

Electronic: DemandStar



CROWDER GULF

City of Port St. Lucie, FL

*Event Name: 20230046 Disaster
Debris Removal Services*

Friday, June 7, 2024 @ 3:00 PM

Ashley Ramsay-Naile, President
Disaster Administration Office
5629 Commerce Blvd. E
Mobile, AL 36619

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

jramsay@crowdergulf.com
www.crowdergulf.com

Florida Business License # CGC1532476

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

Table of Contents



1 - Cover Letter & Addendum Acknowledgments	
2 - Background and Experience	
A. Experience and Qualifications Narrative	1
▪ Debris Removal & Disposal Contracts – Past Performance	10
B. General Operations Plan	
▪ Principles of Project Management	18
▪ Debris Operations Plan	20
<u>Critical Operations</u>	
➤ Mobilization	21
➤ Debris Emergency Response	25
➤ Debris Recovery Operations	27
➤ Documentation and Reimbursement	41
<u>Essential Support Functions</u>	
➤ Readiness Planning and Training	46
➤ Quality Control	47
➤ Health and Safety	48
➤ Environmental Sensitivity	50
➤ Public Relations	52
▪ Debris Information Center	53
▪ Ability to Handle Multiple Projects	59
▪ Other Emergency Services Performed	68
3 - Organization Capabilities	
A. Current Workload	74
B. Key Personnel	74
▪ Personnel Certifications & Training	90
▪ Subcontracting Services	93
▪ Organizational Chart	109
▪ Resumes	
4 - References	
5 - MWBE Documentation	111
6 - Price Proposal & Proposal Bond	115
▪ <i>Price Proposal</i>	
▪ <i>Bid Bond – Bonding & Bank Letter</i>	
▪ <i>Insurance Certification, EEO & License Certifications</i>	
7 - Required Documents	
▪ <i>General Information Worksheet</i>	
▪ <i>Cone of Silence Form</i>	
▪ <i>Code of Ethics</i>	
▪ <i>E-Verify Form</i>	
▪ <i>Non-Collusion Affidavit</i>	
▪ <i>Drug Free Workplace Form</i>	
▪ <i>Debarment Certification</i>	
▪ <i>Lobbying Certification</i>	
▪ <i>BABA Certification</i>	



Tab 1 – Transmittal Letter

Pictured: 2018 Hurricane Michael Bay County, FL



City of Port St. Lucie, FL
Event Name: 20230046 Disaster Debris Removal Services



ADMINISTRATIVE OFFICE
5629 Commerce Blvd East
Mobile, AL 36619

OFFICE : 800-992-6207
FAX : 251-459-7433

PROPOSAL FORM 1 – TRANSMITTAL LETTER

May 22, 2024

Nathaniel Rubel, MBA, CPPO
Procurement Assistant Director
City of Port St. Lucie
121 SW Port St. Lucie Blvd.
Port St. Lucie, FL 34984

Dear Mr. Rubel,

CrowderGulf Joint Venture, Inc. (PROPOSER) hereby submits its Proposal in response to the Electronic Request for Proposal (eRFP) for Disaster Debris Removal Services issued by the City of Port St. Lucie (CITY) in April 2024.

As a duly authorized representative of the PROPOSER, I hereby certify, represent and warrant, on behalf of the PROPOSER team, as follows in connection with the Proposal:

- 1. The PROPOSER acknowledges receipt of the RFP and the following Addenda:

<u>No.</u>	<u>Date</u>
1	05/21/2024
2	05/31/2024

- 2. The PROPOSER will comply with all applicable federal and state laws and regulations, to include 2 CFR 200.318 through 200.326 as well as Appendix II to 2 CFR Part 200 entitled "Contract Provisions for Non-Federal Entity Contracts Under Federal Awards."
- 3. Please submit a copy of the Certificate of Insurance for the type and dollar amount of insurance the PROPOSER currently maintains. If awarded a Contract, the PROPOSER shall, on a primary basis and at its sole expense, agree to maintain in full force and effect at all times during the life of this Contract, insurance coverage, limits, including endorsements, as described in the RFP.

4. Has the PROPOSER or any principals of the applicant organization failed to qualify as a responsible Contractor; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages or had a claim made against one of their performance and payment bonds in the past five (5) years? List the name of the project, location, client, date and reason. (use additional pages if necessary).

CrowderGulf nor any of its principals failed to qualify as a responsible Contractor, refused to enter into a contract, failed to complete a contract during the past 5 years, or been declared in default in any contract or been assess liquidated damages or had a claim made against on of their performance and payment bonds in the past five years.

5. Has the PROPOSER or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes ()

No (x)

6. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10%) interest:

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

Palmisano, et at. v. CrowderGulf, LLC, et al.: CrowderGulf is currently defending a lawsuit filed by certain individuals who performed for subcontractors of CrowderGulf work during a waterway debris removal project following Hurricane Sandy in the central region of New Jersey. The individual plaintiffs have taken the position that CrowderGulf violated prevailing wage laws by not paying a prevailing wage for the work performed. However, the project was bid under emergency procurement procedures, and CrowderGulf's client represented that it was not a prevailing wage job. CrowderGulf expects to have no liability, or to be fully indemnified by its client if any liability is determined to exist. CrowderGulf expects our projected outcome to have no liability, or to be fully indemnified by its client if any liability is determined to exist."

In addition, the most current Dun & Bradstreet Report for CrowderGulf, it identifies the total number of suits, liens, judgments and bankruptcy proceedings as zero. Due to our diligent efforts, we have been involved in very few litigation cases, none of any significance.

7. List any judgements from lawsuits in the last five (5) years:
No, CrowderGulf does not have any judgements to disclose of from the past 5 years.
8. List any criminal violations and/or convictions of the Proposer and/or any of its principals:
CrowderGulf nor it's principals have any violations or convictions to disclose.
9. The submittal of the Proposal has been duly authorized by, and in all respects is binding upon, the PROPOSER.
10. All information and statements contained in the Proposal are current, correct and complete, and are made with full knowledge that the CITY will rely on such information and statements in qualifying PROPOSER.

The PROPOSER certifies under penalties of perjury that the Proposal has been prepared and is submitted in good faith without collusion, fraud or any other action with any other person taken in restraint of free and open competition for the services contemplated by the eRFP. As used in this Proposal Form, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

The PROPOSER is not currently suspended or debarred from doing business with any governmental entity.

The PROPOSER has reviewed all of the engagements and pending engagements of the PROPOSER, and no potential exists for any conflict of interest or unfair advantage.

No person or selling agency has been employed or retained to solicit the award of the Agreement under an arrangement for a commission, percentage, brokerage or contingency fee or on any other success fee basis, except bona fide employees of the PROPOSER.

The principal contact person who will serve as the interface between the CITY and the PROPOSER for all communications is:

Name:	Ashley Ramsay-Naile 
Title:	President
Mailing Address:	5629 Commerce Blvd. E Mobile, AL 36619
Phone:	800-992-6207
Fax:	251-459-7433
E-mail:	jramsay@crowdergulf.com

(Balance of Page Left Intentionally Blank)

The PROPOSER has carefully examined all documents constituting the eRFP and the addenda thereto and, being familiar with the work and the conditions affecting the work contemplated by the eRFP and such addenda, offers to furnish all labor, materials, supplies, equipment, facilities and services which are necessary, proper or incidental to carry out such work as required by and in strict accordance with this eRFP and the Proposal.

CrowderGulf Joint Venture, Inc.

Name of Proposer

Ashley Ramsay-Naile

Print Name of Designated Signatory

Ashley Ramsay-Naile
Signature

President

Title

State of Alabama _____

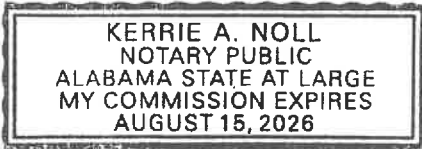
County of Mobile _____

On this 5th day of June 2024, before me appeared Ashley Ramsay-Naile, President of CrowderGulf, personally known to me to be the person described in and who executed this and acknowledged that (she/he) signed the same freely and voluntarily for the uses and purposes therein described.

In witness thereof, I have hereunto set my hand and affixed my official seal the day and year last written above.

Kerrie A. Noll
Signature

Notary Public in and for the State of Alabama _____



(Affix Seal here)

Kerrie A. Noll

(Name printed)

Residing at 6350 Oakleigh Way Mobile, AL 36693

My commission expires: 08/15/2026



**OFFICE OF MANAGEMENT
AND BUDGET**

Ashley Ramsay-Naile

Solicitation Addendum Form

Solicitation Number: RFP 20230046	Solicitation Title: Disaster Debris Removal Services
Issuing Officer: Nathaniel Rubel, Assistant Procurement Director	Solicitation Initially Posted to Internet: See DemandStar
e-mail Address: nrubel@cityofpsl.com	Telephone: o:772-344-4230 c: 772-203-7733
Addendum Number: 2	Date: 05/31/2024

Questions and Answers

1. On page 22, section 3.2 Bonds, it says a proposal bond is required. Since this is an electronic submission, should this be an electronic proposal bond, or should we mail in the hard copy of the original proposal bond? If it is to be mailed, what is the mailing address?

Response: Proposers shall submit a copy of the Proposal Bond with their proposal. The original Proposal Bond must be received by the City within 10 business days after the Proposal Due Date or the proposal may be deemed non-responsive. Proposal Bonds should be delivered in a sealed envelope to:

*City of Port St. Lucie – Procurement Management Division
Attn: Nathaniel Rubel
121 SW Port St. Lucie Blvd.
Port St. Lucie, FL 34984*

2. We already have a pre-established form for Form A: Collection and/or TDMS Operating Experience as a Prime Contractor Only for which our company collected and/or processed greater than 1 million cubic yards of debris and Form B: Collection and/or TDMS Operating Experience as a Prime Contractor Only for the past 3 years. Can we attach our form in lieu of filling out Forms A and B?

Response: No, please complete and submit Form A and Form B as instructed in the RFP.

3. Will annual contract price increases based on Consumer Price Index (CPI) be allowed?

Response: Please refer to Section VII – Payment Adjustment Schedule of Attachment A – PSL Contract Agreement for how price increases will be handled throughout the life of the Contract.

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control. Please let us know of any questions.

Cordially,
Nathaniel Rubel – Procurement Assistant Director



**OFFICE OF MANAGEMENT
AND BUDGET**

Solicitation Addendum Form

Ashley Ramsey-Naile

Solicitation Number: RFP 20230046	Solicitation Title: Disaster Debris Removal Services
Issuing Officer: Nathaniel Rubel, Procurement Assistant Director	Solicitation Initially Posted to Internet: See DemandStar
e-mail Address: nrubel@cityofpsl.com	Telephone: o:772-344-4230 c: 772-203-7733
Addendum Number: 1	Date: 05/21/2024

Additional Information

The list of Disaster Debris Management Sites pre-authorized by the Florida Department of Environmental Protection is provided and attached as part of this Addendum.

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control. Please let us know of any questions.

Cordially,

Nathaniel Rubel – Procurement Assistant Director



FLORIDA DEPARTMENT OF
Environmental Protection

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

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

Sent via email to: kkrumbholz@gocaptec.com

Date: February 12, 2024

Mariana Feldpausch
121 SW PORT ST. LUCIE BLVD
PORT ST LUCIE FL 34984

RE: 2024 - Pre-Authorization for Disaster Debris Management Sites (DDMS)

Dear Mariana Feldpausch

This is to notify you that on February 12, 2024, the Department of Environmental Protection (the Department) received your request for pre-authorization of a disaster debris management site(s) (DDMS) for 2024. Disaster debris includes hurricane/storm-generated debris and all other types of disaster debris.

The Department has evaluated your request for a DDMS at the following location(s):

Site Name: PORT ST. LUCIE DDMS-99869
Site Address: CALIFORNIA BLVD. TRACT C Port St. Lucie, FL, 34984
Waste Planned for Management: Yard Trash
On-Site Contact: Richard Perkins
(772) 370-4396, rperkins@cityofpsl.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Site Name: HILLMOOR DDMS-105338
Site Address: 2161 SE HILLMOOR DRIVE Port St. Lucie, FL, 34950
Waste Planned for Management: Yard Trash
On-Site Contact: Richard Perkins
(772) 370-4396, rperkins@cityofpsl.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Site Name: WESTPORT DDMS-105335
Site Address: 3725 SW DARWIN BLVD Port St. Lucie, FL, 34953
Waste Planned for Management: Construction & Demolition Debris, Yard Trash
On-Site Contact: Richard Perkins
(772) 370-4396, rperkins@cityofpsl.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Site Name: ST. JAMES/AIROS0 DDMS-105332
Site Address: 281 ST. JAMES DRIVE Port St. Lucie, FL, 34983
Waste Planned for Management: Construction & Demolition Debris, Yard Trash

On-Site Contact: Richard Perkins
(772) 370-4396, rperkins@cityofpsl.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Site Name: JULIET AVENUE DEBRIS STAGING AREA-98373
Site Address: 1501 SW CAMEO BLVD Port St. Lucie, FL, 34953
Waste Planned for Management: Construction & Demolition Debris, Yard Trash
On-Site Contact: Gary Jones
(772) 370-4396, gjones@gocapte.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Site Name: WEST TORINO/BLANTON DDMS-105333
Site Address: NW WEST BLANTON BLVD Port St. Lucie, FL, 34953
Waste Planned for Management: Yard Trash
On-Site Contact: Richard Perkins
(772) 370-4396, rperkins@cityofpsl.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Site Name: MORNINGSIDE DDMS-105337
Site Address: 2701 SE WESTMORELAND BLVD Port St. Lucie, FL, 34952
Waste Planned for Management: Yard Trash
On-Site Contact: Richard Perkins
(772) 370-4396, rperkins@cityofpsl.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Site Name: WALTON DDMS-105336
Site Address: SE WALTON ROAD Port St. Lucie, FL, 34952
Waste Planned for Management: Yard Trash
On-Site Contact: Richard Perkins
(772) 370-4396, rperkins@cityofpsl.com
DEP/Local Program Contact: Naquita Dandrade, (561)681-6682, naquita.dandrade@floridadep.gov

Unless you receive a subsequent notification from the Department concerning the status of these sites, you may consider them pre-authorized as disaster debris management sites.

In the event of a major storm event or other disaster which results in the Department issuing an Emergency Final Order (the Order) for your county, you may begin using a temporary DDMS as necessary, while also requesting issuance of a field authorization from the Department. Once activated, a DDMS is subject to the following conditions, in addition to the requirements of the Order and Florida Statute 403.7071:

- 1) **The Department must be notified when the site is opened and begins accepting debris, and when the site is closed and all debris has been removed;**
- 2) Standing water must not be allowed to accumulate in or within 50 feet of areas used to store or process disaster debris;
- 3) Access must be controlled to prevent unauthorized dumping and scavenging;
- 4) A DDMS must have spotters to correctly identify and segregate waste types for appropriate management;
- 5) Once the site is open, a spotter must be located in the area where the waste is being deposited in order to spot and remove prohibited waste items;
- 6) A DDMS is limited to managing the waste identified above for each site; any putrescible waste received at the DDMS must be removed within 48 hours, and all other types of prohibited waste should be managed in accordance with the guidance document (see link below);

7) Unless otherwise approved by the Department in response to a written request from you, the DDMS must cease operation and all disaster debris must be removed from the sites on or before the expiration date of an Order that has been executed by the Department, unless it is modified or extended by further authorization.

Failure to comply with the conditions of the field authorization, or failure to adequately close a site by the required closure date, may result in enforcement action by the Department.

The Department has also prepared a guidance document on the establishment, operation, and closure of a DDMS for disaster debris. This guidance document includes recommended practices, which you are expected to follow as much as practicable, as well as additional requirements from the Order. A copy of this guidance document is available on the DEP website

<https://floridadep.gov/waste/permitting-compliance-assistance/documents/guidance-establishment-operation-and-closure>

This guidance is not a substitute for federal requirements and guidance, including those from the Federal Emergency Management Agency (FEMA).



Tab 2 – Background and Experience

Pictured: 2018 Hurricane Michael Bay County, FL



City of Port St. Lucie, FL
Event Name: 20230046 Disaster Debris Removal Services

Tab 2 – Background and Experience

A. Experience and Qualifications Narrative

1. Description of 3 Projects Over 1 Million Cubic Yards

2020 Hurricane Laura – Lake Charles, LA

Time Period: 09/3/2020 – 09/09/2021

Amount Invoiced: \$80,385,064

Volume Removed: 5,559,683 Cubic Yards

Funding Source: FEMA

Client Contact Information:

John Cardone, JR. – City Administrator
326 Pujo St. Lake Charles, LA 70601
(337) 721-3700
jcardone@cityoflc.us

Number of DMS Managed: 5

CrowderGulf Key Personnel:

Wilber Ledet - Regional Manager
Nick Pratt – Director of Operations
Ron Thorson, Project Manager
Jeff Zemlik, Safety Manager

On August 27th, 2020 Hurricane Laura made landfall near peak intensity just a few miles south of Calcasieu Parish as a Category 4 Hurricane, the strongest storm to ever make landfall in Louisiana, and the tenth-strongest U.S. hurricane landfall by wind speed on record.

Push Operations:

The unprecedented magnitude of Hurricane Laura affected the entire region of Southwest Louisiana but Lake Charles was tremendously impacted. All roads within the 48.6 square miles of city maintained roads had to be cleared of debris following the storm to allow first responders to access residents who were trapped **in their homes. CrowderGulf “PUSH” crews were on the ground clearing streets** within 12 hours of the storm passing. CrowderGulf had to scale up its normal push operations to accommodate for such a tremendous task, and our dedicated Team of managers proved invaluable in mobilizing over 500 personnel and pieces of equipment to clear roads in every zone. All of this was accomplished without the aid of many modern technologies such as cell phones and high speed internet, due to the fact that nearly all wireless communication towers were down for over **ten days. CG leadership relied on “runners” to communicate with deployed teams** conducting fieldwork. With the dedication and hard work all roads were cleared by **September 4th, 2020. The push operations was also “monitored” by the city’s** contracted debris monitoring firm. All crews, and equipment were logged into the debris monitoring system to guarantee accuracy of invoice.

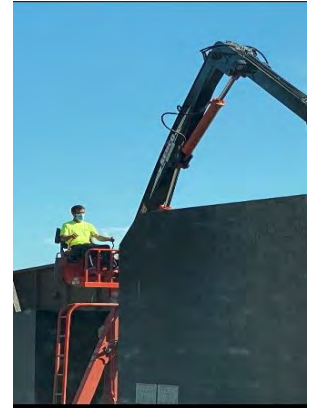


A Disaster in a Pandemic

Hurricane Laura was the first major hurricane to impact the United States in the time of Covid-19. In addition to the cleanup of an unprecedented Gulf Coast hurricane, CrowderGulf Management also had to navigate the challenges of doing so in the midst of a global pandemic. With the help of our detailed and comprehensive Covid-19 Safety Plan provided by our Safety Manager, we were able to continuously operate through these unprecedented times with no virus related work stoppages.

Debris Management

On September 4th 2020, Right of Way (ROW) pickup began with our self-loading grapple truck crews. CrowderGulf leased, permitted, and constructed 5 strategically located Debris Management Sites within Lake Charles and the immediate area, to allow for our crews to remove debris from the rights-of-way as quickly as possible. *Over 5 Million Cubic Yards* of debris has been removed from the right of ways. CrowderGulf was also tasked with handling the removal of hazardous trees and limbs from public owned land. 20 bucket truck teams were **deployed to the city and 90% of all hazards in 8 weeks' time. White goods were also collected** and managed in expectations with FEMA compliance. All Freon and putrefied waste were removed from the refrigeration units and disposed of within state regulations, and the remaining metal was recycled as to not overly burden the landfill.



2020 Hurricane Sally – Baldwin County, AL

Time Period:
09/25/2020 – 04/07/2021

Amount Invoiced: \$61,896,884

Funding Source: FEMA Number of DMS Managed: 13

Volume Removed: 5,656,294 Cubic Yards

Client Contact Information:

Terri Graham - Baldwin County Solid Waste Director;
15140 County Road 49, Summerdale, AL 36580
(251) 972-8574
TGraham@baldwincountyal.gov



CrowderGulf Key Personnel:

Nick Pratt – Director of Operations
Reid Loper – Vice President
Sam Roberts - Senior Project Manager

Debris Management

Baldwin County is the southernmost county in the State of Alabama bordering the Gulf of Mexico. It is the largest County by area in the State, encompassing over 2,027 square miles of land mass and over 450 sq. miles of water. Baldwin County is one of the fastest growing Counties in Alabama and has a population of over 231,000 people.

The County had not experienced a landfall hurricane since Hurricane Ivan in 2004, but on September 16, 2020, Hurricane **Sally made landfall in the County's municipal jurisdiction of Gulf Shores. On September 25th 2020**, the Baldwin County Commission authorized CrowderGulf to begin Right of Way (ROW) pickup of debris generated by this strong category 3 storm. CrowderGulf's debris management team and large cadre of self-loading grapple trucks began to remove the debris from the 1600 miles of county maintained roadways. To effectively and efficiently manage the debris cleanup, CrowderGulf established, and managed 13 strategically located Debris Management Sites in the County. Our team worked closely with **the Baldwin County Solid Waste Department and the County's monitoring company to certify and register over 70 trucks and trailers.**

During the first week of clean up, CrowderGulf cleared over 263,752 cubic yards. After 30 days, CrowderGulf had cleared over 1,579,174 cubic yards from the ROW and cut approximately 27,727 dangerous or hazardous trees. The County experienced additional tropical storm force winds and rains from Hurricane Zeta which slowed the ability to utilize the established DMS. Despite setbacks encountered with the additional land falling storm, CrowderGulf was able to ramp up debris collection efforts and bring our debris removal totals to 3,162,952 cubic yards within the first 60 days of the project. At the conclusion of the project, CrowderGulf removed, reduced and disposed over 4,509,547 Cubic Yards of debris and removed and disposed over 39,799 trees, 6030 leaning trees along with 181 white good items and e-waste materials.

2018 Hurricane Michael – CAT 5 - Panama City, FL

Time Period:

10/11/2018-05/31/2020

Amount Invoiced: \$ 81,562,445

Funding Source: FEMA

Number of DMS Managed: 5

Volume Removed: 5,834,989 Cubic Yards

Client Contact Information:

Shane Daugherty Environmental Services Manager;
731 Messalina Dr, Panama City, FL 32401
850-872-3172
sdaugherty@panamacity.gov



CrowderGulf Key Personnel:

Don Madio - Regional Manager
Nick Pratt – Director of Operations
Matt Lucas- Senior Project Manager

On October 10, 2018 Hurricane Michael made landfall just a few miles away from Panama City as a Category 5 Hurricane, the strongest storm to ever impact the region.

Initial Challenges:

A Historic “PUSH”

The unprecedented magnitude of Hurricane Michael affected the entire region, but the City of Panama City was certainly one of the most devastated. All roads within the city had to be cleared of debris following the storm to allow first responders to access residents who were trapped **in their homes. CrowderGulf “PUSH” crews were on the ground clearing streets within 12 hours of the storm passing.** CrowderGulf had to scale up its normal push operations to accommodate for such a tremendous task, and our dedicated Team of managers proved invaluable in mobilizing over 3,000 personnel and pieces of equipment to clear roads. All of this was accomplished without the aid of many modern technologies such as cell phones and high speed internet, due to the fact that nearly all wireless communication towers were down for over 2 weeks. With the dedication and hard work of our Team as well as the City of Panama City, all roads were cleared by October 20, 2018.



A “City within a City”

The devastation of Hurricane Michael spread far beyond Panama City, making the task of finding living arrangements for personnel a major issue. Power was out in most areas for over 2 weeks following the storm, and traffic lights were out for even longer. In order to increase efficiency, CrowderGulf coordinated with local contacts to secure a 7 acre parcel and **began constructing an “off the grid” living space for over 80 personnel and storage for a vast amount of equipment.** CrowderGulf moved in generators to power the entire site until local power was restored. The area housed a complete mobile repair shop capable of handling any repair needed to vital equipment, restrooms, a kitchen, and mobile office trailers for data management.

Debris Management

On October 15, Right of Way (ROW) pickup began with our team of self-loading grapple trucks. CrowderGulf permitted and constructed 5 Debris Management sites within the City to allow for our crews to remove debris from the right of ways as quickly as possible. 2 citizen drop off sites were also opened. To date, over 5,754,852 cubic yards of debris has been removed from the right of ways. Over 8,000 hazardous trees also had to be cut and removed. Panama City has over 58 miles of storm water drainage and creeks, all of which became inaccessible and blocked due to Hurricane Michael. In order to mitigate the risk of flooding and restore access, CrowderGulf used innovative techniques and equipment to remove nearly 200,000 cubic yards of debris from these vital drainages.



2022 Hurricane Ian – Lee County, FL

Time Period: 09/30/2022-10/31/2023

Amount Invoiced: \$136,279,075

Funding Source: FEMA DR-4673-FL

Volume Removed: 8,135,961 Cubic Yards



Monitoring Firm: Thompson

Lee County Contact Information:

Doug Whitehead, Solid Waste Director
10500 Buckingham Rd.
Fort Myers FL 33905
239-533-8917
dwhitehead@leegov.com

CrowderGulf Key Personnel:

Joe Hayes, Regional Manager
Don Madio, Regional Director
Nick Pratt, Director of Operations

CrowderGulf's comprehensive approach to debris management is the culmination and ultimately, the sum of the unique insights and experience garnered through conducting debris removal operations after every major hurricane since the company's inception in 1969. The logistical implications of a category 5 landfall are monumental irrespective of the geographical location.

At approximately 48 hours to landfall, CrowderGulf senior staff made the decision to pre-position a Senior Project Manager (SPM) in Lee County prior to Ian's landfall. **An open and direct line of communication was created and maintained between the CrowderGulf SPM, CrowderGulf Senior Staff, and Lee County leadership from 120 hours out, through landfall, and throughout every phase of the resulting debris mission.** Echoing the sentiment above, the minimal, high-level coordination in the hours prior to landfall set the stage for a closely coordinated, highly successful response effort to the citizens of Lee County.

The CrowderGulf SPM reported to the Lee County Emergency Operations Center the following morning and immediately **began coordinating efforts to augment Lee County Department of Transportation's emergency road clearance efforts.** Shortly thereafter, the CrowderGulf SPM **was on the first flight out with the Lee County Sheriff's Office to conduct an initial aerial assessment of debris volumes and ascertain any potential operational challenges posed by the massive widespread destruction caused by Ian.** Upon approach of the Sanibel Causeway, the CrowderGulf SPM confirmed catastrophic failure of the Sanibel Causeway in multiple sections and relayed that information to fellow members of the CrowderGulf senior staff, most notably, the Vice President and Director of Operations. Upon communicating the mass infrastructure failure and confirming access to Sanibel being limited to vessel or aircraft, the CrowderGulf SPM and Senior Staff were able to adapt and improvise based on prior activations with similar operational constraints. Relying on experience and past **success in coordinating waterborne operations, CrowderGulf's Vice President and Director of Operations mobilized barges** to the waters just North of Lee County well ahead of any verbal or written approval. Once on the ground, the CrowderGulf SPM met immediately with Lee County leadership to debrief, give initial volume estimates and relay the urgent need for barges to transport personnel and equipment to Sanibel. Once Lee County leadership was fully apprised of the situation and the resources required to organize an expedient response; the barge operation was approved. Upon approval, Lee County leadership and fiscal department heads issued a purchase order (PO) for the work and gave formal approval to land resources in Lee County. Upon receipt of formal approval and purchase order, barges were on site in Lee County and began staging and assisting in the preparation of the launch site.

2017 Hurricane Harvey - Aransas County, TX

Time Period:
9/2017 – 08/27/2018

Volume Removed:
2,395,235 Cubic Yards
Amount Invoiced:
\$38,281,175



Location: Aransas County, Texas including the City of Rockport, Texas

Aransas County Contact Information:
 Mike Geer, Airport Management & EMC
 301 North Live Oak Street
 Rockport, TX 78382
 P: (361) 790-0141
mgeer@aransascounty.org

CrowderGulf Management Team:
 Wilber Ledet, Senior Project Manager
 Nick Pratt, Senior Project Manager
 Ronnie Duhon, Project Manager
 Mark Powell, Project Manager
 Sammy Fitkin, Project Manager

On August 25, 2017, Hurricane Harvey made landfall in Rockport, Texas as a Category 4 Hurricane. Hurricane Harvey was the first major hurricane to make landfall in the United States since Hurricane Wilma in 2005. During the next 4 days, the Southeast Texas Region received over 40 inches of rain. Immediate search and rescue efforts were required inclusive of waterway rescues.

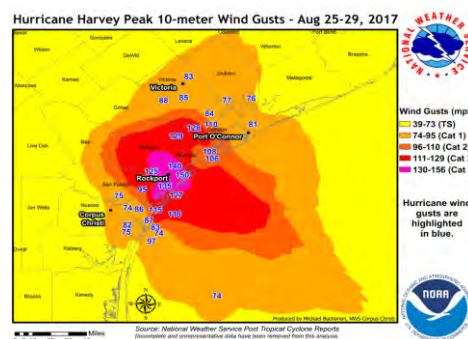
CrowderGulf held a pre-event contract with Aransas County which also included the City of Rockport where the Category 4 Hurricane made landfall. CrowderGulf mobilized immediately to begin planning the monumental disaster recovery and debris removal effort. Over the next several days, CrowderGulf established 5 Debris Management Sites (DMS) to hold the massive amount of debris that was left behind by the storm. Both, Construction and Demolition (C&D) debris and vegetative debris covered the majority of the County. Overall, CrowderGulf loaded, hauled and reduced over 3,000,000 Cubic Yards of C&D and vegetative debris.

Due to the huge volume of debris, CrowderGulf hauled the reduced debris to 3 different landfills, some more than 50 miles away. The Construction and Demolition debris was reduced by compaction and the vegetative was reduced by grinding.

As depicted below from Weather.Gov (http://www.weather.gov/crp/hurricane_harvey), the wind and rainfall associated with Hurricane Harvey were historical for the State of Texas. The rain and wind took it's toll on the trees throughout the County, soaking them and blowing down many trees and causing irreparable damage. CrowderGulf cut down approximately 23,500 hazardous hanging limbs generated by the Category 4 Hurricane winds.

In addition to the construction and demolition and vegetative debris, CrowderGulf loaded, hauled and disposed of over 9,700 white goods (refrigerators, washers, dryers, etc.) and over 66,560 lbs of household hazardous waste.

CrowderGulf also completed Private Property Debris Removal (PPDR) for the County. Our team worked to secure Right of Entry agreements and removed approximately 80,000 Cubic Yards of debris.



2020 Hurricane Laura – Calcasieu Parish, LA

Time Period: 9/3/2020-9/2/2021

Amount Invoiced: \$132,676,652

Volume Removed: 9,367,179 Cubic Yards

Funding Source: FEMA

Client Contact Information:

Allen Wainwright Public Works Director;
1015 Pithon St. 4th Floor Lake Charles, LA 70602
(337) 721-3700, awainwright@cppj.net



Number of DMS Managed: 13

CrowderGulf Key Personnel:

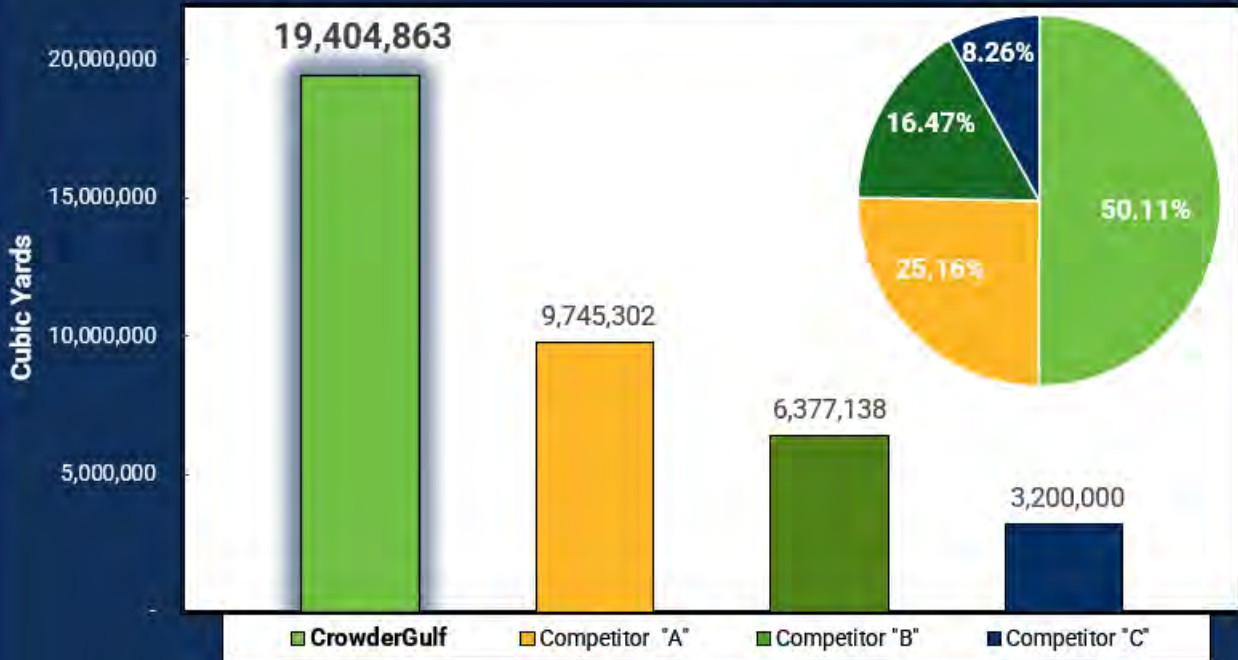
Nick Pratt – Director of Operations
Joe Hayes - Senior Project Manager
Isam Brisco – Project Manager

In the early morning hours of August 27th, 2020, Hurricane Laura slammed into the Southwest Louisiana coast at near peak Category 4 strength. Having made its initial landfall in Cameron Parish, Laura churned up the state and tore through Calcasieu Parish, leaving unprecedented destruction in its path. With sustained windspeeds peaking at 150mph, just 6mph shy of a Category 5 rating, Laura was the strongest hurricane to ever make landfall in the state of Louisiana and the 10th strongest hurricane by windspeed on record.

CrowderGulf, having strategically staged its management team prior to landfall, was able to answer the call for assistance just hours after the storm had passed. Once on the ground, management staff immediately began surveying damage, mobilizing assets, and **coordinating emergency “PUSH” efforts within the Parish. Utilizing over 200 “PUSH” crews,** CrowderGulf was able to cut and clear downed trees and debris from all vital thoroughfares, including the numerous residential neighborhoods throughout Calcasieu Parish. The massive push effort not only ensured Parish roadways were passable, but also allowed key emergency and recovery personnel access to those in dire need of assistance.

