosols

**NOTES:**

1. Containment cell must be covered at all times
2. Plastic is sandwiched between layers to prevent plastic from tearing
3. Contaminated sand shall be properly contained & disposed of as hazardous waste

## DEBRIS SEPARATION AND REDUCTION

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 dealt with 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-goods
- Hazardous or toxic materials / waste

Vegetative debris will be placed into two or more piles (no more than 15 feet 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 Town'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.

## FIELD SAFETY MATRIX

Task	Specific Hazard Potential	Special Training Required	PPE Required	Fire Hazard	Comments
Flagger	Machine and Truck Conflicts, personnel and personal clearance from machinery. Could get run over and hit. Dangerous weather	Flagging Training, General Jobsite safety manual requirements PPE training.	Hard Hats Boots Reflective – Vest Pants Rain Gear	Flaggers must know how to operate a fire extinguisher (FE) and the FE locations	Flaggers must be very attentive and make sure they are in sight of the truck drivers and equipment operators. All flaggers must maintain these distances: 4' from pavement edge, 100' from site entrance, 50' from trucks while dumping, 25' from self loaders. Flaggers must pay attention in their area and work together. Maintain contact with foreman and site manager. Listen for backup alarms. Report dangerous weather. Stay out of grinder safety area.
Equipment Operators Drivers	Traffic conflicts with other equipment and trucks. Risk of damaging property or personnel if not attentive. Could get hit or hit somebody or equipment/trucks. Equipment failure or malfunctioning. Mount and dismount to equipment fall hazard.	General Jobsite safety manual requirements. Operation Certification. Driver's License. Equipment manufacturer operations manual requirements.	Hard Hats Boots Reflective – Vest Pants	Operators must know how to operate a fire extinguisher (FE) and the FE locations. NO smoking during fueling.	Pay attention to your spotters and flaggers. Drive slow and pay attention to signage. Operators must inspect equipment before use to ensure all safety measures are functioning properly. Clear your boots and hands or gloves prior to entering or exiting equipment.
Laborer	Personal clearance from equipment and vehicles. Could get run over and hit. Having contact with HHW. Dangerous weather.	General Jobsite Safety manual requirements. PPE training	Hard Hats Boots Reflective – Vest Pants Gloves Rain Gear	Laborers must know how to operate a fire extinguisher (FE) and the FE locations. NO	Laborers must be very attentive and make sure they are in sight of the truck drivers and equipment operators. Beware of HHW. Stay Clear of grinder safety area.
Foreman/ Supervisors	Personal clearance from equipment and vehicles. Could get run over and hit.	General Jobsite Safety manual requirements. PPE training.	Hard Hats Boots Reflective – Vest Pants	Foreman/Supervisors must know how to operate a fire extinguisher (FE) and the FE locations. They should make sure all employees know the FE locations and proper use of a FE	Management employees must watch out for all operations and also continuously inspect the site to safety issues and update the plan as necessary. Stay clear of grinder safety area.
Spotters	Machine and truck conflicts, personnel and personal clearance from machinery. Could get hit or run over or hit by debris being dumped.	General Jobsite safety manual requirements. PPE Training	Hard Hats Boots Reflective – Vest Pants Rain Gear	Spotters must know how to operate a FE and the FE locations	Spotters must be very attentive and make sure they are in sight of the truck drivers and equipment operators.
HHW Personnel	Personnel and personal clearance from machinery. Could get hit or run over or hit by debris being dumped. Handling of HHW, e goods and white goods.	General Jobsite safety manual requirements. PPE Training. HHW Training	Hard Hats Boots Reflective – Vest Pants Gloves Eye Protection Possible Respirator/Mask	Know how to operate a FE and the FE locations. Beware of HHW fire hazards.	Foreman must train in potential HHW Hazards. Must be very attentive and make sure they are in sight of the truck drivers and equipment operators and also beware of HHW.

## RECOMMENDED SAFE PRACTICES FOR TREE MAINTENANCE AND REMOVAL OPERATIONS

### TREE CLIMBING

- The climber should not trust the capability of a dead branch to support his/her weight. If possible, dead branches should be broken off on the way up and hands and feet should be placed on separate limbs.
- A worker should never shin a tree for a distance greater than 15 ft (4.6 m) or shin for any distance beyond his/her demonstrated physical abilities. When the climbing distance is greater than 25 ft (7.6 m) or is beyond the worker's physical capability, the worker should not climb or footlock the rope but should use a safety saddle or sling.
- The climbing rope should be passed around the trunk of the tree as high above the ground as possible using branches with a wide crotch to prevent any binding of the safety rope.

**Exception:** Palms and other trees with similar growth characteristics that will not allow a climbing rope to move freely. The crotch selected for tying should be directly above the work area, or as close to such a position as possible, but located in such a way that a slip or fall would swing the worker away from any electrical conductor. The rope should be passed around the main leader or an upright branch, using the limb as a stop. Feet, hands, and ropes should be kept out of tight V-shaped crotches.

- While climbing, the location of all electrical conductors should be noted and the worker should climb on the side of the tree that is away from electrical conductors, if possible.
- A figure-eight knot should be tied in the end of the rope, particularly when climbing high trees, to prevent pulling the rope accidentally through the taut-line hitch and possibly falling.

### PRUNING AND TRIMMING

- A scabbard should be hooked to the belt or safety saddle to carry a handsaw when not in use.
- A separate line should be attached to limbs that cannot be dropped safely or are too heavy to be controlled by hand. The line should be held by workers on the ground end of the rope. Use of the same crotch for both the safety rope and the work rope should be avoided.
- Cut branches should not be left in trees overnight.
- A service line should be put up for operations lasting overnight or longer and should be used to bring the climbing rope back into position at the start of the next day's work.

### CABLING

- Branches that are to be cabled should be brought together to the proper distance by means of a block and tackle, a hand winch, a rope, or a rope with a come-along.
- Not more than two persons should be in a tree working at opposite ends during cabling installation.
- When the block and tackle are released, workers in trees should be positioned off to one side in order to avoid injury in case the lag hooks pull out under the strain.
- Ground men should not stand under the tree when cable is being installed.

### TOPPING/LOWERING LIMBS

- Workers performing topping operations should make sure the trees can stand the strain of a topping procedure; if not, some other means of lowering the branches should be used. If large limbs are lowered in sections, the worker in the tree should be above the limb being lowered.

### MINIMUM CLEARANCE FROM ENERGIZED OVERHEAD ELECTRIC LINES

Nominal system voltage	Minimum rated clearance
0 - 50 kV	9.8 ft (3 m)
51 - 200kV	14.7 ft (4.5 m)
201 - 300 kV	19.7 ft (6 m)
301 to 500 kV	24.6 ft (7.5 m)
501 - 750 kV	34.4 ft (10.5 m)
751 - 1000 kV	44.3 ft (13.5 m)

## SAFETY TRAINING

Disaster debris related project work is an environment which presents many unique situations specific to this industry. For this reason, CrowderGulf believes in a three phase approach to safety training, which is Pre-Activation Training, Activation Specific Orientation, and Monitoring and Reinforcement for Duration of Project.

No matter what the level of involvement in a specific project, some amount of training is required. Training can be provided in many different ways. Typically, the different phases of a project provide ideal time for the different trainings to be conducted.

During the **Pre-activation Training Phase**, typical training may include OSHA 10 hour or 30 hour trainings, HAZWOPER training, CPR/First Aid training, asbestos training, or any other training focused on generalized regulations and topics that we may face upon activation. Training is typically conducted by a qualified training instructor.

**Activation Specific Orientation** training is very important and is established when there is a better understanding of the work to be performed. This includes some type of new personnel orientation that all employees must attend before work is started. Aside from the new employee training, the types of training during this phase may include: flagging, severe weather, site control, and other possible trainings specific to the situation. Training is typically conducted by supervisors, foreman and/or the safety department.

The Project Training: **Monitoring and Reinforcement** phase focuses on the topics that have been previously discussed, as well as addressing any new phases of work that may arise throughout the project. In a typical project, additional tasks may be added to the original scope of work, such as demolition, limb and tree removal, etc. It is vital to the safety of our employees that we instruct them on any changes that may not have been addressed during the orientation phase. During this phase, we also acknowledge exemplary safety performance and those who are following the requirements of CrowderGulf's safety program. Training in this phase can be provided by any competent or qualified person.

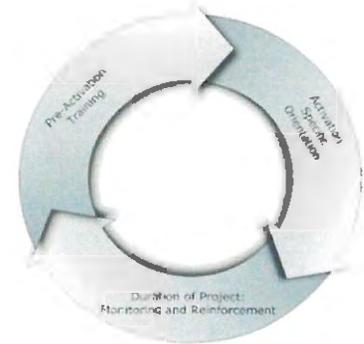
### Additional Components of Safety Training

**Company Safety Rules** – Employees are required to read the rules and understand them. The issuance of these rules are logged and signed receipts are kept on file. Each new employee, as he arrives on the job, is approached and trained in the same manner.

**Periodic Safety Talks** – the company will hold a safety talk with their employees on a weekly or at least monthly basis. The talk may consist merely of restating the company safety rules or warning of dangerous conditions which exist. A particular subject may be covered, such as lockout /tagout, confined space, or fire prevention.

**Changed Conditions** – When the job operation changes or when new hazardous materials are brought into the workplace, employees are made aware of new or added potential dangerous situations that might occur and the proper action employees should take to maintain a safe workplace.