With access to the Parish having been restored, CrowderGulf began the collection of right-of-way debris on September 3rd, 2020. As debris removal efforts ramped up, CrowderGulf was able to remove over 150,000 cubic yards in the first week of hauling. In the weeks after the storm, the volume of debris continued to grow exponentially; creating a unique challenge for the management team. Considering the debris on the ground, and the staggering pace at which the expansive field of debris continued to grow, CrowderGulf personnel employed a number of measures to facilitate a successful debris removal effort. In order to maximize efficiency, CrowderGulf operated 13 debris management sites throughout the Parish, and continued to bolster its fleet of equipment with additional assets. At peak operational capacity, CrowderGulf utilized over 130 double grapple trucks to ensure that the debris removal needs of Calcasieu Parish were fully met. With these measures in place, CrowderGulf was able to set a new industry standard, hauling up to 100,000 cubic yards in a single day. In addition to the right-of-way collection effort, CrowderGulf made over 48,000 hazardous tree cuts, removing over 15,000 leaners and 33,000 hangers throughout Calcasieu Parish. Furthermore, in just 145 days of removal operations, CrowderGulf collected and reduced over 6.9 million cubic yards of vegetative and C&D debris. Working hand in hand with the Calcasieu Parish Public Works Department; and remaining true to its steadfast approach to debris removal and disaster relief, the CrowderGulf team continues to successfully navigate the many challenges brought forth by Hurricane Laura. As operations continue, CrowderGulf is proud to be leading the charge to return Calcasieu Parish to a sense of normalcy in the wake of such a large-scale disaster. Calcasieu Strong!

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



“I believe in giving credit where it's due. And that is given to the demo crew who worked there last Thursday and Friday. All the other houses demoed in my neighborhood had a messy lot left behind. There are always small pieces of debris that may fall out of the claw machine, broken bricks and masonry blocks from underneath. It's so predictable I thought that was normal and assumed mine would look the same. But mine was IMMACULATE! I couldn't stay to the end, so I don't know if they raked it or picked up debris by hand, but there was absolutely nothing there but the dirt. I was very impressed. The guys were very pleasant when I was taking some pictures of the progress. But the finished project was outstanding. Give them my thanks and appreciation.”

**Resident
Town of Fort Myers, FL (Hurricane Ian - 2022)**

2. Debris Removal & Disposal Contracts in the Last 3 Years – Past Performance

The chart below contains a partial listing of contracted work accomplished by CrowderGulf as Prime Contractor (unless otherwise stated) for the past 3 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
2023 Hurricane Idalia	6 Activations – FEMA DR-4734-FL; 4738-GA	\$1,797,289	61,219	
Dunedin, FL 9/11/2023-9/26/2023	Removed & Disposed: ROW C&D direct; Monitored by Tetra Tech	\$12,680	802	William "Bill" Pickrum , Director of Solid Waste 1070 Virginia Street Dunedin, FL 34698, 727-298-3215 wpickrum@dunedinfl.net
FDOT – Levy Co, FL 9/18/2023-10/3/2023	Removed & Disposed: ROW Veg & C&D direct; Monitored by Eisman Russo	\$36,238	3,000	Mark Hanna, Contracts Manager, 1820 South Young Blvd, MS 2201 Chiefland, FL 32626, Mark.Hanna@dot.state.fl.us (352) 493-6075 Patrick Upshaw, Maintenance Engineer Patrick.Upshaw@dot.state.fl.us (352) 493-6078
St Petersburg, FL 9/7/2023-9/26/2023	Removed & Disposed: ROW C&D direct; Monitored by Tetra Tech	\$175,670	12,653	Barbara Stalbird, Parks & Rec Asst. Director 1400 19 th St. N St. Petersburg, FL 33713, 727-612-6399 Barbara.Stalbird@stpete.org Robert Turner, Solid Waste Asst. Director, 727-239-9380
Taylor County Schools, FL 9/1/2023-9/6/2023	Recovery Management Group Push Operations, Lump Sum debris Removal, Tree Work	\$916,463	LS	Jason Stoltzfus, Director of Recovery – Emergency Advantage, 833-463-7248
Thomas County, GA 9/1/2023-10/2/2023	Removed & Disposed: ROW County, Barwick, Boston Veg & C&D debris direct; Monitored by Thompson	\$116,290	14,514	Jay Knight, Thomas County Public Works Deputy Director, 78 Joiner Rd Thomasville, GA 31757 226-226-4389 Jay.knight@thomascountyga.gov
Ware Co, GA 9/23/2023-10/2/2023	Removed & Disposed: ROW County, Waycross, Veg & C&D: Hangers (889 trees), Leaners (16); (1) DMS Site - Reduced by grinding (30,250 CY); Monitored by Thompson	\$539,948	30,250	Jonathan Daniell, Dir EMA, 3395 Harris Rd, Ste 300, Waycross, GA 31503, 912-287-4394, jdaniell@warecounty.com
2023 AR Tornado	2 Activations – FEMA DR-4698-AR	\$17,506,998	705,694	
North Little Rock, AR 4/4/2023-8/21/2023	Removed & Disposed: ROW & Parks, Veg, C&D, Hangers (452 trees), Leaners (4,605), Stumps (1,390); Reduced by Grinding (519,538) & compaction (41,535); (1) DMS Site; Monitored by Tetra Tech	\$16,668,619	647,122	Kim Francisco, Head of Emergency Services 1206 N. Sycamore St. North Little Rock, AR 72114 Ph: 501-425-8197 Kim.francisco@nlrpolice.org
Sherwood, AR 4/7/2023-5/22/2023	Removed & Disposed: Veg, Hangers (30 trees), Leaners (3), stumps (4); Reduced by Grinding (42,021); (1) DMS Site; Monitored by Tetra Tech	\$838,379	58,572	Brian Galloway – Public Works Director. 2199 E. Kiehl Avenue, Sherwood, Arkansas 72120 501-413-8018 cell. briang@cityofsherwood.net
2023 Tornado		\$295,558	34,092	
Deer Park, TX 2/6/2023-3/4/2023	Removed & Disposed: Veg, C&D; Monitored By: True North	\$295,558	34,092	Mr. Jaime Galloway, Emergency Management Director 2211 East X Street Deer Park, TX 77536 (281) 478-7298 jgalloway@deerparktx.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2023 Ice Storm	2 Activations	\$12,132,890	796,388	
Austin, TX 2/6/2023-4/14/2023	Removed & Disposed: Parks debris, Veg, Hangers (1,583 trees); Leaners (74); Reduced by Grinding (435,607 CY); (1) DMS Site; Monitored by Tetra Tech	\$6,380,065	452,620	Amy Slagle, Resource Recovery Division Manager PO Box 1088 Austin, TX 78767 (512) 974-4302 amy.slagle@austintexas.gov
Travis Co, TX 2/25/2023-5/17/2023	Removed & Disposed: Veg, Hangers (7,037 trees), leaners (10); Reduced by Grinding (343,768); (2) DMS Sites; Monitored by Tetra Tech	\$5,752,825	343,768	Jennifer Winkler, Senior Procurement Specialist, PO Box 1748 Austin, TX 78767 (512) 854-9197 Jennifer.Winkler@traviscountytexas.gov
2023 Misc.		\$690,431	41,032	
Collier Co, FL 3/4/2023-3/11/2023	Removed & Disposed: Fish Kill	\$44,910	Hrly	Gino Santa Barbara, Gino.Santabarbara@colliercountyfl.gov Tony Barone, Tony.Barone@colliercountyfl.gov
Edgecombe Co, NC 10/16/2023-10/19/2023	Tornado debris hauled direct, Self monitored	\$11,432	1,083	Dee Waters, Assistant Finance Director 201 St. Andrew St. Suite 205 Tarboro, NC 27886 252-641-7888 deewaters@edgecombeco.com
Montgomery Co, TX 6/26/2023-7/13/2023	Wind Storm Removed & Disposed: Debris by Day Rate	\$289,000	Hrly	Nicole Gentz Nicole.gentz@mctx.org
Naples, FL 3/3/2023-3/9/2023	Removed & Disposed: Fish Kill	\$58,440	Hrly	Jim Hodgdon, Parks & Parkways Superintendent 280 Riverside Circle Naples, FL 34102 Office: 239-213-7134 jhodgdon@naplesgov.com
Nash Co, NC 8/1/2023-9/15/2023	Tornado Debris Removal	\$228,639	26,586	Bill Hill, Nash County Public Health Director 120 W Washington St Nashville, NC 27856 252-462-2444 William.hill@nashcountync.gov
Virginia Beach, VA 5/4/2023-6/2/2023	Tornado Removed & Disposed: Veg, C&D, Mulch; Reduced by Grinding (22,306);(1) DMS Site; Self Monitored	\$298,081	14,446	Dennis Simon, Virginia Beach Department of Public Works 3556 Dam Neck Road Virginia Beach, VA 23453, 757-615-2094 dsimon@vbgov.com
2022 Hurricane Nicole	3 Activations	\$567,715	39,600	
Brevard Co, FL 11/19/2022-12/16/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$527,181	35,741	Tom Mulligan, Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Flagler Beach, FL 12/5/2022-12/8/2022	Removed & Disposed: Veg, Monitored By: Tetra Tech	\$20,802	1,493	Larry Newsom, City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com
Vero Beach, FL 11/28/2022-12/6/2022	Removed & Disposed: Veg, Monitored By: Thompson	\$19,732	2,366	Don Dexter, PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772- 978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org
2022 Hurricane Ian	36 Activations – FEMA DR-4673-FL	\$411,704,406	15,600,215	
Apopka, FL 9/29/2022-12/5/2022	Removed & Disposed: PUSH , Veg, mulch, hangers (1,019 trees), Reduced by Grinding (76,083 CY); (1) DMS; Monitored by Thompson	\$1,101,577	52,496	Josh Robinson, Sanatation Operations Manager, 748 E Cleveland Street, Apopka, FL 32703, (407) 703-1731, jrobinson@apopka.net
Bonita Springs, FL 9/30/2022-2/3/2023	Removed & Disposed: PUSH, Veg, C&D, Hangers (671 trees), Leaners (7), Ewaste (2,712), HHW (99,920 Lbs), White Goods (1,912), Freon, Reduced by Compaction (107,754 CY) & Grinding (140,426 CY) (1) DMS; Monitored By: Thompson	\$7,529,288	248,180	Matt Feeney, Public Works Director, 9101 Bonita Beach Road, Bonita Springs, FL 34135, (239) 949-6246, matt.feeney@cityofbonitasprings.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Brevard County, FL 10/5/2022-10/28/2022	Removed & Disposed: ROW, Gated Communities, Veg, C&D, Monitored By: Tetra Tech	\$1,298,850	88,057	Tom Mulligan, Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Casselberry, FL 10/9/2022-11/30/2022	Removed & Disposed: Veg, Mulch, Hangers (75 trees), Leaners (34), Reduced by Grinding (20,304 CY) (1) DMS; Monitored By: Thompson	\$455,949	20,737	Chuck Smith, Parks & Facilities Superintendent, 95 Triplet Lake Dr., Casselberry, FL 32707, (407) 262-7725, csmith@casselberry.org
Charlotte County Schools, FL 10/1/2022-1/18/2023	Removed & Disposed: PUSH, Veg, C&D, Hangers, Leaners, Building repairs, Work Completed through Synergy	\$3,264,654	LS	Jason Stoltzfus, Synergy Recovery Manager, jasons@synergyns.com
Cocoa Beach, FL 10/13/2022-10/26/2022	Removed & Disposed: ROW, St Rds, Veg, C&D; Monitored By: Tetra Tech	\$71,993	8,362	Rob Strong, Public Works Project Manager, 1600 Minutemen Causeway, Cocoa Beach, FL 32931, (321) 868-3316, rstrong@cityofcocoabeach.com
Cocoa, FL 10/24/2022—10/26/2022	Removed & Disposed:, Veg, Monitored By: Thompson	\$21,786	3,005	Bryant Smith, Public Works Director, 155 N Wilson Ave, Cocoa, FL 32922, (321) 433-8772, bsmith@cocoafll.org
Collier Co, FL 10/19/2023-2/2/2024	Removed & Disposed: NRCS Waterway Debris; Monitored By: Tetra Tech	\$4,982,108	15,622	Pawel Brzeski, Project Manager, Stormwater Management, 2685 South Horseshoe Drive Naples FL 34104; 239-252-2927; Pawel.Brzeski@colliercountyfl.gov
Edgewater, FL 10/6/2022-12/9/2022	Removed & Disposed: Veg, C&D, Reduced by Compaction (24,978 CY) (1) DMS; Monitored By: Witt O'Briens	\$1,681,924	108,356	Brenda Dewees, Environmental Services Director, 409 Mango Tree Drive, Edgewater, FL 32132, (386) 424-2400 ext4007, BDewees@cityofedgewater.org
Estero, FL 9/30/2022-1/21/2023	Removed & Disposed: PUSH, Parks, Veg, C&D, Hangers (1,377 trees), Leaners (47), E-waste (1,110), HHW (7,712 Lbs), White Goods (581), Freon, Reduced by Compaction (110,515 CY) & Grinding (190,546 CY) (1) DMS; Monitored By: Rostan using HaulPass	\$6,064,755	301,061	Steve Sarkozy, Village Manager, 9401 Corkscrew Palms Circle, Estero, FL 33928, (239) 221-5035, sarkozy@estero-fl.gov
FL DEM 11/30/2022 – 01/29/2024	Lee Co PPDR / CPDR Removed & Disposed: Demo, Vessels, Veg, C&D, Hangers (19 trees), Leaners (8), Stumps (5), white goods (8,848), E-waste (4,412), HHW (351,100 lbs); Reduced by Compaction (732,752 CY) & Grinding (81,335 CY); (8) DMS Sites; Monitored by CDR McGulre	\$94,928,629	1,915,840	Stephanie Stachowiz, General Counsel Stephanie.Stachowicz@em.myflorida.com Cameron Morris, AC Disaster Consulting 770-855-7330 cmorris@acdisaster.com
Flagler Beach, FL 10/8/2022-10/27/2022	Removed & Disposed: Veg, Monitored By: Tetra Tech	\$89,646	5,433	Larry Newsom, City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com
Ft. Myers Beach, FL 10/8/2022-9/15/2023	Removed & Disposed: PUSH, Veg, C&D, Sand, Hangers (88 trees), Leaners (21), E-waste (2,308), HHW (431,340 Lbs), White Goods (7,116), Freon, Reduced by Compaction (814,621 CY) & grinding (23,870 CY), (5) DMS; Monitored By: Thompson	\$30,942,487	878,479	Jason Freeman, Fort Myers Beach Public Works Director – Address Pending - Fort Myers Beach, FL 33931, (239) 266-4673 1100, jasonf@fmbgov.com
Ft. Myers, FL 9/30/2022-4/3/2023	Removed & Disposed: PUSH, Waterway Debris, PPDR/CPDR, Veg, C&D, Hangers (6,996 trees), Leaners (152), Stumps (31), E-waste (213), White Goods (82), Freon, Reduced by Compaction (148,483 CY) & Grinding (504,726 CY) (1) DMS; Monitored By: Thompson	\$13,023,787	645,853	Saeed Kazemi, City Manager, 2200 Second Street, Ft. Myers, FL 33901, (239) 321-7024, SKazemi@cityftmyers.com
Kissimmee, FL 10/3/2022-1/19/2023	Removed & Disposed: Veg, C&D, Hangers (59 trees), Reduced by Compaction (8,251 CY) & Grinding (11,517 CY) (1) DMS; Monitored By: Thompson	\$362,740	18,588	Mr. Ashley Willis, Asst. Dir PW /City Engineer, 101 N. Church Street, Kissimmee, FL 34741, (407) 518-2177, Ashley.willis@kissimmee.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Lee County, FL 9/30/2022-4/26/2023	Removed & Disposed: PUSH, Waterway Debris, Parks, St Rds, Veg, C&D, Sand, Hangers (38,431 trees), Leaners (4,395), Stumps (5), E-waste (7,553), HHW (959,980 Lbs), White Goods (12,367), Freon, Vessels: Reduced by Compaction (2,279,129 CY) & Grinding (4,058,872 CY); (16) DMS: Monitored By: Thompson	\$136,373,782	6,265,741	Paul Flores, Solid Waste Ops Manager, (239) 533-8017, pflores@leegov.com
Lee County School District, FL 10/1/2022-3/6/2023	Removed & Disposed: Veg, C&D, Hangers (1,543 trees), Leaners (136), Reduced by Compaction (393 CY) & Grinding (15,543 CY) (1) DMS: Monitored By: Thompson	\$354,202	15,980	Barbra Cedeno, (239) 229-7823, barbarac@leeschools.net 2855 Colonial Blvd, Fort Myers, FL 33966
Oak Hill, FL 10/14/2022-12/7/2022	Removed & Disposed: Veg, Reduced by Grinding (6,194 CY) (1) DMS: Monitored By: Tetra Tech	\$90,429	6,929	Kohn Evans, City Administrator, 234 US Hwy 1, Oak Hill, FL 32759, evansK@oakhillfl.com
Ocoee, FL 11/2/2022-2/22/2023	Removed & Disposed: Veg, C&D, Parks debris, Wet debris, Hangers (36 trees), Leaners (318), Stumps (1); Reduced by Grinding (34,435 CY) (1) DMS: Monitored By: Thompson	\$692,837	36,726	Steve Krug, Public Works Director, 301 Maguire Road, Ocoee, FL 34671, (407) 905-3100 Ext 6001, Skrug@ci.ocoe.fl.us
Okeechobee Co, FL 10/10/2022-12/14/2022	Removed & Disposed: Veg: Monitored By: Culpepper & Terpening	\$2,582,798	192,525	Mitchell Smeykal, EM Director, 707 NW 6th St Ave, Okeechobee, FL 34972, (863) 763-3212, msmeykal@co.okeechobee.fl.us
Okeechobee, FL 10/10/2022-12/10/2022	Removed & Disposed: Veg: Monitored By: Culpepper & Terpening	\$1,168,308	40,742	Marcos Montes De Oca City Administrator, 55 SE 3rd Ave, Okeechobee, FL 34972
Ormond Beach, FL 10/5/2022-11/28/2022	Removed & Disposed: ROW & Gated debris, Veg, Reduced by Grinding (111,911 CY) (1) DMS Monitored By: Thompson	\$1,388,795	122,338	Kevin Gray, PW Ops Manager, 501 N. Orchard Street, Ormond Beach, FL 32174, (386) 676-3577, kevin.gray@ormondbeach.org
Pembroke Pines, FL 9/30/2022-10/14/2022	Removed & Disposed: Veg, C&D, Hangers (91 trees), Leaners (14), Reduced by Compaction (677 CY) & Grinding (4,969 CY) (1) DMS: Monitored By: Tetra Tech	\$146,704	5,646	Charles Dodge, City Manager, 601 City Center Way, 4th Floor, Pembroke Pines, FL 33025, (954) 450-1040, cdodge@ppines.com
Ponce Inlet, FL 10/10/2022-10/27/2022	Removed & Disposed: Veg, C&D, Monitored By: Witt O'Briens	\$41,816	2,328	Kim McColl, Director, 4300 S Atlantic Ave, Ponce Inlet, FL 32127, (386) 236-2150, kmccoll@ponce-inlet.org
Port Orange, FL 10/7/2022-1/11/2023	Removed & Disposed: Veg, C&D, Hangers (35 trees), Leaners (39), Stumps (1); Reduced by Compaction (54,654 CY) & Grinding (242,860 CY) (1) DMS: Monitored By: Thompson	\$4,323,871	294,615	Lynn Stevens, Public Works Director, 1395 Dunlawton Ave, Port Orange, FL 32129, (386) 506-5750, lstevens@port-orange.org
Punta Gorda, FL 10/3/2022-12/20/2022	Removed & Disposed: PUSH, ROW, Private, Veg, C&D, Hangers (727 trees), Leaners (323), Stumps (1); Reduced by Grinding (43,363 CY); (1) DMS: Monitored By: Landfall Strategies	\$2,171,018	180,761	Greg Murray, City Manager, 326 West Marion Ave, Punta Gorda, FL 33950, (941) 575-3301, gmurray@cityofpuntafordafl.com
Sanford, FL 10/10/2022-12/3/2022	Removed & Disposed: Veg, C&D, Reduced by Grinding (33,648 CY) (1) DMS: Monitored By: Witt O'Briens	\$416,436	29,669	John Reichardt, Public Works Ops Manager, 300 N Park Ave, Sanford, FL 32771, (407) 688-5080 Ext 5087, John.reichardt@sanfordfl.gov
Sanibel, FL 10/1/2022-7/24/2023	Removed & Disposed: PUSH, Marine debris, Veg, C&D, Sand, Hangers (8,504 trees), Leaners (4,198), E-waste (5,518), HHW (694,480 Lbs), White Goods (15,475), Freon, Reduced by Compaction (887,203 CY) & Grinding (957,588 CY) (7) DMS: Monitored By: Thompson	\$56,243,244	1,923,997	Scott Krawczuk, Public Works Deputy Director, 800 Dunlop Road, Sanibel, FL 33957, (239) 472-6397, scott.krawczuk@mysanibel.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Sarasota County, FL 10/6/2022-2/22/2023	Removed & Disposed: ROW & Private / Gated Veg, C&D, Hangers (7,533 trees), Leaners (1,193), Stumps (128), Reduced by Grinding (1,510,384 CY) (2) DMS; Monitored By: Tetra Tech	\$20,651,895	1,320,961	Lois Rose, Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota County, FL 3/24/2023-6/17/2023	Waterway Debris Removed & Disposed: FEMA & NRCS Wet debris direct hauled; Monitored By: Tetra Tech	\$5,620,561	73,604	Lois Rose, Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota School Board 10/24/2022-11/7/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$34,468	3,049	Don Hampton, Facilities Services Director, 1960 Landings Blvd. Sarasota, FL 34231 (941) 927-9000 Ext 68835, Don.Hampton@sarasotacounty.k12.fl.us
Satellite Beach, FL 10/6/2022-10/28/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$86,962	4,945	Courtney Barker, City Manager, 565 Cassia Blvd, Satellite Beach, FL 32937, (321) 773-1391, cbarker@satellitebeach.org
South Daytona, FL 10/5/2022-11/15/22	Removed & Disposed: PUSH, Veg, C&D, Reduced by Compaction (25,185 CY) & Grinding (46,565 CY) (1) DMS; Monitored By: Tetra Tech	\$1,340,830	71,751	Patricia Clark, Public Works Specialist, 1770 Segrave Street, South Daytona, FL 32119, (386) 322-3088, pclark@southdaytona.org
St. Petersburg, FL 10/11/2022-11/26/2022	Removed & Disposed: Veg, Reduced by Grinding (75,090 CY) (1) DMS; Monitored By: Tetra Tech	\$1,705,963	75,090	Amber Boulding, EM Specialist, 400 Dr. Martin Luther King Jr. St., St. Petersburg, FL 33731, (727) 893-7683, amber.boulding@stpete.org
Venice, FL 9/29/2022-12/14/2022	Removed & Disposed: PUSH, ROW & Parks, Veg, C&D, Gated debris, Hangers (2,563 trees), Leaners (584), Stumps (6); Reduced by Compaction (30,883 CY) & Grinding (117,847 CY) (1) DMS; Monitored By: Witt O'Briens	\$3,601,136	148,730	James Clinch, Public Works Director, 221 S. Seaboard Avenue, Venice, FL 34285, (941) 486-2422, jclinch@venicegov.com
Volusia County, FL 10/5/2022-1/14/2023	Removed & Disposed: ROW, Gated, Mobile Home Parks, Parks, Veg, C&D, Stumps (1); Reduced by Compaction (24,130 CY), Grinding (547,337 CY); (6) DMS; Monitored By: Tetra Tech	\$6,749,476	469,560	George Recktenwald, County Manager, 123 West Indiana Ave, Deland, FL 32720, (386) 736-5920, grecktenwald@co.volusia.fl.us
Winter Garden, FL 10/9/2022-10/16/2022	Removed & Disposed: Veg, Reduced by Grinding (4,459 CY) (1) DMS; Monitored By: Thompson	\$98,702	4,459	Richard Fasano, Public Services Director of Ops, 880 W. Bay Street, Winter Garden, FL 34787, (407) 877-5449, rfasano@cwgdn.com
2022 Winter Storms		\$101,137	T&M	
SC DOT Winter Storm Izzy 1/17/2022-1/18/2022	Push Operations	\$55,297	T&M	David Cook, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
SC DOT Winter Storm Jasper 1/22/2022	Push Operations	\$45,840	T&M	David Cook, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
2022 Misc	Miscellaneous Projects	\$6,608,753		
Calcasieu Parish District 1 Ward 6, LA 3/1/2022-3/15/2022	Debris removal from Community Center and Playground	\$34,375	LS	Peggy Robertson, P.O. Box 1583, DeQuincy, LA 70633, 337-802-5199, gammpeg@aol.com
Lee County, FL – Tornado	Removed & Disposed: C&D Direct Haul Monitored by Thompson	\$86,985	9,665	Roger Desjarlais, County manager, P.O. Box 398, Ft Myers, FL 33902, 239-533-2221, rdesjarlais@leegov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Mexico Beach, FL	Dredging Phase II Monitored by Eisman Russo	\$6,487,393	31,000	Tommy Davis, Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 t.davis@mexicobeachgov.com Tanya Castro, City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 t.castro@mexicobeachgov.com
2021 KY Tornado	2-Activations – 4 DMS's	\$3,841,472	214,381	
Bowling Green, KY 12/18/2021-2/16/2022	Removed & Disposed: Veg, C&D, hangers (194 trees), leaners (189), stumps (11); Reduced by grinding (118,343 CY) & compaction (54,232 CY), (2) DMS Sites; Monitored by Tetra Tech	\$3,022,273	244,447	Matt Powell, Environmental Manager City of Bowling Green, KY 1011 College Street, Bowling Green, KY 42102, 270-393-3071; Matt.Powell@bgky.org
Warren Co, KY 12/18/2021-2/15/2022	Removed & Disposed: Veg, C&D, hangers (98 trees), leaners (55), stumps (4); Reduced by grinding (38,194 CY) & compaction (9,352 CY), (2) DMS Sites; Monitored by Tetra Tech	\$819,199	63,105	Josh Moore, Public Works Director, 1141 State Street, Bowling Green, KY 42101 270-779-6808 josh.moore@ky.gov
2021 Hurricane Nicholas	7-Activations – 7 DMS's	\$1,991,995	177,421	
Angleton, TX 9/23/21-10/15/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Monitored by Tetra Tech	\$252,769	34,158	Jeff Sifford, Public Works Director, 901 South Velasco, Angleton, TX 77515, 979-849-4364, jsifford@angleton.tx.us
Brazoria County, TX 9/28/21- 10/28/21	Removed & Disposed: Veg, Reduced by Grinding (83,177 CY) (1) DMS Site; Monitored by Rostan / Haul Pass	\$809,512	58,198	Mr. Steve Rosa, Emergency Management Coordinator (979) 864-1801 111 E Locust St., Suite 102, Brazoria, TX 77515; steverosa@brazoria-county.com
Brazoria, TX 10/4/21- 10/23/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Monitored by Tetra Tech	\$123,970	9,183	Mike Collard, City Manager, 201 S Main Street, Brazoria, TX 77422, 979-798-2018; citymanager@cityofbrazoria.org
Clute, TX 9/27/21- 10/18/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Self Monitored – Day Rate per truck	\$119,000	Day Rate	CJ Snipes, City Manager, 108 E Main St., Clute, TX 77531; 979-265-2541; cjsnipes@clutetexas.gov
Holiday Lakes, TX 10/20/2021-10/22/2021	Removed & Disposed: Veg; Reduced by Grinding (1) DMS; Self Monitored – Day Rate per truck	\$10,200	Day Rate	Norman Schroeder, Mayor, 195 N Texas Ave. Holiday Lakes, TX 77515, Cindy@holidaylaketexas.com
Lake Jackson, TX 9/23/21- 10/16/21	Removed & Disposed: Veg, C&D (Direct) Reduced by Grinding (1) DMS; Monitored by Thompson	\$601,744	75,882	Sabrina England, Director Public Works, 25 Oak Dr., Lake Jackson, TX 77566; 979-415-2430; sengland@lakejacksontx.gov
West Columbia, TX 9/27/21- 10/16/21	Reduced & Disposed: ROW Veg hauling to grind site (Waste Water Treatment Plant facility); Monitored by Witt Obrien's	\$74,800	Day Rate	Debbie Sutherland, City Manager, 512 E Brazos Ave., West Columbia, TX 77486; 979-345-3123; citymanager@westcolumbiatx.org
2021 Hurricane Ida	4-Activations- 4 DMS's – DR 4626-MS, DR-4611-LA	\$41,790,085	1,459,881	
Audubon Nature Institute, LA 9/6/2021-10/25/2021	Removed & Disposed: Push, Veg, hangers (2,576 trees), leaners (381); Monitored by Tetra Tech	\$1,354,632	19,409	Daniel Illg, Arboricultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc. 504-212-5232 cell: 985-960-8873, dillg@auduboninstitute.org Cecilie Halliwill, Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@auduboninstitute.org
Biloxi, MS 9/27/2021-10/13/2021	Removed & Disposed: Veg direct; Self Monitored – Day Rate per truck	\$95,200	Day Rate	Mr. Billy Ray Allen, Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us Mayor Andrew "FoFo" Gilich , 140 Lameuse Street 2 nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Gulfport, MS 10/11/2021-11/6/2021	Removed & Disposed: Veg & C&D Direct to FDS Monitored by Tetra Tech	\$439,481	29,201	Wayne E. Miller, Director of Public Works & Engineering, 4050 Hewes Ave., Gulfport, MS 39507 228-868-5740
St. John Baptist Parish, LA 9/6/2021-11/4/2022	Removed & Disposed: PUSH, DOT Rds, Parks, Veg, C&D, Parks debris, Hangers (2,198 trees), Leaners (28), stumps (2,801), E-waste (18,089), HHW (263,380 Lbs), White Goods (2,620), Freon, Refrigerator Contents (661,880 Lbs): Reduced by Compaction (912,800 CY) & Grinding (398,257 CY) (3) DMS: Monitored By: Tetra Tech	\$32,202,382	1,306,580	Ms. Jaclyn Hotard, Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985- 652-9569 ext. 1244: j.hotard@stjohn-la.gov
St. John Baptist Parish, LA Laterals 3/5/2022-10/21/2022	Removed & Disposed: Water debris, grinding (32,149 CY), compaction (6,269 CY)	\$7,023,462	71,741	Ms. Jaclyn Hotard, Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985- 652-9569 ext. 1244: j.hotard@stjohn-la.gov
St. John Baptist Parish, LA PPDR 2/28/2023- Ongoing	Debris Removal from Private Property Removed & Disposed: Veg, C&D, Hangers (700 trees), Leaners (413), Stumps (125), white goods (2): Reduced by Compaction (3,509) & Grinding (26,727 CY) (1) DMS; Monitored By: Tetra Tech	\$674,927	32,950	Ms. Jaclyn Hotard, Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985- 652-9569 ext. 1244: j.hotard@stjohn-la.gov
2021 Flooding & Severe Storms	2-Activations- 6 DMS's - DR-4606-LA	\$907,894	42,079	
Calcasieu Parish, LA 06/07/21-8/4/2021	Removed & Disposed: Veg, C&D, Ewaste (30), White Goods (42), Freon, Refrigerator Contents (25,320 Lbs); Reduced by Compaction (5,156 CY) & Grinding (244 CY), (3) DMS Sites, Monitored by Tetra Tech	\$222,312	5,401	Allen Wainwright, Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Lake Charles, LA 06/08/2021-8/25/2021	Removed & Disposed: C&D, White Goods (96), Freon, Refrigerator Contents (2,940 Lbs); Reduced by Compaction (36,678 CY), (3) DMS Sites; Monitored by Tetra Tech	\$685,582	36,678	John Cardone, Jr. City Administrator 326 Pujo Street, 10 th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
2021 Misc				
AL DOT – Dauphin Island Bridge Repair 5/11/2021-7/19/2021	Repair to Bridge Fender System	\$383,447	T&M	Evan Davis, P.E. Bridge Operations Engineer Mobile Area, AL DOT Office 251-470- 8247 Cell: 251-635-3021
Calcasieu Parish, LA – Tornado 11/30/2021-12/4/2021	Removed & Disposed: C&D debris direct to final disposal; Self Monitored	\$28,960	1,679	Allen Wainwright, Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Friendswood, TX Winter Storm 3/1/2021-3/11/2021	Removed & Disposed: C&D direct, e-waste (14); Monitored by Tetra Tech	\$35,235	1,671	Brian Mansfield, Fire Marshall & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us
Hillsborough Co, FL 4/2021-11/5/2021	Grinding Project	\$65,123		Robert Williams, PO box 8181, Hillsborough, NC 27278, 919-968-2885
New Jersey 9/22/2021-9/25/2021	Lambertville / Swan Creek Debris Removal	\$180,900	668	Suzanne Biggins, Department of Environmental Protection, PO Box 402, Trenton, NJ 08625-0402, 609-292-2885, Suzanne.Biggins@dep.nj.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Newport News, VA 6/2021-7/2021	Tree Removal & Disposal	\$17,486	LS	Amy K. Gray, Acting Administrator, Division of Solid Waste, Department of Public Works, City of Newport News, 513 Oyster Point Road, Newport News, VA 23602, Direct: 757-269-2853, grayak@nnva.gov
Naples, FL 1/12/2021-1/13/2021	Fish Kill Clean up: Mobilization & Demobilization, Hourly Time & Materials	\$16,982	Hrly	Jim Hodgdon, Parks & Parkways Superintendent, 280 Riverside Circle, Naples, FL 34102, 239-213-7134, jhodgdon@naplesgov.com
St Petersburg, FL 5/11/2021-7/19/2021	Red Tide Debris Removal	\$169,980	Hrly	Bryan Eichler, Parks & Rec Asst. Director 1400 19 th St. N St. Petersburg, FL 33713, 727-647-7715 Bryan.Eichler@stpete.org
The Nature Conservancy 6/25/2021-7/26/2022	Pensacola , FL East Bay Oyster Habitat Restoration,	\$7,027,830	Hrly	Heather Hyde, 2500 Maitland Center Pkwy, Maitland, FL 32751, Heather.Hyde@jacobs.com

B. General Operations Plan

Principles of Project Management

Standards

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

Responsiveness

CrowderGulf will be in contact with the City's Debris Manager at least 48 hours prior to a tropical storm and/or hurricane making landfall or immediately upon the occurrence of any debris generating event within the City of Port St. Lucie.