**Safety Equipment** – Employees will not simply be issued protective equipment. They will be instructed as to its proper and safe use.





**Consistency/Redundancy** – The Company will consistently and routinely entertain the concept of safety training. Once is not enough. Employees are constantly remind of safety protocol from the orientation meeting of new employees through the follow-up weekly/monthly safety talks. The central theme is always that employees cannot commit unsafe acts.

**Management Follow-Up** – Management must not be content with advising employees on unsafe practices. A follow-up of employee actions must be made. The Supervisor(s) are instructed to watch for employees committing unsafe acts. Employees are reprimanded when found doing unsafe acts.

**Documentation** – All actions taken by Management as it relates to Safety Training/Education is documented. Documentation of good faith efforts in meeting the training requirements can be invaluable in defending a lawsuit that results from an injury due to an unsafe act by an employee. Also, documentation substantiates the Company's commitment to and compliance with the OSHA Training Requirements.

**Individual/Group Instruction** – Safety Education can be aimed at a group such as a weekly/monthly safety talk or at an individual. (Ex.) In a case where the employee is being given instruction on use of a new tool, etc., by the Supervisor. Whichever the case may be, it should be documented. Safety training must be ongoing. It must be given to all employees and members of management. Documentation of instruction and other forms of safety awareness techniques must be ongoing. The Company never assumes an employee knows the safest way of performing his or her task.

## **“Clean As You Go”**

This concept is the centerpiece of our Quality Control Plan. **“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 14 years ago. Recently, the term has been used by other contractors and by municipalities in their RFPs. All CrowderGulf employees, subcontractors and consultants are expected to abide by this policy.

## **Inspections**

To assure 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 manufacturer's maintenance recommendations on all of its equipment. CrowderGulf systematically performs "routine maintenance" appropriate to each item of equipment. This maintenance is reported on an equipment log that is retained for the life or ownership of the equipment. CrowderGulf's maintenance system uses its employee or contracted full-time mechanics and/or oilers for daily and routine maintenance. Heavy maintenance and/or major repairs of company-owned equipment are performed by heavy equipment maintenance firms under contract with CrowderGulf.

## **Knowledge and Training**

CrowderGulf's Quality Control Manager will conduct briefings and de-briefings no less than once a day for the team managers and weekly for supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel on an on-going basis. CrowderGulf employs debris-experienced equipment operators, foreman, supervisors, and subcontractors. In accordance with these established practices, CrowderGulf supervisors will evaluate the knowledge and debris experience of each operator and subordinate employees, regarding the specifics of his or her assigned tasks, to determine if the employee requires additional training.



**MASTER SUBCONTRACT**

STATE OF \_\_\_\_\_

COUNTY of \_\_\_\_\_ CITY OF \_\_\_\_\_

This **MASTER SUBCONTRACT** (hereinafter referred to as "**Subcontract**") is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_\_\_, between **CROWDERGULF, LLC**. (hereinafter referred to as "**Contractor**"), an equal opportunity employer, and \_\_\_\_\_ (hereinafter referred to as "**Subcontractor**") for the provision of services, equipment and/or materials, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into an agreement or agreements with local, state, or federal entities (each such entity hereinafter referred to as the "**Client**") for the provision of clean up and related services required in response to a natural or man-made disaster (any such agreements between Client and Contractor hereinafter referred to as the "**Prime Contract**"); and

WHEREAS, Contractor cannot foresee what services and materials will be required to allow it to fulfill its obligations under any particular Prime Contract, or when they will be needed, but it anticipates that certain services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

NOW THEREFORE, the Contractor and Subcontractor, for themselves, and their respective heirs, successors, and assigns agree as follows:

1. **WORK ORDER.**

A. Subcontractor agrees to provide services, equipment and/or materials (hereinafter referred to as the "**Work**"), on an as needed basis, pursuant to the terms of any written Work Order executed by Contractor and Subcontractor prior to the termination of this Subcontract. In order to be valid, each Work Order must identify the general location or jurisdiction where Subcontractor's Work is to be performed, identify the Client and the applicable Prime Contract, set forth the services, equipment, and/or materials to be supplied by Subcontractor, establish a schedule for progress of the Work, specify the compensation to be paid for the Work, and be signed by a duly authorized representative of Contractor and of Subcontractor. The terms of this Subcontract shall be and are hereby deemed to be incorporated into any Work Order issued by Contractor to Subcontractor, and any Work Order may include terms and requirements that are in addition to what is contained in this Subcontract.

**B. This Subcontract does not guarantee Subcontractor any work. Contractor may employ other subcontractors to perform services and/or supply equipment and materials in addition to or instead of Subcontractor.**

## 2. CONTRACT DOCUMENTS.

A. The Contract Documents shall include this Subcontract and any attachments or exhibits thereto, any Subcontract Amendments issued to Subcontractor during the course of its performance hereunder, any Work Order(s) issued to Subcontractor, the Prime Contract for the projects covered by any Work Order, the Contractor's Safety Manual, and any attachments, exhibits, or amendments to those documents. Subcontractor has the affirmative duty to obtain copies of and review the Contract Documents. Should any inconsistencies appear in the Contract Documents, Subcontractor has the affirmative duty to notify Contractor in writing within two (2) days of Subcontractor's discovery thereof. Upon receipt of said notice, Contractor shall instruct Subcontractor in writing as to the measures to be taken, and Subcontractor shall comply with Contractor's instructions.

B. In the event of any conflicts between the provisions contained in the Contract Documents, and unless and until Contractor instructs Subcontractor otherwise, the Subcontractor shall comply with them, all as may be amended from time to time, in order of precedence, which is as follows (the first document being the controlling document):

1. Prime Contract and any attachments or exhibits thereto;
2. Work Order issued pursuant to this Subcontract;
3. This Subcontract and any attachments or exhibits thereto; and
4. Contractor's Safety Manual.

Requirements differing in degree are not conflicts, and Subcontractor shall comply with the more onerous requirement.

C. Notwithstanding the foregoing, to the extent any law or regulation conflicts with any provision in the Contract Documents, the law or regulation will take precedence over the conflicting contract provision if the contract provision cannot be interpreted to prevent such a conflict.

## 3. PERFORMANCE OF WORK.

A. Subcontractor agrees to perform all Work in accordance with the Contract Documents.

B. Subcontractor agrees to perform all Work in accordance with the requirements and instructions listed on Exhibit "A" attached hereto.

C. Subcontractor agrees to do the required Work in a timely, efficient and workmanlike manner.

D. Subcontractor's management personnel shall be present on the job site and attentive to their assigned work areas at all times.

E. Subcontractor acknowledges and agrees that it may perform Work under the badge and colors of Contractor and that its personnel may wear uniforms and use safety and other equipment sporting Contractor's name and logo; Subcontractor acknowledges and agrees that, if it performs work for private property owners or other entities while also performing Work for Contractor in the same vicinity, confusion might arise as to responsibility for certain work and liability for any wrongdoing or payment for the work; Subcontractor further acknowledges that, while it is working for Contractor, its actions may have any effect on Contractor's reputation, image, and goodwill; Subcontractor acknowledges and agrees that, if it negligently or unprofessionally performs work for private property owners, other contractors or subcontractors, or other entities, while also performing Work for Contractor, its actions may tarnish,

endanger, or harm the reputation, image, or goodwill of Contractor even though Contractor may have no control over, influence on, or responsibility for those actions. For these reasons, Subcontractor agrees as follows:

i. During the performance of the Work, Subcontractor, and its employees, subcontractors, and agents, shall not perform work for any entity other than Contractor, including but not limited to any other contractor or subcontractor, the Client, any governmental entity, or any private property owner, within the Prime Contract jurisdiction of the site of the Work performed under this Subcontract without the prior written consent of Contractor;

ii. Subcontractor shall not, under any circumstance, use or allow its employees, subcontractors, or agents to use vehicles, equipment, tools, uniforms, or any other materials belonging to Contractor, bearing Contractor's name or logo, or being used to perform Work for Contractor while performing work for any person or entity other than Contractor; and

iii. Notwithstanding any other provision of this Subcontract, in the event Subcontractor violates the provisions of this Subsection E, this Subcontract shall be deemed immediately terminated without further notice, Subcontractor shall forfeit any retainage remaining to be paid to it by Contractor or the Client, and Contractor shall be entitled to issuance of an injunction restraining Subcontractor from committing or continuing any such violation.

#### 4. TIME IS OF THE ESSENCE.

A. Subcontractor understands that the Work is or will be critically time sensitive and of an emergency nature. Time shall be and hereby is made the essence of Subcontractor's obligations hereunder and under any Work Order. Subcontractor shall diligently and continuously prosecute any and all of Subcontractor's Work and obligations hereunder and under any Work Order, and any failure by Subcontractor to sustain progress to timely complete all Work as required shall constitute a material default of Subcontractor's obligations. Subcontractor shall be liable to Contractor for any damages resulting from a delay by Subcontractor in performing any Work.

B. If Subcontractor's performance of the Work is delayed, altered, rescheduled, interfered with, or for any reason extended, Contractor shall not be liable for any costs or damages attributable to delay unless and only if Contractor is compensated by the Client for any such cost or damage to Subcontractor. Subcontractor shall be entitled to an extension of the time to perform the Work only on such grounds as are granted to Contractor under the Prime Contract, and the extension of Contractor's time to perform by the Client shall be a condition precedent to Subcontractor's right to any extension of time to perform. Subcontractor's sole remedy for any delay shall be an extension of the time to perform.

5. INDEPENDENT CONTRACTOR RELATIONSHIP. Nothing herein shall create, or be construed to create, an employer/employee or principal/agent relationship between Contractor and Subcontractor; rather, the relationship of Subcontractor to Contractor shall be that of an independent contractor. Subcontractor shall have no right to obligate Contractor for payment of materials or labor or for other costs and expenses. Subcontractor shall pay all taxes and contributions imposed or required by any law relating to the employees of Subcontractor. Contractor shall have the right (but not the obligation) to decide the time, order and priority in which the various portions of the Work shall be performed and all other matters relative to the timely and orderly conduct of Subcontractor's Work. However, it is further understood and agreed that the performance of Subcontractor under the Subcontract is subject to the control of Contractor only as to the result to be accomplished and not as to the means, methods and manner for accomplishing that result.

#### 6. COMPLIANCE WITH LAWS AND REGULATIONS.

A. Subcontractor acknowledges that its Work may be provided in various locations and may be subject to the specific requirements of federal, state and/or local government agencies. Subcontractor shall comply with all laws, ordinances, codes and regulations, whether federal, state or local, applicable to any Work it provides, including the maintenance of any necessary license or registration for the performance of its Work. The statutes that may apply to the Work include, but are not limited to, the Truth in Negotiations Act (10 U.S.C. §§ 2306 et seq.; 41 U.S.C. §§ 254b et seq.); Cost or Pricing Data Requirements (10 U.S.C. § 2306a and 41 U.S.C. § 254b); the Contract Work Hour and Safety Standards Act (40 U.S.C. §§ 327-333); Davis Bacon Act (40 U.S.C. §§ 276a-276a-7); Copeland Act (18 U.S.C. § 874 and 40 U.S.C. 276c); Service Contract Act (41 U.S.C. § 351 et seq.); Walsh-Healey Public Contracts Act (41 U.S.C. §§ 35-45); Regulations of the Department of Labor at Volume 29 of the Code of Federal Regulations; Vietnam Era Veterans Readjustment Assistance Act of 1972 as amended (38 U.S.C. § 4211 and 4212); Rehabilitations Act of 1973 (29 U.S.C. § 793); Equal Employment Opportunity Executive Orders and Regulations (E.O. 11246, September 24, 1965); Fair Labor Standards Act; Americans with Disabilities Act; Contract Disputes Act (41 U.S.C. § 605) (certification requirements for claims to include subcontractor claims which must be certified); Small Business Subcontracting Plan Requirements (15 U.S.C. § 637(d)); compliance with 44 CFR 206.10 and 2 C.F.R. 200.321 for Small business participation regulations; any applicable statutory cost limitations, cost or price ceilings, not to exceed prices or guaranteed maximum price; Cost Accounting Standards (41 U.S.C. § 422 (including 48 C.F.R. Chapter 99)); Pollution Prevention and Right-to-Know Information (Executive Order 12856; 42 U.S.C. § 11001-11050; 42 U.S.C. § 13101-13109); Resource Conservation and Recovery Act of 1976 (42 U.S.C. § 6901 et seq.); Drug-Free Work Place Act (41 U.S.C. § 701 et seq.); Buy American Act (41 U.S.C. § 10); Examination of Records (10 U.S.C. § 2313 and 41 U.S.C. § 254d) and any implementing regulation or associated Executive Orders. Specifically, Subcontractor is bound by and must comply with the Federal Acquisition Regulations and all applicable agency supplements to the same extent that the Contractor must so comply or is bound. Subcontractor shall pay all taxes, fees, licenses, permits and expenses required by such compliance. Compliance with this Article shall be at no additional cost to Contractor.

B. Subcontractor acknowledges that it is required to conform to the requirements of the governing wage determinations, including minimum wage rates, established fringe benefits, vacations, and observed holidays.

C. Subcontractor represents and warrants that it has complied with all federal and all applicable state and local, immigration and employee eligibility laws, statutes, rules, codes, orders and regulations (collectively "Immigration Laws"), including, without limitation, the Immigration Reform and Control Act of 1986, as amended (including but not limited to the provisions of the Act prohibiting hiring and continued employment of unauthorized aliens, requiring verification and record keeping with respect to identity and eligibility for employment, and prohibiting discrimination on the basis of national origin, United States citizenship, or citizenship status), and the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, as amended, and any successor statutes thereto. Subcontractor represents and warrants that it has properly maintained all records required by the United States Immigration and Customs Enforcement ("ICE") or any other federal, state, or local authority that may have jurisdiction over the Work ("Immigration Authorities"), including, without limitation, completion and maintenance of the Form I-9 for each of Subcontractor's employees, and that it has responded in a timely fashion to any inspection requests related to such I-9 Forms. Subcontractor agrees to comply with all Immigration Laws during the term of the project, to properly maintain all records required by ICE or other Immigration Authorities, and to timely respond to any inspection requests. Subcontractor further agrees to fully cooperate, and to cause its directors, officers, managers, agents and employees to fully cooperate, with any audit, inquiry, inspection or investigation of Subcontractor, or any of its employees, that may be conducted by ICE or other Immigration Authorities. Subcontractor shall immediately, and in no event later than two (2) hours, notify Contractor's representative in writing and by in-person voice communication (not voice mail) of any unscheduled inspections, raids, investigations, inquiries, visits or audits conducted by ICE or any other Immigration Authority of Subcontractor, or its subcontractors,

material men, or employees. Subcontractor shall ensure that its subcontractors and material men are in compliance with the provisions of this Article.

D. Subcontractor agrees that any violation or breach of any of the foregoing provisions, or a determination by ICE or any other Immigration Authority that Subcontractor, or any of its subcontractors and material men, has not complied with any Immigration Law, shall amount to a default under this Subcontract, and be cause for Contractor to exercise its rights of termination. To the fullest extent permitted by law, Subcontractor shall defend, indemnify and hold harmless Contractor, Client, and their consultants, agents, and employees of each of them, from and against any and all claims, damages, losses and expenses, including but not limited to attorney's fees, arising out of or resulting from the Subcontractor's breach of this Article.

E. Subcontractor shall enroll in the E-Verify program and provide to Contractor acceptable evidence of enrollment at the time of the execution of this Subcontract. 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. Additional information regarding the Employment Eligibility Verification System (E-Verify) program may be obtained at following website: <http://www.dhs.gov/E-Verify>. Subcontractor shall familiarize itself with all rules and regulations governing this program.

F. In the event the Work to be performed by Subcontractor is subject to union agreements, Subcontractor is not entitled to any Work price increase for compliance with union agreement requirements except to the extent the Client additionally compensates Contractor for compliance with said labor requirements.

G. Subcontractor shall comply with all applicable labor requirements, including any union agreements or labor laws or regulations. Subcontractor shall indemnify and save, and hold Contractor harmless from any and all penalties, forfeitures, sanctions, liabilities, loss, cost, and attorneys' fees and expenses imposed upon or incurred by Contractor because of or arising out of any failure of Subcontractor to comply with such provisions.

H. Subcontractor shall employ only such persons as are acceptable to Contractor and Client, and Subcontractor shall remove from any work site covered by this Subcontract any employee as required by Contractor or Client.

## 7. INSURANCE.

A. Subcontractor specifically agrees and understands that prior to the start of any Work, Subcontractor, and all sub-subcontractors, drivers, operators, etc. working for Subcontractor, must obtain and shall maintain in force for the duration of any activities by Subcontractor with regard to any Work Order, **all insurance policies listed on Exhibit "B"** in the amounts reflected therein.

B. Subcontractor, and all sub-subcontractors, drivers, operators, etc. working for Subcontractor, must name the following entities as certificate holders on all required insurance policies:

i. The Client identified in the Prime Contract which relates to any Work Order issued to Subcontractor for the relevant project; and

ii. CrowderGulf, LLC. Must be listed as additional insured on certificate.

C. Prior to start of any Work, Subcontractor must fax a copy of all insurance policies required hereunder to Contractor to the attention of Jenny Todd at (251) 459-7433 and must mail the original policies to Contractor at 5629 Commerce Blvd E, Mobile, AL 36619.

D. If Subcontractor has any questions about the required insurance policies, Subcontractor should contact Jenny Todd at (251) 459-7430.

E. Failure by Subcontractor to obtain or maintain any insurance coverage(s) as required by this Subcontractor shall constitute a material default of Subcontractor's obligations and shall, notwithstanding any contract provisions to the contrary, entitle Contractor at its option to immediately (i) stop all Work by Subcontractor pending submission of adequate proof of the existence of proper coverage (no such stop work order shall entitle Subcontractor to additional time or money), (ii) terminate any or all Work Orders and/or this Subcontract for default, (iii) purchase proper coverage(s) and charge all costs thereof to Subcontractor, and/or (iv) withhold any further payments to Subcontractor until arrangements for the required coverage(s) are made.

F. All insurance policies shall contain a provision stating that the coverages afforded thereunder shall not be canceled or not renewed, or restrictive modifications added, until at least thirty (30) days prior written notice has been given to Contractor. Certificates of insurance acceptable to Contractor shall be faxed or mailed to Contractor to the attention of Jenny Todd at the address or facsimile number above prior to the start of any Work. The following statement shall be submitted on each certificate: **"The insurance coverage afforded on this certificate will not be materially changed or cancelled without thirty (30) days written notice to the certificate holder."** Contractor's receipt of any insurance certificate that fails to comply with any terms herein shall not constitute a waiver of any of Subcontractor's obligations or of any of Contractor's rights hereunder.