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

Reimbursement Assistance

CrowderGulf's debris management staff consists of previous FEMA Regional Directors and Deputy Directors, City and City Emergency Management Directors and emergency operations personnel with over 20± years of experience in working State and Federal Disaster Declarations. CrowderGulf is prepared to share its knowledge and experience concerning reimbursement matters with City personnel 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 the City of Port St. Lucie 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 Port St. Lucie will be facilitated by the CrowderGulf on-site Management team. If needed, one or more field offices will be set up immediately upon NTP. Local citizens will be employed and trained to work in the field office under experienced CrowderGulf management supervision. Local employees are always an asset to the response and recovery operation. Their knowledge of the area and its people is **invaluable to CrowderGulf's overall operations. The Team will be fully reinforced at all levels by logistical support, records management/storage, report development and other operations at CrowderGulf's main office** in Mobile, Alabama.

On-Site Project Management

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

Pre-Planning - Readiness Planning and Training

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

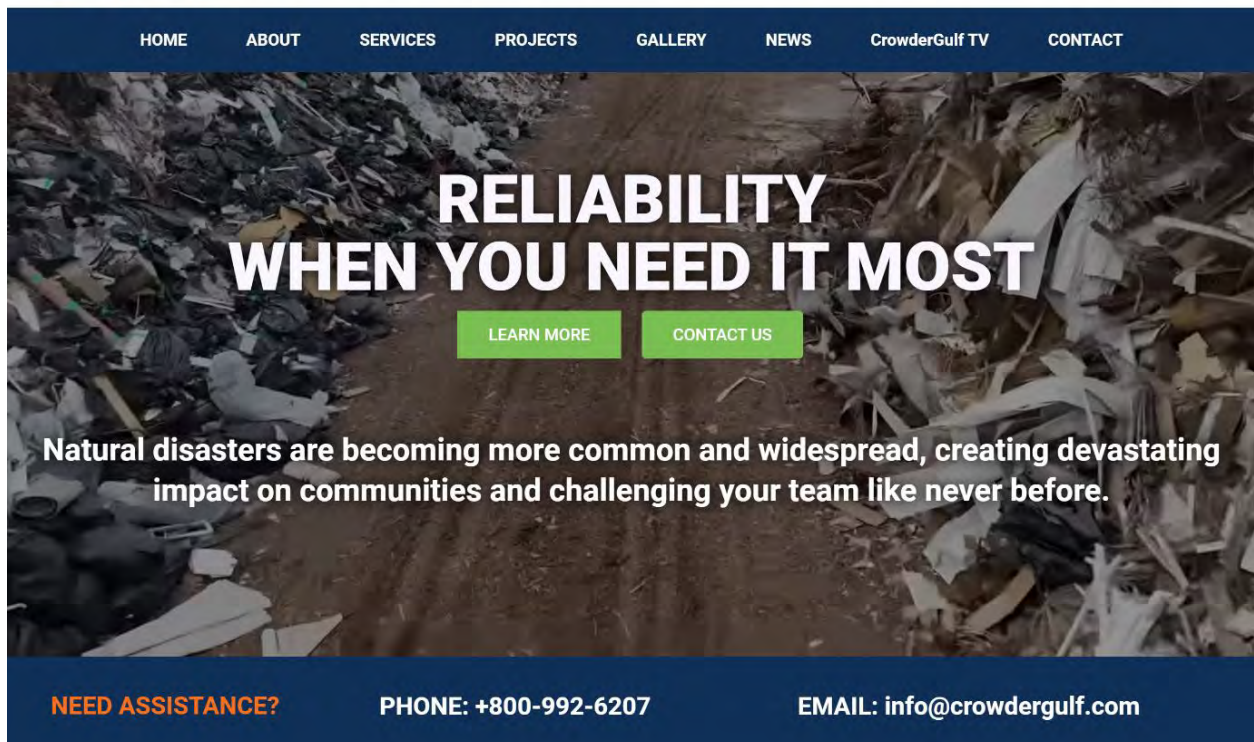
Audio/Visual Presentations

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 for more information and watch our videos on CrowderGulf TV



DEDICATION • TRUST • EXPERIENCE



The screenshot shows the CrowderGulf website homepage. At the top is a dark blue navigation bar with white text for 'HOME', 'ABOUT', 'SERVICES', 'PROJECTS', 'GALLERY', 'NEWS', 'CrowderGulf TV', and 'CONTACT'. Below the navigation bar is a large hero image of a dirt path through a field of debris. Overlaid on this image is the text 'RELIABILITY WHEN YOU NEED IT MOST' in large white letters. Below this text are two green buttons: 'LEARN MORE' and 'CONTACT US'. At the bottom of the hero image is a white text box with the message: 'Natural disasters are becoming more common and widespread, creating devastating impact on communities and challenging your team like never before.' Below the hero image is a dark blue footer bar with white text: 'NEED ASSISTANCE?' on the left, 'PHONE: +800-992-6207' in the center, and 'EMAIL: info@crowdergulf.com' on the right.

Debris Management and Operations Plan

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

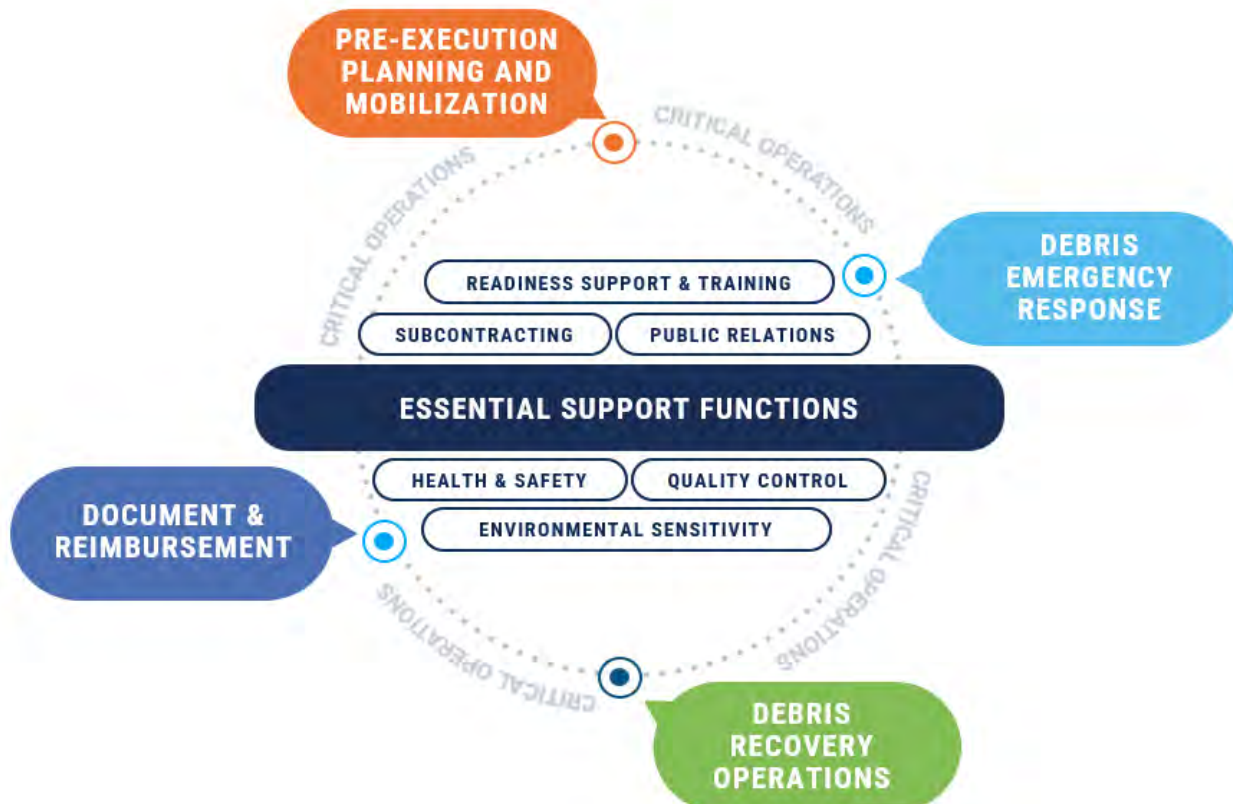
The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive Debris Management and Operations Plan is a flexible strategy that integrates Critical Operations and Essential Support Functions to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

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

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

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

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



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

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

CRITICAL OPERATIONS

➤ Pre-Execution Planning & 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 Port St. Lucie. 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 **Port St. Lucie’s** Debris Manager will determine the necessity for a full notification action. If it is determined that notification is needed, he will direct activation of the CrowderGulf Calling Plan with stand-by instructions for individual contractors/subcontractors to be notified. Specific individuals will be called, and, in turn, they will call additional CrowderGulf employees in a rapid cascading manner. This list of calling assignments is kept current with no less than two exercises per year if not exercised for a legitimate activation preparation.



Preparation and Pre-Execution Planning

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

Mobilization of Resources

CrowderGulf shall contact the City’s Debris Manager a minimum of 48 hours prior to a hurricane event or immediately upon the occurrence of a major disaster or debris generating event in which there is no advance warning. Mobilization will take place immediately upon receipt of a NTP and in accordance with 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 (EOC) to coordinate **plans for debris operations, communications and scheduling with the City’s Emergency Management personnel.** If requested by the City, this senior management representative will be on site in the Emergency Operations Center prior to storm landfall.

Staging of Resources

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

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

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



Communications/Mobile Command Center

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



Operational Support

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

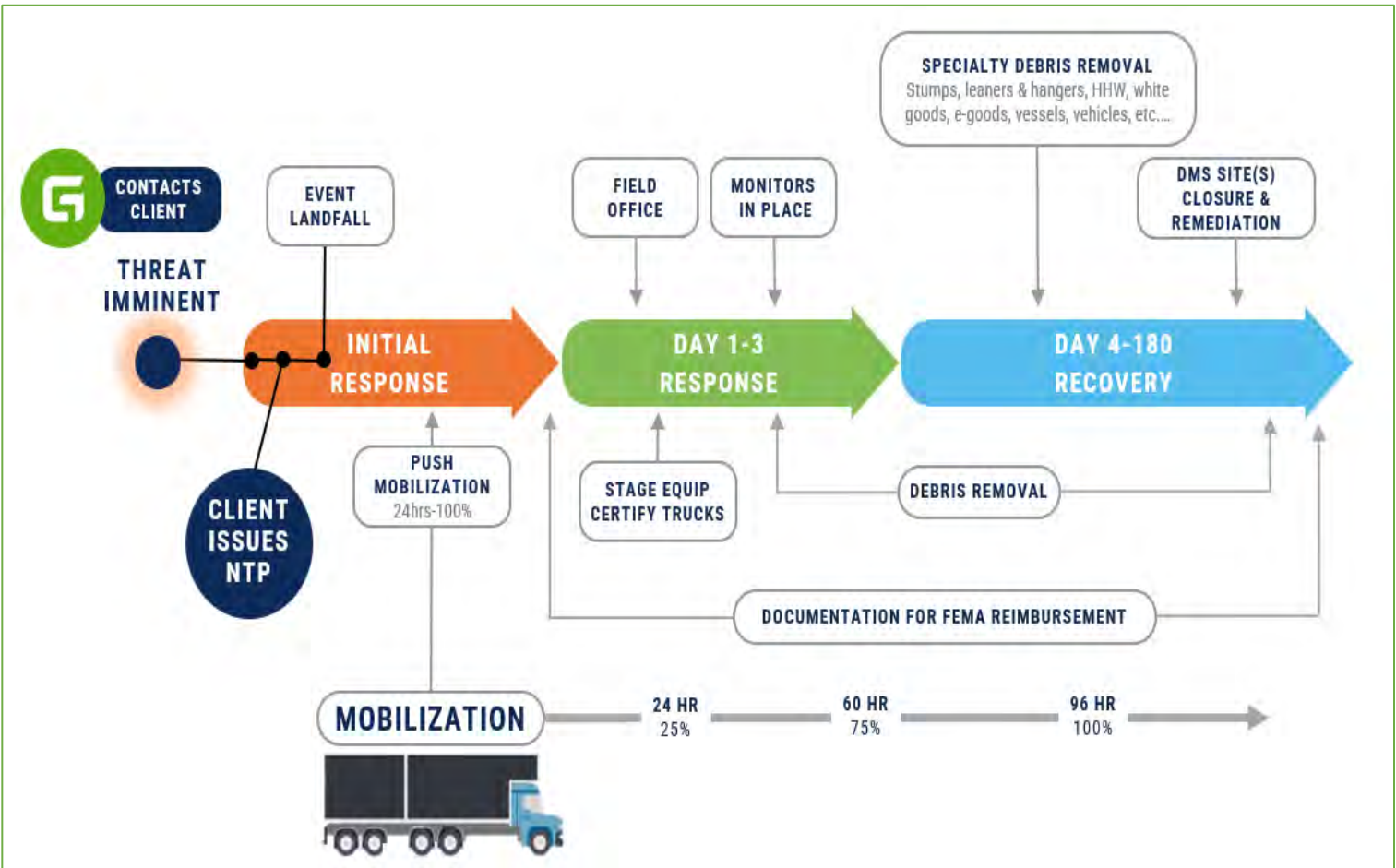
Sample Mobilization Parameters

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

- Contacting the **City's** Emergency Operations Manager 48-72 hours prior to a predicted disaster event.
- Providing onsite Operation Managers to the **City's** Emergency Operations Center 24-48 hours prior to a predicted disaster event or upon receiving notification of pending activation, if requested.
- Staging personnel and equipment in close proximity to the City in order to provide rapid deployment after the storm, while protecting those assets from damage/destruction by the event.
- **Mobilizing resources and being operational for clearing debris and opening critical routes ("PUSH") within 24-48 hours of NTP** if requested by the City.
- Being fully operational for hauling, sorting, and storing 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 or sooner as determined by the City's notice to proceed.

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



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

➤ Debris Emergency Response

Debris Response activities occur immediately after an event 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 24 hours of receipt of an NTP.**

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

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

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

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

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

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

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

The following is an example a Debris Response priority list with an Operational Triage approach:

Primary	Secondary
<ul style="list-style-type: none"> • Fire, police, and ambulance service routes 	<ul style="list-style-type: none"> • Major arterial routes
<ul style="list-style-type: none"> • Access routes to hospitals, trauma units, and nursing centers 	<ul style="list-style-type: none"> • Utility access routes
<ul style="list-style-type: none"> • Routes to the emergency operations center 	<ul style="list-style-type: none"> • Communication towers and systems access
<ul style="list-style-type: none"> • Routes to government facilities 	<ul style="list-style-type: none"> • Routes to shelters
<ul style="list-style-type: none"> • Supply routes to emergency supply distribution centers 	<ul style="list-style-type: none"> • Routes to the disaster debris management sites (DMS)

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



“I would like to Thank you all, Ashley and her staff, for all of your help in providing information and documentation needed to close out our 2004/2005 Hurricanes with FEMA. It is comforting to know that we can rely on your company to provide accurate information 4 to 5 years after the fact.”

Jesse Wright, Village Supervisor
Village of Wellington, FL

➤ Debris Recovery Operations

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

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

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

Collection Methods

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

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

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

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

Debris Types

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



Truck Certification

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

Sectoring and Crew Assignments

Upon NTP, CrowderGulf will assist the City of Port St. Lucie in assessing damage and developing a specific plan of action. The damaged areas will be divided into sectors and crews, subcontractors, and equipment will be assigned. All areas will be served simultaneously.

Loading Debris

Prerequisites for Loading Debris:

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

Crew Composition

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

Crew Sizes

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

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

Truck and Equipment Considerations

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

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

Truck Drivers will not be issued a load ticket until:

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

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

Repair and Maintenance Equipment

CrowderGulf has the ability to perform maintenance and repair in the field where the work is happening. In the aftermath of a disaster, circumstances may prohibit local businesses from being available. The local resources may have experienced personal and/or business damages that take priority. To guarantee that we have safe, functioning equipment at all times, CrowderGulf has built a large support system of service trucks for our company-owned equipment and subcontractor equipment, should they need assistance.

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

Features of these trucks include the following:

- Air Compressors
- Lubricant
- Welding Equipment
- Exhaust and other Fluids
- Boom Cranes
- Small Tools
- Tommy-gates
- Misc. Small Parts



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

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

Mobile Repair Shop

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

Hauling Debris

The hauling or transport process begins at the time the truck or trailer leaves the “loading zone”. Safe transport of 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 daily operations. A safety officer will also be onsite to ensure all safety measures are being executed. Flaggers will be strategically placed at the site to direct traffic flow safely into and out of the disposal site.

Debris Hauling Prerequisites:

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

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

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

Safety Measures

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

Truck and Equipment Maintenance

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

Traffic Control

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

Hours of Operation

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

Number of Passes

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

Daily Coordinated Issue Management Meetings

Daily meetings will be held between the Field Project Manager, Field Supervisors, the Subcontractor Crew Foremen and representatives of the City of Port St. Lucie 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, and daily crew and equipment usage reports are some of the Quality Control measures used to provide accuracy in the documentation process.

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

Documenting and Resolving Damages

During the debris removal process there will always be some minor damage situations that occur regardless of the care taken during the work. CrowderGulf will respond quickly to all damage claims by the 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 damage that may occur during the recovery process. If possible, a local resident with excellent communication and negotiating skills will be employed to fill this position. This person will be tasked with responding to and amicably resolving all incidents that may occur.

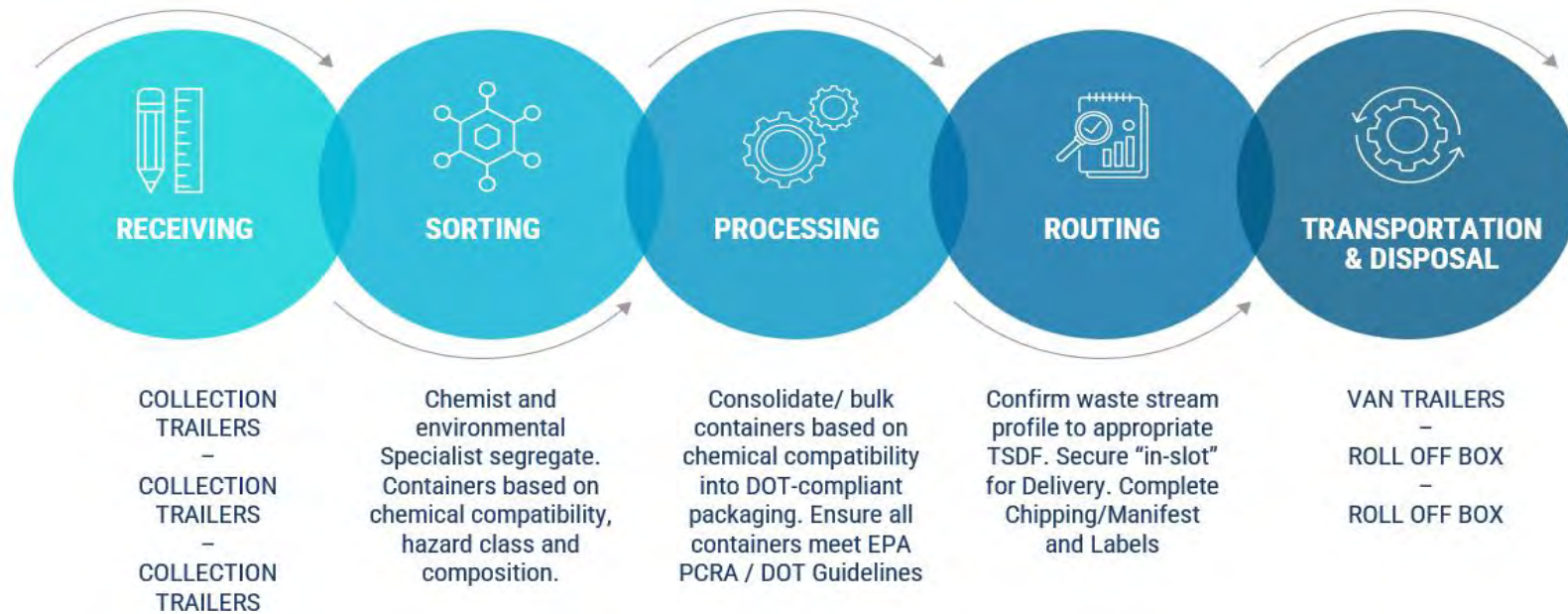
Debris Management Site Development – See TDMS Plan presented in later sections of this proposal.

Hazardous Materials Containment Area

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

Minimum Design Criteria for the Hazardous Materials Containment Area:

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



Debris Separation and Reduction

Debris Separation

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

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

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

Methods of Debris Reduction

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

- **Chipping and Grinding**

The chipping and grinding of vegetative debris 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 public safety but also for the safety of the debris operations.

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

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

Debris Reduction Timelines

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

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

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

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

Debris Disposal

Final disposal 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 clean ash as fertilizer on farmland. We will properly recycle mulch and ash to the greatest extent possible and within permitted regulations.

Construction and Demolition Debris

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

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



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

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

Debris Recycling Plan

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

Vegetative Debris

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

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

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

Specifically, our plan involves the following:

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

C&D Debris

Concrete, asphalt and masonry products can be crushed and used as base material for certain road construction products or as a trench backfill. Debris targeted for base materials will need to meet certain size specifications as determined by the end user. The City may choose to recycle these products themselves. As an example, after Hurricane Ike, Galveston County recycled the crushed concrete (from home slabs on Bolivar Peninsula) by using it for road reconstruction and for a new government building foundation.

Hurricanes and tornadoes can cause extensive damage to mobile homes, sun porches, and green houses. Most of the nonferrous and ferrous metal debris is suitable for recycling. Trailer frames, trailer parts, appliances and other metal items will be properly separated, crushed, baled and recycled. Any proceeds will be credited to the City of Port St. Lucie.

Site Closure and Restoration

Upon completion of debris reduction operations, all DMSs will be restored to pre-existing conditions. All equipment, inspection towers, and any other temporary buildings will be removed. Burn pits will be returned to the existing grade. Any unburned or chipped materials will be hauled to an appropriate facility. Separated metals, plastics, white goods or other materials and types will be disposed of as required by contract or regulations. Site reclamation / remediation will be billed back to the client at a pass-through cost. In addition, if groundwater and / or soil testing is required, these items will be billed to the client at a 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.

CrowderGulf's debris management and site remediation capabilities are highlighted in the pictures below. The Wa-Ke Hatchee DMS in Lee County, Florida received, managed, reduced by grinding, and facilitated the final disposition of over one million CY of debris from Hurricane Ian. This site was 1 of 18 DMS utilized in CrowderGulf's ground zero operations in Lee County after Hurricane Ian.

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



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



➤ Documentation and Reimbursement

CrowderGulf has always been successful in supporting our clients with accurate and complete documentation records. This documentation is readily available to the City, FEMA, FHWA and any other agency that provides reimbursement. Superior record keeping using the best available technology from the beginning to the end of the project is critical. Financial accountability is maintained throughout the process by using a system of checks and balances that are tied directly to the quantitative documentation originating in the field. Throughout the project, FEMA Public Assistance Program and Policy Guide will be followed and serve as the foundation of our documentation and accounting systems.

Monitoring Companies and Electronic Ticketing

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

Documentation for Debris Hauling

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

Phase 1 - Truck Certification

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

Documentation procedures include:

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

CROWDER GULF Truck / Equipment Certification Form

Client: _____ Date: _____ Time: _____
 Disaster No: _____

Assigned Truck Number: 00100
 SubContractor: _____
 License Plate Number: _____
 Driver's Name: _____
 Measured by: _____

Registration Checklist

1. Does the truck have a valid license on file? Yes No
2. Does the vehicle have current registration and insurance? Yes No
3. Does the vehicle meet all mandatory safety requirements per safety checklist? Yes No
4. Does the vehicle have a valid weight tag? Yes No

Truck/Trailer Type (check one)

Self Loader
 Dump Truck
 Semi-trailer
 Dump Trailer
 Other Equipment

Measurements

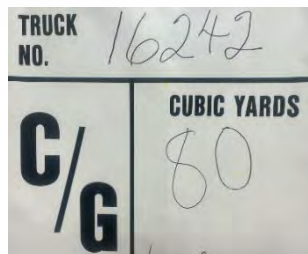
Overall Dimensions:	Length	Width	Height	Cubic Feet	Total Cubic Feet	Gross Cubic Yds
a						
b						
c						

Reductions to Capacity

Code	Length	Width	Height	Cubic Feet	Total CF Reductions	Net Total Cubic Yards
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Net Total Cubic Yards = _____

Signature: _____
 CrowderGulf Representative: _____
 Client Representative: _____



Phase 2 - Debris Load Ticket Completion

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

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



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

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

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

Documentation of Special Projects

There are usually several additional recovery projects besides ROW debris removal and disposal that are required 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 Public Assistance Program and Policy Guide will be kept for each project.

Data Management

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

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

Reports and Information

Reports display tracking of debris through work completed to aid and support ongoing project planning. CrowderGulf has the capability and know how to conform reports to the unique specifications of any project or even portions of a project. Reports can be developed quickly to capture specific 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

Reconciliation and Invoicing

An important aspect of the documentation process is the reconciling of all the truck certifications and load tickets prior to invoicing. CrowderGulf has earned a solid reputation with clients and monitoring firms by working closely with them to ensure that data reconciling is completed before invoicing.

This process is ongoing and includes the following:

- All subcontractors are required to submit weekly invoices to CrowderGulf.
- **CrowderGulf's Documentation team compares the subcontractors' weekly invoices for the total debris amount and the number of debris loads for each truck against the information that has been downloaded from the monitor's ADMS website.**
- Any discrepancies are immediately resolved with the monitoring company and with the subcontractor.
- Throughout the project, resolution of all discrepancies continues with the subcontractors and the monitoring company.
- When the reconciling of a set of data is completed, CrowderGulf submits the invoice to the monitoring company.
- Any remaining discrepancies are resolved between the monitoring company and CrowderGulf.
- The monitoring company then submits the invoice to the Client.
- **CrowderGulf complies with the Client's contract requirements regarding the frequency that invoices are submitted.**

Invoices can be provided in different ways such as a dollar 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 of the Client/Monitoring Company.

Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and a Client's available resources, the payment schedule may be modified to allow more time to pay the invoices. CrowderGulf 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 ensure minimum issues in our disaster management efforts. Over the past 20 years, **98% of CrowderGulf's work has been with Cities, Counties, States and Agencies that received reimbursement from FEMA under the Public Assistance (PA) Reimbursement Program.** As a result of our success in documenting all aspects of the debris management process to support reimbursements, CrowderGulf has established itself as one of the most respected debris contractors in the United States. As an example of our commitment to Clients, in June 2010, a CrowderGulf Client requested assistance with a FEMA audit for work completed in 2005, after Hurricanes Katrina and Wilma. Consequently, one of our senior managers spent four weeks working onsite with the Client, as well as 1,000 plus hours of work time on the project researching and preparing documentation requests for FEMA. All 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), and **FEMA's** Public Assistance Program and Policy Guide (incorporating FEMA Debris Management Guide (FEMA 325), and the Public Assistance Debris Monitoring Guide (FEMA 327).

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

Specifically, CrowderGulf will assist the City with the following:

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

Reimbursement

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

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

ESSENTIAL SUPPORT FUNCTIONS

➤ Readiness Support and Training

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

Joint training and pre-planning with the City will be an important part of Readiness Planning. On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions. In addition, our Regional Directors and Project Managers will be available to review and advise on potential 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. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. CrowderGulf can provide a more in-depth session for the Clients who need training and plan development specific to their geographical location. CrowderGulf is experienced in assessing the needs of each Client and providing the knowledge and training needed for a successful event. In these situations, CrowderGulf provides in-depth training and plan development through PowerPoint presentations, handouts and tabletop exercises. During the in-depth training and planning sessions, CrowderGulf can offer assistance in helping the decision makers make informed decisions regarding such things as DMS needs and locations, whether it is in the best interest of the Client to acquire a monitoring firm, and identifying any other concerns that may not have been previously identified.

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

Mark Claypoole
Gotus Trucking, LLC

➤ Subcontracting – See Tab 3. Organization Capabilities

➤ Quality Control

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

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

Our complete QC plan will be provided upon request.

The purpose of a quality control plan is to provide guidance and consistent attention to workplace policies and procedures in order to facilitate efficient, effective and safe debris removal and reduction.

“Clean As You Go”

This concept is the centerpiece of our Quality Control Plan when removing debris. **“Clean As You Go” is a simple concept** that is defined as doing the best job possible the first time, to reduce the necessity for redoing any work. This policy does not preclude contracted multiple passes. It simply implies that all the debris will be removed on every pass, regardless of the number of passes required by the City. This philosophy is especially important for debris work during emergencies or major disasters where restoration of critical public functions is the highest priority. CrowderGulf was the debris contractor **that first coined the term “Clean As You Go”** over 20 years ago. Recently, the term has been used by other contractors in their proposals and by municipalities in their RFPs. All CrowderGulf employees, subcontractors and consultants are expected to abide by this policy.



Example of ‘CLEAN AS YOU GO’ Debris Removal

Inspections

To ensure the quality and timeliness of work, CrowderGulf will use a hierarchy of assigned inspection responsibilities based on the nationally recognized Incident Command System (ICS). This arrangement limits the respective spans of control to appropriate levels and has proven to facilitate optimum performance.

Security

CrowderGulf will restrict general access to its DMS operations to essential company and 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 employees or contracted full-time mechanics and/or oilers for daily and routine maintenance. Heavy maintenance and/or major repairs of company-owned equipment are performed by heavy equipment maintenance firms under contract with CrowderGulf.

Knowledge and Training

CrowderGulf's Quality Control Manager will conduct briefings and de-briefings no less than once a day for the team managers and weekly for supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel on an on-going basis. CrowderGulf employs debris-experienced equipment operators, foreman, supervisors, and subcontractors. In accordance with these established practices, CrowderGulf supervisors will evaluate the knowledge and debris experience of each operator and subordinate employees, regarding the specifics of his or her assigned tasks, to determine if the employee requires additional training.

➤ Health and Safety

CrowderGulf's Philosophy of Safety

All Company operations are managed with an aggressive and proactive commitment to the safety and well-being of employees, subcontractors and the public at large. We believe that this commitment to safety must go 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, **our Company's Senior Executive**, Mrs. Ashley Ramsay-Naile, serves as the senior Safety Official. Mrs. Ramsay-Naile's personal **attention to CrowderGulf's safety, health and accident prevention performance** establishes an absolute standard of top priority for all personnel throughout the organization. Many companies have written safety plans for individual safety topics, but few have a comprehensive plan designed to drive all company operations. **CrowderGulf's corporate commitment to safety starts with its written Health and Safety Plan and** includes all facets of company planning and operations. Our complete Health and Safety Plan is available upon request.

Safety Performance Summary

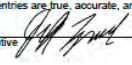
Since 2012, CrowderGulf has received no citations, notifications or violations, pertaining to OSHA. CrowderGulf has worked approximately 1,675,671 and experienced 1 total recordable, which is well below industry standard. CrowderGulf policy is that daily toolbox meetings are mandatory, and the Job Safety Analysis (JSA) process to be used as a communication tool for our workers. Every person involved in a CrowderGulf project has not only the right, but the responsibility to stop the job if an unsafe act or situation is discovered, or if there is a need for more understanding of the work process.

Year	Hours Worked	OSHA Recordable	Days Away From Work Cases	R.I.F Rate (Recordable Incident Frequency)	D.a.r.t. Rate (Days Away, Restrictions, or Transfers)
2023	114,400	0	0	0	0
2022	414,960	1	1	.48	.48
2021	161,180	0	0	0	0
2020	177,820	0	0	0	0
2019	189,433	0	0	0	0
2018	173,960	0	0	0	0
2017	148,975	0	0	0	0
2016	111,243	0	0	0	0
2015	94,222	0	0	0	0
2014	89,478	0	0	0	0

As additional documentation of our exemplary safety record, our most current OSHA Form 300A – Summary of Work-Related Injuries and Illnesses, as well as previous years', can be provided upon request

OSHA's Form 300A
Summary of Work-Related Injuries and Illnesses Year: 2023 Form approved OMB no. 1218-0178

All establishments covered by part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases, write "0". Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35 for further details on the access provisions for these forms.

Number of Cases				Facility Information: Establishment name: CrowderGulf Street 5629 Commerce Blvd East City Mobile State AL Zip 38541 Industry description: Standard Industrial Classification (SIC) if known 238900
Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases	
0 (G)	0 (H)	0 (I)	0 (J)	
Number of Days				Employment Information (If you don't have these figures, see the Worksheet on the back of OSHA Form 300A to estimate) Annual average number of employees 55 Total hours worked by all employees last year 114,400
Total number of days away from work	Total number of days of job transfer or restriction			
0 (K)	0 (L)			
Injury and Illness Types				Sign here Knowingly falsifying this document may result in a fine. I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete. Company executive  Safety Manager 261-509-9422 Phone 1/10/2024 Date
(1) Injuries	1	(4) Poisonings	0	
(2) Skin Disorders	0	(5) Hearing loss	0	
(3) Respiratory conditions	0	(6) All other illnesses	0	

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any other aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Avenue, NW, Washington, DC 20210. Do not send the completed forms to this office.

CrowderGulf's Site Specific Safety Plan

The Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) for the City shall include the following commitments:

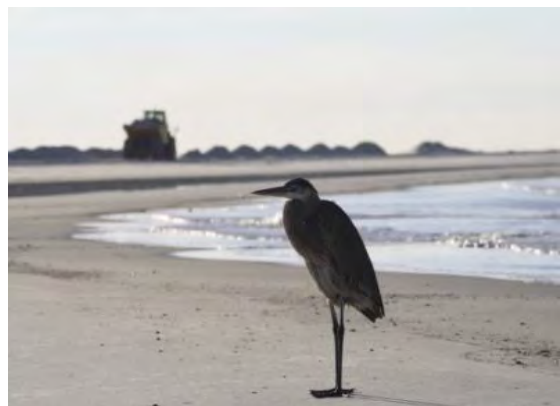
- Maintaining a safety and health program that meets the requirements of OSHA and all applicable laws.
- Equipping employees and subcontractors with the required safety equipment, hard hats, clothing, and other safety materials necessary to perform specific work tasks.
- Preparing an Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) to inventory and address specific work hazards.
- Providing employees and subcontractors with the continuing safety and health training necessary to enable them to perform their work in a safe manner.
- Assuring that at no time, while on duty, may employees or subcontractors be under the influence of alcohol, narcotics, intoxicants or mind-altering substances. Violations of this policy may result in immediate dismissal.
- **Assuring that employees and subcontractors be required to immediately report all accidents, injuries, and "near misses" to their supervisor.**
- Conducting safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures.
- Communication of Health, Safety, Security and Environment (HSSE) standards will take place in orientation training, safety meetings specific to individual situations, daily toolbox meetings, memos and other ways CrowderGulf deems appropriate.
- **Assuring that all associates, regardless of position know that they have the right to "Stop the Job" in the event of a HSSE deficiency.**
- Conducting Job Hazard Analyses (JHA) to define the activities being performed, the sequences of work, the specific hazards anticipated, and the control measures to be implemented to eliminate or reduce each hazard to an acceptable level.