G. A waiver of subrogation in favor of Contractor and Client shall be provided from all insurance carriers including the Workers' Compensation carrier.

H. Subcontractor's Commercial General Liability, Automobile Liability, and Workers' Compensation Coverages shall be primary, and any applicable insurance carried by either the Client or Contractor shall be excess over Subcontractor's insurance.

## 8. REPRESENTATIONS AND WARRANTIES OF SUBCONTRACTOR.

A. Subcontractor represents and warrants that it is experienced in the type of services to be provided under any Work Order and that it has the necessary equipment, manpower, materials, and funding to perform this Subcontract and any Work Order issued pursuant to this Subcontract in accordance with the requirements and instructions listed on Exhibit "A."

B. Subcontractor warrants to Contractor that all Work will be of good and workmanlike quality and fit for the purpose intended. Subcontractor agrees to correct all Work performed or material supplied by it under this Subcontract which proves defective or deficient within the period of time specified in the Contract Documents. Subcontractor agrees to satisfy such warranty obligations without cost to Contractor or Client. If no warranty is required of Contractor in the Prime Contract, then Subcontractor shall warrant its Work for one year from the date of last performance of work or delivery of materials. This warranty shall be in addition to all other warranties and remedies, express or implied, under Alabama state or federal law. Subcontractor further agrees to execute any special warranties or releases that may be required for Subcontractor's Work prior to final payment for any particular Work Order.

C. Subcontractor hereby represents and warrants that it is not a debarred contractor and understands and agrees that any infraction on its part of local, state or federal law or of this Subcontract, any Work Order, the Prime Contract, or other Contract Documents shall lead to immediate termination of this Subcontract and any Work Order issued pursuant to this Subcontract.

D. Subcontractor warrants and represents that all of its employees and subcontractors are treated equally during employment without regards to race, color, religion, sex, age, disability, veteran status, military obligations, genetic information, national origin, or any other characteristic protected by applicable state or federal law.

#### 9. SAFETY.

A. Subcontractor agrees to perform all Work required by the Contract Documents so as to avoid injury or damages to persons or property. Subcontractor shall have the affirmative duty to obtain and keep a copy of Contractor's Safety Manual, current as of the date of any applicable Work Order, and to obtain updated copies during the performance of the Subcontract.

B. Subcontractor shall supply all services, equipment and materials under this Agreement in accordance with such Safety Manual and shall comply with any applicable provisions of the Occupational Safety and Health Act and all other applicable federal, state and local government safety codes and regulations.

C. Subcontractor shall be solely responsible for insuring the safety of its employees. Subcontractor shall take all necessary precautions for the safety of its employees and others at the project site and shall at all times maintain discipline and good order among its employees.

D. Subcontractor shall also comply with all safety programs, rules, requirements imposed under the Prime Contract.

#### 10. INDEMNITY.

A. **To the fullest extent permitted by law, Subcontractor agrees to save, hold harmless, indemnify and defend the Client, Contractor, and their respective agents, partners, affiliates, directors, officers and employees from any and all claims, demands, losses, damages, fines, penalties, judgments, and costs of suit (including attorneys fees and litigation expenses of any kind) incurred by any party to be indemnified herein arising, directly or indirectly, on account of or in connection with any act or omission of Subcontractor relating in any way to the Subcontract or its performance under any Work Order, regardless of whether such loss, penalty or expense is caused in part by any party to be indemnified herein and regardless of whether such loss, penalty or expense arises out of Subcontractor's use of any materials, tools, machinery or other property of Contractor. Subcontractor's duty of indemnification shall not extend, however, to any loss, penalty or expense caused by the sole negligence of the party seeking to be indemnified herein.**

B. Subcontractor's obligations under this article entitled "Indemnity" extend to any loss, penalty or expense attributable to or arising out of any act or omission of any person, firm, or corporation providing services, equipment or materials at the request of Subcontractor or by anyone for whose acts and omissions Subcontractor is otherwise legally liable. For example, Subcontractor shall indemnify and hold harmless Contractor from any liability to Client arising out of an alleged violation of certification requirements of the Contract Disputes Act (41 U.S.C. § 605), the Prompt Payment Act (31 U.S.C. § 3903), or other federal or state statutes relating to the validity of Subcontractor claims, proposals, applications or requests for payment.

C. In any and all claims against the Client, Contractor, or others being indemnified herein by any employee of Subcontractor, anyone directly or indirectly employed by the Subcontractor, or anyone for whose acts the Subcontractor may be liable, the indemnification obligation under this Article shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for Subcontractor under worker's or workmen's compensation acts, disability benefit acts or other employee benefit acts.

**D. Subcontractor shall be liable to, and shall save, defend, indemnify, and hold harmless, Contractor for any loss or expense, including reasonable attorneys fees, resulting from Subcontractor's failure to provide or require any insurance coverage described herein.**

## 11. PAYMENT.

A. Subject to the terms of this Subcontract, Contractor agrees to pay Subcontractor as set forth in the Work Order. Unless expressly provided otherwise, all requirements of the Contract Documents are compensated solely and exclusively by the pricing set forth in a duly issued Work Order. No amounts in excess of the amounts specified in the Work Order shall be paid without the prior written agreement of Contractor, which agreement shall be a condition precedent to any right of Subcontractor to such payments.

**B. Notwithstanding anything in the Contract Documents to the contrary, it shall be an absolute condition precedent to any liability of Contractor to pay Subcontractor for progress or final payments for any Work performed by Subcontractor that Contractor be in receipt of payment by Client for such Work. If Client has not paid Contractor, for whatever reason (including, but not limited to, Client 's inability to pay, insolvency, bankruptcy or other financial problems), Subcontractor agrees that Contractor shall not be liable to, or indebted to, Subcontractor on account of such Work. Subcontractor accepts the risk that it will not be paid for Work performed by or for Subcontractor in the event that Contractor, for whatever reason, is not paid by Client for such Work, and Subcontractor relies entirely for payment for Work performed on the credit of Client, and not of Contractor.** In the event Contractor pays Subcontractor for any Work performed pursuant to any Work Order issued hereunder prior to receiving full payment for such Work from Client, Contractor shall not be deemed to have waived of this provision as to any other payment due to Subcontractor.

C. Subject to the foregoing Subsections A and B, payment shall be made as follows:

i. Payments will be based on valid documentation, as provided or required by Contractor or Client at the time of Work performance, showing proof of Work done. Any discrepancy between the documentation showing proof of Work done kept in the records Contractor, Subcontractor, the Client, or any governmental authority will be reconciled, and payment will be adjusted accordingly. Should Subcontractor notice any such discrepancy, it should report the discrepancy to Contractor immediately.

ii. Unless applicable law requires otherwise, Subcontractor shall be paid ninety percent (90%) on a weekly basis, following the second week. Payment will be made two weeks in arrears on the Thursday following the week ending the previous Sunday.

iii. Subject to reconciliation of Contractor's, Client's, and Subcontractor's records, the retainage withheld on a weekly basis will be paid upon satisfaction of all of the following requirements: (1) the final release of the Prime Contract between Contractor and its Client; (2) the completion by Subcontractor and the acceptance by Contractor and its Client of all Work required under any Work Order issued hereunder, including final clean up and damage repairs; and (3) Subcontractor's provision of proof to Contractor of satisfactory payment and settlement with all of Subcontractor's employees and subcontractors.

## 12. DUTY TO PAY FOR SERVICES AND SUPPLIES.

A. Subcontractor shall make timely payment for all labor, services, supplies, equipment, and/or sub-subcontracts relating in any way to Subcontractor's Work. If Contractor receives a claim that

Subcontractor has not paid for work or materials supplied, then after providing Subcontractor ten (10) days' notice of these claims, Contractor may, but is not obligated to, resolve the claims itself and pay the claims from any monies due or to become due Subcontractor. The liability of Subcontractor hereunder shall extend to and include the full amount of any and all sums paid and obligations assumed by Contractor in good faith under the belief that such amounts were properly payable by Subcontractor. As Contractor's administrative fee for handling the claims, Contractor shall be entitled to 20% of the amount of the claims from Subcontractor and may satisfy this administration fee from any amounts due or to become due to Subcontractor. In the event the unpaid balance payable to Subcontractor is not sufficient to satisfy Subcontractor's liability under this Article, Subcontractor shall pay to Contractor all the balance of any obligation defined herein.

B. If Subcontractor objects within the ten (10) day notice period to Contractor resolving any claim, or Contractor is unable to resolve any claim, and litigation, mediation, or arbitration is initiated, Contractor shall have the right to retain out of any payment due or to become due under the Subcontract an amount sufficient to indemnify Contractor against such lien or claim, including reasonable attorneys' fees and litigation, mediation, or arbitration expenses.

13. FORFEITURE OF RETAINAGE. Subcontractor's failure to complete final cleanup in its assigned work areas to the satisfaction of Contractor and the Client, will result in forfeiture of the Subcontractor's retainage. Contractor may, in exercise of its sole and absolute discretion, hire other subcontractors and pay them out of the retainage withheld from Subcontractor to complete the final cleanup.

14. TAXES. Subcontractor agrees to pay all local, state, and federal taxes incurred during the performance of the Subcontract and any Work Orders issued pursuant to it; and Subcontractor specifically agrees to make all necessary withholding tax deductions from employees' salaries for state and federal taxes and shall provide all persons employed with the necessary and appropriate 1099, and/or W-2 statements as required by law.

15. ASSIGNMENT.

A. Subcontractor may not assign or sub-subcontract any portion of its Work under any Work Order without the prior written consent of Contractor, which consent may be granted, granted upon satisfaction of certain conditions, including but not limited to Subcontractor's mandatory use of a sub-subcontract substantially in the form of one which may be provided to Subcontractor by Contractor, or withheld in its sole discretion. In the event Subcontractor does, with Contractor's prior written consent, assign or sub-subcontract any portion of its Work, Contractor shall and is hereby deemed to be a third-party beneficiary of said assignment or sub-subcontract and shall have the right, but not the obligation, to directly enforce the terms thereof, including the right to terminate any sub-subcontractor or materials supplier and to require Subcontractor to perform the Work sub-subcontracted or assigned itself.

B. Contractor may assign this Subcontract to any party and shall, in the event of such an assignment, provide prior or contemporaneous notice thereof to Subcontractor.

16. NOTICES. All notices and communications required or permitted to be given to any Party hereunder shall be in writing and shall be deemed duly given on the earlier of (i) the date when delivered by hand; (ii) upon receipt when delivered by electronic mail, proof of which may be satisfied by delivery confirmation produced by the sender's electronic mail software; (iii) the next business day after delivery by a reputable overnight delivery service; or (iv) three (3) business days after being placed in the United States Mail. All notices shall be directed to the appropriate party at the addresses set forth below:

If to the Contractor:

CrowderGulf, LLC  
5629 Commerce Blvd E  
Mobile, AL 36619  
Attention: Ashley Ramsay – Naile  
Email: aramsay@crowdergulf.com

If to the Subcontractor:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Attention: \_\_\_\_\_  
Email: \_\_\_\_\_

A party may change its respective contacts, addresses and facsimile numbers set forth above upon written notice to the other party or parties.

17. DEFAULT.

A. Subcontractor's (or Subcontractor's approved sub-subcontractor's or assignee's) failure to perform or comply with any one or more of the terms of any Work Order, Subcontractor's inability to provide Contractor with satisfactory evidence of Subcontractor's financial ability to perform any obligations thereunder, or Subcontractor's failure to comply with any provision of this Subcontract shall constitute a default. In the event of default by Subcontractor, Contractor may, at Contractor's sole option, after 24 hours notice to Subcontractor, either (a) provide the labor, materials, equipment and supplies and other items necessary to perform the Work and discharge the obligations of Subcontractor or (b) terminate the Work Order for default and arrange for the performance of all of Subcontractor's obligations by Contractor or others. In either event, Contractor shall be entitled to recover from Subcontractor any costs or damages incurred and may deduct such costs or damages from any money then due or thereafter to become due under any or all Work Orders issued hereunder or other written agreements between the parties. Such costs and damages shall include, but not be limited to, costs and expense of labor, materials, rental equipment, subcontractors, reasonable allowance to Contractor for use of Contractor's equipment (based on A. E. D. rental rates, latest edition), and reasonable allowance for overhead expenses and normal profit. Any amount owed by Subcontractor to Contractor in excess of any balances otherwise payable by Contractor to Subcontractor shall be paid by Subcontractor on demand.

B. In case of any default hereunder, Contractor may take exclusive possession of any materials and equipment on the project belonging to Subcontractor and use the same in the completion of the Work, free of all claims for the value of said materials and for the rental of said equipment, and free of all claims for depreciation and ordinary wear and tear.

C. Determination of default made by Contractor in good faith under the belief that a default exists under the terms hereof shall be conclusive of the fact of such default and on the Contractor's right to proceed as herein provided.

18. APPLICABLE LAW. All rights and liabilities of the parties under the Subcontract shall be interpreted and enforced under the laws of the State of Alabama.

19. DISPUTE RESOLUTION.

A. The parties expressly agree to attempt in good faith to negotiate any controversy or claim arising out of or relating to this Subcontract or any Work Order, or the breach thereof. Further, the parties

agree to mediate in Mobile County, Alabama, any dispute that cannot be settled by negotiation. Either party may institute non-binding mediation which shall proceed under the American Arbitration Association Construction Industry Mediation Rules. Any dispute remaining after completion of mediation between Contractor and Subcontractor (or after the mediator has declared an impasse) shall be resolved through litigation in a court of law. However, the exhaustion of the dispute resolution remedies set forth herein is a condition precedent to any such litigation.

B. The Subcontractor agrees not to communicate directly with the Client regarding any claim, dispute or other matter in question between the Subcontractor and Contractor arising under the Subcontract or any Work Order, unless the Subcontractor is required to do so under federal, state or local law.

C. The claims and disputes of Contractor, Subcontractor and other subcontractors, sub-subcontractor and/or suppliers involving a common question of fact or law shall be heard by the same mediator in a single proceeding.

D. Alabama state law shall apply to the resolution of all issues, and venue shall exclusively lie in a state or federal court of competent jurisdiction located in Mobile, Alabama. Any litigation shall be conducted solely as a bench trial, and THE PARTIES HERETO SPECIFICALLY WAIVE ANY RIGHT TO A TRIAL BY JURY ON ANY CLAIM THEY MAY HAVE.

20. WORK CONTINUATION AND PAYMENT. Unless otherwise agreed in writing, or unless Contractor has terminated the applicable Work Order, Subcontractor shall carry on the Work and maintain the schedule of Work under any Work Order pending any and all dispute resolution procedures. If Subcontractor is continuing to perform, Contractor shall continue to make payments in accordance with the Subcontract.

#### 21. INSPECTION OF BOOKS AND RECORDS.

A. Subcontractor shall make all of its books and records regarding any Work hereunder available for inspection and copying by Contractor and/or Client for either a period of five years or the period of time Contractor must make its records available to Client under the Prime Contract, whichever is longer, following the completion of the Work. In the event Contractor or Client suspects that Subcontractor has submitted incorrect or fraudulent billings or invoices, Contractor may withhold any future payments to Subcontractor until a full review and audit of Subcontractor's records has been completed.

B. Subcontractor agrees to make all project records available at the jobsite to Contractor for the purpose of inspection and/or substantiating the billings submitted by Subcontractor within 24 hours after Contractor makes a request for such records.

#### 22. BOND.

A. At the option of Contractor, Subcontractor shall furnish Contractor with separate performance and payment bonds covering any Work Order issued hereunder. Such bonds will be upon terms acceptable to Contractor and will have a satisfactory corporate surety. Each bond shall be in an amount equal to 100% of the total amount of the Work Order. The requirement for a bond and the manner of payment therefore shall be set forth in the applicable Work Order.

B. If Contractor has supplied a bond to Client for the Work being performed by Subcontractor, then the following provision shall apply:

**Notice to Contractor of Bond Claims.** If after making payment to Subcontractor, Contractor receives written notice from a supplier or a second-tier subcontractor of a deficiency (including a failure to pay) in Subcontractor's performance, Contractor may, after providing notice to Subcontractor and without incurring an obligation for late payment interest penalty, withhold from Subcontractor's next available payment or deduct from the next payment application an amount sufficient to compel prompt remedial performance. Contractor shall withhold this amount until it receives satisfactory written notification from the supplier or second-tier subcontractor that the subcontract performance deficiency has been corrected. After receiving satisfactory written notice, Contractor shall pay the withheld amount due Subcontractor as follows:

1) Amounts held in Contractor's possession shall be paid as soon as practicable but no later than seven (7) days after receipt of such satisfactory notification.

2) Amounts held by Client shall be paid within seven (7) days of receipt from Client by Contractor.

23. **LIQUIDATED DAMAGES.** If the Prime Contract provides for liquidated or other damages for delay beyond the completion date set forth in the Contract Documents, and such damages are assessed, then Contractor may assess the same against Subcontractor in proportion to Subcontractor's share of the responsibility for such delay. However, the amount of such assessment shall not exceed the amount assessed against Contractor. Nothing set forth herein shall limit Subcontractor's liability to Contractor for Contractor's actual delay damages caused by Subcontractor's delay. Subcontractor shall remain liable to Contractor for Contractor's actual damages caused by Subcontractor's delay, except that in all instances subcontractor's liability shall not exceed the amount it has been paid by contractor.

24. **WAIVER.** The failure of either party to invoke any provision hereof or assert any right given herein on any one occasion or on any series of occasions shall not amount to or be interpreted as a waiver or release of any such provision or right.

25. **NO PRIOR AGREEMENTS.** This Subcontract, along with any Work Order issued to Subcontractor hereunder, constitutes the complete agreement between the parties and supersedes any and all prior understandings, conversations, and proposals.

26. **MODIFICATIONS.** No modification of this Subcontract shall be enforceable unless it is set forth in a writing signed by the party against whom the modification is asserted.

27. **SEVERABILITY.** The partial or complete invalidity of any one or more provisions of this Subcontract shall not affect the validity or continuing force and effect of any other provision. If any provision of the Subcontract is found unenforceable by any court or tribunal, Contractor and Subcontractor agree that such provision shall be modified to the minimum extent necessary to render it enforceable and that the remainder of the Subcontract shall not be otherwise affected.

28. **TITLES.** The titles given to the individual provisions of this Subcontract are for ease of reference only and shall not be relied upon or cited for any other purpose.