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

SAFETY WILL BE THE PARAMOUNT CONCERN AT ALL TIMES

➤ Environmental and Cultural Sensitivity

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



Regulatory Permits and Compliance

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

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

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

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

Environmental and Historic Considerations

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

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

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 in successfully managing the removal of asbestos containing material. If asbestos is encountered during a recovery effort for the City, CrowderGulf will utilize its resources to ensure all asbestos related activities are in accordance with Environmental Protection Agency (EPA) requirements, specifically the National Emission Standards for Hazardous Air Pollutants (NESHAP) 40 CFR Part 61, Subpart M.



The aftermath and destruction caused by the wildfires in the State of California.

CrowderGulf staff will always comply with all environmental laws and regulations.

CrowderGulf will conduct all debris operations outlined in this proposal to meet the program standards provided for in the FEMA Public Assistance Program and Policy Guide. In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations.

➤ **Public Relations**

After a disaster, residents want answers regarding recovery operations. CrowderGulf will work closely with the City to ensure that the residents are given accurate and timely information for their use and own individual planning purposes.

Developing a Public Information Campaign

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

Distribution Strategy

The following are suggested vehicles for distributing the information:

- Media – Local television, radio, newspapers, or community newsletters
- Internet Site – City of Port St. Lucie website
- Public Forums – Interactive meetings at town hall or shopping area kiosks
- Direct Mail Products – Door hangers, direct mail, fact sheets, flyers within billings, and billboards

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

Debris Removal Guidelines for Private Residential Properties
 In efforts to expedite the debris removal process, please follow these rules.

Debris Separation
 Please separate debris into the categories shown below.






Never touch, cut, remove or place debris on downed lines.
 ■ Can result in injury or death
 ■ Placing debris near utility boxes or on lines can cause injury or damage.


Placing debris near or on trees, poles or other structures makes removal difficult. This includes fire hydrants and meters.

Debris should be placed curbside
Debris should not block roadway or access to the property

Placing debris near utility boxes or on lines can cause injury or damage.

Check with your local office of emergency management for more information on debris removal.

	Large Appliances Refrigerator, washer/dryer, air conditioner, stove, water heater, dishwasher. Do not leave doors unsealed or unsecured.
	Construction Debris Building materials, drywall, lumber, carpet, furniture, plumbing.
	Vegetative Debris Tree branches, leaves, logs, plants.
	Hazardous Waste Oil, battery, pesticide, paint, cleaning supplies.
	Electronics Television, computer, stereo, phone, DVD player.



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.

1. Mulch Disposal Plan

- CrowderGulf is committed to exploring all recycling and/or beneficial-use mulch disposal options in the event of an activation in the city of Port St. Lucie.
- While operational efficiency is paramount, CrowderGulf is fully committed to minimizing its operational footprint and environmental impact in service to the city.
- Possible uses for mulch generated from a severe weather event include:
 - o Beneficial use agreements for agricultural and other small business entities.
 - o Temporary re-use, such as mulch padding for debris sites. This is imperative in areas with increased ground saturation and/ or sub-optimal substrate. Mulch pads fortify the site and create a safer operational environment for all parties. Ingress/ egress and freedom of movement are critical to the safe and efficient operation of any debris site. Mulch padding also serves as an additional safeguard against any potential ground/ soil contamination from inorganic debris streams.
 - o Mulch can be provided to internal city departments for use in any number of applications in service to the citizens of Port St. Lucie. In past activations, CrowderGulf has provided mulch to Parks and Recreation departments, school districts, conservation foundations, etc. for use in their rebuilding efforts and/ or ongoing projects in service to the local community.
- **CrowderGulf will coordinate closely with the city and its personnel to explore all “green” options in the recycling and beneficial use of mulch resulting from storm-generated debris.**
- While recycling and green options will be our first choice in the disposal of mulch, operational efficiency is highly reliant on our ability to move reduced debris out as quickly as possible. There are a number of factors that come into play such as size/ severity of the event, number of sites, size of the sites, etc. Our ability to haul debris into a site is limited to how quickly we can move reduced debris out of that site.

Example of Mulch Plan after Hurricane IAN

2022-23 Hurricane Ian Mulch Highlights - Pine Island, FL (Matlacha, Bokeelia, St. James City):

- 23 Agricultural Entities entered into beneficial-use agreements with CrowderGulf.
- Mulch derived from storm-generated vegetative debris used to assist local farmers in rebuilding efforts in the wake of Hurricane Ian.
- Over 100,000 CY of mulch provided to those farms.
- Deliveries ranging from 100 – 15,000 CY.
- Beneficial use agreements increased disposal efficiency for CrowderGulf, assisted local small business owners in re-establishing their livelihoods post-Ian, and provided the client (Lee Co.) with a highly cost-effective means of final disposal.
- Mulch loads were tracked and quantified by the monitoring firm (Thompson) to maximize the FEMA reimbursement potential for the county.

2. TDMS Plan

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

DMS Site Selection

Site selection is probably the most important decision affecting DMS operations. CrowderGulf will work closely with the City of Port St. Lucie to identify and secure suitable locations. Specific Site Plans will be developed for each DMS either upon activation or upon request by the City and will be in compliance with FEMA Public Assistance Program and Policy Guide for site plan development.

Once site selection is approved by the appropriate Debris Managers, CrowderGulf will perform baseline environmental testing protocols as required and will obtain any required special permits and environmental permissions. Costs associated with the preparation, operation, and restoration of **DMS's** are addressed in the unit price schedule. Unless otherwise denoted, cost for DMS restoration is handled as a pass-through cost, with no markup. Site selection should be based on the following criteria:

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

Previous DMS and Final Disposal Sites around Port St. Lucie

CrowderGulf has previous experience in the surrounding communities near Port St. Lucie and has used the following Debris Management Sites and Final Disposal Sites.

FACILITY_NAME	CLASS	ADDRESS	CITY
INDIAN RIVER COUNTY LANDFILL	SOURCE-SEPARATED ORGANICS PROC. FAC. (SOPF)	1325 74 AVENUE SW	Vero Beach
INDIAN RIVER COUNTY LANDFILL	CLASS I LANDFILL	1325 74 AVENUE SW	Vero Beach
INDIAN RIVER COUNTY LANDFILL	YARD TRASH DISPOSAL FACILITY	1325 74 AVENUE SW	Vero Beach
INDIAN RIVER COUNTY LANDFILL	CONSTRUCTION/DEMOLITION DEBRIS DISPOSAL	1325 74 AVENUE SW	Vero Beach
INDIAN RIVER COUNTY RECYCLERS	MATERIAL RECOVERY FACILITY - C & D	7305 13TH ST	Vero Beach
MR. SCRAP	RECOVERED MATERIALS PROCESSING FACILITY (RMPF)	4455 45TH STREET	Vero Beach
RIVERSIDE PARK DEBRIS STAGING AREA	DISASTER DEBRIS MANAGEMENT SITE	3200 BLOCK OF RIVERSIDE PARK DRIVE	Vero Beach
ACROSS FROM CEMETERY DEBRIS STAGING AREA	DISASTER DEBRIS MANAGEMENT SITE	1400 BLOCK OF OLD DIXIE HWY	Vero Beach
CITY OF VERO BEACH OPERATIONS STORAGE YARD	DISASTER DEBRIS MANAGEMENT SITE	1235 16th St	Vero Beach
OSLO SITE	DISASTER DEBRIS MANAGEMENT SITE	7985 9TH STREET	Vero Beach
INDIAN RIVER FAIRGROUNDS	DISASTER DEBRIS MANAGEMENT SITE	CORNER OF 58TH AVENUE AND 77TH STREET	Vero Beach

FACILITY_NAME	CLASS	ADDRESS	CITY
CITY WATER PLANT	DISASTER DEBRIS MANAGEMENT SITE	2515 AIRPORT NORTH DRIVE	Vero Beach
IRC NORTH COUNTY DDMS	DISASTER DEBRIS MANAGEMENT SITE	6581 66TH AVENUE	Vero Beach
BRITTON INDUSTRIES, INC.	SOURCE-SEPARATED ORGANICS PROC. FAC. (SOPF)	5420 41ST STREET	Vero Beach
ATLAS ORGANICS INDIAN RIVER COMPOSTING FACILITY	DISASTER DEBRIS MANAGEMENT SITE	925 74TH AVE	Vero Beach
ATLAS ORGANICS INDIAN RIVER COMPOSTING FACILITY	SOURCE-SEPARATED ORGANICS PROC. FAC. (SOPF)	925 74TH AVE	Vero Beach
NORTH COUNTY TRANS STA (JUPITER)	TRANSFER STATION	14185 N. MILITARY TRAIL	Jupiter
FAU-JOHN D. MACARTHUR CAMPUS	DISASTER DEBRIS MANAGEMENT SITE	5353 PARKSIDE DRIVE	Jupiter
THE BUSHEL STOP - JUPITER YARD	SOURCE-SEPARATED ORGANICS PROC. FAC. (SOPF)	17961 103RD TERR	Jupiter
DEBRIS DOG		18505 BEE LINE HWY	Jupiter

DMS Design and Operational Features

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

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

- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement of vehicles and equipment to avoid crossing traffic lanes with the construction of two entrances/exits with lockable gates
- At the request of the City of Port St. Lucie, 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

- Sufficient area for crew to separate mixed debris, if needed
- Site orientation will provide for ACI operations and grinding operations to be located downwind from offices and inspection towers (i.e., prevailing winds will be considered when setting up site)
- If necessary, separate areas/sites for the public to use for dumping vegetative and C&D debris will be provided. Depending on the process prescribed for allowing this, a separate tower may be required to facilitate accounting for the material entering the public section. If off-site citizen collection areas are developed in accordance with the City's Debris Management Plan, CrowderGulf will remove debris from those sites on a regular basis as directed by the City's Project Manager.

DMS Site Plan

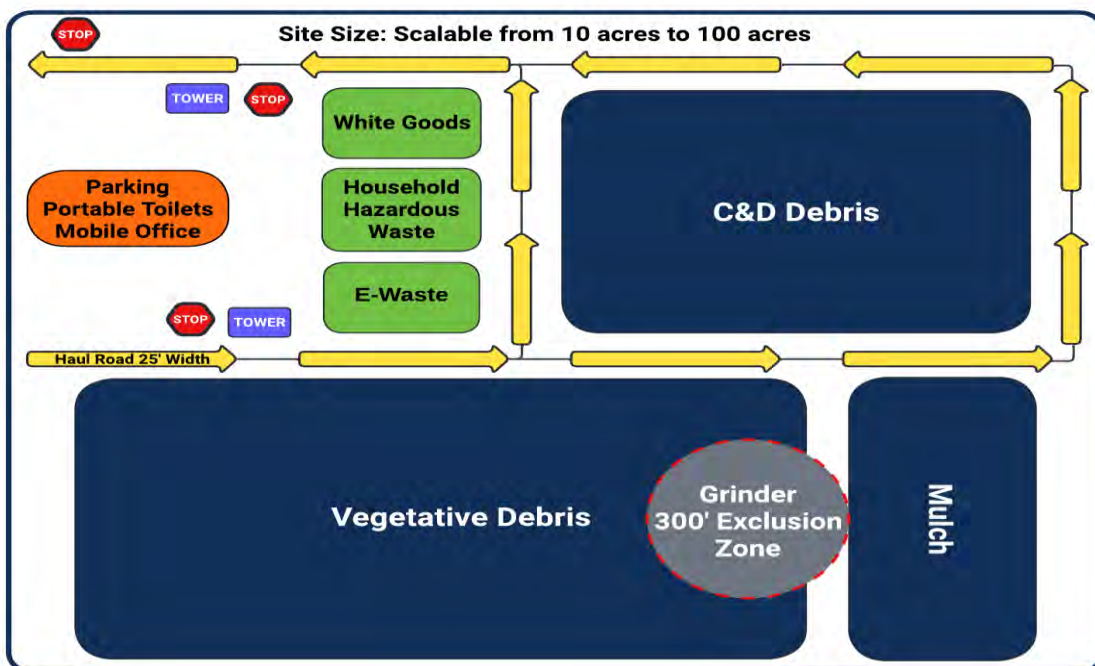
A DMS Plan will be prepared to a scale of 1" = 50'. The Task Order specific Management and Operations Plan will be updated to include the Site Management Plans for all DMSs, and Disposal Sites operated by CrowderGulf. The DMS Plan will display such functions as:

- 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 will be modified to fit the needs of each specific DMS and will incorporate all specifications addressed in the FEMA Public Assistance Program and Policy Guide and all local, state and federal regulations and requirements.

Inspection Towers

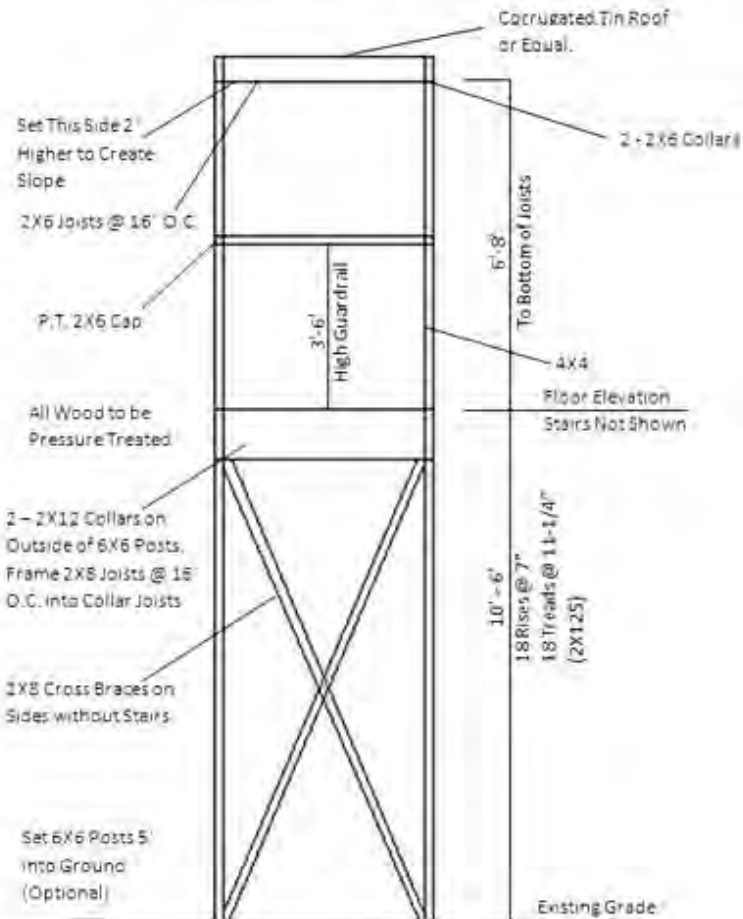
At no cost to the City of Port St. Lucie, CrowderGulf will construct a minimum of one inspection tower at each site adjacent to the roadway. A minimum of one exit lane for all trucks to use will be visible from a tower. This allows for checking truck beds before exiting,



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 needed.

Inspection Tower



3. CrowderGulf Key Personnel and Resumes *Please see Tab 3. Organization Capabilities*

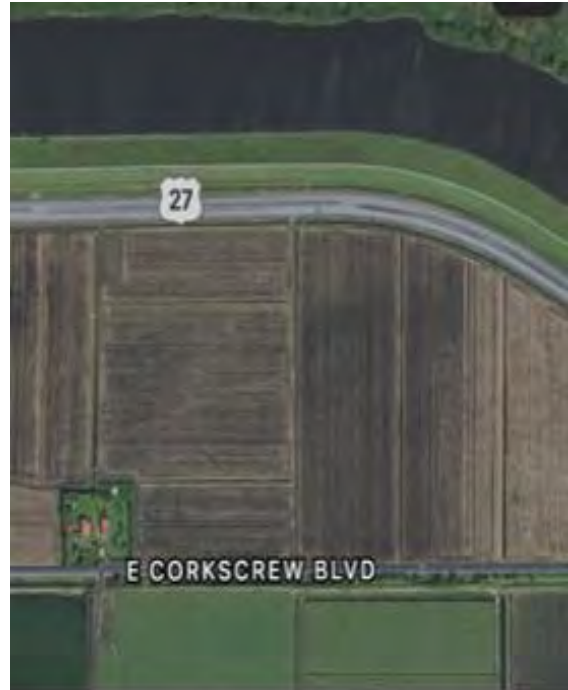
4. Private TDMS Available for Use in St. Lucie County and Surrounding Counties

The CrowderGulf Florida Team, currently consisting of 5 full time Florida residents, will work with the City to identify private landowner sites available for use during an activation. This will include securing releases and applicable permitting.

CrowderGulf can also provide access to Island Turf Farms, LLC. This property is located in Jupiter, FL and can be used as a Temporary Debris Management Site (TDMS) and also as a final disposal site. The entire parcel is 860 acres – additional information listed below:

Island Turf, LLC.
601 Heritage Dr. Suite 233
Jupiter, FL 33458
561-475-0743

Location: 26.7758880, -80.4438861 (Section 34,
Township 42 south, Range 39 east)



5. Ability to Handle Multiple Contacts

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

The Summary Table below provides a snapshot of CrowderGulf’s relevant disaster work experience. It reflects the **Company’s ability to successfully complete multiple simultaneous disaster projects by providing the personnel and equipment resources needed**, regardless of size, location, number of active projects, or the nature and severity of the disaster. Over 98% of the 508 disaster projects listed in the table below were the result of pre-event contracts that were activated after a disaster. CrowderGulf successfully provided every Client with all the detailed, accurate and timely documentation required by FEMA to receive reimbursement.

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

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

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



Past Performance and Experience

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

2022 Hurricanes Ian and Nicole

Hurricane Ian made landfall on September 28, 2022, in Southwest Florida, near Fort Myers, as a strong Category 4 storm. Ian is currently estimated to be the costliest storm in Florida’s history. The Town of Fort Meyers Beach, City of Sanibel, and Lee County suffered catastrophic damage. Widespread wind and flood damage occurred throughout the impacted areas and severe storm surge damage in the beach towns and communities within Lee County. As the day broke and Ian’s winds had passed, the devastation was unimaginable. One of the first things reported to the team was the destruction of the Sanibel Causeway, cutting the City of Sanibel off from the mainland. CrowderGulf immediately recognized the need to set up barging for the City. We coordinated with the City and pulled the trigger the following day to mobilize barges. On October 1, 2022, just three days after Ian’s landfall, CrowderGulf got the first barge on the scene. Barge operations, involving five large barges supplied by CrowderGulf, supported transporting fire, police, EMC, power companies to the island for approximately three weeks. In the first hours after Hurricane Ian’s devastation, while barge operations were being set up for Sanibel, CrowderGulf was also performing emergency PUSH operations in Lee County, Fort Myers, Fort Myers Beach, Estero, and Bonita Springs. All combined, CrowderGulf had approximately 200 PUSH crews operating within the State of Florida.

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

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

2021 Hurricanes Ida and Nicholas

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

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

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

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

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

2020 Hurricanes Laura and Sally, Tornadoes

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

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

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

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

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

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

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

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

2018 Hurricanes Florence and Michael

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



CrowderGulf was activated on 18 pre-event contracts across the state of North Carolina which involved the removal and reduction of over 2.1 million cubic yards of debris, the removal of approximately 50,000 leaners and hangers and the management and maintenance of 16 DMS.

In addition, CrowderGulf provided sand and beach restoration to North Top Sail Beach, Oak Island and Bald Head Island.

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

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

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

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

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

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

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

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

2017 Hurricanes Harvey & Irma

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

In Texas, CrowderGulf had 26 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 meet the needs of 67 clients in Florida. The focus was on serving all affected clients in both states as quickly and efficiently as possible. As a result, all jobs were completed within the clients' timelines.

2017 Hurricane Harvey, Irma, Nate, TS Cindy, Tornado Projects and Tasks											
98 Total Clients	Number of Clients in 2017 Utilizing Task										
Contract Amt	PUSH Ops	ROW Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	E-waste	HHW	ADMS Utilized	Waterway Debris
\$303,777,662	7	91	49	91	36	12	18	15	15	79	2

2016 Hurricane Matthew, Floods and Storms

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 1.5 million cubic yards of debris and managed 13 DMS locations. Recovery efforts in Florida were over \$30 million.

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 180,000 cubic yards of vegetative debris, 2,055 leaners and hangers, 727 stumps and 75 tons of C&D to be removed, reduced (by air curtain incineration) and disposed of in Liberty County. During our kick-off meeting, CrowderGulf was made aware that 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 of 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 over \$1.5 million.

South Carolina - CrowderGulf was also activated by Hilton Head Island (HHI) on October 7, 2016. CrowderGulf supplied over 125 pieces of equipment which included 6 grinders and a Trammel sand screen, plus an additional 300+ personnel **to assist HHI's 12 communities with recovery operations. Reduction operations consisted of chipping and mulching at both** Debris Management Site (DMS) locations. CrowderGulf removed, reduced and disposed of over 3 million cubic yards of vegetative debris, over 10,000 cubic yards of C&D, removed over 40,000 hangers and 5,000 leaners, and managed 2 DMS locations on the Island, for a total project cost of over \$30 million.

Texas Tornado and Storms— Starting in late December 2015, Severe Storms made their way through Texas (FEMA-4255-DR-TX) causing flooding and tornados. Our first activation of the year was requested by Rowlett, TX. A tornado ripped through the town causing C&D debris to be scattered in its path. Over 70,000 cubic yards of debris was collected and disposed after this event. CrowderGulf was also tasked to remove and dispose of 140 white goods and 49 e-waste debris. It took 37 days to complete the project under **the City's management.**

Louisiana Storms – Louisiana received their share of severe storms and flooding (FEMA-4263-DR-LA) in 2016. CrowderGulf was activated in March by St. John the Baptist Parish and Ouachita Parish after a flooding event. St. John the Baptist Parish relied on volunteers and its citizens to help in the recovery.

In August, Louisiana again experienced storms that caused severe flooding. CrowderGulf was awarded a contract for debris removal in East Baton Rouge Parish. Over 300,000 CY of debris hauled were C&D and HHW.

Virginia – Late January 2016, Virginia was the target for a winter storm (FEMA-4262-DR-VA). Approximately 16,000 cubic yards of vegetative, C&D and stump debris were collected, transported and disposed from the ROW in Essex County, VA, due to this winter storm. The project was completed in 20 days and involved CrowderGulf working with the County, Virginia Peninsulas Public Service Authority (VPPSA).

2016 Hurricane Matthew, Hermine, Storms, Flooding, and Tornado Projects										
51 Total Clients	Number of Clients in 2016 Utilizing Task									
Contract Amt	PUSH Ops	ROW Hauling	Debris Reduction	Debris Disposal	Tree Work	Stumps	White Goods	ADMS Utilized	Waterway Debris	Special Projects
\$99,983,827	8	33	24	33	12	6	2	18	1	5

2015 Floods & Storms

Ice Storms - Early in 2015 the City of Raleigh activated the Pre-Event Contract and called on CrowderGulf to support debris removal operations within the City. The operation consisted of debris pickup from rights-of-way. CrowderGulf removed approximately 30,000 cubic yards of debris during the weeklong project.

South Carolina Flooding - On October 7, 2015, the South Carolina Department of Transportation (SCDOT), activated the CrowderGulf Pre-event Contract for *Disaster Recovery Assistance following a Declared Disaster*, to remove and dispose of flood debris from State maintained roads within Richland and Lexington County, SC. Soon thereafter, both Richland and Lexington County executed Memorandums of Understanding (MOU) with the SCDOT to enable CrowderGulf to also remove and dispose of flood generated debris from County maintained roads. Overall CrowderGulf removed and disposed of over 33,000 cubic yards of debris, 20,000 pounds of HHW, 300 White Goods and 400 Electronic Goods. The majority of the above operations were completed within the first 30 days of the FEMA incident period to aid the State and Counties in applying for 85% reimbursement from the Federal Emergency Management Agency (FEMA).

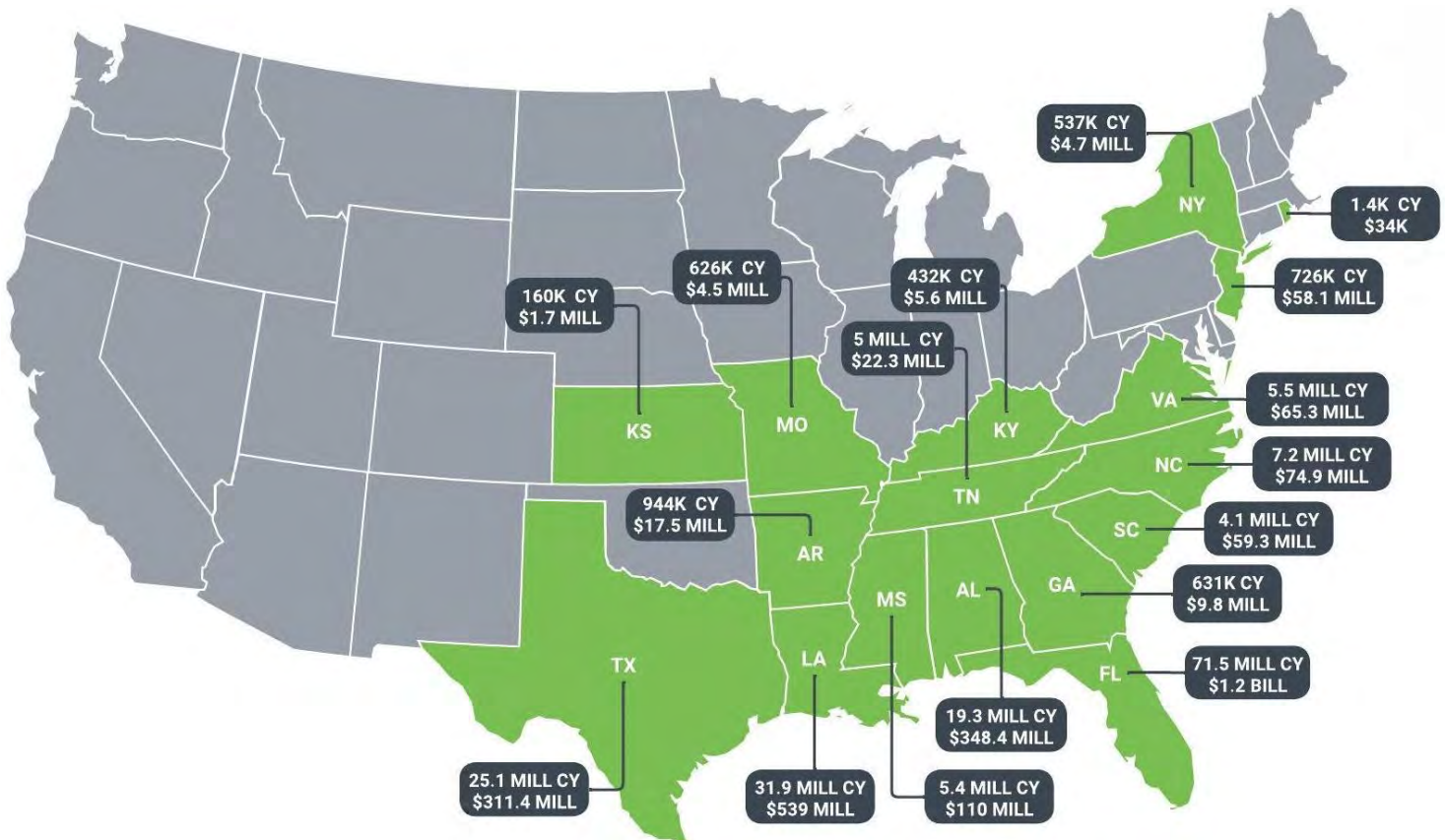
2015 Storms Projects and Tasks								
15 Total Clients	Number of Clients in 2015 Storms Utilizing Task							
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	White Goods/ E-waste	HHW	Waterway Debris	Sand/ Beach Work	Special Projects
\$2,311,844	9	1	12	1	1	5	1	8

2014 Storms

Severe Flooding Event for the States of Alabama and Florida - Following 18-22 inches of rainfall in the States of Alabama and Florida coupled with tornados across the State of Alabama in April, CrowderGulf was activated by eight Alabama Contracts (Baldwin, Blount, DeKalb and Limestone Counties, and the Cities of Orange Beach, and Perdido Beach as well as the Alabama Department of Conservation and Natural Resources and Alabama Department of Transportation) and two Florida Contracts (Escambia and Walton Counties). Ice Storms Pax and Ulysses - These February 2014 ice storms produced primarily tree damage. CrowderGulf had three pre-event contracts activated as a result of these storms. In both Berkeley County, SC, and Dorchester County, SC, CrowderGulf performed ROW debris removal, reduction, and final disposal of vegetative debris.

2014 Storms Projects and Tasks										
14 Total Clients	Number of Clients in 2014 Storms Utilizing Task									
Contract Amt	ROW Hauling	Debris Reduction	Debris Disposal	Burn	Grind	L&H	Stump Work	Waterway Debris	Sand/ Beach Work	Special Projects
\$9,866,559	9	5	10	1	3	5	3	2	1	1

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



Availability and Assurances

Due to the uncertainty of disaster related events, it is difficult to predict when a contract activation will occur. Regardless of the number of contracts CrowderGulf has activated after a disaster, in 50+ years, we have never failed to meet a client's contract requirements for equipment resources and personnel. Having an experienced management team, a large pool of company-owned equipment and operators, a nationwide database of trusted and experienced subcontractors and agreements with national rental companies, provides CrowderGulf the ability to assure 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 some sense of **normalcy, while following all FEMA regulations and within the designated timeline established by the City's contract.** The severity of the disaster will determine how many employees will be assigned to a specific client. Depending on the scope of the disaster, CrowderGulf will use a combination of company crews and subcontractors to perform work. We will begin with CrowderGulf personnel and local resources and proceed to add additional manpower and subcontractors until we have a sufficient workforce in place to ensure the City that we can effectively manage and handle the disaster effort. CrowderGulf will adjust assets as required to optimize operations.

Hurricanes Harvey and Irma – Lessons Learned and Management Team Updates

During the 2017 Hurricane Season, Hurricanes Harvey and Irma became historic in the debris removal industry. The Category IV Hurricane Harvey devastated the State of Texas and ten days later, Hurricane Irma made landfall in Florida, South Carolina, and Georgia. Most of the damage occurred throughout Florida. These two back-to-back major hurricanes presented several historical challenges for the Federal Government, local jurisdictions, and private contractors. Assets from around the Country, including CrowderGulf, were fully mobilized in Texas to assist with their recovery effort. However, after Hurricane Irma impacted **Florida, CrowderGulf's management team immediately began responding to the needs of our Florida clients, while continuing to work throughout Texas.** Although these two hurricanes created a national resource shortage, CrowderGulf never asked to re-negotiate our contract rates. We fulfilled all of our contractual obligations on time or ahead of schedule, both in Texas and in Florida. After these **historic events CrowderGulf's management team completed an After-Action Review (AAR), and we identified several lessons learned, and as a result, made strategic changes to our subcontractor requirements. CrowderGulf's management also implemented several measures to lessen the chance of having a resource shortage in future activations, including the purchase of additional company-owned assets listed in this proposal.**

Subcontracting

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

Monitoring Firms

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

Training

Although the 2017 Hurricane Season was challenging for the entire debris removal and management industry, we made several small additions to our Debris Management and Operations Plan. We added Annual Training Sessions with Project Managers, Field Supervisors, Reservist Personnel, and Subcontractors in each of our Regions, including Texas. The topics discussed ranged from Project Management, Debris Management Site Selection and Setup, Senior Supervision, Teaming with Monitoring Firms and Communication with the Client and our Disaster Administrative Office. The training sessions were so successful that additional trainings are scheduled for after the Florida Governors Hurricane Conference and after client training before each Hurricane Season.

Hurricanes Florence and Michael – Implementation of After-Action Items

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

CrowderGulf did not downsize equipment and personnel in North Carolina to respond to Florida. Where necessary, we doubled and, in some cases, tripled our equipment resources in our North Carolina contract activations to reassure our North Carolina clients that we would finish their projects strongly and successfully.

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

6. Other Emergency Services Performed

CrowderGulf Services Available to the City

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

Pre-Planning & Training

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

Aerial Damage Assessment via Helicopter Flyover

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

Emergency Road Clearance “PUSH”

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

Right of Way (ROW) Debris Removal

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



Private Property Debris Removal (PPDR)

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

Development and Operation of Temporary Debris Management Sites (TDMS)

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

Final Debris Disposal

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

Stump Removal

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

Tree Trimming & Removal (Leaners and Hangers)

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

Arborist Program

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



In-House Arborist:

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

Level 1 Assessment:

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

Level 2 Assessment:

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

Level 3 Assessment:

Level 3 Advanced assessments involve in-depth evaluations of a tree's structural integrity and health, employing advanced diagnostic tools and techniques to uncover hidden defects or decay. Climbing inspections, resistance drilling, sonic tomography, and root system inspections enable arborists to assess structural defects, disease progression, and overall tree health accurately. The findings from these assessments inform tailored care measures, empowering property owners, managers, or municipalities to make informed decisions regarding tree management and disaster preparedness.