29. **TERM AND TERMINATION.**

A. This Subcontract shall continue in full force and effect until terminated as provided herein. Either party may terminate this Subcontract, with or without cause, upon seven (7) days written notice to the other party. Subject to Article 30, in the event of the termination of this Subcontract, Subcontractor shall continue in the performance of all Work required by any Work Order issued to Subcontractor prior to the effective date of termination.

B. If, after giving notice of termination of this Subcontract, it is determined for any reason that Subcontractor was wrongfully terminated or that Contractor was not entitled to the remedies against Subcontractor provided herein, then Subcontractor's remedies against Contractor shall be limited to recovery of any portion of Subcontractor's fee earned through the date of termination, but Subcontractor shall not be entitled to any other or further recovery against Contractor, including, but not limited to, anticipated fees or profits on Work not required to be performed, lost business opportunity, special damages, punitive damages, consequential damages or unabsorbed overhead.

C. If Subcontractor files a petition under the Bankruptcy Code, this Subcontract shall immediately terminate if Subcontractor or Subcontractor's trustee rejects the Subcontract or, if there has been a default, Subcontractor is unable to give adequate assurance that Subcontractor will perform as required by the Subcontract or otherwise is unable to comply with the requirements for assuming this Subcontract under the applicable provisions of the Bankruptcy Code. If Subcontractor is not performing in accordance with the schedule of Work at the time a petition in bankruptcy is filed, or at any subsequent time, Contractor, while awaiting the decision of Subcontractor or its trustee to reject or to assume this Subcontract and provide adequate assurance of its ability to perform hereunder, may avail itself of such remedies as are reasonably necessary to maintain the schedule of Work.

D. Upon termination of this Subcontract by either party, the provisions of Articles 10, 12, 18, 19, 21, 23, and 31 shall survive and continue in full force and effect.

30. **TERMINATION BY CLIENT.** Should the Client terminate the Prime Contract with Contractor or any part thereof which includes Subcontractor's Work, Contractor shall notify Subcontractor in writing. This Subcontract shall be terminated, and Subcontractor shall immediately stop Work, follow all of Contractor's instructions, and mitigate all costs. No other prior notice is required. **In the event of such termination by the Client, Contractor's liability to Subcontractor is limited to the extent of Contractor's recovery on Subcontractor's behalf under the Prime Contract. However, this provision shall not obligate Contractor to pursue recovery of any amounts owed from Client for Subcontractor's Work.**

### 31. RELEASE OF INFORMATION AND CONFIDENTIALITY.

A. Subcontractor shall treat as confidential and not disclose to third persons, except approved sub-subcontractors, suppliers, and the Client, as is necessary for the performance of the Work, or use for its own benefit, any of Contractor's developments, confidential information, including but not limited to the identity of Contractor's Clients and potential clients, pricing, and bidding procedures and information, know-how, discoveries, methods and the like that may be disclosed to Subcontractor or which Subcontractor may acquire in connection with the Work. Subcontractor shall take all reasonable action(s) to meet its obligations of confidentiality under this Article.

B. Subcontractor acknowledges that the Contractor may be required from time to time to enter into agreements with Clients regarding confidentiality, protection of proprietary rights, non-disclosure, intellectual property, trade secrets and the like and agrees to abide and be bound by these agreements upon notice of such agreement(s) from the Contractor.

C. Subcontractor acknowledges that such a breach any provision of this Article 31 may result in continuing and irreparable damage to the Contractor for which there may be no adequate remedy at law and that the Contractor, in addition to all other relief available to the Contractor, shall be entitled to the issuance of an injunction restraining the Subcontractor from committing or continuing any breach of this Article without being required to first undertake the dispute resolution procedures of Article 19.

D. Further, no news releases (including photographs, films, public announcements or denial or confirmation of same) on any portion of the subject matter of this Subcontract or any phase of any project shall be made by Subcontractor without prior written approval by Contractor.

E. The confidentiality obligations set forth in this Article 31 shall survive the completion of all Work or the termination of this Subcontract.

IN WITNESS WHEREOF, the parties have executed this Subcontract on the date first above written.

CROWDERGULF, LLC  
Contractor

By: \_\_\_\_\_ (Sign)

Print Name: \_\_\_\_\_

Its: \_\_\_\_\_

Witness: \_\_\_\_\_

Print Name: \_\_\_\_\_

\_\_\_\_\_  
Subcontractor

By: \_\_\_\_\_ (Sign)

Print Name: \_\_\_\_\_

Its: \_\_\_\_\_

Witness: \_\_\_\_\_

Print Name: \_\_\_\_\_

**REQUIRED INFORMATION**

Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Phone #: \_\_\_\_\_ Cell Phone #: \_\_\_\_\_

Fax #: \_\_\_\_\_ Email: \_\_\_\_\_

Social Security/Federal I.D. #: \_\_\_\_\_

Please check all that apply:

- |                                       |                          |                           |   |                          |                          |
|---------------------------------------|--------------------------|---------------------------|---|--------------------------|--------------------------|
| <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>                    | <input type="checkbox"/> | <input type="checkbox"/> |
| <i>Disabled<br/>Veteran<br/>Owned</i> | <i>Hub<br/>Zone</i>      | <i>Small<br/>Business</i> | <i>Small<br/>Disadvantaged<br/>Business</i> | <i>Veteran<br/>Owned</i> | <i>Woman<br/>Owned</i>   |

Insurance Certificate must be sent to CrowderGulf office in order to verify the following coverage:

Liability Insurance:  
1,000,000

Auto Insurance:  
1,000,000

Worker's Comp  
1,000,000

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.

E-Verify # \_\_\_\_\_

**CrowderGulf Disaster Administration Office**  
5629 Commerce Blvd E, Mobile, AL 36619  
251-459-7430 (phone)  
251-459-7433 (fax)

**\* ALL DOCUMENTATION MUST BE PROVIDED TO THE DAO OFFICE  
NO LATER THAN TEN DAYS FOLLOWING THE EXECUTION OF THIS  
SUBCONTRACT.**

## EXHIBIT A

### SUBCONTRACTOR REQUIREMENTS AND INSTRUCTIONS

As the **Subcontractor**, I have read and understand that the following list is part of the **Subcontractor's** responsibilities and by signing this subcontract, I agree to abide by the said requirements.

#### Subcontractor Requirements:

##### Personnel

1. A list of all personnel and subcontractors per job site, with names and phone numbers, will be made available to CrowderGulf.
2. Federal contractors and subcontractors are required to use E-Verify as of September 8, 2009. Executive Order 12989 mandates the electronic verification of all employees working on any federal contract. The amended Executive Order reinforces the policy that the federal government supports a legal workforce. E-Verify is an Internet-based system that allows an employer, using information reported on an employee's Form I-9, Employment Eligibility Verification, to determine the eligibility of that employee to work in the United States.
3. A Subcontractor foreman or supervisor must be present with crews to provide oversight.
4. Subcontracting by Subcontractor should be limited to one tier. Failure to comply will result in possible termination of said subcontract.

##### Equipment / Debris Hauling Trucks

4. All vehicles, equipment, fuel, materials, parts, tires, and clean-up in work areas will be provided by **Subcontractor** at no cost to CrowderGulf.
5. All equipment and trucks are serviced and maintained on a regular basis and have been checked for the following safety requirements:
  - a. Tires appear in acceptable condition
  - b. Brake lights work
  - c. Turn signals work
  - d. Reverse lights work
  - e. Backup alarm working
  - f. Horn working
  - g. Any removable components (sideboards, tailgates, etc.) are secured
  - h. Tailgate is properly secured and is a FEMA approved tailgate that opens from the side.
  - i. No false bottoms, hidden tanks, or other load altering devices are in place.
6. All trucks used to haul debris, at a minimum, are capable of rapidly dumping its load without the assistance of other equipment; and/or if equipment is needed to unload trucks, it will be provided by the Subcontractor.
7. All trucks hauling debris will have a tailgate that will effectively contain the debris during the transport and permit the truck to be filled to capacity. Tailgates should meet FEMA requirements and should not be made from plastic mesh. Metal fence gate, turkey wire or cattle wire can be used if approved by FEMA/City/County.
8. Sideboards or other extensions to the truck bed are allowable provided they meet all applicable rules and regulations, cover the front and both sides, and are to be constructed in a manner to withstand severe operating conditions. The sideboards are to be constructed of 2" by 6" boards or greater and not to extend more than two feet above the metal bed sides. Use of any other types of sideboards must be approved by CrowderGulf and City/County prior to certification.

9. All truck drivers will have a valid driver's license and/or a CDL certification (if applicable).
10. Trucks will have current registration (bill of sale for new trucks, if within 30 days, will be accepted until registration is issued) in the truck at all times.
11. Hand loading of debris hauling trucks will not be permitted under any circumstance.
12. All trucks will have current proof of insurance in the truck at all times.
13. **Subcontractor** assures that all loads are transported without threat of harm to the general public, private property, and public infrastructure. Any debris above the top rail poses a threat to utility lines and possibly the public.
14. All trucks will be certified by City/County representative before hauling any loads.
  - a. All trucks will have a placard with certified number and measured cubic yardage written on it and placed on the driver's side of the truck bed and in clear view for tower personnel.
  - b. **IF for any reason the cubic yards change, the truck MUST be recertified immediately and a new certified number will be issued.**
  - c. All trucks will have a **copy of the truck certification** with the truck at all times.

#### **Safety**

15. **Subcontractor** agrees to adhere to CrowderGulf's written Safety / Health Policy, a copy of which can be obtained at the Disaster Administration Office located in Theodore, Alabama or your local field office.
16. The Subcontractor shall provide **sufficient** signing, flagging and barricading to ensure the safety of vehicular and pedestrian traffic at all debris removal, reduction and/or disposal site(s). All traffic safety signs and equipment will be furnished by **Subcontractor at no cost to CrowderGulf** and be in accordance with the latest Manual of Uniform Traffic Control Device, to include but not limited to:
  - a. Traffic signs (ROAD WORK AHEAD, ONE LANE ROAD AHEAD, FLAGMAN SYMBOL, etc.) must be in acceptable condition and not homemade
  - b. One flagger must be provided for every truck unless otherwise stated in the Master Agreement or stopping traffic then two or more may be required.
  - c. One orange vest and one hard hat for each ground crew member
  - d. Adequate cones to place one per 20 linear feet of work zone
  - e. Two stop/slow paddles for flagmen
  - f. First Aid Kit
  - g. A fully functional fire extinguisher for all vehicles
17. If crew has chainsaw operator, the following will be in place:
  - a. Hand, foot, leg (chaps), eye, face, hearing and ear protection for chainsaw operator
  - b. Orange highway hard hat, vest, cap and shirt for chainsaw operator
  - c. No-loose fitting clothing can be worn.
18. **Subcontractor** agrees to adhere to CrowderGulf's written Drug / Alcohol Policy, a copy of which can be obtained at the Disaster Administration Office located in Theodore, Alabama or your local field office.

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

## EXHIBIT B

### REQUIRED INSURANCE POLICIES

<u>Policy</u>	<u>Limit</u>
General Liability	(\$1,000,000/per occurrence)
Commercial Auto Liability	(\$1,000,000/per occurrence)
Workman's Comp	(\$1,000,000/per occurrence)

1. The following must be named as certificate holders on your auto, general liability and workman's comp policies:
  - i. CrowderGulf, LLC  
5629 Commerce Blvd E, Mobile, AL 36619;
  - ii. The City or County where you are working as stated in the **Work Order**.
2. Have your insurance agent fax a certificate verifying your policy information for general liability, auto liability, and worker's compensation to (251) 459-7433 ATTN: Jenny Todd, original should be mailed to CrowderGulf.

If you have any questions, contact Jenny Todd at (251) 459-7430.  
Email: [jtodd@crowdergulf.com](mailto:jtodd@crowdergulf.com)

\* The following statement shall be submitted on each certificate: **"The insurance coverage afforded on this certificate will not be materially changed or cancelled without thirty (30) days written notice to the certificate holder."**

**NOTE:** All subcontractors must furnish insurance certificates for general liability, automobile and workman's comp, **before the first check is issued**. If for any reason CrowderGulf does not receive this documentation, it will result in **termination and/or deduction of insurance from the weekly paycheck**.

**CrowderGulf must be listed as additional insured on certificate**



**CROWDER**  
**GULF**

## CrowderGulf Equipment List - 2020

### DEBRIS REMOVAL TRUCKS



Year	Make	Model	VIN
1998	Mack	Debris/Combo	1M2AD62C9WW006285
1995	Western Star	Debris/Combo	2WLPCC25K937391
2002	Kenworth	Debris/Combo	1NKDLB0X72J884158
2013	Peterbilt	367 Debris/Combo	1NPTX4EX7DD178887
2014	Peterbilt	367 Debris/Combo	1NPTX4EX4ED237394
2013	Peterbilt	389 Debris/Combo	1XPXD49X4DD192224
2016	Peterbilt	367 Debris/Combo	1NPTX4EX7GD292571
2017	Peterbilt	389 Debris/Combo	1XPXP4TX4HD408644
2017	Peterbilt	367 Debris/Combo	1NPTX4EX9HD412906
2017	Peterbilt	367 Debris/Combo	1NPTX4EX5HD449323
2018	Peterbilt	389 Debris/Combo	1XPXD40X1JD452166
2015	Kenworth	T800 Debris/Combo	1XKDD49X5FJ436315
2018	Peterbilt	389 Debris/Combo	1XPXD0X8JD480600
2018	Peterbilt	367 Debris/Combo	1NPTXX4EX8JD488588
2018	Peterbilt	367 Debris/Combo	1NPTX4EX3JD492774
2018	Peterbilt	367 Debris/Combo	1NPTX4EX5JD492775
2018	Peterbilt	389 Debris/Combo	1XPXD40X3JD498730

### SEMI TRUCKS

Year	Make	Model	VIN
2017	Mack	CHU613	1M1AN07Y0HM026412
2017	Mack	CHU613	1M1AN07Y8HM025816
2017	Mack	CHU613	1M1AN07Y6HM026415
2017	Mack	CHU613	1M1AN07Y0HM026409
2017	Mack	CHU613	1M1AN07Y4HM025814
2013	Mack	CHU613	1M1AN07Y7DM013439
2014	Mack	CHU613	1M1AN07Y2EM015665
2013	Mack	CHU613	1M1AN07Y6DM013416
2006	Kenworth	T800	1XKDPBTX96J145904
2014	Mack	CHU613	1M1AN07YOEM015664
2012	Kenworth	T800	1XKDD49X3CJ309350

TRAILERS			
Year	Make	Model	VIN
2018	Clement Monstar	End Dump	5C2BR45BXJM010613
2018	Clement Scrapstar	End Dump	5C2BF37B0JM010653
2018	Clement Scrapstar	End Dump	5C2BF37B2JM010654
2017	Clement	End Dump	5MADN4024FC033420
2005	Benson	End Dump	5DMDSAGC45M000757
2005	Mac	End Dump	5MADS35385C008667
2018	Stealth	End Dump	52LBE1627JE06410
1997	Vantage	End Dump	4EPAA029VATA1459
1997	Vantage	End Dump	4EPAA4024VATA1515
1997	Vantage	End Dump	4EPAA021VATA1536
1997	Vantage	End Dump	4EPAA4022VATA1545
2018	Brazos	Scrapper/End Dump	4B9BKDL29JH054106
2018	Brazos	Scrapper/End Dump	4B9BKDLL24JH054126
2002	MAC	End Dump	5MADS363130005105
1995	USTS	End Dump	1U9DS3637S1051511
2005	MAC	End Dump	5MADS353050009294
2001	MAC	End Dump	5MADS356321C00439
1994	Benson	End Dump	1NUDT38P8RMAS0247
1995	Vantage	End Dump	4EPAA3922SATA0615
1987	ACCURATE IND.	End Dump	1A9754025H4037546
1990	Tristar	End Dump	1T9DS36C8L1066822
1998	USTS	End Dump	1U9DS3229W1051699
2001	Benson	End Dump	5DMDSAHC41P000376
1993	JBEN	End Dump	9DT3626PPJBB021
2007	Palmar	Dump Trailer	4R7BD1624HT163081
2018	Mac	Walking Floor	5MAMN4821JW044659
2016	Titan	Walking Floor	2TVWF4826GD000602
2018	Mac	Walking Floor	5MAMN4823JW045280
2011	Rolls Rite	Tilt Top	1R9PT2229BM356115
2017	Rolls Rite	Tilt Top	1R9BT222XHM356286
2018	Rolls Rite	Tilt Top	1R9PT2227JM356001
2016	Talbert	Roll-Back	40FG05336G1035421
1999	Dynawell	Lowboy	HU181DGX7X1X38407
2017	Talbert	Lowboy	40FSK5132H1035957
2017	Talbert	Lowboy	40FSK5239H1035971
2018	Transcraft	Step Deck	1TTE532C8J3070477
2018	Transcraft	Step Deck	1TTE532C1J3083796

**PICK UP TRUCKS**

<b>TYPE</b>	<b># OF TRUCKS</b>
½ Ton 1500 or Equivalent Pick Up	14
¾ Ton 2500 or Equivalent Pick Up	9
1 Ton 3500 or Equivalent Pick Up	11
Greater than 1 Ton or Equivalent Pick Up	7

**WHEEL LOADERS**

<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>VIN</b>
2003	CAT	924G	09SW01095
2003	Komatsu	WA180	2MCA88062
2005	CAT	928G	6XR02028
1998	CAT	962G	5AS00263
2004	CAT	IT28G	DBT01424
2001	CAT	924G	9SW02009
2004	John Deere	644H	DW644HX586668
2004	John Deere	724H	DW24JX590345
2005	CAT	IT38	CSX00926
2005	CAT	924G	DDA2478
2006	CAT	924G	DDA02934
2007	CAT	950G	2JS00604
2009	CAT	930H	DHC01497
2014	CAT	924G	9SW01859
2011	CAT	930H	DHC02274
2014	CAT	908H	CAT0908HJJRD01594
2016	CAT	908M	CAT0908MJH8801071
2017	John Deere	624K	1DW624KZCGF674473
2017	John Deere	624K	1DW624KZLGF676803
2017	CAT	908M	CAT0908MCH8801198
2017	CAT	908M	H8800928
2015	CAT	914K	CD2000596
2017	John Deere	644K	1DW644KZJHF680047
2018	CAT	908M	CAT0908MCH8802397