Demolition

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

Derelict Vehicle and Vessel Removal

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

Removal & Disposal of White Goods & E-Waste

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

Waterway Debris Removal & Shoreline Restoration

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

Sonar Scanning

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

Technical Disaster Recovery Assistance

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

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

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

COVID-19 Response – Personal Protective Equipment (PPE)

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

Drone Capabilities

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



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

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

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

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

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

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

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

Benefits of Drone Technology:

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



Tab 3 – Organization Capabilities

Pictured: 2018 Hurricane Michael Bay County, FL



City of Port St. Lucie, FL
Event Name: 20230046 Disaster Debris Removal Services

Advanced Aerial Photography



Tab 3 – Organization Capabilities

A. CrowderGulf’s Current Workload

Job	Description	Status
21-CPL-013	Calcasieu Parish Laterals Proj	Ongoing Project
23-CPL-024	Calcasieu Parish PPDR	Ongoing Project
23-SJP-005	SJP 2023 PPDR	Ongoing Project
24-SUL-002	Sulphur, LA PPDR	Ongoing Project
24-CLC-006	April 2024 Severe Storms	Ongoing Project

B. Key Personnel

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

■ Project Management Team Member Bios

The names and biographical information of CrowderGulf’s professional staff that could be assigned to the City’s Management Team are provided below. 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. CrowderGulf personnel assigned are dedicated to the project from activation until project closeout. Assigned personnel will devote 100% of their time to the City. This provides consistency and enhances communication with all **recovery agencies involved with the City’s recovery. Those members highlighted in yellow have been specifically assigned to work with the City.**

Name	Position	Email	Phone	Years’ Experience
Ashley Ramsay-Naile	President	jramsay@crowdergulf.com	(646) 872-1548	27
Reid Loper	Vice President / Senior Project Manager	rloper@crowdergulf.com	(678) 477-3755	15
Jacob “Matt” Tate	National Director / Response and Recovery	mtate@crowdergulf.com	(251) 402-4696	25+
Nick Pratt	Director of Operations	npratt@crowdergulf.com	(251) 402-5566	18
Barrett Holmes	Regional Director – East Coast - NY, NJ, CT	bholmes@crowdergulf.com	(864) 569-6611	25+
Don Madio	Regional Director – FL	dmadio@crowdergulf.com	(813) 285-8749	23
Bill Doran	Regional Director - LA	bdoran@crowdergulf.com	(225) 456-1752	25
Leigh Anne Ryals	Regional Director – AL, MS & TX	lryals@crowdergulf.com	(251) 751-8660	25+
Drew Sprinkle	Regional Manager-AL, MS	dsprinkle@crowdergulf.com	(251) 423-1100	6
Joe Hayes	Regional Manager – FL	jhayes@crowdergulf.com	(561) 315-1360	6
Barton Holmes	Regional Manager – East	barton@crowdergulf.com	(864) 906-1671	5
Valerie Gonzalez	Regional Manager – TX	vgonzalez@crowdergulf.com	(361) 704-2548	12
Clayton Young	Regional Manager - TX	cyoung@crowdergulf.com	(940) 206-6996	12
Wilber Ledet	Senior Project Manager	wledet@crowdergulf.com	(228) 326-5915	12
Matt Lucas	Senior Project Manager, East Coast	mlucas@crowdergulf.com	(609) 731-2858	25+
Lew Najor	Project Manager	lnajor@crowdergulf.com	(850) 393-9985	27

Name	Position	Email	Phone	Years' Experience
Howard Turner	Project Manager - East Coast	hturner@crowdergulf.com	(804) 814-6197	19
Isam Brisco	Project Manager	ibrisco@crowdergulf.com	(512) 373-0586	8
Margaret Wright	Documentation Director / PhD	mwright@crowdergulf.com	(251) 604-6346	23
John Campbell	Senior Director – East	icampbell@crowdergulf.com	(859) 963-8672	25+
Buddy Young	Senior Director - West	byoung@crowdergulf.com	(940) 597-4252	25+
Jeff Zemlik	Safety Manager	jzemlick@crowdergulf.com	(251) 509-9422	12
Wesley Naile	Contracts Manager	wnaile@crowdergulf.com	(251) 533-5585	18
Jesus Carretie	Program Manager	jcarretie@crowdergulf.com	(512) 375-0229	8

▪ **Corporate Management Team / Top Level Management Personnel**

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

Ashley Ramsay-Naile – President – Previous Florida Experience

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



Reid Loper – Vice President – Previous Florida Experience

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



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

Reid has been strategically involved in directing all CrowderGulf projects since his promotion to Vice President in 2016. **Reid's excellent leadership, organizational skills, attention to detail, and his interpersonal relationships with Clients, fellow employees, and subcontractors, make him an invaluable asset to CrowderGulf and to the disaster debris industry.** Reid played a key role during the unprecedented 2017 storm season directing 96 simultaneous contract activations and more than 150 project managers.

Reid oversaw the 2018 Hurricane Michael debris missions after the Florida Panhandle was devastated by the first Category 5 hurricane to make landfall since 1992 Hurricane Andrew. This resulted in removing more than 14,000,000 cubic yards of debris. During the 2020 storm season, also one of the most active in history, Reid directed operations in Louisiana, Mississippi and Alabama, removing and disposing of more than 20,000,000 cubic yards of debris.

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

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

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

Jacob "Matt" Tate – National Director for Response and Recovery – Previous Florida Experience

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



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

Nick Pratt – Director of Field Operations – Previous Florida Experience

Mr. Pratt serves as CrowderGulf’s Director of Operations. Nick is the lead in the initial onsite team

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



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)

The following is a brief history of his extensive field experience beginning in 2004 after Hurricane Ivan.

- 2004 - Hurricane Ivan, equipment operator and crew foreman
- 2005 - Hurricane Katrina, field supervisor over crews in Pascagoula, MS
- 2008 - Hurricane Ike, field supervisor Galveston County, and later in Bolivar, Texas
- 2010 - BP Deep Water Horizon Oil Spill, Project Manager. He handled all of the logistics for the project of removing debris from all beaches along the AL Gulf Coast; trained and directed hundreds of employees throughout the operation.
- 2012 - Hurricane Sandy, Senior Project Manager for large waterway debris removal contract with the New Jersey Dept. of Environmental Services.
- 2017 - Hurricanes Harvey on Texas Coast, and two weeks later Hurricane Irma in Florida. Senior Project Manager in charge of securing subcontractors, field personnel, equipment and assets to all 91 activated contracts in Texas and Florida.
- 2018 - Hurricanes Florence, Irma and Michael, Director of Operations, provided leadership and resource assets for 20 activations in North Carolina and 11 activations in Florida.
- 2020 – Hurricanes Laura and Sally, Director of Operations for 26 contract activations in 6 states; provided leadership and strategically directed equipment, subcontractors and all resources.
- 2021 – Hurricanes Ida and Nicholas, Director of Operations for 15 contract activations in Louisiana, both land and waterway debris removal.
- 2022 – Hurricanes Ian and Nicole, Director of Operations for 38 contract activations in Florida, including numerous PUSH operations and 4 waterway debris removal projects.

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

Dr. Wright has over 25 years of professional training and managerial experience. As a vital member of CrowderGulf’s Senior Management Team, her roles include technical proposal writing, training developer and facilitator, regulations compliance, management of record keeping, including day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects. Dr. Wright has worked in field operations setting up and managing field offices, hiring and training personnel to work with all required documentation, and at CrowderGulf’s Disaster Assistance Office (DAO) after all major disasters since 2003.



After Hurricane Ike in 2003, Dr. Wright developed an Orientation Training Program for Hurricane Preparedness and FEMA Regulations. She and Mr. Young presented training courses throughout Florida, Virginia, South Carolina and Texas for CrowderGulf Clients with pre-event contracts.

In 2017, Dr. Wright worked onsite with our Client and their monitoring firm to assure that documentation and FEMA reimbursement went smoothly after Hurricane Hermine caused damage in Florida. She worked to properly invoice and document approximately 9 Million Dollars for the City of Tallahassee and Leon County. Most recently, she and her team worked to invoice and reconcile over 180 Million Dollars for Hurricane Irma and over 86 Million for Hurricane Harvey. Dr. Wright currently assists with proposal writing and mentoring new employees on disaster debris operations. (NIMS Trained)

John Campbell – Senior Director – Florida Resident & Previous Florida Experience

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



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

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



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

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



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

▪ **Regional Directors and Regional Managers**

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

Colonel (Retired) Holmes joined the CrowderGulf Management Team with more than 30 years of successful leadership and management experience with the United States Army. He is a combat veteran of the United States Army with a distinguished military career where he successfully led engineer units from the platoon to the brigade level. He commanded the 20th Engineer Battalion and was assigned to the First Brigade Combat Team of the First Cavalry Division, Fort Hood, Texas. The Battalion was awarded the Army Valorous Unit Citation for their Combat Service during Operation Iraqi Freedom II.



Under his leadership, the 20th Engineer Battalion supervised construction projects valued at over \$718 million in eastern Baghdad, Iraq under austere conditions. Following his service in Iraq, Colonel Holmes was selected to command the Japan Engineer District in Tokyo, Japan. As the District Engineer, he led the design and construction agency for all United States forces and federal agencies in Japan and was responsible for a multinational construction program valued at over \$975 million. Colonel Holmes then served as the Defense Coordinating Officer (DCO), the Principal Department of Defense representative with the Federal Emergency Management Agency (FEMA) Region IV. He coordinated Department of Defense resources for numerous disasters to include Hurricanes Earl, Isaac, and Sandy and provided extended support for the United States Coast Guard during the Gulf Coast clean-up following the Deep Water Horizon oil spill. Since Barrett joined the CrowderGulf Team he has he has deployed to 16 activations and managed over 65 projects that include **hurricanes, floods, tornadoes and ice storms. In 2022 when Hurricane Ian devastated Florida's Gulf coast, Barrett managed CrowderGulf's complex recovery operation on Sanibel Island, Florida. Sanibel's causeway and bridges breached in multiple locations; CrowderGulf rapidly established barging operations and transported over 1,200 pieces of equipment to expedite recovery.**

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

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

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



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

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

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

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



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

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

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

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

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



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

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

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

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



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

Joe Hayes - Regional Manager (FL) - Florida Resident & Previous Florida Experience

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



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

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

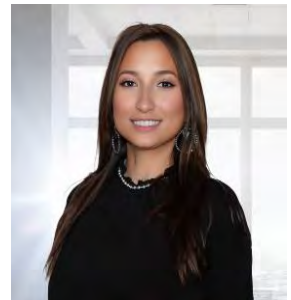
Barton brings to CrowderGulf a distinguished background in Law Enforcement and service in the US Army with US Army Special Operations Command. Mr. Holmes joined CrowderGulf in 2016 as a Field Supervisor during multiple activations for Hurricane Matthew where he **developed and implemented the industry's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



After Hurricane Ian devastated much of Lee County, FL, in 2022, Barton was the Project Manager that oversaw the massive cleanup in Fort Myers Beach, FL. His calm manner and leadership skills were a major asset to the town and **CrowderGulf's team. He conscientiously worked through all the issues and was able to manage the removal of over 800,000 cy of debris. Currently, he serves as the Regional Manager for CrowderGulf's clients in the Eastern Region,** developing and conducting training programs and enriching **CrowderGulf's long lasting relationships with our clients.**

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

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



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

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

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

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



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

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

■ **Field Personnel and Project Management Team**

Jeff Zemlik – Safety Manager – Previous Florida Experience

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



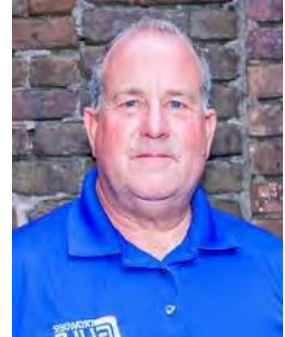
Every CrowderGulf activation requires Safety in the field, and Mr. Zemlik's field presence is one of his strongest qualities. Regardless of size, safety policies and procedures are strictly enforced, either by Jeff personally, or by the team of trained safety professionals managed by Mr. Zemlik. During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

During the hyperactive hurricane season of 2020, Jeff spearheaded supplying PPE to various government agencies pertaining to COVID-19 protection. 2020 project highlights included removal of 60,000 yards of seaweed after Hurricane Cristobal, over 200 PUSH crews post Hurricane Laura, and working closely with the Audubon Society of New Orleans, LA for post Hurricane Zeta cleanup at several of their unique facilities that house common zoo animals and endangered species. In 2022, Mr. Zemlik was deployed to Lee County, Florida, providing safety and environmental management, and overseeing all material being hauled from debris management sites to final disposal for all CrowderGulf projects.

In addition to his accredited degrees, Mr. Zemlik holds his OSHA 500, trains all HAZWOPER associates, USACE COM and 385-1-1 training. He also has his Asbestos Inspector and Supervisor Certifications. Mr. Zemlik manages the DOT program for the Company, and is trained in Fishbone root cause analysis, incident inception. Additional training and certifications include SONS & TWIC, OSHA 10-hour General Industry, OSHA 510 & 500, Leadership & influence. Jeff has also obtained his ISA Certified Arborist classification and is a local ISA member of both Texas and Florida Chapters. (NIMS Trained)

Wilber Ledet – Senior Project Manager – Previous Florida Experience

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.

Matt Lucas – Senior Project Manager – Florida Resident & Previous Florida Experience

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

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

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



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

Howard Turner - Project Manager – Previous Florida Experience

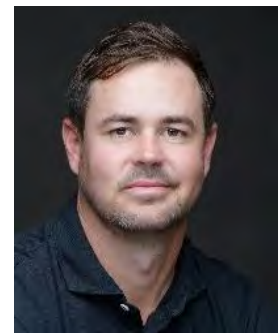
Mr. Turner has a long career spanning over two decades in the debris management industry. He began his management career at Grind-All where he oversaw scheduling and operations of multiple grinders, screens, loaders, excavators, mulch coloring plants, trucks, and miscellaneous equipment. He was also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



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

Isam Brisco – Project Manager – Previous Florida Experience

Mr. Brisco is a Graduate of the University of North Texas. He began working with CrowderGulf in 2017 as a field supervisor. His excellent work ethic, communication and job skills allowed him to take on more responsibilities as a Project Manager. After flooding from Hurricane Harvey in 2017, Isam managed the debris removal operation in Dickinson, TX. He located a suitable temporary DMS for increased efficiency of haul in and reduction of C&D. He communicated with the City on a daily basis to give updates on progress, organized and communicated with subcontractors daily to assign debris pickup zones, Isam also worked with the Monitoring Company to ensure the job ran smoothly.



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

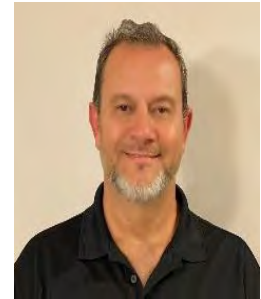
In August 2020, Hurricane Laura made landfall in Southwest Louisiana. Mr. Brisco managed the debris removal operations in Calcasieu Parish. He oversaw the day to day operations of a project that, at its peak, had over 200 trucks removing over 98,000 cubic yards of debris from over 1,200 square miles daily. He located and permitted 12 DMS in strategic locations throughout Calcasieu Parish to remove debris more effectively from the ROW. He was the liaison between the subcontractors, monitoring company, and client to ensure all aspects of the job were running smoothly and the client's needs were met.

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

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

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

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



▪ Disaster Administration Office Team

Wesley Naile - Contracts Manager – Previous Florida Experience

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



Jesus Carretie – Program Manager – Florida Resident & Previous Florida Experience

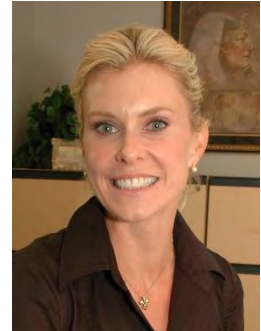
Based in Florida, Jesus Carretie serves on the CrowderGulf team as our Program Manager. **This role requires the overseeing of the fulfillment of CrowderGulf's goals throughout one or multiple projects.** This is accomplished by coordinating and strategizing across the different facets of a project from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



Additionally, Mr. Carretie assists in a variety of roles that include Data Management, Invoicing, Project Management, Business Management, and Client Relations. Mr. Carretie has been in Emergency Management and Disaster Recovery since 2014 and has worked in the following Debris Management projects: 2014 South Carolina Winter Storm (DR-4166-SC)(150,000 hazardous limbs/trees & 2 million CY of disaster generated debris), Hurricane Hermine (DR-4280-FL)(36,000 hazardous limbs/trees & 148,000 CY of debris), Hurricane Irma (DR-4377-FL)(200,000 hazardous limbs/trees & 10 million CY of debris), 2020 Oregon Wildfires (DR-4562-OR)(100,000 hazardous limbs/trees & 76,000 CY of debris), and Hurricane Ian (DR-4673-FL)(14 million CY of debris and ongoing). In efforts to expand his knowledge in the EM industry, Mr. Carretie has also worked as a Senior Grants Specialist in a FEMA Public Assistance project, and as a Production Manager in a Community Development Block Grant-Disaster Recovery project.

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

Ms. Ramsay has been CrowderGulf's Public/Community Relations and Marketing Manager since 2004. Throughout the year she interfaces with Clients and acts as CrowderGulf's (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 – Previous Florida Experience

Ms. Walley has been the Accounts Receivable Manager and Documentation Specialist since 2005. She continually interfaces with clients and client representatives to build a strong team relationship to provide accurate documentation to support CrowderGulf work 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 Weaver – Subcontractor SMBE Compliance Manager – Previous Florida Experience

Mrs. Weaver manages subcontractors, develops, and promotes CrowderGulf's Small/Minority Business division. Her focal point is to contact and localize subcontractors 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 at the end of this Section 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
Bell	Lauren	Company Comptroller
Teofilo	Tiffany	Accounts Payable Asst
Wright	Kerry	Warehouse Manager
Simon	Paris	Accounting Clerk
Suters	Donna	Accounting, Documentation Management
James	Jenny	Accounting, Documentation Management
Turner	Mary	Logistics, Contract Management
Williamson	Kelley	Subcontractor Accounts Payable Mgr., DAO Office Manager
Edwards	Melinda	Executive Administrative Assistant
Noll	Kerrie	Proposal Manager
Snell	Brandi	Receptionist
Sprinkle	Aimee	Receptionist, Accounting Clerk

Additional Field Personnel

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

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

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 **Public Assistance Program and Policy Guide** (incorporating Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). Today, the staff holds numerous FEMA course certifications and a number of OSHA Health & Safety and Hazardous Materials certifications. CrowderGulf employees are required to attend State and National conferences and training classes for continuing education credits and certification maintenance on a yearly basis.

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

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-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-26	Guide to Points of Distribution	IS-139	Exercise Design
IS-27	Orientation to FEMA logistics	IS-208	State Disaster Management
IS-30/31	Mitigation e-Grants training	IS-230	Principals of Emergency Management
IS-33	FEMA safety Orientation	IS-235	Emergency Planning
IS-35.10	FEMA Ethics	IS-241	Decision Making and Problem Solving
IS-45.11	FEMA Safety Orientation	IS-250	Emergency Support Functions
IS-55	Household Hazardous Materials	IS-288	Role of Vol. Agencies in Emer. Mgt.
IS-240	Leadership & Influence	IS-393	Intro. Hazard Mitigation
IS-242	Effective Communications	IS-403	Individual Assistance
IS-253b	Overview of FEMA'S Environmental and Historic Preservation Review	ICS 363	Hurricane Readiness
IS-324a	Community Hurricane Preparedness	IS-631	Public Assistance Operations
IS-546	Continuity of Operations Planning (COOP)	IS-810	Oil and Hazardous Materials Response
IS-630	Intro to Public Assistance Process	G363	Hurricane Readiness
IS-632	Intro to Debris Ops in FEMA's PA Program	IS 552	The Public Works Role in Emergency Management
IS-633	Debris Management Plan Development	FEMA	EMI Professional Development Series
G-202	Debris Management	L545	Basic Human Resources for Disaster Supv.
G 385	Disaster Response and Recovery Operations	E0684	Integrating Science into Emergency Mgt. Policies & Decisions
L382	Public Assistance Coordinator (PAC) Crew Leader		Side Scan Sonar Systems Introduction and Side Scan Sonar Systems Operators Course
L680	Emergency Management – A Leadership Challenge	L-292	Disaster Field Operations Mgt.
K0202	Debris MGT Planning Course for State Tribal / locals	L-269	Managing FEMA Staff on Disaster Ops.
OSHA	HazWoper Training	FEMA	Executive Academy Graduate Course
E257	State Director's Training	L449	ICS Incident Command Train the Trainer
FEMA	State Director's Training	IS 200	ICS for single resources & Initial Action Incidents
	Asbestos Contractor Supervisor	IS 400	Advanced ICS
IS 100	Intro to ICS	NIMS 800a	National Response Plan
IS300	Intermediate ICS	NIMs 702	NIMS Public Information System
IS 700	Intro into the National Incident Mgt. System	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.



IS-00100 - Intro to Incident Command Systems			IS-00200 - ICS for Single Resources & Initial Action Incidents		
Ashley Ramsay-Naile Amber Ramsay Andrew Sprinkle Barrett Holmes Barry Lund Barton Holmes Bill Doran Buddy Young Charles Clark Clayton Young Desiree Mallack	Don Madio Donna Suters Gary Jones Gina Walley Jenny Todd Weaver Jeff Zemlik Jesus Carretie Joe Hayes John Campbell Kerrie Noll Leigh Anne Ryals	Lisa Baldwin Margaret Wright Mark Loper Matt Tate Nick Pratt Reid Loper Ronald Thorson Sarah Melton Valerie Gonzalez Vance DeHart Wes Naile Wilber Ledet	Ashley Ramsay-Naile Amber Ramsay Andrew Sprinkle Barrett Holmes Barry Lund Barton Holmes Bill Doran Buddy Young Charles Clark Clayton Young Desiree Mallack	Don Madio Donna Suters Gary Jones Gina Walley Jenny Todd Weaver Jeff Zemlik Jesus Carretie Joe Hayes John Campbell Kerrie Noll Leigh Anne Ryals	Lisa Baldwin Margaret Wright Mark Loper Matt Tate Nick Pratt Reid Loper Ronald Thorson Sarah Melton Valerie Gonzalez Vance DeHart Wes Naile Wilber Ledet
IS-230 - Principles of Emergency Management			IS-00235 - Emergency Planning		
Bill Doran	Joe Hayes	Leigh Anne Ryals	Barry Lund Barton Holmes	Bill Doran Joe Hayes	Leigh Anne Ryals
IS-00242 - Effective Communication			IS-00632 - Intro to Debris Operations in FEMA's Public Asst. Program		
Barry Lund Barton Holmes Bill Doran	Leigh Anne Mike Moulder	Reid Loper	Barry Lund Barton Holmes Donna Suters Jesus Carretie	Leigh Anne Ryals Matt Tate Reid Loper Sarah Melton	
IS-00253b – Overview of FEMA's Environmental and Historic Preservation Review					
Barton Holmes					
IS-00700 - Intro to National Incident Management System (NIMS)			IS-00800 - Intro to National Response Plan (NRP)		
Ashley Ramsay-Naile Amber Ramsay Andrew Sprinkle Barrett Holmes Barry Lund Barton Holmes Bill Doran Buddy Young Charles Clark Clayton Young Desiree Mallack	Don Madio Donna Suters Gary Jones Gina Walley Jenny Todd Weaver Jeff Zemlik Jesus Carretie Joe Hayes John Campbell Kerrie Noll Leigh Anne Ryals	Lisa Baldwin Margaret Wright Mark Loper Matt Tate Nick Pratt Reid Loper Ronald Thorson Sarah Melton Valerie Gonzalez Vance DeHart Wes Naile Wilber Ledet	Ashley Ramsay-Naile Amber Ramsay Andrew Sprinkle Barrett Holmes Barry Lund Barton Holmes Bill Doran Buddy Young Charles Clark Clayton Young Desiree Mallack	Don Madio Donna Suters Gary Jones Gina Walley Jenny Todd Weaver Jeff Zemlik Jesus Carretie Joe Hayes John Campbell Kerrie Noll Leigh Anne Ryals	Lisa Baldwin Margaret Wright Mark Loper Matt Tate Nick Pratt Reid Loper Ronald Thorson Valerie Gonzalez Vance DeHart Wes Naile Wilber Ledet
IS-300 - Intermediate ICS			IS-400 - Advanced ICS Command & General Staff		
IS-300 Instructors: John Campbell and Leigh Anne Ryals			IS-400 Instructors: John Campbell and Leigh Anne Ryals		
Bill Doran Jeff Zemlik	Reid Loper Valerie Gonzalez		Bill Doran Jeff Zemlik	Reid Loper Valerie Gonzalez	

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

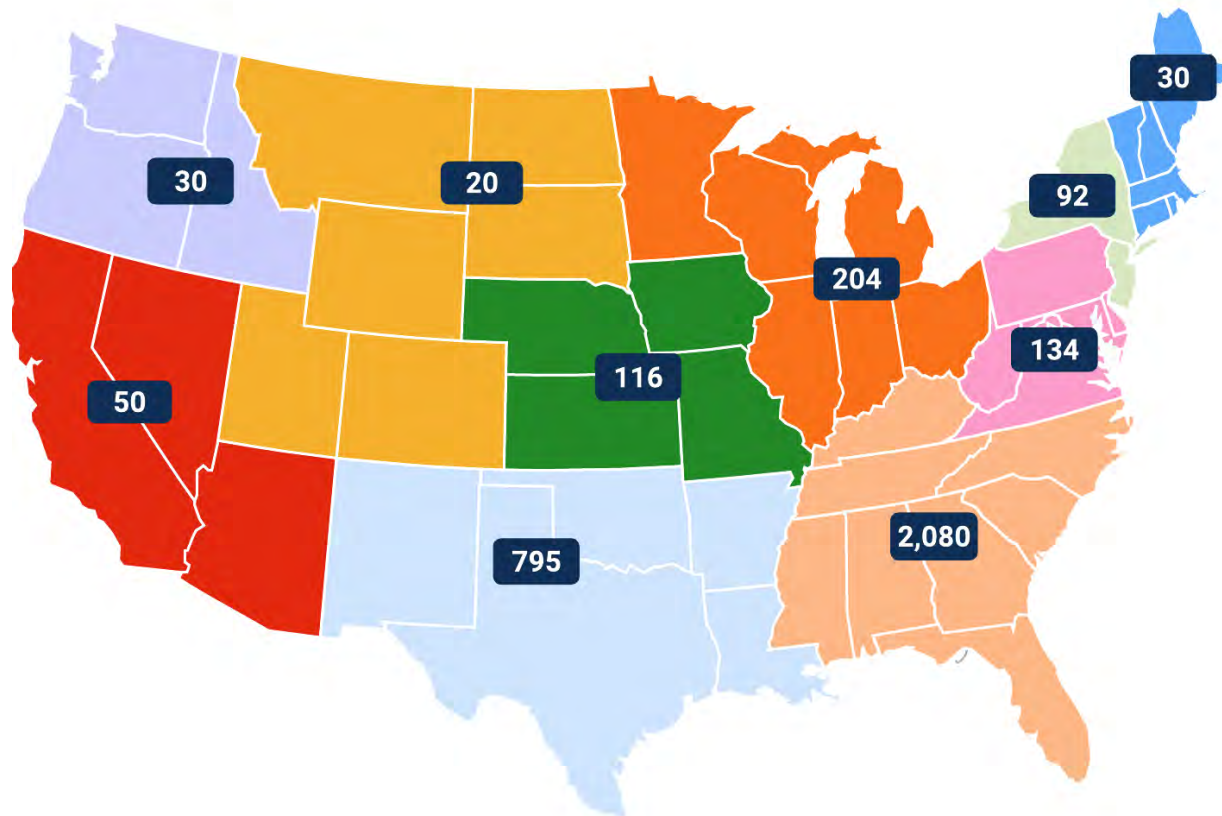
1. Resumes have been provided at the end of this section.

2. Subcontracting Services – Subcontracting Plan

It is company policy to utilize qualified local subcontractors to the maximum extent possible in compliance with 44 CFR 206.10. Per Client compliance requirements under 44 CFR 13.36(e), CrowderGulf, as Prime Contractor, will take **all affirmative steps required to assure that minority firms, women’s business enterprises, and labor area surplus firms** are used when possible.

In addition, we maintain a national subcontractor database of over 3,200 pre-qualified subcontractors, which allows us to identify companies by size, equipment and geographical location. Prospective subcontractors may visit our website, www.crowdergulf.com, to register or may fax information to the Disaster Administration Office for review. Due to CrowderGulf’s reputation of always treating our subcontractors fairly and paying them on a weekly basis, we have a surplus of subcontractors throughout the nation ready to work at a moment’s notice.

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



Subcontracting Practices

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

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

Subcontracting Policy

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

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

11. Provide CrowderGulf with progress payment billings (as agreed in the respective subcontracts).
12. Final payments to subcontractor(s) may be deferred pending receipt of contractual or statutory lien waivers, releases, closeout documents or other encumbrances.
13. Other stipulations may apply as may be required by unique local conditions.

Understanding Requirements

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

Steps in the Process:

1. Before any subcontractors are solicited, CrowderGulf compiles a list of local subcontractors from our Database of pre-qualified subs. These companies have either worked for CrowderGulf and are in good standing, have registered with us through our website, www.crowdergulf.com, or have been previously solicited by CrowderGulf. All subcontractors must meet the following requirements to be considered for prequalification:
 - a. Verification through one or more of the following websites:
 - *The System for Award Management (SAM) is a Federal Government owned and operated free web site that consolidates the capabilities in CCR/FedReg, ORCA, and EPLS. SAM is used to review all subcontractors' debarred status prior to approval as a prequalified subcontractor (<https://www.sam.gov/>)*
 - *SBA HUBZone Search-confirmation, (http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm)*
 - *Dun and Bradstreet, (<https://sso.dnbi.com>)*
 - b. Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: <http://www.dhs.gov/E-Verify>. It shall be the Subcontractor's responsibility to familiarize themselves with all rules and regulations governing this program.
 - c. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
2. If specific directories are to be used, CrowderGulf will check the Client website for directory access or contact the M/WBE Office for a list of potential M/WBE firms to be utilized then compare this list to our current list of local prequalified subcontractors to find possible matches.
3. Contact is then made with M/WBE firms that offer services 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 documentation will be considered for inclusion in the final proposal to the Client as a responsive M/WBE Firm.
7. All contacted firms are listed in the 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.

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 Super Circular 2 C.F.R. Chapter 2, Part 200.

Affirmative Steps Include:

1. Placing qualified small and minority businesses and women-owned business enterprises on solicitation lists.
2. Assuring that small and minority businesses, and women-owned business enterprises are solicited whenever they are potential sources.
3. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises.
4. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women-owned business enterprises; and
5. Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

Subcontractor Oversight

In the past, CrowderGulf has mobilized over 400 subcontractors with as many as 5,000 people, 2,600 trucks, and 800 pieces of loading equipment. To ensure the same Quality Control and efficient operations for the City, CrowderGulf's Management Team will rely on National Incident Management Systems (NIMS) protocols to identify the proper number of supervisors for each debris management operation. CrowderGulf is fully prepared to marshal as many Field Project Managers and Debris Supervisors as needed to meet the City's debris management requirements. Project Managers and Field Supervisors will have the direct responsibility to ensure all workers have received the proper safety training and education on Federal Rules and Regulations as they pertain to debris removal operations.

Minority/Small Business Enterprise (M/SBE) Subcontractors

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

2024 FL Region 5 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
4 Jays Land Services, Inc.	74 Spring Vista Dr, Ste 100	Debary	FL	32713	1					
5B Land Clearing & Hauling	6504 Salerno Rd	Fort Pierce	FL	34951		1				
A & C Land Development, Inc.	3573 Romea Circle	New Smyrna Beach	FL	32168	1					
A & M Contracting, Inc.	2701 Packard Ave	Oviedo	FL	32765	1					
A Environmental & Recycling Services, Inc.	217 East Plymouth Ave	Deland	FL	32724	1					
A-1 Tractor Service	5835 Boggs Ford Rd	Port Orange	FL	32127						
ABC Landclearing & Development, Inc	1130 Peachtree St.	Cocoa	FL	32922	1					1
Above All Tree Service, LLC	30351 Redtree Dr	Leesburg	FL	34748	1	1				
Above and Beyond Landscaping	P.O. Box 975	Palm City	FL	34991	1					
Absorbent & Safety Solutions	1917 Booth Circle, Ste 131	Longwood	FL	32750	1					
Ace Staffing Unlimited Inc.	16214 CR 448	Mt. Dora	FL	32757	1	1				
Advance Tree Pros	7242 Gardner St.	Winter Park	FL	32792						
Advance Tree Pro	7242 Gardner Street	Winter Park	FL	32792	1					
All Builders Debris Removal & Restoration, LLC.	1301 W. Fairbanks Ave.	Winter Park	FL	32789	1					
All Clear Site Prep	5755 SW Savage Street	Palm City	FL	34990	1					
All Done Site Services, Inc	111 E Muriel St	Orlando	FL	32806	1					
All For You Landscape & Maintenance, Inc.	3475 Old Edwards Rd.	Fort Pierce	FL	34981						
All Pro Custom Paint & Pressure Washing, Inc	791 Riviera Dr NE	Palm Bay	FL	32905						
All Refuse Management	8537 mizell dr	Melbourne	FL	32940				1		
All Seasons Lawns LSC LLC	156 N Bay St	Fellsmere	FL	32948						
Allied Trucking of Florida	775 S. Kirkman Rd #108	Orlando	FL	32811						
Amax Tree & Land Clearing	124 Wisteria Dr	Longwood	FL	32779		1	1			
American Made Disposal, LLC	5160 SE Dell Stl	Stuart	FL	34997	1	1				
AMS Site Work	1790 Hwy A1A #101	Satellite Beach	FL	32907	1					
Any & Everything Goes, Inc.	25 E 15th St.	Apopka	FL	32703	1					
AOW & Associate	P.O. Box 561403	Rockledge	FL	32955		1		1		
Apex Trucking of Edgewater, Inc.	1059 Shadick Dr.	Orange City	FL	32763	1					
Arrowhead Land Clearing	9880 Sidney Hayes Rd	Orlando	FL	32824	1					1
Atlantic Custom Landscapes, Inc.	4995 Conley Place	Fort Peirce	FL	34951	1					
Bach Logistics Inc	401 N 13th Street	Leesburg	FL	34748	1					
Back Forty, Inc.	2418 Sunrise Blvd.	Ft. Pierce	FL	34982	1	1			1	1
Balkom Excavating	32834 S.R. 44	Deland	FL	32720	1					
Barnes, Ferland & Associates, Inc.	1230 Hillcrest Street, Ste. 100	Orlando	FL	32803	1			1		
BE Corp	111 Mandrona DR	Eustis	FL	32726	1					
Bell-Morr Excavating, Inc.	28 Silk Moss Ct	S. Daytona	FL	32119	1					
Bender Trucking	P.O. Box 618293	Orlando	FL	32861	1					
Bennett Restoration Corporation	4630 S Kirkman Rd # 276	Orlando	FL	32811		1				
Big League Landscape of Daytona Beach	1533 Harmony Ave	Ormond Beach	FL	32174	1					
Blankenbaker Land Service, Inc.	P.O. Box 193	Ft. Pierce	FL	34954	1					
Blue Bell Landscaping, Inc.	1200 S. Banana River Dr	Merritt Island	FL	32952	1					
Blue Ridge Recovery	5670 Tomoka Ave. P.O. Box 932	Intercession	FL	33848	1	1				
Blue Water Dynamics, LLC.	308 S. Old Country Rd	Edgewater	FL	32132	1					
Bob Tim & David's Lawn & Landscaping Inc	519 Mill Run DR	New Smyrna Beach	FL	32168	1					
Booker's Land Management	25309 Luke Street	Christmas	FL	32709	1					
BrightView Landscape Services, Inc.	4777 Old Winter Garden Road	Orlando	FL	32811						1
Bull Lathrom and Sons Trucking, Inc.	300 WEST PARK Ave	Edgewater	FL	32132	1					
Bunnell's Services	15255 91st St.	Fellsmere	FL	32948	1					
C & C Site Prep	3634 Country Lakes Dr	Belle Isle	FL	32812						
C & W Trucking, Inc.	703 Hennis Rd	Winter Garden	FL	34787						
C.E. Hood Construction	P.O. 691212	Vero Beach	FL	32969	1					
C.E.M Enterprises, Inc.	1757 Benbow Court	Apopka	FL	32703	1					
Carlton's Tree Service	622 SE Essex Dr	Port Saint Lucie	FL	34984	1					
Catfish Development Solutions	119 Balsa Road	Ft. Pierce	FL	34946	1	1	1	1		
CCI Construction of Brevard Inc.	508 Banyan Way	Melbourne Beach	FL	32951						
CCNK LLC	2145 Avacodo Ave	Melbourne	FL	32935	1					
CCS Corporation	4285 SW Martin Hwy	Palm City	FL	34990	1					
CDI Group USA	2701 Industrial Ave. Two	Fort Pierce	FL	34946		1				
CDM Trucking, Inc.	1707 Canova Street, Unit 1	Palm Bay	FL	32909	1					
Cecil Field, Inc	7630 Industrial Rd	West Melbourne	FL	32904	1					
Central Hauling & Excavating, Inc.	1215 Crown Park Circle	Winter Garden	FL	34787	1	1				
Charlie's Grading Service, Inc.	1151 Abeline Dr	Deltona	FL	32725	1					



2024 FL Region 5 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
Ciotti's Lawns & More for Life Inc.	5656 Lake Ave	Sanford	FL	32773	1					
Clean Cut Tree Service & Stump Inc.	1968 Aurora Rd	Melbourne	FL	33907	1					
Clear Zone Maintenance	4496 60th Dr	Vero Beach	FL	32967						
Cloer & Son's Landclearing	P.O. Box 1446	Edgewater	FL	32132	1					
Cloud 9 Services	1201 W. Jackson St	Orlando	FL	32805	1	1				
Complete Maintenance Care	2191 Spring Lake Circle	Saint Cloud	FL	34771	1					
Cottom's A-1 Sod, Inc	4250 Marion County Rd	Weirsdale	FL	32195	1					
County Line Services, LLC	PO Box 731612	Ormond Beach	FL	32173	1					
Cray Marine Construction	4575 Kissimmee Pk. Rd	St. Cloud	FL	34772						
Cruz Trucking, Inc.	10531 Bronson Rd	Clermont	FL	34711	1					
CSA International, Inc.	8502 SW Kansas Ave	Stuart	FL	34997						
CST Environmental, LP	11208 Boggy Creek Rd	Orlando	FL	32824						
D & D Tractor & Truck Service, Inc.	403 Ferguson Dr.	Orlando	FL	32805	1					
David Outar Trucking, Inc.	178 Sage Crest DR	Ocoee	FL	34761						
David Stout Handyman	5665 Lancelwood DR	Port Orange	FL	32127						
Design Build Engineers & Contractors, Corp	801 N Magnolia Ave, Ste 406	Orlando	FL	32803	1					1
Diversified Ecological Sales & Services, Inc.	379 Perth Ln	Winter Park	FL	32792	1					
Divine Designs, Inc.	1008 Flagler Ave.	Edgewater	FL	32132						
Double "J" Bobcat Service, LLC	837 SW Duncan Terrace	Port St. Lucie	FL	34953	1					
Double AA Transportation, Inc.	1512 N. Grandview St	Mount Dora	FL	32757				1	1	
Doug Connor, Inc.	P.O. Box 361877	Melbourne	FL	32936						
Downer's Concrete & Construction	6022 Feather Ln	Sanford	FL	32771	1					
Drinkwater & Drinkwater, Inc.	16578 Old Cheney Hwy	Orlando	FL	32833	1					
DS Transportation, Inc.	102 Royalty Circle	Sanford	FL	32771	1					1
Dustin Jones Lawn & Landscaping	PO Box 272	Grant	FL	32949	1					
DWC Outdoors & Hauling, Inc.	1120 Hill Mount Drive	Minneola	FL	34715						
DWC Outdoors & Hauling, LLC.	1120 Hill Mount Drive	Minneola	FL	34715						
E. D. Ackell Trucking Inc.	1769 SE Madison St	Stuart	FL	34997	1					
East Coast Trees	390 West St	New Smyrna Beach	FL	32168	1					
East Seminole Trucking, Inc.	P.O. Box 822	Geneva	FL	32732	1					
Eastern Security Inc.	5104 North Orange Blossom Trail	Orlando	FL	32810						
EDS Construction Corp	8316 Pine Island Rd	Clermont	FL	34711	1					
Ellis Enterprise, LLC	6513 Abbeydale Court	Orlando	FL	32818	1					
EMC Divers Inc	1248 Turnbull Bay Rd	New Smyrna Beach	FL	32168	1					
Emergency Services 24, Inc.	6703 Mott Ave	Orlando	FL	32801	1					
Enviro Tree Service	3202 Phils Lane	Apopka	FL	32712	1	1				
Enviro-USA	3855 North Highway 1	Cocoa	FL	32926	1					
Evans & Sons Inc.	9687 SE Sharon St	Hobe Sound	FL	33455		1				
Excavation Transportation	P.O. Box 740753	Orange City	FL	32774		1				
Express Employment Professionals	397 N Wickham Rd	Melbourne	FL	32935	1	1				
F & S Land Clearing & Demolition	P.O. Box 621724	Oviedo	FL	32765	1					
First Response Maintenance LLC	20875 Quinn Street	Orlando	FL	32833	1					
Flo-Mac, Inc.	1840 Copenhagen Rd.	Ft. Pierce	FL	34945						
Florida Earth Movers LLC	4043 North Chinook Lane	Ormond Beach	FL	32174	1					
Florida Retrofits, Inc.	2840 Kirby Cir., NE, Unit 3	Palm Bay	FL	32905						
Floridian Outdoor Services, Inc.	8405 Fort Pierce Blvd	Ft. Pierce	FL	34951						
FLP	410 N. Shine Ave	Orlando	FL	32803	1					
Foshee construction Co. Inc.	300 Virginia St	Minneola	FL	34715						
Freddie's Landscaping	390 Warren Ave	New Smyrna Beach	FL	32168	1					
Fuzion Group INC	4409 North Clark Ave	Tampa	FL	33614	1					
Gallegos Trucking, Inc.	1875 Copenhaver Rd	Ft. Pierce	FL	34945						
Garna Engineering	2200 N. Forsyth Rd #B4 Dr	Orlando	FL	32807	1					
GEL Recycling Inc	1200 S Leavitt Ave	Orange City	FL	32763						
Glopaq Solutions LLC	3873 E SR 46	Sanford	FL	32771	1					
Go Digga Inc	81 S Elm St	Fellsmere	FL	32948	1					
Green Innovative Solutions Inc (GIS)	737 Sugarfoot Ln	Fruiland Park	FL	34731	1	1	1			
Green Thumb Landscaping, Inc	1085 S. John Rodes Blvd	W. Melbourne	FL	32904	1					
Harrack Trucking and Land Clearing	367 Williams Point Blvd	Cocoa	FL	32926		1				
Haulin Dixon LLC	8567 SE Fern St	Hobe Sound	FL	33455						
Hearn Debris Removal, LLC	1426 Lake Dr	Cocoa	FL	32922	1	1				
Helping Hand Lawn Care, Inc.	25105 Slate Rd 46	Sorrento	FL	32776	1	1				
Holland Pump Co.	345 Thorpe Rd.	Orlando	FL	32824	1	1				
HSA Golden	100 E. Pine St, Siite 605	Orlando	FL	32801	1					
Integrity Lawn Service	110 Mar Len Dr	Melbourne Beach	FL	32951	1					
J & L Hays Inc.	3227 Kumquat Dr	Edgewater	FL	32141	1					
J. Malever Construction Co.	301 Sampey Rd	Groveland	FL	34736	1					

2024 FL Region 5 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
Jarvis Property Restoration	1621 91st Ct	Vero Beach	FL	32966						
JCB Construction, Inc.	800 W. Gore St	Orlando	FL	32805						
JDMF, LLC	1901 Blackwood Ave.	Gotha	FL	34734	1					
Jeannie Labor Cont Inc.	36700 Ranch Rd	Eustis	FL	32736						
Jerry's Tree Service, Inc.	5035 Panther Ln	Mims	FL	32754	1					
JLS Site Development, LLC.	4641 Gilbert St.	Lake Monroe	FL	32747	1					
John and Tom Unlimited, LLC	16877 E. Colonial DR	Orlando	FL	32820	1					
Jr. Davis Construction Co., Inc.	210 S. Hoagland Blvd.	Kissimmee	FL	34741						
K&L Grading Inc	1501 Timocuan Way	Longwood	FL	32750						
Kathy Jakubcin Const WBE	P.O. Box 621833	Oviedo	FL	32762		1				1
Kessler Hauling Inc	3500s US Hwy 1	Ft. Pierce	FL	34982	1					
Kisner Trucking, Inc.	652 Wisteria Dr.	Melbourne	FL	32901	1					
KNC Site Services, LLC	54545 Astor Transfer Station Rd.	Astor	FL	32102	1		1			
Kona Construction & Consulting, LLC	1206 Pawnee Terrace	Indian Harbor Beach	FL	32937	1					
KSI Environmental	PO Box 875	Mims	FL	32754						
L & S of Volusia Inc.	950 Archie DR	Smyrna Beach	FL	32168	1	1				
Landpro Outdoors of Central FL, LLC	100 Idyllwilde Dr.	Sanford	FL	32771	1					
Larkin Landscape, Irrigation	P.O. Box 255	Clarcona	FL	32710	1					
Lloyd & Johnson Compay	2433 Home Again Road	Apopka	FL	32712	1					
LMB Land Clearing LLC	13250 Stetson Rd	Ft. Pierce	FL	34945	1					
LMS Tractor Svcs, LLC	P O Box 94	Seville	FL	32190		1				
LNA Maintenance	2403 Royal Palm Dr.	Ft. Pierce	FL	34982	1					
Long Agriculture Service, Inc.	1591 pearce rd.	Polk City	FL	33868	1					
Lopez Trucking	5516 NW Downs St.	Port Saint Lucie	FL	34986	1					
M&S Services of Florida, Inc.	PO Box 690128	Vero Beach	FL	32969	1					
MAB Trucking	404 Everwood DR	Kissimmee	FL	34743	1					
Mark W. Rice Inc.	2350 Doyle Rd	Deltona	FL	32738	1					
Marlo Design & Construction, Inc	563 Timbers	Rockledge	FL	32955						1
McCombs Tree Service	P.O. Box 561004	Rockledge	FL	32956	1					
McLane Excavating, Co.	1818 Ronda Ln	Pierson	FL	32180	1					
Michael Smith Inc.	390 Lott St.	Ft. Pierce	FL	34947	1					
Middle River Barge (David Van Nest)	1269 Rockledge Dr	Rockledge	FL	32955	1					
Mid-State Trucking Inc.	5433 Tildens Grove Blvd	Windermere	FL	34786	1	1				
Miguel A. Marcias Lawn Service, Inc.		Fort Pierce	FL	34945	1					
Missy & Mossy, LLC.	PO Box 491713	Leesburg	FL	34749	1	1				1
More Time To Bid	1512 S W Cattail Ct	Palm City	FL	34990	1					
Mr. Restore Services, Inc.	PO Box 690192	Vero Beach	FL	32929	1					
Multi-Trade Contractors Inc	842 Eveningside DR	Cocoa Beach	FL	32922	1					
N.A.C.S.	864-B Washburn Rd	Melbourne	FL	32934						
Nail Farms, Inc.	4430 Nail Farms Rd	Melbourne	FL	32934						
National Storm Recovery, LLC.	44200 CR 561	Astatula	FL	34705						
National Waste Management, Inc.	5889 S. Williamson Blvd. #1311	Port Orange	FL	32128						
Native Sun Lawn Service, LLC.	2709 Elm Street	Oviedo	FL	32765			1			
Newcomb Enterprises	6749 Lake Winooa Rd	De Leon Springs	FL	32130	1					
Nicks Bobcat & Demolition Services Inc.	3438 Fairway Ln	Orlando	FL	32804		1				
Nicola Transport & Excavating, Inc	413 Tranquille Oaks Dr	Ocoee	FL	34761						1
NSB Outdoors	1231 Canal Street	New Smyrna Beach	FL	32168	1					
NSB Recycling, LLC.	2932 W. Park Avenue	Edgewater	FL	32132	1					
O Town Plastering, Inc.	3451 Lust Rd.	Apopka	FL	32703	1	1				
Optimum Services, Inc.	16022 SW Warfield Blvd	Indiantown	FL	34956	1		1		1	
Palm Bay Tree Service Inc.	1940 Michels Dr	Palm Bay	FL	32905	1		1			
PCPI Services, Inc.	819 S. Lake Jessup Ave	Oviedo	FL	32765		1				1
Pence Land Materials II, LLC	3160 Dixie Hwy NE	Palm Bay	FL	32905	1					
Phillip Osman Trucking, Inc.	10073 Lake Meadows Rd	Apopka	FL	32703						1
Portable Air LLC	555 S. Industry Rd	Cocoa	FL	32926						
Powell's Lawn & Landscape, LLC.	1303 Windy Bluff Drive	Minneola	FL	34715	1					
Powers Land Grading	215 Buccaneer Ave	Merritt Island	FL	32952	1					
Premier Landscape Solutions of IR, LLC.	6574 33rd Street	Vero Beach	FL	32966	1					
Pro Logistic Transport Inc.	13506 SummerPort Village Pkwy	Windermere	FL	34786	1					
Pro Tree Service	746 Haywood Circle	Sanford	FL	32773	1					
Providence Construction & Development	150 E. 1st Street	Apopka	FL	32707	1		1			
R & R Dozer Service	P.O. Box 731438	Ormond Beach	FL	32173						
R Peaden Inc.	1801 Harcourt Dr.	Leesburg	FL	34748	1	1				
R.A.C. III, Inc.	5190 Pina Vista DR	Melbourne	FL	32934	1					
R.C. Kirk Equipment Co.	3001 Lionel Rd.	Mims	FL	32754	1					
Rad Jr Hauling, Inc	3681 Ponderosa Dr	Ormond Beach	FL	32174	1					

2024 FL Region 5 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
Raynor Shine	850 Ocoee Apopka Rd.	Ocoee	FL	34761						
Realtree, Inc.	1070 S Wickham Rd	West Melbourne	FL	32904						
Reef Innovations	2415 McMichael Rd	St Cloud	FL	34771						
Rich's Lawn Service and Irrigation LLC	1178 Wilde Dr	Celebration	FL	34747	1					
RLH Construction	PO Box 625	Sanford	FL	32772	1		1			
Roberts and Roberts Mgmt. Services, LLC	1969 S. Alafaya Trail Suite 133	Orlando	FL	32828						
RWA Logistics and Brokerage Inc.	3815 N US Hwy #1 Ste 115	Cocoa	FL	32926	1	1				
S & S Consultants	24623 Ranch Rd	Astatula	FL	34705						
Samuel & Jorge Macias	4403 Garner Ct	Ft. Pierce	FL	34947	1					
SAW Enterprises, LLC.	7332 Sheridan Rd.	Melbourne	FL	32904	1					
Schuller Contractors, Inc	9125 Parkers Landing	Orlando	FL	32824	1					
Seminole Concrete Pumping	2074 Old Train Rd	Deltona	FL	32176	1					
Shellman Slump Grinding	P.O. Box 616543	Orlando	FL	32861	1					
Siles & Sons, Inc.	8097 Wellsmere Cir	Orlando	FL	32835	1					1
Site Solutions of Central Florida, Inc.	2674 Pemberton Drive	Apopka	FL	32703		1				
South Florida Grading	839 S. Kings Hwy	Ft. Pierce	FL	34945	1					
South Florida Land Clearing, Inc.	15701 Orange Ave.	Fort Pierce	FL	34945	1					
Southeast Development and Transportation	2781 Peters Rd B-14	Ft. Pierce	FL	34945						
Southeastern Concrete Constructors, LLC.	2930 1st Lane SW	Vero Beach	FL	32968						
Space Coast Debris Removal, LLC	4365 Kumquat St.	Cocoa	FL	32926	1					
Sparkle Brite Disaster Team LLC	201 Grace Blvd	Altamonte Springs	FL	32714	1					
Spencers Nursery Inc.	3345 Henry J. Ave	St. Cloud	FL	34772	1					
SSS Down To Earth OPCO II, LLC	27185 CR 448A	Mount Dora	FL	32757						
Stanley Blackwelder Lift & Tree Service	5616 Old Perkins HWY	Deleon Springs	FL	32130	1					
Statewide Tub Grinding	PO Box 2689	Apopka	FL	32704						
Subtropic Tree Care & Removal	7506 Banyan Street	Fort Pierce	FL	34951	1					
Sun State Trees & Property Maintenance Inc.	295 Lyman Rd	Casselberry	FL	32707	1					
Suncoast Property Maintenance, Inc.	931 S.R. 434 #1201	Altamonte Springs	FL	32717						
Sunstate Tree & Landscaping	1130 River Dr., NE	Palm Bay	FL	32905	1					
Superior Bobcat Services, Inc.	PO Box 192	Fellsmere	FL	32948	1					
SWEETS: Crisis & Disaster Solutions, LLC.	8815 Conroy-Windermere Road #371	Orlando	FL	32835	1		1	1		
T & S Professional Rentals LLC	PO Box 1329	Apopka	FL	32704	1					
T.C's Lawns & Landscaping, Inc.	675 Camp Rd	Cocoa	FL	32927	1					
Tadajer, LLC (DBA) High Surg Recovery	1170 South Patrick Drive, Unit 1	Satellite Beach	FL	32937	1					
Taylor Maid, Inc.	PO Box 2135	Vero Beach	FL	32961	1					
TE Distributors, Inc.	1942 W. New Hampshire Street	Orlando	FL	32804	1					
Team Waterbury, LLC.	550 Valkaria Rd	Palm Bay	FL	32909	1					
Terrific Turf Lawn Care & Landscaping	5400 Ward Lake Drive	Port Orange	FL	32128	1					
The Davey Tree Expert Company	123 Atlantic Dr	Mailland	FL	32751						
Thompson Contracting Group, Inc.	397 SW Sun Circle	Palm City	FL	34990	1		1	1		1
Tip Top Tree Experts LLC	41711 Lillian Ln.	Weirsdale	FL	32195	1					
Tree Service Express	1766 Canova Street SE	Palm Bay	FL	32909						
Tree Wise Urban Forestry	863 Moonluster Dr.	Casselberry	FL	32707	1	1				1
Treesmith	2310 Parrish Rd	Titusville	FL	32796	1	1				
Triple D Excavating & Trucking Inc	18020 Tuscanoosa Rd	Groveland	FL	34736		1				
Trujillo Trucking, Inc	1900 Binnacle St	Kissimmee	FL	34744						1
Tucker's Bobcat Service	620 E University Ave	Orange	FL	32763	1					
Universal Contracting & Construction, Inc	9075 Ellis Rd	West Melbourne	FL	32904	1	1				
US Disaster Corps.	1361 Scarlett Trail	New Smyrna Beach	FL	32168						
Walker Miller Equipment Company Inc.	4400 North Orange Blossom Trail	Orlando	FL	32804	1	1				
Waterfront Recovery LLC	P.O. Box 561004	Rockledge	FL	32956	1					
West Volusia Concrete, Inc.	1815 East Parkway	Deland	FL	32724	1					
Whitener's Tractor	866 Washington Ave	Orange Park	FL	32065						
Wholesale Kingdom, Inc.	2785 LB McLeod Rd., Ste. A	Orlando	FL	32827			1			
Winter Garden Grassing, Inc.	532 N Bluford Ave	Ocoee	FL	34787	1	1				

Exclusive Subcontractors

The subcontractors in the table below work exclusively for CrowderGulf and experience is shown below. These subcontractors immediately begin deployment when a threat is imminent. They have a combined 114 double trucks that can be called upon at a moment's notice. These previous activations have been highlighted below:

Subcontractor	Storm Event	Work Location	
Dawn Til Dusk Disaster LLC (Bethany, MO) (PUSH, ROW Hauling, Stumps, L & H, ROE Hauling, Beach/ Sand) 38 Activations 3 Activations in FL Master Subcontract # 12_133	2023 AR Tornado	North Little Rock, AR	Sherwood, AR
	2022 Ian	Lee Co, FL	
	2021 KY Tornado	Bowling Green, KY	Warren County, KY
	2021 Nicholas	Angleton, TX Brazoria Co, TX	Lake Jackson, TX
	2020 Zeta	Gulfport, MS	
	2020 Sally	Fairhope, AL	Orange Beach, AL
	2020 Laura	Lake Charles, LA West Lake, LA	Calcasieu Parish, LA
	2020 Tornado	Nashville, TN	
	2019 Imelda	Montgomery Co, TX	
	2018 Michael	Panama City, FL	
	2018 Florence	Duplin Co, NC Onslow Co, NC	Jacksonville, NC
	2017 Harvey	Aransas Co, TX	Corpus Christi, TX
	2017 Mississippi Tornado	Hattiesburg, MS	
	2016 Matthew	Deltona, FL	
	2016 LA Flooding	Ouachita Parish, LA Central, LA	
	2016 Texas Flooding / Misc	Montgomery Co, TX Waller Co, TX	Newton Co, TX
	2015 SC Flooding	SCDOT	
	2014 Ulysses – Ice Storm	Greensboro, NC	
	2014 AL Tornado	ACCA – Blount Co, AL	
	2011 Irene	Dare Co, NC Kill Devil Hills, NC	Kitty Hawk, NC Nags Head, NC
2008 Ike	Montgomery Co, TX		
2005 Katrina	Pascagoula, MS		
Dotson & Sons (Higbee, MO) (ROW Hauling, L & H, Stumps) 33 Activations 12 Activations in FL Master Subcontract # 16_725	2023 Winter Storm- TX	Austin, TX	Travis Co, TX
	2022 Ian	Ft. Myers, FL FDEM	Lee Co, FL
	2021 May Floods	Lake Charles, LA	
	2020 Laura	Lake Charles, LA	Calcasieu Parish, LA
	2018 Michael	Bainbridge, GA Decatur Co, GA	Panama City, FL
	2018 Florence	Holly Ridge, NC Onslow Co, NC	Richlands, NC
	2017 Irma	Bonita Springs, FL	Lee Co., FL
	2017 Harvey	Aransas Co, TX Corpus Christi, TX	Montgomery Co, TX San Patricio Co, TX,
	2016 Matthew	Hilton Head Island, SC	
	2016 LA Flooding	Central, LA	
	2006 Ice Storm	Erie Co, NY	
	2005 Rita	Calcasieu Parish / Lake Charles, LA	
2005 Katrina	North Miami, FL Pascagoula, MS	Wilton Manors, FL Pompano Beach, FL	
2004 Ivan	Escambia Co, FL		
2004 Charley, Frances, Jeanne	Lee Co, FL Orlando, FL	Sanibel, FL	
Gulf Services (Theodore, AL) (PUSH, ROW Hauling, L&H, Stumps, Site Mgt, Ditch work, PPDR) 22 Activations	2023 Idalia	St. Petersburg, FL	Dunedin, FL
	2023 Winter Storm- TX	Austin, TX	Travis Co, TX
	2022 Ian	Bonita Springs, FL Estero, FL FDEM Lee Co, FL	Lee Co School District Sanibel, FL Sarasota Co, FL

Subcontractor	Storm Event	Work Location	
13 Activations in FL Master Subcontract # 12_191	2021 Ida	St. John the Baptist Parish, LA	Calcasieu Parish, LA Waterways
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
	2020 Laura	Lake Charles, LA Sulphur, LA	Calcasieu Parish, LA
	2018 Michael	Bay Co, FL Lynn Haven, FL	Panama City, FL Washington Co, FL
Hauling Away LLC (Mobile, AL) (PUSH, ROW Hauling, L&H, ROE Hauling, Stumps, Grinding, HaulOuts, Sand, Demo, Waterway Debris) 93 Activations 22 Activations in FL Master Subcontract # 12_223	2023 AR Tornado	North Little Rock, AR	Sherwood, AR
	2023 Ice Storm	Deer Park, TX	
	2022 Ian	Bonita Springs, FL Estero, FL Ft. Myers, FL FDEM	Ft. Myers Beach, FL Lee Co, FL Sanibel, FL Synergy, Charlotte Co Schools, FL
	2021 TX GLO	Beach Debris – Sunken Car	
	2021 LA Tornado	Calcasieu Parish, LA	
	2021 Ida	St. John the Baptist Parish, LA	Calcasieu Parish, LA Waterways
	2020 Hanna & Beta	Texas General Land Office (GLO)	
	2020 Zeta	Gulfport, MS	
	2020 Sally	AL DOT SW Region Baldwin Co, AL	Gulf Shores, AL Orange Beach, AL
	2020 Laura	Lake Charles, LA Sulphur, LA Vinton, LA	Calcasieu Parish, LA West Lake, LA West Calcasieu Port, LA
	2020 Cristobal	Dauphin Island, AL	
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2019 TX Tornado	Richardson, TX	
	2019 Dorian	Dorchester Co, SC	
	2019 Imelda	Montgomery Co, TX	
	2018 Michael	Bay Co, FL FL Dept of Enviro. Protection Bainbridge, GA	Jackson Co, FL Panama City Beach, FL Panama City, FL Decatur Co, GA
	2018 Florence	Jacksonville, NC North Topsail Beach, NC	Onslow Co, NC
	2018 Florida Red Tide	Collier Co, FL Sanibel Island, FL	Fort Myers Beach, FL
	2017 Irma	Collier Co, FL FL DEP Waterway Cleanup Hilton Head Island, SC	Kissimmee, FL Okeechobee Co, FL Polk Co., FL
	2017 Harvey	Aransas Co, TX Texas General Land Office (GLO)	Corpus Christi, TX
	2017 Maintenance	Corpus Christi, TX	
	2017 T.S. Cindy	Dauphin Island, AL	
	2016 Matthew	FL Dept. of Enviro. Protection Hilton Head Plantation POA, SC	Hilton Head Island, SC
	2016 LA Flooding	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	

Subcontractor	Storm Event	Work Location
	2012 Isaac	Biloxi, MS Dauphin Island, AL McComb, MS Magnolia, MS Pascagoula, MS
	2012 Miscellaneous	The Nature Conservancy, AL
	2012 Tornado	Motel 6 - Mobile, AL
	2011 Irene	Rocky Mount, NC
. St. George Enterprises (Fredonia, NY) (PUSH, ROW Hauling, L&H, Grinding, Stumps, HaulOuts, Site Work) 84 Activations 38 Activations in FL Master Subcontract # 13_376	2023 Ice Storm TX	Travis Co, TX
	2022 Ian	Bonita Springs, FL Edgewater, FL Ft. Myers, FL Ft. Myers Beach, FL Lee Co, FL FDEM Lee Co School District Ormond Beach, FL Port Orange, FL Sanibel, FL South Daytona, FL
	2021 KY Tornado	Bowling Green, KY Warren County, KY
	2020 Zeta	Gulfport, MS Harrison Co, MS
	2020 Laura	Lake Charles, LA Calcasieu Parish, LA
	2020 Tornado	Nashville, TN Chattanooga, TN
	2018 Michael	Bay Co, FL Jackson Co, FL Lynn Haven, FL Decatur Co, GA Panama City, FL Panama City Beach, FL Bainbridge, GA
	2018 Florence	Brunswick Co, NC Bolivia, NC Caswell Beach, NC Leland, NC Holly Ridge, NC Sandy Creek, NC Navassa, NC Swansboro, NC Onslow Co, NC Jacksonville, NC Duplin Co, NC Richlands, NC Oak Island, NC Northwest, NC Shalotte, 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

Pre-Qualified Subcontractors that worked for CrowderGulf after Major Disasters
 Currently, we have subcontracts or Letters of Commitment with these Subcontractors listed below. They have worked for CrowderGulf after the Events and in the locations provided below. CrowderGulf maintains full compliance with current procurement regulations, specifically 44 CFR 206.10 and 2 CFR 200.321.

Summary of Prime Subcontractor Activations for the past 15 Years with CrowderGulf, LLC

Subcontractor	Storm Event	Work Location
4M Services (Alva, FL) (PUSH, ROW Hauling, HaulOuts) 13 Activations 7 Activations in FL Master Subcontract # 20_1865	2023 AR Tornado	North Little Rock, AR Sherwood, AR
	2022 Ian	Bonita Springs, FL Esteros, FL Ft. Myers, FL Lee County, FL Sanibel, FL
	2022 FL Tornado	Lee County, FL
	2021 Ida	Gulfport, MS
	2020 Sally	AL DOT Orange Beach, AL
ABC Hauling Services / RAL Services Corp. (Miami, FL) (HaulOuts) 32 Activations 10 Activations in FL Master Subcontract # 16_915	2022 Ian	Ft. Myers, FL Ft. Myers Beach, FL Lee County, FL
	2021 Ida	St. John the Baptist Parish, LA
	2021 May Flooding	Lake Charles, LA Calcasieu Parish, LA
	2020 Laura	Lake Charles, LA Dequincy, LA West Lake, LA Iowa, LA Vinton, LA
	2020 Tornado	Nashville, TN Chattanooga, TN
	2018 Michael	Bay Co, FL Jackson Co, FL Lynn Haven, FL Panama City, FL Panama City Beach, FL
	2018 Florence	Duplin Co, NC
	2017 Harvey	Aransas Co, TX Aransas Co, TX (PPDR) Corpus Christi, TX San Patricio, TX
	2016 Matthew	Hilton Head Island, SC Thunderbolt, GA
	2011 Tornado (MO)	Joplin, MO
	2011 Irene	Dare Co, NC
Ault Enterprises LLC (Bark River, MI) (ROW Hauling, Waterway Debris Hauling) 13 Activations 5 Activations in FL (Master # 16_794)	2008 Ike	Bolivar Peninsula, TX League City, TX Manvel, TX
	2005 Wilma	Ft. Lauderdale, FL
	2022 Ian	Lee County, FL
	2020 Zeta	Gulfport, MS
	2020 Laura	Sulphur, LA
	2018 Michael	FL Dept. of Enviro. Protection Panama City, FL
	2018 Florence	Onslow Co, NC Swansboro, NC
Barnhart Debris Removal (Magnolia, AR) (PUSH, ROW Hauling, Site Work, HaulOuts, L&H, White Goods) 12 Activations 6 Activations in FL Master Subcontract # 17_1217	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
	2022 Ian	Castleberry, FL
	2021 Ida	Audubon Institute, LA
	2020 Laura	Lake Charles, LA Iowa, LA Calcasieu Parish, LA Vinton, LA
Beeghly Tree (Somerset, PA) (ROW Hauling, L&H) 11 Activations 2 Activations in FL Master Subcontract # 20_1871	2018 Michael	Apalachicola, FL Carrabelle, FL Franklin Co, FL Panama City ,FL Washington Co, FL
	2017 Harvey	Brazoria Co, TX
	2023 Tornos	Edgecombe Co, NC Nash Co, NC Rocky Mount, NC
	2022 Ian	Lee Co, FL Sanibel, FL
C & W Trucking, Inc (Winter Garden, FL) (HaulOuts) 16 Activations 14 Activations in FL Master Subcontract # 17_1292	2020 Zeta	Biloxi, MS D'Iberville, MS
	2020 Sally	AL DOT Baldwin Co, AL Fairhope, AL Gulf Shores, AL
	2017 Irma	Casselberry, FL Edgewood, FL
		Lake Mary, FL Lake Co, FL
		Orlando, FL Polk Co, FL
		Sanford, FL
	2017 Harvey	Brazoria Co, TX Montgomery Co, TX
	2012 Tornado	Polk Co, FL
2008 T.S. Fay	Brevard Co, FL	
2005 Wilma	Aventura, FL West Palm Beach, FL	
2004 Charley, Frances, Jeanne	Brevard Co, FL Orange Co, FL	

Subcontractor	Storm Event	Work Location	
		Jupiter, FL	
Clinton Lumber Co. LLC Willow Springs, MO) (ROW Hauling) 11 Activations 9 Activations in FL Master Subcontract # 17_1269	2023 Ice Storm TX	Travis County, TX	
	2022 Ian	Ormond Beach, FL	
	2022 FL Tornado	Lee Co, FL	
	2020 Laura	Lake Charles, LA	
	2018 Michael	Apalachicola, FL Casselberry, FL	Franklin Co, FL
	2017 Irma	Flagler Beach, FL Lee Co, FL	Ormond Beach, FL Panama City, FL
Creel Brothers, Inc. (Franklinton, LA) (PUSH, ROW Hauling, L&H, Stumps, HaulOuts) 18 Activations 7 Activations in FL Master Subcontract # 20_1863	2023 Idalia	Thomas Co, GA	
	2023 Ice Storm TX	Austin, TX Travis Co, TX	
	2022 Ian	Bonita Springs, FL Ft. Myers, FL Ft. Myers Beach, FL Venice, FL	Lee County, FL Le Co Public Schools, FL Sanibel, FL
	2022 SC Ice Storm	SCDOT	
	2021 Ida	St. John the Baptist Parish, LA	
	2021 TX Demo	Friendswood, TX	
	2021 TX Tornado	Friendswood, TX	Sugar Land, TX
	2021 LA Tornado	Calcasieu Parish, LA	
2020 Laura	Calcasieu Parish, LA	Lake Charles, LA	
Crooked River LLC (Trimble, MO) ROW Hauling 2 Activations – 1 in FL Master Subcontract # 17_1039	2018 Michael	Panama City, FL	
	2017 Harvey	Dickinson, TX	
DEH Disaster Recovery LLC (Ft. Valley, GA) (ROW Hauling, L&H, Stumps) 23 Activations 4 Activations in FL Master Subcontract # 14_497	2022 Ian	Ft. Myers, FL	Lee Co, FL
	2020 Sally	Baldwin Co, AL	Fairhope, AL
	2018 Michael	Decatur Co, GA Bainbridge, GA	
	2018 Florence	Bald Head Island, NC Bolivia, NC Brunswick Co, NC Caswell Beach, NC Leland, NC	Northwest, NC Oak Island, NC 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	Dorchester Co, SC
DM Bass, Inc (Bogalusa, LA) (PUSH, ROW Hauling) 6 Activations 3 Activations in FL Master Subcontract # 18_1808	2022 Ian	Lee County, FL	Lee Co Public Schools, FL
	2021 Ida	St. John the Baptist Parish, LA	
	2020 Laura	Lake Charles, LA	
	2018 Michael	Jackson Co, FL	Panama City, FL
Four Points Recycling (Jacksonville, NC) (ROW Haul) 9 Activations Master Subcontract # 16_833	2018 Florence	Jacksonville, NC North Topsail Beach, NC	Onslow Co, NC
	2017 Irma	Chatham Co, GA	
	2016 Matthew	Currituck Co, NC Duplin Co, NC Raleigh, NC	Rose Hill, NC Sunset Beach, NC
Four R Equipment / Coastline Energy Resources (Miramar, FL) (ROW Hauling, HaulOuts) 15 Activations 8 Activations in FL Master Subcontract # 12_173 / 21_1880	2022 Ian	Punta Gorda, FL	
	2021 Ida	Calcasieu Parish, LA Waterways	
	2020 Laura	Calcasieu Parish, LA	
	2018 Michael	Panama City, FL	
	2017 Irma	Miami Springs, FL	FL DEP Waterway Cleanup
	2016 Matthew	FL Dept. of Enviro. Protection	Edgewater, FL
	2016 Hermine	Tallahassee, FL	
	2014 Pax (Ice Storm)	Dorchester Co, SC	
	2011 Irene	Newport News, VA	
2008 Ike	Bolivar Peninsula Kemah, TX	League City, TX	