**EXCAVATORS**

<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>VIN</b>
2016	John Deere	210G	1FF210GXHGF523928
2014	John Deere	300G	1FF300GXHDF710007
2017	John Deere	60G Mini	1FF060GXKGJ288041
2017	CAT	308	308E2CRSB-FJX08636
2017	John Deere	245G	1FF245GXCHF800280
1990	John Deere	70D	CK0070DD009556
2001	John Deere	330LC	FF0330X0870719
2001	John Deere	200LC	FF0200X500888
2000	John Deere	160LC	POO160X041413
2001	Komatsu	PC60	58212
2002	Hitachi	EX120	1E8P057533
2002	Hitachi	EX120	1E8P057534
1999	Bobcat	331X	512918815
2001	Bobcat	331X	512918429
2003	Komatsu	PC35	4207
1999	Kobelco	SK220LC	LLU2438
2004	Kobelco	SK70SR	YT01-03382
2004	Komatsu	200	KMTPCO49K87C5037
2004	Hyundai	R55W3	10014
2002	JD	200C-LC	FF200CX505406
2004	CAT	330CL	DKY 02901
2001	Case	9007B	DAC0072321
2005	CAT	325CL	CAT0325CVCRB01486
2001	CAT	320CL	PAB04298
2005	CAT	M318C	CATM318CKBC201044
2005	CAT	325CL	CAT0325CEBFE01812
2004	CAT	320	PAB01355
2003	CAT	325CL	CRB00550
2005	Komatsu	PC35 MR-2	KMTPC096T05006313
2006	John Deere	120-C	FF120CX035517
2006	Kubota	U35SS	30398
2006	Kubota	U35SS	30251
2006	Cat	320CL	PAB4383
2007	Cat	328D LCR	GTN139
2008	Kubota	KX913R1S	31194
2006	Kobelco	SK70SR-1E	YT0408468
2007	Cat	302.5	CAT3025CJGBB01604

2008	Cat	321 CL CR	MCF00918
2005	John Deere	450C - LC	FF450CX091778
2009	Cat	322CL	HEK00647
2008	Cat	330D	HAS292
2006	Volvo	EC140BLC	EC140V12265
2010	John Deere	120-C	FF120CX036343
2009	Cat	314CL CR	PCA01891
2010	Cat	328D CLR	CAT0328DTGTN00403
2011	John Deere	35D	1FF035DXJBG266218

**DOZERS**

<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>VIN</b>
1992	John Deere	450G	TO450GF87820
1999	John Deere	750H	T0750CX877301
2004	CAT	D3JXL	CAT00D3GCJMH00732
2005	John Deere	450-J	T0450JX104665
2005	John Deere	650J	T0650JX111587
2004	CAT	D6N	CAT00D6NVALY00800
1999	John Deere	450H	T0450HX922582
2004	John Deere	550H	T0550HX937488
2005	CAT	D6R	AAX01404
2005	CAT	D5N	AKD1461
2006	John Deere	450-JLT	T0450JX122072
2001	John Deere	450J	T0450JX103785
2008	Komatsu	D39PX-22	3059
2006	CAT	D3GLGP	BYR01437
2010	CAT	D5K LGPARO	CAT00D5KJYYYY00703
2008	CAT	D3K LGP	LLL00568
2011	CAT	D3K LGP	LLL00382
2011	CAT	D3K LGP	LLL00388
2011	John Deere	450-J LGP	T0450JX181468
2011	John Deere	650-J	T0650JX173003

**FORK LIFTS**

<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>VIN</b>
2000	CAT	V80F	9NF00658
1997	Hyster	H50XL	A177B31212K
2000	JCB	506	578972
1995	Nissan	50	PF02-9H3269
2001	CAT	GC25	4FM04520
2004	CAT	480F	9NF00558

2007	Yale	543372	GLP11MCNSB098
2001	CAT	2EC20	A2F0260387
2002	CAT	V60B	52J00932
1999	CAT	CG25	4EM91233
2007	CAT	TH63	5WM03130
2001	CAT	GC25	4EM04516
1997	Terex	TH1048C	TH1006A-8401
2005	JCB	930	SLP930025E0824674
<b>Generators</b>			
<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>VIN</b>
	Onan Genset	50D6CA	6920476659
1999	Nissha	NES25SIA	XJ010300
1999	Nissha	NES60SIA	KF010300
2004	Dewalt	4300	GCO44627903DGC4300
2003	Coleman	9110619	DMO545005
2006	Miller Bobcat	250NT	LC492887
2006	Miller Bobcat	250NT	LE209010
2006	Miller Bobcat	250NT	LF205099
2011	Generac	97A06245-S	2038141
2007	Miller Bobcat	250NT	LC574759
2013	Honda	6500Watt	EAPC-1010707
2011	Magnum	MMG55FH 45kW	800390
2011	Magnum	MMG35FH 25kW	73344
2011	Magnum	MMG35FH 25kW	73345
2011	Magnum	MMG35FH 25kW	73318
<b>LOADER - BACKHOE</b>			
<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>VIN</b>
1999	CAT	426	1ZR00479
2001	Kubota	L35	L3560624
2003	John Deere	310SG	TO310SG909356
2005	JS	310E	TO310EX853300
2001	CAT	416C	4ZN20996
2004	CAT	416D	4ZN24364
2004	John Deere	310E	TO310EX884694
2004	CAT	416C	5YN06630
2006	CAT	416C IT	1WR10173
2006	CAT	420D	FDP26873
2006	John Deere	310G	T0310GX937710
2001	CAT	416C	4ZN24603

**SKID STEER LOADERS**

<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>VIN</b>
1997	Bobcat	763	512222048
2001	Bobcat	763	512217575
1996	Bobcat	873	514120441
2002	CAT	236	CAT00236J4YZ04709
2005	Bobcat	T300	521912526
2007	Caterpillar	262B	PDT01685
	Caterpillar	277C	CAT0277CTJWF00578
2006	Daewoo	155XL	AG00211
2006	Bobcat	T190	531614194
2006	Caterpillar	246B	CAT0246BLPAT03480
2006	Bobcat	T300	530012266
2010	Caterpillar	268B	CAT0268BJLBA01424
2010	Caterpillar	299C HF	MBT01588
2011	Bobcat	T300	525415845
2008	JD	650-J	T0650JX173003
2016	Cat	279D	CAT0279DEGTL03016
2018	Cat	299D	CAT0299DLFD203290

MARINE DIVISION			
Year	Make	Vessel #	Capacity
2003	27' Scout Boat	010 / Bayou Bandit	12,000 Lbs
1990	24' Debris Boat	015 / Betsie	16,000 Lbs
1995	18' Vessel	018 / Trisha	Personnel Only
1990	Debris Boat	002 / Bertram	12,000 Lbs
2001	24' Flat Boat w/Boom	001 / Pamela	18,000 Lbs
2003	18' Deck Boat w/Boom	002 / Decker	16,000 Lbs
2004	27" Deck Boat w/Boom	009 / BT Express	20,000 Lbs
2011	32' Deck Boat w/Boom	020 / CG Girl	24,000 Lbs
1999	30' Picker Barge	022 / Johnzey	18,000 Lbs
BARGES			
Size	Type - Material	Capacity	Notes
24'x8'	Debris Barge - Fiberglass	8,000 lbs	Shallow Draft Barge
28'x8.5'	Debris Barge - Aluminum	12,000 lbs	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple - Steel	14,000 lbs	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple - Fiberglass	14,000 lbs	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple - Aluminum	14,000 lbs	Shallow Draft Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x11'	Debris Picker Barge w/ Grapple - Steel	20,000 lbs	Shallow Draft Barge
48'x12'	12" Hyd Dredge - Steel	N/A	15' Dredging Depth - 36" Pump
50'x20'	Spud Barge - Steel	40,000 lbs	Shallow Draft Spud Barge
55'x11'	Debris Picker Barge w/ Grapple - Steel	24,000 lbs	Shallow Draft Barge
120'x30'	Deck Barge - Steel	150 Tons	Deep Draft Barge
120'x30'	Deck Barge - Steel	150 Tons	Deep Draft Barge
120'x30'	Spud Barge w/ Crane - Steel	150 Tons	Deep Draft Barge

# CrowderGulf

## 2020 Company-Owned Vessels

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### SHALLOW DRAFT VESSELS (SDV's)

27' Scout Boat



Name: Bayou Bandit  
Vessel # 010  
Year Built: 2003  
Capacity: 12,000 lbs.

24' Debris Boat



Name: Betsie  
Vessel # 015  
Year Built: 1990  
Capacity: 16,000 lbs.

MNGT Vessel



Name: Bertram  
Vessel # 018  
Year Built: 1995  
Personnel Only

18' Debris Boat



Name: Trisha  
Vessel # 002  
Year Built: 1990  
Capacity: 12,000 lbs.

### DEBRIS REMOVAL BARGES (DRB's)

24' Flat Boat w/ Boom



Name: Pamela  
Vessel # 001  
Year Built: 2001  
Capacity: 18,000 lbs.

18' Deck Boat w/ Boom



Name: Decker  
Vessel # 002  
Year Built: 2003  
Capacity: 16,000 lbs.

27'' Deck Boat w/ Boom



Name: BT Express  
Vessel # 009  
Year Built: 2004  
Capacity: 20,000 lbs.

32' Deck Boat w/ Boom



Name: CG Girl 1  
Vessel # 020  
Year Built: 2011  
Capacity: 24,000 lbs.

30' Picker Barge



Name: Johnzey  
Vessel # 022  
Year Built: 1999  
Capacity: 18,000 lbs.