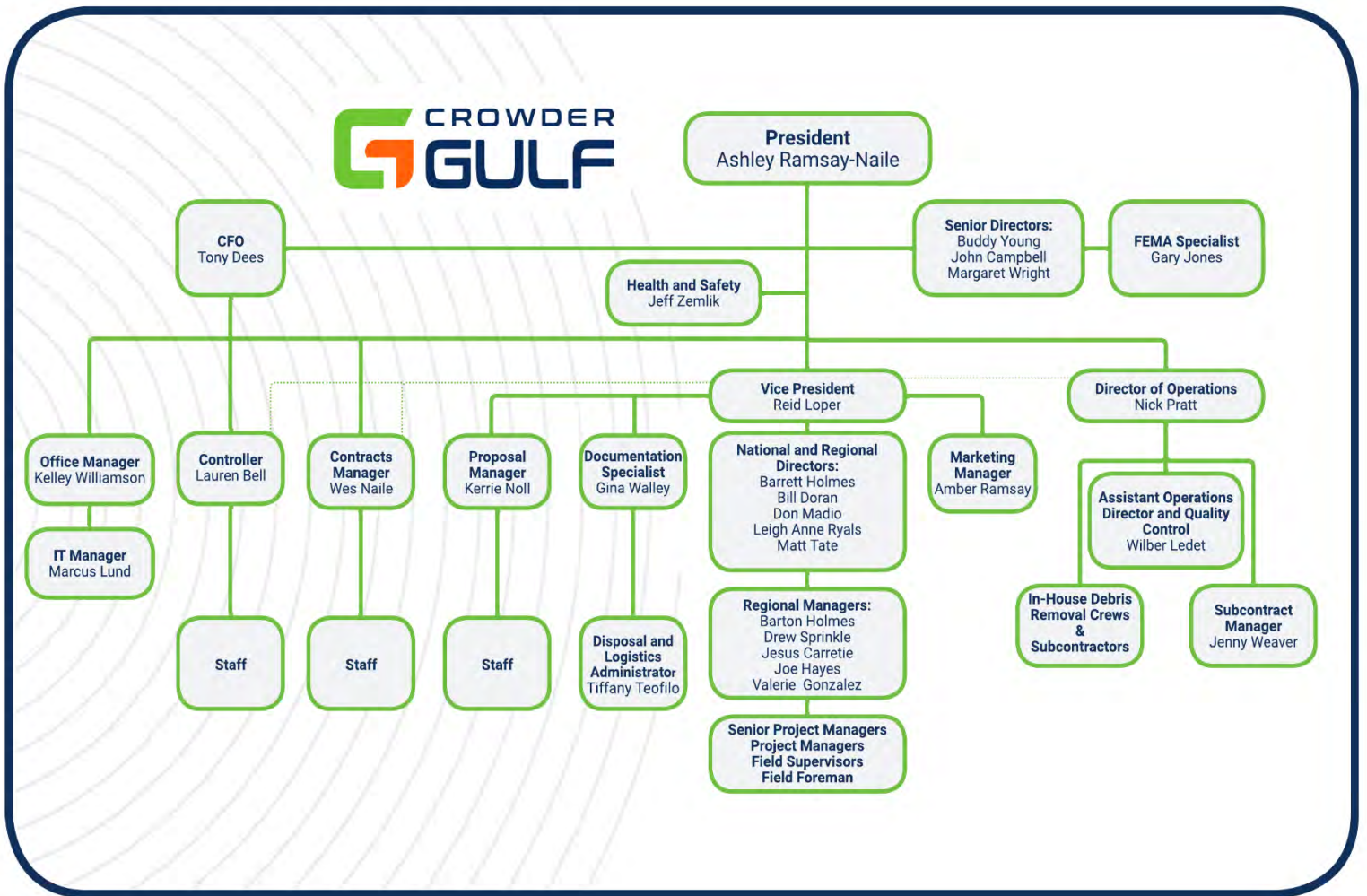
Subcontractor	Storm Event	Work Location	
Gaston / Wood Resource Recovery (Gainesville, FL) (PUSH, ROW Hauling, Stumps, L & H, DMS Grinding, HaulOuts) 25 Activations 23 Activations in FL Master Subcontract #s 17_1468 / 20_1869	2005 Wilma	Pembroke Pines, FL	
	2022 Ian	FL Dept. Enviro. Protection Port Orange, FL Sanford, FL	Lee Co, FL St. Petersburg, FL
	2020 Sally	AL DOT SW Region	Baldwin Co, AL
	2020 Tornado	Volusia Co, FL	
	2018 Michael	Bay Co, FL Panama City, FL	Jackson Co, FL
	2017 Irma	FL DEP Waterway Cleanup Flagler Beach, FL Flagler County, FL Ormond Beach, FL	Palm Coast, FL Polk Co, FL St. Petersburg, FL Tarpon Springs
2016 Matthew	Clay County, FL Flagler Beach, FL Flagler County, FL	Orange Park, FL Ormond Beach, FL Palm Coast, FL	
Gotus Trucking (Harrisville, PA) (ROW Hauling, L & H, Stumps) 29 activations 7 Activations in FL Master Subcontract # 16_666	2023 VA Tornado	Virginia Beach, VA	
	2022 Ian	Lee Co, FL	Bonita Springs, FL
	2021 KY Tornado	Bowling Green, KY	Warren County, KY
	2020 Zeta	Gulfport, MS	
	2020 Laura	West Lake, LA	Calcasieu Parish, LA
	2020 Isaias	Newport News, VA	
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2019 Imelda	Montgomery Co, TX	
	2019 Dorian	Dorchester Co, SC	
	2018 Michael	Panama City, FL	
	2018 Florence	Fayetteville, NC	
	2017 Harvey	Aransas Co, TX Corpus Christi, TX	Nueces Co, TX
	2016 Matthew	Chesapeake, VA Currituck Co, NC	Fayetteville, NC Norfolk, VA Southern Shores, NC
	2016 LA Flooding	Central, LA	
2016 Tornado	Essex Co, VA		
2005 Wilma	Ft. Lauderdale, FL Wilton Manors, FL	Lazy Lakes, FL	
2005 Katrina	Pembroke Pines, FL		
Gulf Atlantic Construction & Marine (Grand Bay, AL) (DMS Site Work, HaulOuts, Sand, Dredging, Waterway, ROW Hauling) 17 Activations 88 Activations in FL Master Subcontract# 17_1052	2022 Ian	Bonita Springs, FL Ft. Myers Beach, FL	Lee Co, FL Sanibel, FL
	2020 Sally	AL DOT SW Region Baldwin Co, AL	Gulf Shores, AL Orange Beach, AL
	2020 Cristobal	Harrison Co, MS	
	2018 Michael	Bay Co, FL Dauphin Island, AL	Panama City, FL Mexico Beach, FL
	2017 Irma	Lake Co, FL	
	2017 Harvey	Baytown, TX	Brazoria Co, TX
H2 Construction LLC (Waverly, MO) (ROW hauling, L & H, Stumps) 10 Activations 3 Activations in FL Master Subcontract # 14_219	2022 Ian	Ormond Beach, FL	Ocoee, FL
	2018 Michael	Lynn Haven, FL	
	2017 Harvey	League City, TX	Nassau Bay, TX
	2017 Tornado	Hattiesburg, MS	
	2016 Matthew	Liberty Co, GA	Port Wentworth, GA
	2016 LA Flooding	Central, LA	
2014 Ice Storm Ulysses	Greensboro, NC		
HDR Trucking LLC (Bamberg, SC) (PUSH, ROW Hauling, HaulOuts, L & H, Demo) 22 Activations 12 Activations in FL Master Subcontract # 14_219	2022 Ian	Kissimmee, FL	Ocoee, FL
	2022 SC Ice Storm Izzy	SCDOT	
	2020 Zeta	Harrison Co, MS	Gulfport, MS
	2018 Michael	Bay Co, FL Decatur Co, GA	Jackson Co, FL Bainbridge, GA
	2017 Irma	Brevard Co, FL Kissimmee, FL Lake Co, FL	Okeechobee Co, FL Polk Co, FL Sumter Co, FL
	2016 Matthew	Callawassie Island, SC	Hilton Head (POA) SC

Subcontractor	Storm Event	Work Location	
JTL & S Property Preservation (League City, TX) (ROW Hauling, L & H, White Goods, Freon Management) 32 Activations 7 Activations in FL Master Subcontract # 17_1020		Fripp Island, SC Hilton Head Island, SC	Windmill Harbour, SC
	2016 Hermine	Lean Co, FL	Tallahassee, FL
	2022 Ian	Bonita Springs, FL Esterro, FL FDEM Ft. Myers, FL	Ft. Myers Beach, FL Lee Co, FL Sanibel, FL
	2021 Ida	St. John the Baptist Parish, LA	
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
	2020 Laura	Dequincy, LA Lake Charles, LA West Lake, LA Vinton, LA	Calcasieu Parish, LA Iowa, LA Sulphur, LA
	2020 TX Winter Storm	Friendswood, TX	
	2020 Tree work	Galveston Co, TX	
	2019 Marine work	Clean Harbors	
	2019 Tornado	Montgomery Co, TX	
Last Pass Inc. (Miami, FL) (ROW Hauling, L & H, HaulOuts, PUSH) 10 Activations 9 Activations in FL Master Subcontract # 22_1883	2023 Idalia	Taylor Co, FL - Synergy	Ware Co, GA
	2022 Ian	Bonita Springs, FL Esterro, FL Ft. Myers, FL FDEM	Ft. Myers Beach, FL Lee Co, FL Punta Gorda, FL Sarasota Co, FL
Lawn Rescue Plus (Miami, FL) (ROW Hauling, L & H, HaulOuts, Stumps) 34 Activations 14 Activations in FL Master Subcontract # 16_743	2021 Ida	St. John the Baptist Parish, LA	Audubon Institute, LA
	2020 Sally	Baldwin Co, AL	
	2020 Laura	Lake Charles, LA West Lake, LA Vinton, LA	Calcasieu Parish, LA West Calcasieu Port, LA Iowa, LA
	2020 Tornado	Nashville, TN	
	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
		Collier Co, FL	Sunny Isle Beach, FL
	2017 Harvey	Aransas Co, TX	
2016 Matthew	Hilton Head Island, SC	Windmill Harbour POA, SC	
2016 Hermine	Leon County, FL	Tallahassee, FL	
McCombs Tree Service (Rockledge, FL) (ROW Hauling) 9 Activations 5 Activations in FL Master Subcontract# 15_295	2021 Ida	Biloxi, MS Maintenance	
	2018 Florence	Onslow Co, NC	Swansboro, NC
	2016 Matthew	Brevard Co, FL	Cocoa Beach, FL
	2016 Hermine	Leon Co, FL	Tallahassee, FL
	2015 Winter Strom	Raleigh, NC	
	2012 TS Beryl	Nassau Bay, FL	
Michael's Tree Services (Memphis, TN) (ROW Hauling, L & H, DMS Site Work) 12 Activations 10 Activations in FL Master Subcontract # 17_1042	2022 Ian	Sarasota Co, FL	Venice, FL
	2020 Sally	Fairhope, AL	AL DOT SW Region
	2018 Michael	Jackson Co, FL	
	2017 Irma	Lauderdale by the Sea, FL Lazy Lakes, FL Plantation, FL	Polk Co, FL Sunrise, FL Tarpon Springs, FL Wilton Manors, FL
New Gen Environmental Group /	2021 Ida	State of New Jersey	

Subcontractor	Storm Event	Work Location	
Bil-Jim Construction (Toms River, NJ) (ROW Hauling, Dredging, Demo, Waterway) 12 Activations 3 Activations in FL Master Subcontract # 17_1024 / 13_479	2020 Zeta	Gulfport, MS	
	2020 Laura	Calcasieu Parish, LA	
	2018 Michael	Bay Co, FL	
	2017 Irma	FL Dept. of Enviro. Protection	
	2017 Harvey	Montgomery Co, TX Dickinson, TX	Port Arthur, TX
	2016 Matthew	Fayetteville, NC	Raleigh, NC
ReclaimIt Enterprises (Greenville, TN) (PUSH, ROW Hauling, L & H, HaulOuts) 19 Activations 10 Activations in FL Master Subcontract # 18_362	2022 Ian	Apopka, FL Charlotte Co Public Schools Estero, FL	
	2020 Zeta	Lee Co, FL	
	2020 Delta	Venice, FL Winter Garden, FL	
	2020 Sally	Audubon Institute, LA	
	2020 Laura	Iowa, LA	
	2018 Michael	Orange Beach, AL Spanish Fort, AL	Gulf Shores, AL
	2011 Irene	Lake Charles, LA Sulphur, LA	Calcasieu Parish, LA
Riccelli Enterprises (North Syracuse, NY) (HaulOuts) 15 Activations 10 Activations in FL Master Subcontract # 17_1099	2022 Ian	Jackson Co, FL Lynn Haven, FL	
	2020 Laura	James City Co, VA	
	2020 TN Tornado	Edgewater, FL Ft. Myers, FL Ft. Myers Beach, FL	Lee County, FL Sanibel, FL Volusia Co, FL
	2018 Michael	Calcasieu Parish, LA	Lake Charles, LA
	2017 Harvey	Nashville/Davidson Co, TN	
	2017 Harvey	Bay Co, FL Panama City, FL	Parker, FL Washington Co, FL
Statewide Tub Grinding/ W/LW (Apopka, FL) (PUSH, ROW Hauling, Stumps, HaulOuts) 17 Activations 13 Activations in FL Master Subcontract # 15_616	2022 Ian	Aransas Co, TX	
	2018 Michael	San Patricio Co, TX	
	2017 Irma	Venice, FL	
	2016 Matthew	Apalachicola, FL Franklin Co, FL	Carrabelle, FL Parker, FL
	2008 Ike	Fort Myers, FL Lake Co., FL	Lee Co., FL Sanibel, FL
	2005 Wilma	Brevard Co, FL Ormond Beach, FL	Cocoa Beach, FL
	2005 Wilma	Galveston Co, TX La Marque, TX	Texas City, TX Tiki Island, TX
Steadfast Services / Slick Machines (Cummings, GA) (ROW Hauling, Site Grinding, HaulOuts, Sand, Concrete) 5 Activations 1 Activation in FL Master Subcontract# 17_1031	2022 Ian	Ft. Lauderdale, FL	
	2017 Harvey	Lee Co, FL	
	2011 Deep Water Horizon Oil Spill	Port Arthur, TX	
	2008 Ike	Obrien's BP Oil Spill AL	
Waterfront Recovery LLC (Rockledge, FL) Waterway Debris 4 Activations 3 Activations in FL Master Subcontract # 17_966	2021 Laura -Waterways	Bolivar, TX	
	2018 Michael	TX GLO	
	2017 Irma	Calcasieu Parish, LA	
	2016 Matthew	FL Dept. Of Enviro. Protection	

C. 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.



“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.



Resumes



Ashley Ramsay-Naile

President

Areas of Expertise

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

Experience

CrowderGulf - Mobile, AL

President

2020-Present

Senior Vice President and Chief Operating Officer Disaster Recovery

2011-2020

Project Manager & General Manager

2004-2011

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

Storms

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

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

Hargray Wireless - Hilton Head Island, SC

Property and Construction Manager

1999-2004

Independent Telecommunications Consultant

1997-1999

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

Gulf Equipment Corporation - Theodore, AL

Project Coordinator & Manager Telecommunication Projects

1994-1997

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

Education & Leadership

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

Areas of Expertise

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

Professional Overview

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

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC

2010-Present

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

Vice President

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

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

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

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

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

Hurricane Dorian - 2019 (2 Activations in South Carolina)

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

Senior Operations Planner

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

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

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

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

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

Senior Project Manager

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

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

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

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

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

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

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

Education & Certifications

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

Disaster Debris Management Experience & Responsibilities

CrowderGulf Disaster Recovery, Theodore AL

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

Director of Field Operations

2018-Present

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

Senior Project Manager

2012-2017

2018 Hurricane Florence - NC & SC
2017 Hurricane Irma - FL & Hurricane Harvey - Texas
2016 Hurricane Matthew - Hilton Head Island, SC
2015 City of Friendswood, TX - Tornado Debris removal and disposal
2015 South Carolina DOT - Storms and Flooding Removal and Disposal
2015 Limestone County, AL - Flooding Waterway Debris Removal
2015 City of Corpus Christi, TX - Vegetative Removal and Disposal
2015 City of Raleigh, NC - Ice Storm Debris Removal
2015 City of Raleigh, NC - Ice Storm Debris Removal
2014 AL Department of Transportation - Drift Waterway Removal in Styx River
2014 Blount County, AL - Debris Removal and Waterway Removal
2013-2014 Hurricane Sandy Water Way Debris Removal
 Description: Marine debris removal operation for the New Jersey Department of Environmental Protection, as a result of Hurricane Sandy. Manager over five different debris zones which produced over 100,000 cubic yards of debris and 400,000 cubic yards of sand/silt dredged from the impacted waters. The project also included sonar and survey of 56,000 acres of bays, streams, and rivers
2013 Baldwin County, AL
 Dredging of Little Lagoon Pass in Gulf Shores, AL on an as needed basis for Alabama Department of Transportation (ALDOT)
2011 Hurricane Irene Recovery, North Carolina & Virginia - 1 Debris removal and reduction after Hurricane Irene
 Edgecombe County, NC, City of Rocky Mount, NC & Town of Williamston, NC
2011 Tornado Recovery, Walker County, AL - Debris removal and reduction after tornado
 USACE mission assigned contract CrowderGulf Prime sub for Phillips & Jordan

Project Manager

2009-2012

2010 BP Deep Horizon Oil Spill Recovery Response, Gulf Waters & Beaches, AL, FL, MS -
Oil Spill Response & Recovery, providing management, equipment, materials and personnel to recover, maintain and reclaim gulf coast beach areas
 BP Oil Exploration & Production / O'Brien's Response Management for Orange Beach, AL, Baldwin County, AL & Dauphin Island, AL

Field Supervisor

2004-2008

2008 Hurricane Ike Recovery, Texas, Alabama - Debris removal, reduction and disposal after Hurricane Ike
 City of Alvin, TX, City of League City, TX, City of Pearland, TX & City of Texas City, TX
 Galveston County, TX & Texas General Land Office
2006 Flood Recovery, New York - Debris removal, reduction and disposal after flooding from storms
 Union Concrete Constructors, Erie & Genessee Counties, NY
2005 Hurricane Wilma Recovery - Debris removal, reduction and disposal after Hurricane Wilma
 City of Pembroke Pines, FL, City of West Palm Beach, F, City of Wilton Manors, FL
2005 Hurricane Katrina Recovery - Debris removal, reduction and disposal after Hurricane Katrina
 Baldwin County, AL, , City of Daphne, AL & City of Gulf Shores, AL,
 Harrison County, MS, City of Biloxi, MS, Jackson County, MS & City of Pascagoula, MS
 City of Pembroke Pines, FL
2005 Hurricane Dennis Recovery - Debris removal, reduction and disposal after Hurricane Dennis
 Baldwin County, AL
2004 Hurricane Ivan Recovery - Debris removal, reduction and disposal after Hurricane Ivan
 State of AL Dept of Conservation & Natural Resources, Baldwin County, AL & City of Daphne, AL

Education

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

Areas of Expertise

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

Disaster Debris Management Experience

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

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

Additional Experience

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

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

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

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

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

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

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

Education

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

Awards and Recognition

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

Areas of Expertise

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

Relevant Qualifications

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

Disaster Debris Management Experience

Documentation Director 2003–Present

Hurricanes Sally & Zeta (2020)

- Assisted clients that self-monitored with FEMA required documentation

Hurricanes Florence & Michael (2018)

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

Hurricane Irma (2017)

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

Hurricane Harvey (2017)

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

Hurricane Matthew, (October 2016-2017)

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

Hurricane Hermine, (2016)

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

Severe Storms (Flooding & 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. Hurricane Ike (2008-2009)*
- *Served as the Field Office Operations Manager & Coordinator for Debris Contracts in Texas. Set up three onsite offices in Texas and trained personnel.*
- *Managed documentation and data management and assisted customers throughout entire operation to ensure FEMA compliance.*

Hurricane Rita, Calcasieu Parish, LA (2005)

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

Hurricane Charley Debris Projects (2004)

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

Hurricane Isabel Debris Projects (2003)

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

Hurricane Fran Project (1996)

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

Additional Experience and Skills

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

Education

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

Experience

- CrowderGulf, *Emergency Management and Training Specialist* May 2006–Present
- Hurricane Idalia, Tornado's & Storms (2023)
 - Hurricanes Ian & Nicole, Tornado's & Storms (2022)
 - Hurricanes Ida & Nicholas, Tornado's & Floods (2021)
 - Hurricanes Laura, Sally, Delta & Zeta (2020)
 - Hurricane Dorian, Tropical Storm Imelda & Tornado's (2019)
 - Hurricane Florence (2018)
Regional Manager for all Counties and Cities of Florence Activations throughout North Carolina & South Carolina
 - Hurricane Irma (2017)
Regional Manager for 61 simultaneous activations throughout Florida
 - Hurricane Harvey (2017)
Senior Project Manager for 26 simultaneous activations throughout Texas
 - Hurricane Matthew (October 2016-2017)
Senior Project Manager for 46 simultaneous activations throughout east coast
 - Hurricane Hermine (2016)
Senior Project Manager for the City of Tallahassee and Leon County, FL
 - Severe Storms (Flooding & Tornados) (2015-2016)
Senior Project Manager for for 14/15 simultaneous activations per year
 - Ice Storm Pax (February 2014 – May 2014)
Served as Senior Project Manager for Dorechester County and Berkeley County, South Carolina
Disaster Debris Removal - Vegetative Debris, Leaners and Hangers, Grinding Operations and Disposal
 - Hurricane Sandy (October 2012-December 2013)
Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
 - Hurricane Isaac (August 2012)
Served as the Project Manager for all four activations due to Hurricane Isaac in Mississippi
 - Hurricane Irene (August 2011 – October 2011)
Served as the Senior Project Manager for all 21 activations due to Hurricane Irene in North Carolina
 - Hurricane Ike (September 2008–November 2009)
This contract called for the management, surveying, collection, reduction, and disposal of debris in the aftermath of Hurricane Ike in 2008
 - Senior Project Manager for Hurricane Ike in Texas for Galveston County debris recovery work including all of Bolivar Peninsula
 - Project Manager for Wildlife and Fisheries contract for waterway cleanup in Texas cities
 - Project Manager for Texas General Land Office (GLO) Contract for Beach Restoration on Bolivar and other Galveston County Beaches
 - Managed Debris operations during the recovery from the storm
 - Performed duties as senior quality control and safety coordinator for debris operations
 - Served as a trainer for company field supervisor, counties personnel and subcontractors

Internal Training for CrowderGulf

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

Lee County, Florida Emergency Management, Fort Myers, FL

Chief of Operations

2001–2006

Chief of Planning

2000–2001

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

United State Army (Colonel, Retired)

1968 – 1998

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

Raymond "Buddy" Young

Senior Director

Professional Overview

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

Experience

CrowderGulf, LLC	2003-Present
<ul style="list-style-type: none">▪ Hurricane Idalia, Tornado's & Storms (2023)▪ Hurricanes Ian & Nicole, Tornado's & Storms (2022)▪ Hurricanes Ida & Nicholas, Tornado's & Floods (2021)▪ Hurricanes Laura, Sally, Delta & Zeta (2020)▪ Hurricane Dorian, TS Imelda & Tornado's (2019)▪ Hurricanes Florence & Michael (2018)▪ Hurricane Harvey (2017-2018)▪ Hurricane Matthew (2016)▪ Severe Winter Ice Storms, Flooding & Tornados (2015-2016)▪ Hurricane Sandy (October 2012-Present)▪ Hurricane Irene (August 2011-October 2011)▪ Hurricane Ike (September 2008–2010)▪ Hurricane Rita (2005-2006)▪ Hurricanes Charley, Frances, Jeanne, and Ivan (2004-2005)	
Texas A&M Engineering Extension Program, College Station, Texas Adjunct Instructor	2001-2004
FEMA, Region VI Regional Director	1993–2001
Arkansas State Police, Little Rock, Arkansas Director of Security for State	1983-1993

Training

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

Certifications and Training

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

Education

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

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

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

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

Experience

CrowderGulf

Technical Assistance Manager and FEMA Specialist

2012-Present

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

Federal Emergency Management Agency – Region 6

Deputy Regional Director

1994-December 31, 2011

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

Federal Emergency Management Agency – Region 6

Technological Hazards Branch Chief

1983-1994

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

US Public Health Service

Physician Recruitment Coordinator

1977-1983

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

Director, Arkansas Emergency Medical Services Program

Arkansas Department of Health

1974-1977

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

Other Leadership Roles

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

Education

Master's Degree in Public Health Administration

Tulane University

Bachelor's Degree in Education

University of Arkansas

NIMS Certified

Areas of Expertise

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

Qualifications

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

Disaster Debris Management Experience and Responsibilities

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

Education & Additional Experience / Skills

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

Areas of Expertise

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

Disaster Debris Management Experience

CrowderGulf – Mobile, Alabama

Regional Manager, September 2017 – Present

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

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

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

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

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

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

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

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

Additional Notable Activations:

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

Education

Florida Atlantic University, Boca Raton, FL

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

Additional Skills/Certifications

- OSHA 30 Hour Construction Safety and Health
- FEMA IS Certifications: IS-100.C, IS-200.C, IS-230.E, IS-240.C, IS241.C, IS-700.B, IS-800.D

Executive Summary

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

Professional Experience

CrowderGulf, LLC, Mobile, AL

Regional Director for the State of Louisiana

April 2023- Present

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

Ernst and Young, Daphne, AL

APR 2022-2023

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

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

PlexosGroup, Baton Rouge, LA

APR2018- APR2022

Senior Vice President Response & Recovery,

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

Federal Emergency Management Agency/, Denton, TX

JUN2010- MAR2018

Federal Coordinating Officer, FEMA Region VI

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

Education

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

Accomplishments

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

Qualifications & Experience

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

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC

Regional Director

March 2023 - Present

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

Project Manager and Emergency Management Specialist

August 2011- 2022

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

Education

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

Training & Certifications

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

Certifications and Training

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

Professional Overview

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

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

Disaster Debris Management Experience and Responsibilities

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

Additional Experience and Skills

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

Education & Professional Affiliations

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

Relevant Qualifications

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

Experience

CrowderGulf

2017-Present

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

2023 - Hurricane Idalia, 4 Activations in FL & GA

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

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

2022 - Hurricane Ian, 35 Activations in FL

- City of Venice, FL

2022 - Hurricane Nicole, 3 Activations in FL

2021 - Hurricane Ida, City of Gulfport, MS

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

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

2020 - Hurricane Delta & Zeta, MS & TX

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

2020 - Hurricane Sally, City of Gulf Shores, AL

2020 - Hurricanes Laura, City of Lake Charles, LA

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

2019 - Hurricane Dorian, SC

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

2018 & 2019 - Hurricane Michael

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

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

2018 - Red Tide/Fish Kill Cleanup

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

2017 - Hurricane Irma, Supervisor - FLDEP Waterway Projects

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

Max Trans Logistics

2015-2017

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

Licenses and Certifications

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

Education

- Auburn University - Auburn, Alabama

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

Professional Overview

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

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

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC	2015-Present
Eastern Regional Manager responsible for Business Development, Training, and Disaster Debris Removal Operations - C&D and Vegetative Debris, Leaners and Hangers, Stumps, Grinding Operations and Disposal, White Goods, E-Waste and HHW	
▪ Hurricane Idalia, Tornado's & Storms	2023
Regional Manager coordinating efforts of Project Managers to respond to VA Beach Tornado, Eastern NC Tornado, and multiple activations in South Georgia for Hurricane Idalia	
▪ Hurricane Ian	2022
Senior Project Manager of Fort Myers Beach, FL; unprecedented and multifaceted debris operation	
▪ Bowling Green, KY Tornado	2021
Project Manager	
▪ Hurricane Florence	2018
Project Manager of Florence Activations for counties and cities in North and South Carolina, over 20 million CY removed	
▪ Hurricane Harvey	September 2017
Project Manager for multiple towns, cities, and counties along the Texas Coast	
▪ Hurricane Matthew	October 2016
Project Manager who pioneered drone documentation for Hilton Head Island	
▪ Columbia, SC Flood	October 2015
Field Supervisor for the South Carolina Department of Transportation in Lexington and Richland Counties	

Additional Experience and Skills

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

Education & Professional Affiliations

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

Experience

CrowderGulf

March 2023 – Current

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

Environmental Experience

Aransas County, Rockport, TX

Director of Environmental Health, March 2015-March 2023

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

Aransas County, Rockport, TX

Debris Management, June 2017 – March 2023

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

Legal Experience

Garza & Gonzalez, Houston, TX

Partner, 12/15/2011-12/31/2015

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

Providus, Houston, TX

Document Reviewer, 01/24/12-12/1/2014

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

Donavan Watkins, Houston, TX

Document Reviewer, 02/27/2012-05/27/12

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

Education, Additional Professional Associations, Licenses & Skills

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

Clayton B. Young

Texas Regional Manager

Areas of Expertise

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

Relevant Qualifications

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

Disaster Debris Management Experience

CrowderGulf

2010-Present

Project Manager / CrowderGulf Texas Client representative

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

Additional Experience and Skills

Self Employed, Denton, Texas

Denton, Texas

Entrepreneur

2001-2010

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

Education

University of North Texas

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

Additional Skills/Certifications

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

Qualifications

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

Disaster Debris Management Experience

CrowderGulf

Storms

2021 – Current

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

Managed Debris Removal Operations in Calcasieu Parish after Hurricane Laura

August 2020 – June 2021

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

Managed Debris Removal in Western Bay County after Hurricane Michael

October 2018 – June 2019

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

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

September 2017 - March 2018

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

Additional Experience and Skills

Poolwerx Dallas, TX

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

January 2014 – September 2017

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

Education/Military

- University of North Texas
- Hospitality Management

2002-2007

Areas of Expertise

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

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

Disaster Debris Management Experience

CrowderGulf, Mobile, AL2016-Current
Senior Project Manager

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

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

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

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

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

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

Henry J. Lucas Electric Co. Inc. Vice President 1990-1995
 Project Manager/Estimator 1985-1995
 Electrician 1979-1985

Education / Licensing /Training / Leadership & Community Involvement

Mercer County Vocational Technical School - *Electrical Construction*, West Windsor, NJ
Entrepreneurial Ventures - Owned and managed an auto body / collision center and laundromat in New Jersey.

New Jersey Electrical Contractors License #9758
100-Ton US Coast Guard Captain's License
Transportation Worker Identification Credential (TWIC) Card
Big Brother/Sister of Mercer County

New Jersey A901 Disposal License
New Jersey CDL-A License with Medical Card
OSHA 10/30 & First Aid Certification
Real Estate Investor – Commercial & Residential

Disaster Debris Management Experience

CrowderGulf - Mobile, AL

Senior Project Manager, September 2017- Present

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

Projects:

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

Other Projects:

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

Other Experience

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

Additional Experience and Skills

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

Education and Associations

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

Relevant Qualifications

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

Disaster Debris Management Experience

CrowderGulf, LLC – Theodore, AL

2009- Present

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

Certifications

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

Disaster and Debris Related Projects

CrowderGulf - Quality Control Manager / Project Manager

2017-Present

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

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

Advanced Construction - Project Manager

1995-2006

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

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

U.S. Army Corps of Engineer Related Experience

Quality Control Manager

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

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

Education

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

Experience

CrowderGulf - 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.

2023 Hurricane Idalia, 4 Activations in FL & GA

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

2022 Hurricane Ian, 35 Activations in FL

2022 Hurricane Nicole, 3 Activations in FL

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

2021 Hurricane Ida, City of Gulfport, MS

2021 ALDOT Bridge Special Project, Dauphin Island, AL

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

2021 December Tornado's in KY

2020 Hurricanes Laura Sally, Delta & Zeta

2019 Hurricane Dorian, Tropical Storm Imelda & Tornado's

2018 Hurricane Michael, Florida

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

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

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

CrowderGulf Partner/Subcontractor

2003-2011

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

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

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

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

Previous Experience

Grind-All Company – Moseley, VA

General Manager

1999–2003

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

Disaster Debris Management Experience

CrowderGulf

May 2010-Present

Health & Safety Manager

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

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

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

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

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

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

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

2020 Hurricanes Laura, Sally & Zeta

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

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

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

2018 Hurricanes Florence – NC & SC and Michael – FL

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

2018 Red Tide / Fish Kill – Florida

Project Manager for Sarasota County and Sanibel, FL

2017 Hurricane Harvey and Irma

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

2016 Hurricane Matthew and Hermine

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

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

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

2012 Hurricane Sandy Cleanup

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

2012 Hurricane Isaac Cleanup

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

2011 Hurricane Irene Recovery, North Carolina & Virginia

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

2011 Tornado Recovery, Walker County, AL

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

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

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

Additional Related Experience and Skills

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

2001 to 2002

Safety Manager - Rite Way Masonry – Chicago, IL

1995 to 2001

Education

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

Certifications

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

Relevant Qualifications

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

Disaster Debris Management Experience

CrowderGulf

2004-Present

Contracts and Logistical Manager for Disaster Operations

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

Disaster Experience

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

Additional Experience and Skills

Gulf Equipment Corporation

Contractor

1999-2000

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

Education/Military

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

DISASTER EXPERIENCE

CrowderGulf
Program Manager

03/22 to Present

2023 Hurricane Idalia 4 Activations in FL & GA

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

2022 Hurricane Ian (DR-4673-FL)

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

K2 Project Management Solutions

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

08/2020 to 02/2022

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

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

2020

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

Innovative Emergency Management

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

08/2018 to 07/2020

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

CrowderGulf

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

09/2017 to 07/2018

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

Metric Engineering/Wheeler EMC

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

02/2017 to 08/2017

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

Metric Engineering

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

09/2016 to 12/2016

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

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

02/2014 to 02/2015

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

OTHER EXPERIENCE

Texstar Acquisitions

03/2015 to 08/2016

Acquisition & Sales Associate – Austin, TX

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

PROFESSIONAL LICENSES AND SKILLS

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

EDUCATION

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

Amber Ramsay

Public/Community Relations and Marketing Manager

Areas of Expertise

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

Qualifications

- 25 years of experience in disaster recovery and marketing.

Disaster Debris Management Experience

CrowderGulf

1999-Present

Community Relations/Media Manager

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

Storms

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

Education & Certifications

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

Relevant Qualifications & Experience

2004 through Present

DOCUMENTATION SPECIALIST

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

DATA ANALYSIS SPECIALIST

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

ACCOUNTS RECEIVABLE MANAGER

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

DATABASE MANAGER

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

STORM RELATED EXPERIENCE (PARTIAL LISTING)

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

Areas of Expertise

SUBCONTRACTS; MINORITY AND DISADVANTAGED BUSINESS INVOLVEMENT; RFP PREPARATION

Qualifications

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

Disaster Debris Management Experience

CrowderGulf 2005-Present

Subcontractor S/WMBE Compliance Manager 2008-Present

- Subcontract execution during activations. Insurance compliance and subcontractor reconciliation oversight.
- Manage subcontractor compliance with all state and federal requirements.
- Develop and implement Company 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 weekending payrolls

Activations Worked:

Hurricane Idalia (2023) 6 Activations in Florida and Georgia	Hurricane Hermine (2016) 2 Activations in Florida
Tornados (2023) 3 Activations in Texas and Arkansas	Severe Storms, Flooding & Tornados (2015/16)
Hurricane Ian & Nicole (2022) 38 Activations in Florida	Debris Removal Services for various municipalities
December Tornadoes (2021) 2 Activations in Kentucky	Ice Storms Pax and Ulysses (2014)
Hurricane Nicholas (2021) 7 Activations in Texas	3 Activations over North and South Carolina
Hurricane Ida (2021) 4 Activations in Mississippi & Louisiana	Hurricane Sandy Debris Projects (2012/13)
Hurricane Zeta (2020) 8 Activations in Mississippi & Louisiana	2 activations for Kitty Hawk, NC and State of New Jersey
Hurricane Delta (2020) Activation in Texas	Hurricane Isaac Debris Projects (2012)
Hurricane Sally (2020) 10 Activations in Alabama & Florida	9 activations over 3 States
Hurricane Laura (2020) 8 Activations in Louisiana	BP Oil Spill (2010/12)
Tornado & Special Project (2019) 2 Activations in Texas	1,200 People and 700 pieces of equipment
Tropical Storm Imelda (2019) 1 Activation Montgomery Co, TX	Baldwin County, Town of Dauphin Island, Cities of Gulf Shores & Orange Beach, AL
Hurricane Dorian (2019) 2 Activations South Carolina	Tornadoes April and May Outbreak (2011)
Hurricane Michael (2018-20) 61 Activations in Florida, Georgia	Various activations over Alabama, Missouri and Florida
Hurricane Florence (2018) 21 Activations in North/South Carolina	Hurricane Irene Debris Projects (2011)
Hurricane Irma (2017) 61 Activations throughout Florida	24 activations over North Carolina & Virginia; Six additionally awarded
Hurricane Harvey (2017) 26 Activations throughout Texas	Hurricane Ike Debris Projects (2008)
Hurricane Matthew (2016) 46 Activations up the East Coast	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 University of Alabama, Tuscaloosa, AL
- Associates Degree, General Studies Faulkner State Community College, Bay Minette, AL



Tab 4 – References

Pictured: 2018 Hurricane Michael Bay County, FL



City of Port St. Lucie, FL
Event Name: 20230046 Disaster Debris Removal Services

Tab 4 – References Over 1.2 Million Cubic Yards

1. Client: Lee County, FL POP: 739,224
 Address: 10500 Buckingham Rd, Fort Myers, FL 33905
 Contact: Amanda Condomina, Ops. Manager, Solid Waste, o: 239-533-8000, c: 239-834-3505; email: acondomina@leegov.com
 Doug Whitehead, Solid Waste Director 239-533-8917 dwhitehead@leegov.com
 Paul Flores, Solid Waste Ops Manager, 239-533-8017, pflores@leegov.com
 Jason Fournier, Public Utilities Mgr Cell: 239-229-5733, Ofc: 239-533-8000 jfournier@leegov.com
 Jim Bjostad, Public Safety Em. Manager, Cell: 239-476-2147, Ofc: 239-533-0617, jbjostad@leegov.com
- Project Title: *2022 Hurricane Ian (10/05/2022-09/15/2023)*
- PUSH
 - Removed & Disposed of vegetation, C&D, Hangers, Leaners, E-Waste, HHW, White Goods, Freon
 - Reduction by Compaction and Grinding
 - Monitored by Thompson
- 2017 Hurricane Irma (9/19/2017 – 01/14/2018)*
- Removed & Disposed: vegetation, C&D, Mulch, leaner/hangers (68,195 trees)
 - Reduce by grinding (13 sites)
- 2005 Hurricane Wilma (10/2005-12/2005)*
- Removed & Disposed: vegetation, C&D, stumps (114)
 - Reduced by grinding
 - Special Projects: *Debris Removal, Division of Natural Resources,(05/06-06/06)* removed waterway debris
- 2004 Hurricane Jeanne (8/2004-12/2004)*
2004 Hurricane Charley
- Removed & Disposed: vegetation, C&D, stumps
 - Reduced by grinding & burning
- | Contract Value: | CY Recovered & Reduced: |
|-----------------|-------------------------|
| Ian | \$134,141,231 |
| Irma | \$26,000,276 |
| Wilma | \$7,995,412 |
| Jeanne/Charley | \$14,000,000 |

2. Client: City of Lake Charles, LA POP: 77,117 / Calcasieu Parish
 Address: 4331 E. Broad St, Lake Charles, LA 70615 / 326 Pujo Street, 10th Floor Lake Charles, LA 70601
 Contact: John Cardone, Jr. City Administrator Ofc: 337-491-1381 Cell: 337-794-1513 jcardone@cityoflc.us
 Karen Harrell, Director of Finance, 337-491-1251, kharrell@cityoflc.us
- Project Title: *2021 Flooding & Severe Storms (06/08/2021-07/28/2021)*
- Removed & Disposed: Vegetation, C&D, Mulch, White Goods, Refrigerator Contents, E-waste
 - Reduced by Compacting & Grinding
 - 3 Sites
- 2020 Hurricane Laura (08/2020-9/9/2021)*
- Removed & Disposed: vegetation, C&D, Mulch, Hangers, Leaners, Stumps & White Goods, HHW, Refrigerator Contents
 - Reduced by Grinding & Compacting
 - 5 Sites
 - *Private Property Debris Removal (PPDR) Program (08/01/22-08/14/22)*
- 2008 Hurricane Ike (9/2008-10/2008)*
- Removed & Disposed: vegetation, C&D
- | Contract Value: | CY Recovered & Reduced: |
|-----------------|-------------------------|
| Flood | \$685,582 |
| Laura | \$80,383,800 |
| PPDR | \$201,140 |
| Ike | \$150,000 |

3. Client: Calcasieu Parish, LA POP: 216,785
 Address: 1015 Pithon St, 4th Floor, Lake Charles, LA 70602
 Contact: Theresa Champeaux, Asst. Public Works Director 337-721-3700 / 337-540-8094
tchampeaux@calcasieu.gov
 Allen Wainwright, Public Works Operations Manager, 337-721-3700, awainwright@calcasieuparish.gov
 Project Title: *2021 Flooding & Severe Storms (06/07/2021-08/04/2021)*
 - Removed & Disposed: Vegetation, C&D, Mulch, White Goods, Refrigerator Contents, E-waste
 - Reduced by Compacting & Grinding
 - 3 Sites*2021 Tornado (11/30/2021-12/04/2021)*
 - Removed & disposed C&D debris direct to final disposal*2020 Hurricane Laura (08/2020-09/2/2021)*
 - Removed & Disposed: vegetation, C&D, Mulch, Hangers, Leaners, Stumps, White Goods, Refrigerator Contents
 - Reduced by Grinding, Burning & Compacting
 - 12 Sites
 - Laterals Project (10/8/2021-Ongoing)
 - Removed & Disposed: vegetation, C&D with land based and water based equipment in canals and waterways*2008 Hurricane Ike (9/2008-10/2008)*
 - Removed & Disposed: vegetation, C&D*2005 Hurricane Rita – Subcontractor for Ceres (USACE) (9/2005-8/2006)*
 - Removed & Disposed: vegetation, C&D, ash, mulch, white goods (44,432), e-goods (2,484), leaners (9,698) /hangers (26,741), stumps (5,333), small engines (110)
 - Reduced by burning & grinding (14 disposal sites)
 - Special Projects: Surveyed houses for asbestos demo & proper disposal of asbestos

Contract Value:	CY Recovered & Reduced:
Flood \$222,312	5,401
Tornado \$28,960	1,679
Laura \$132,676,652	6,972,815
Laura Laterals \$101,606,746+	1,481,580
Ike \$78,350	7,891
Rita \$81,506,090	9,463,080

4. Client: Aransas County, TX POP: 25,721
 Address: 301 N. Live Oak Street, Rockport, TX 78382
 Contact: Mike Geer, Airport Management & EMC 361-790-0141, mgeer@aransascounty.org
 Commissioner Casterline, Precinct 2, 361-790-0184, bcasterline@aransascounty.org
2017 Hurricane Harvey (9/5/2017 – 06/05/2018)
 - Removed & disposed of vegetation, C&D, C&D compacted, mulch, leaners/hangers (14,938 trees), white goods (6,039) and HHW (22,760 lbs)
 - Reduction by grinding (3 - sites)

Contract Value:	CY Recovered & Reduced:
Harvey \$33,521,254	3,242,505

5. Client: Sarasota County, FL POP: 419,119
 Address: 4000 Knights Trail Road, Nokomis, FL 34275 and 6050 Porter Way, Sarasota, FL 34236
 Contact: Lois Rose, Solid Waste Manager, 941-861-1589 ofc, 941-650-0722 cell, lerose@scgov.net
 Scott Montgomery, EM Operations Manager, 941-861-5927 ofc, smontgomery@scgov.net
 Project Title: *2022 Hurricane Ian (10/06/2022-2/22/2023)*
 - Removed & disposed of vegetation, C&D, Hangers, and Leaners
 - Reduction by grinding
 - Monitored by Tetra Tech*2022 Waterway Cleanup – Hurricane Ian (03/24/2023-06/17/2023)*
 - Removed & disposed of Wet Debris direct hauled
 - Monitored by Tetra Tech*2017 Hurricane Irma (9/13/2017-01/19/2018)*
 - Removed & disposed of vegetation and mulch, reduction by grinding (3 sites)

Contract Value:	CY Recovered & Reduced:
Ian	\$20,602,937
Ian Waterway	\$5,620,561
Irma	\$2,657,079
	1,320,961
	73,604
	319,019

6. Client: City of Sanibel, FL POP: 7,363 / Lee County
 Address: 800 Dunlop Rd, Sanibel, FL 33957
 Contact: Scott Krawczuk, Deputy Public Works Director, 239-472-6397, scott.krawczuk@mysanibel.com
 Keith Williams II, Public Works Director, 239-472-6397 ofc, 239-691-8787 cell, keith.williams@mysanibel.com
 Project Title: *2022 Hurricane Ian (10/01/2022-07/15/2023)*
 - PUSH
 - Removed & disposed marine debris, vegetation, C&D, Hangers, Leaners, E-Waste, HHW, White Goods, Freon
 - Reduction by grinding and compaction
 - Monitored by Thompson
 Project Title: *2017 Hurricane Irma (9/18/2017-12/17/2017)*
 - Removed & disposed of vegetation, mulch and leaners/hangers (787 trees), reduction by grinding (1 site)*2007 Beach Cleanup – Red Drift Algae (2/2007)*
 - Special Projects: hand raked & removed red drift algae from beach*2006 Beach Cleanup – Red Drift Algae (11/2006)*
 - Special Projects: hand raked & removed red drift algae from beach*2005 Hurricane Wilma (10/2005-12/2005)*
 - Emergency PUSH, removed & disposed: (ROW & ROE) vegetation, C&D
 - Special Projects: Beach cleaning*2004 Hurricanes Charley, Jeanne & Frances (8/2004-1/2005)*
 - Emergency Push; removed & disposed: vegetation, C&D, stumps (1,183), leaners/hangers (T&M), canal debris
 - Reduced by grinding & burning
 - At Cost Services: Police Services

Contract Value:	CY Recovered & Reduced:
Ian	\$56,229,356
Irma	\$2,217,420
2007 Beach	\$65,716
2006 Beach	\$7,809
Wilma	\$538,981
2004	\$6,103,458
	1,923,997
	189,707
	Hourly
	Lump Sum
	46,877
	362,587

7. Client: Baldwin County, AL POP: 230,000

Address: 22070 Hwy 59, Central Annex II 3rd & 4th floor, Robertsdale, AL 36567
 Contact: Terri Graham, Solid Waste, 251-972-6878, TGraham@baldwincountyal.gov
 Project Title: 2020 Hurricane Sally (09/2020-04/07/2021)

- Removed & Disposed: vegetation, C&D, Compacted C&D, Mulch, Hangers, Leaners, White Goods and E-Waste. Reduction by grinding and C&D Compaction.

2014 Severe Storms, Flooding & Tornados (5/2014)

- Removed & Disposed: vegetation

2010 BP Oil Spill (5/2010-7/2010)

- Implemented proactive measures to contain oil spill by providing & installing containment & absorbent boom along the Coastal Waters of Baldwin County

2005 Hurricane Katrina (9/2005-3/2006)

- Removed & Disposed: vegetation, C&D, concrete, reduced by grinding

2005 Hurricane Dennis (7/2005-8/2005)

- Removed & Disposed: vegetation, C&D, concrete, reduced by grinding

2004 Hurricane Ivan (9/2004-4/2005)

- Removed & Disposed: vegetation, concrete, stumps
- Reduced by burning

Contract Value:	CY Recovered & Reduced:
Sally \$61,896,884	4,509,547
Severe Storms \$12,897	1,066
BP Oil \$4,280,107	Lump Sum
Katrina \$3,748,310	309,998
Dennis \$564,552	44,563
Ivan \$33,164,762	1,967,622



Tab 5 – Minority/Woman Owned Business Enterprise Documentation

Pictured: 2018 Hurricane Michael Bay County, FL



City of Port St. Lucie, FL
Event Name: 20230046 Disaster Debris Removal Services

Tab 5 – Minority / Woman Owned Business Enterprise Documentation

Past Experience with S/W/MBE

Although CrowderGulf is not a Minority/Woman Owned Business Enterprise, we understand the importance of utilizing these businesses in the event of an activation. CrowderGulf strives to maintain accurate records of past experience and subcontractor utilizations over the various activations requiring participation goals. As such, the table below reflects a partial listing of small and/or minority business participation dating back to the 2004 activation for Hurricane Ivan.

Client Name	Storm	MWBE	SBE
Austin, TX	2023 Ice Storm	0%	33%
Collier Co, FL	2023 Fish Kill	50%	100%
Collier Co, FL	2023 Misc.	100%	100%
Deer Park, TX	2023 Tornado	100%	100%
Dunedin, FL	2023 Idalia	0%	0%
Edgecombe Co, NC	2023 Tornado	0%	100%
Levy Co, FL	2023 Idalia	0%	0%
Montgomery Co, TX	2023 Misc.	0%	0%
Naples, FL	2023 Fish Kill	0%	100%
Nash Co, NC	2023 Tornado	0%	100%
North Little Rock, AR	2023 Tornado	50%	50%
Rocky Mount, NC	2023 Tornado	0%	0%
Sherwood, AR	2023 Tornado	33%	100%
St. Petersburg, FL	2023 Idalia	0%	0%
Taylor Co Schools, FL	2023 Idalia	100%	100%
Thomas Co, GA	2023 Idalia	0%	0%
Travis Co, TX	2023 Ice Storm	0%	60%
Virginia Beach, VA	2023 Tornado	0%	100%
Ware Co, GA	2023 Idalia	100%	100%
Apopka, FL	2022 Ian	0%	100%
Bonita Springs, FL	2022 Ian	54%	46%
Brevard Co, FL	2022 Ian	0%	67%
Castleberry, FL	2022 Ian	0%	83%
Charlotte Public Schools	2022 Ian	0%	100%
Cocoa Beach, FL	2022 Ian	0%	100%
Cocoa, FL	2022 Ian	0%	100%
Edgewater, FL	2022 Ian	40%	60%
Estero, FL	2022 Ian	43%	43%
FDEM	2022 Ian	67%	83%
Flagler Beach, FL	2022 Ian	50%	100%
Fort Myers Beach, FL	2022 Ian	52%	62%
Fort Myers, FL	2022 Ian	50%	58%
Kissimmee, FL	2022 Ian	43%	86%
Lee Co School District	2022 Ian	0%	40%
Lee Co, FL	2022 Ian	44%	65%
Oak Hill, FL	2022 Ian	0%	100%
Ocoee, FL	2022 Ian	13%	75%
Okeechobee, FL	2022 Ian	100%	100%
Ormond Beach, FL	2022 Ian	0%	60%
Pembroke Pines, FL	2022 Ian	0%	100%
Ponce Inlet, FL	2022 Ian	0%	0%
Port Orange, FL	2022 Ian	0%	67%
Punta Gorda, FL	2022 Ian	0%	100%
Sanford, FL	2022 Ian	0%	67%
Sanibel, FL	2022 Ian	30%	48%
Sarasota Co, FL	2022 Ian	0%	67%
Satellite Beach, FL	2022 Ian	0%	67%
South Daytona, FL	2022 Ian	0%	60%

Client Name	Storm	MWBE	SBE
St. Pete, FL	2022 Ian	0%	100%
Synergy Charlotte Co School	2022 Ian	50%	50%
Venice, FL	2022 Ian	0%	40%
Volusia Co, FL	2022 Ian	25%	50%
Winter Garden, FL	2022 Ian	0%	75%
Biloxi, MS	2021 Maint. - Ida		50%
Lake Charles, LA	2021 LA Floods	50%	75%
Calcasieu Parish, LA	2021 LA Floods	50%	50%
Calcasieu Parish Waterways	2021 Laura	75%	75%
West Calcasieu Port	2021 Laura	100%	100%
Friendswood, TX	2021 Winter Storm		50%
Audubon Institute, LA	2021 Ida	100%	50%
Gulfport, MS	2021 Ida	50%	
St. John the Baptist Parish, LA	2021 Ida	38%	63%
Angleton, TX	2021 Nicholas		100%
Brazoria Co, TX	2021 Nicholas	33%	67%
Lake Jackson, TX	2021 Nicholas		100%
West Columbia, TX	2021 Nicholas		
Audubon Institute, LA	2020 Zeta		50%
Biloxi, MS	2020 Zeta		100%
D'Iberville, MS	2020 Zeta		100%
Gulfport, MS	2020 Zeta	22%	89%
Harrison Co, MS	2020 Zeta	20%	80%
Jackson Co, MS	2020 Zeta		100%
Pascagoula, MS	2020 Zeta		100%
Wiggins, MS	2020 Zeta		
Friendswood, TX	2020 TX Misc	50%	50%
Galveston Co, TX	2020 TX Misc		100%
Chattanooga, TN	2020 TN Tornado	60%	100%
Nashville/Davidson Co	2020 TN Tornado	38%	100%
AL DOT	2020 Sally	10%	80%
Atmore, AL	2020 Sally		100%
Baldwin Co, AL	2020 Sally	20%	70%
Bay Minette, AL	2020 Sally		100%
Daphne, AL	2020 Sally		75%
Fairhope, AL	2020 Sally	25%	75%
Gulf Shores, AL	2020 Sally	17%	67%
Okaloosa Co, FL	2020 Sally		
Orange Beach, AL	2020 Sally	11%	78%
Spanish Fort, AL	2020 Sally	33%	67%
Alexandria, LA	2020 Laura	25%	75%
Calcasieu Parish, LA	2020 Laura	23%	57%
DeQuincy, LA	2020 Laura	25%	50%
Iowa, La	2020 Laura	40%	60%
Lake Charles, LA	2020 Laura	33%	57%



CrowderGulf
Event Name: 20230046 Disaster Debris Removal Services
City of Port St. Lucie, FL

Client Name	Storm	MWBE	SBE
Sulphur, LA	2020 Laura	30%	70%
Vinton, LA	2020 Laura	57%	43%
West Calcasieu Port	2020 Laura	100%	100%
West Lake, LA	2020 Laura	50%	80%
Newport News, VA	2020 Isaias		100%
GLO	2020 Hanna	100%	50%
NUE	2020 Hanna	100%	50%
Volusia Co, FL	2020 FL Tornado		100%
Iowa, LA	2020 Delta		100%
Port Arthur, TX	2020 Delta		
Dauphin Island, AL	2020 Cristobal	100%	100%
Harrison County, MS	2020 Cristobal		
Apalachicola, FL	2018 Michael	40%	60%
Bay Co, FL	2018 Michael	30%	70%
Carrabelle, FL	2018 Michael	50%	50%
Franklin Co, FL	2018 Michael	40%	60%
Jackson Co, FL	2018 Michael	40%	76%
Lynn Haven, FL	2018 Michael	38%	75%
Mexico Beach, FL	2018 Michael	0%	100%
Panama City Beach, FL	2018 Michael	0%	100%
Panama City, FL	2018 Michael	16%	63%
Parker, FL	2018 Michael	0%	83%
Washington Co, FL	2018 Michael	0%	0%
Bald Head Island, NC	2018 Florence		50%
Bolivia, NC	2018 Florence		67%
Brunswick Co, NC	2018 Florence		67%
Caswell Beach, NC	2018 Florence		67%
Duplin Co, NC	2018 Florence		83%
Fayetteville, NC	2018 Florence		100%
Jacksonville, NC	2018 Florence		100%
Leland, NC	2018 Florence		67%
Navassa, NC	2018 Florence		67%
North Topsail Beach, NC	2018 Florence		100%
Northwest, NC	2018 Florence		67%
Oak Island, NC	2018 Florence		67%
Onslow Co, NC	2018 Florence		90%
Richlands, NC	2018 Florence		100%
Sandy Creek, NC	2018 Florence		67%
SCDOT	2018 Florence		0%
Shallotte, NC	2018 Florence		67%
Swansboro, NC	2018 Florence		100%
Varnamtown, NC	2018 Florence		67%
Apopka, FL	2017 Irma	60%	40%
Arcadia, FL	2017 Irma	11%	56%
Aventura, FL	2017 Irma		100%
Bonita Springs	2017 Irma	33%	75%
Brevard Co., FL	2017 Irma	25%	75%
Castleberry, FL	2017 Irma	40%	80%
Charlotte Co., FL	2017 Irma		75%
Chatham, GA	2017 Irma		75%
Clay Co., FL	2017 Irma		100%
Cocoa Beach, FL	2017 Irma	33%	100%
Deltona, FL	2017 Irma	100%	67%
Desoto Co, FL	2017 Irma	9%	64%
Edgewater, FL	2017 Irma		100%
Edgewood, FL	2017 Irma	25%	50%
Estero, FL	2017 Irma		100%

Client Name	Storm	MWBE	SBE
FL DEP	2017 Irma	8%	92%
Flagler Beach, FL	2017 Irma		100%
Flagler Co., FL	2017 Irma		100%
Ft. Myers Beach, FL	2017 Irma	50%	100%
Ft. Myers, FL	2017 Irma	27%	73%
Glades. Co., FL	2017 Irma		100%
Hardee Co., FL	2017 Irma	14%	86%
Jupiter, FL	2017 Irma	29%	71%
Kissimmee, FL	2017 Irma	25%	88%
Lake Co., FL	2017 Irma	25%	75%
Lake Mary, FL	2017 Irma	38%	88%
Lakeland, FL	2017 Irma		100%
Lauderdale By The Sea, FL	2017 Irma		50%
Lee C, FL	2017 Irma	22%	80%
Miami Springs, FL	2017 Irma		83%
Miami, FL	2017 Irma	10%	70%
Mt. Dora, FL	2017 Irma		100%
Nassau Co., FL	2017 Irma		100%
North Captiva Island, FL	2017 Irma		100%
North Port, FL	2017 Irma	38%	63%
Ocala, FL	2017 Irma		50%
Okeechobee, FL	2017 Irma	29%	86%
Orange Co., FL	2017 Irma	40%	67%
Orange Park, FL	2017 Irma		100%
Orlando, FL	2017 Irma	18%	73%
Ormond, FL	2017 Irma		60%
Palm Coast, FL	2017 Irma		100%
Palmetto, FL	2017 Irma		100%
Plant City, FL	2017 Irma		
Plantation, FL	2017 Irma		
Polk Co., FL	2017 Irma	30%	40%
Punta Gorda, FL	2017 Irma		67%
Puinam Co., FL	2017 Irma	100%	100%
Sanford, FL	2017 Irma	29%	71%
Sanibel, FL	2017 Irma	38%	75%
Sarasota, FL	2017 Irma	33%	73%
St. Petersburg, FL	2017 Irma	25%	69%
Stuart, FL	2017 Irma		75%
Sumter Co., FL	2017 Irma	20%	60%
Sunny Isle Beach, FL	2017 Irma		100%
Sunrise, FL	2017 Irma		
Tarpon Springs, FL	2017 Irma		71%
Tybee Island, FL	2017 Irma		67%
Venice, FL	2017 Irma	25%	100%
Vero Beach, FL	2017 Irma		100%
Village Comm. Dev., FL	2017 Irma		60%
Village of Lazy Lake, FL	2017 Irma		
Village of Palm Springs, FL	2017 Irma	50%	
Wilton Manors, FL	2017 Irma		
Alvin, TX	2017 Harvey	17%	83%
Aransas Co, TX	2017 Harvey	19%	81%
Baytown, TX	2017 Harvey	67%	67%
Brazoria Co, TX	2017 Harvey	38%	77%
Chambers Co, TX	2017 Harvey	25%	100%
Clear Lake Shores, TX	2017 Harvey	50%	100%
Corpus Christi, TX	2017 Harvey		82%
Dickinson, TX	2017 Harvey	50%	86%

Client Name	Storm	MWBE	SBE
Friendswood, TX	2017 Harvey	46%	69%
Galveston Co, TX	2017 Harvey	80%	80%
Ingleside, TX	2017 Harvey	100%	100%
Jones Creek, TX	2017 Harvey	100%	100%
Lake Jackson, TX	2017 Harvey	100%	100%
LaMarque, TX	2017 Harvey	90%	90%
League City, TX	2017 Harvey		100%
Liberty Co, TX	2017 Harvey	40%	60%
Manvel, TX	2017 Harvey	50%	100%
Montgomery Co, TX	2017 Harvey	52%	71%
Nassau Bay, TX	2017 Harvey		100%
Newton Co, TX	2017 Harvey		100%
Nueces Co, TX	2017 Harvey		60%
Port Arthur, TX	2017 Harvey		67%
San Patricio Co, TX	2017 Harvey	11%	78%
Santa FE, TX	2017 Harvey	13%	88%
Seabrook, TX	2017 Harvey		100%
TX GLO	2017 Harvey		100%
Webster, TX	2017 Harvey	33%	100%
West Columbia, TX	2017 Harvey	83%	83%
Berkeley Co, SC	2016 Matthew		71%
Brevard Co, FL	2016 Matthew	29%	81%
Bunnell, FL	2016 Matthew	50%	100%
Chesapeake, VA	2016 Matthew	50%	50%
Clay Co, FL	2016 Matthew	20%	100%
Cocoa Beach, FL	2016 Matthew	25%	75%
Currituck Co, NC	2016 Matthew		100%
Deltona, FL	2016 Matthew		100%
Edgecombe Co, NC	2016 Matthew	100%	
Edgewater, FL	2016 Matthew		80%
Fayetteville, NC	2016 Matthew		67%
Flagler Beach, FL	2016 Matthew		80%
Flagler Co, FL	2016 Matthew	27%	60%
Fripp Island, SC	2016 Matthew	100%	50%
Garden City, GA	2016 Matthew	20%	60%
HHI, Blue Roof	2016 Matthew		100%
Hilton Head Island, SC	2016 Matthew	10%	69%
Jasper Co, SC	2016 Matthew		100%
Liberty Co, GA	2016 Matthew		100%
Long Cove Association	2016 Matthew		75%
Norfolk, VA	2016 Matthew		33%
Ocean Island Beach, NC	2016 Matthew	100%	
Ormond Beach, FL	2016 Matthew		25%
Palm Coast, FL	2016 Matthew	20%	60%
Port Wentworth, GA	2016 Matthew		67%
Raleigh, NC	2016 Matthew		33%
Rose Hill NC	2016 Matthew	100%	100%
SC DOT	2016 Matthew		
Stuart, FL	2016 Matthew	17%	100%
Sunset Beach NC	2016 Matthew	100%	100%
Thunderbolt, GA	2016 Matthew		67%
WindMill Harbour Association	2016 Matthew	25%	100%
Central, LA Flooding	2016 LA Flooding	0%	100%
Leon County, FL	2016 Hermine	20%	75%
Tallahassee, FL	2016 Hermine	8%	69%
Newport News, VA	2015 NA	50%	100%
Newport News, VA	2014 NA	33%	100%

Client Name	Storm	MWBE	SBE
Greensboro, NC	2014 Ice Storm Ulysses	27%	100%
Dorchester Co, SC	2014 Ice Storm Pax	33%	100%
Newport News, VA	2013 NA	100%	100%
Polk Co, FL Tornado	2012 Tornado	17%	50%
NJDEP	2012 Sandy	17%	67%
Alabama Tornadoes-P&J	2011 Tornado	13%	75%
Joplin- Asbell, MO	2011 Tornado	43%	43%
Joplin, MO	2011 Tornado	50%	75%
Colonial Williamsburg	2011 Irene	50%	50%
Dare Co DOT, NC	2011 Irene	25%	75%
Dare Co, NC	2011 Irene	43%	64%
Edenton, NC	2011 Irene	33%	100%
James City Co, VA	2011 Irene	14%	57%
Nags Head, NC	2011 Irene	20%	80%
NC DOT Various	2011 Irene	13%	63%
Newport News, VA	2011 Irene	30%	60%
Rocky Mount, NC	2011 Irene	50%	100%
Wilson, NC	2011 Irene	100%	100%
York Co, VA	2011 Irene	17%	67%
Biloxi, MS	2008 Ike	50%	50%
Bolivar Peninsula, TX	2008 Ike	28%	56%
Brookside Village, TX	2008 Ike	29%	43%
City of Beaumont, TX	2008 Ike	27%	64%
City of Dickinson, TX	2008 Ike	20%	40%
Clear Lake Shores, TX	2008 Ike	14%	57%
Deer Park, TX	2008 Ike	100%	50%
Friendswood, TX	2008 Ike	100%	50%
Galveston Co, TX	2008 Ike	15%	48%
Jefferson Co, TX	2008 Ike	33%	33%
Kemah, TX	2008 Ike	29%	43%
League City, TX	2008 Ike	36%	55%
Manvel, TX	2008 Ike	60%	60%
Montgomery Co. , TX	2008 Ike	35%	76%
Pearland, TX	2008 Ike	29%	57%
San Leon, TX	2008 Ike	100%	0%
Tiki Island, TX	2008 Ike	17%	42%
TX GLO	2008 Ike	100%	100%
Webster, TX	2008 Ike	50%	50%
Biloxi, MS	2008 Gustav	50%	50%
N. Miami, FL	2005 Wilma	17%	42%
Wilton Manors, FL	2005 Wilma	50%	50%
Jefferson Co, TX	2005 Rita	91%	36%
Lake Charles, LA	2005 Rita	15%	40%
Ft Lauderdale, FL	2005 Katrina	20%	30%
N Miami, FL	2005 Katrina	100%	100%
Pascagoula, MS	2005 Katrina	22%	46%
Pompano Beach, FL	2005 Katrina	45%	36%

S/W/MBE Participation Outreach –

The below table represents the potential DBEs and MWBEs contacted from the Office of Supplier Diversity Directory specifically for the current years DBE Participation. All potential subcontractors are already registered with CrowderGulf as a pre-qualified subcontractor and were contacted regarding debris hauling opportunities that would be available should we be awarded a contract with the City or FDOT. CrowderGulf will continue to make a diligent effort to meet any goals set forth by the City and will commit to work with the City's staff to address any needs or requests.

Local aid is imperative to a successful removal process because they hold personal knowledge of the area that can be beneficial to the overall operations. By having the following companies pre-qualified, our Subcontractor Management staff keeps up-to-date Subcontracts, insurance documents and equipment lists which allow for an immediate start after a disaster.

Business Name	Location	Type	Date	Response
GB GREEN Construction Management & Consulting INC	303 Manowar Cir, Cantonment, FL 32533	Email	2022-2023, 3/26/24	Is Committed to responses
HALE CONTRACTING INC	1736 Commerce Blvd, Midway, FL 32343	Email	2022-2023, 3/26/24	Is Committed to responses
Isla Maritime	1695 Cameron Ct, Trinity, FL 34655	Email	2022-2023, 3/26/24	Is Committed to responses
Last Pass Inc.	100 St 17890 SW, Miami, FL 33196	Email	2022-2023, 3/26/24	Holds Prime Contract w/ CG
LIBERTY HAULING INC	7145 Evergreen Blvd, Polk City, FL 33868	Email	2022-2023, 3/26/24	Is Committed to responses
JD Dozers Inc.	94900 Florida Boys Ranch Rd, Clermont, FL 34771	Email	3/26/24	No response
DAWUD TRASH REMOVAL SERVICES	3006 East 38th Avenue, Tampa, FL 33610	Email	3/26/24	No response

CrowderGulf further commits to the use of several long-standing Prime Subcontractors that meet our MWBE participation requirements. RAL Services, Lawn Rescue Plus, Last Pass and Hauling Away, LLC have over 160 combined activations with CrowderGulf in the last ten years. Hauling Away, LLC, as our top tier Women-Owned Prime, as well as Last Pass, our top tier Florida Minority Woman-Owned subcontractor both being viewed as an extension of the CrowderGulf Company meeting our minority owned utilization requirements. The complete detailed list of all our top tier Subcontractors can be found in the subcontracting Practices portion of our Proposal – Tab 3. Organization Capabilities.

Prime Subcontractor	Business Designation	Number of Activations	PUSH	ROW/ROE Debris	Leaners / Hangers	Stumps	Grinding	Haul Outs	Sand / Beach	Demolition	Concrete	White Goods	Waterway / Dredging
ABC Hauling / RAL Services (FL) (Self Certified)	S, MBE-His	32						X					
Primary Contact: Rudy Largaespada 666 NW 23rd Street Miami, FL 33127 FEIN: 47-3267869 /786-972-5642 / abchauling12@gmail.com													
Hauling Away, LLC (AL)	S, WO	90	X	X	X	X	X	X	X	X	X	X	X
Primary Contact: Sara Pratt 10150 Ben Hamilton Road Theodore, AL 36582 FEIN: 45-2428798 251-402-3058 / sara@haulingaway.net													
Lawn Rescue Plus (FL) (Self Certified)	S, MBE-His	34		X	X	X		X		X		X	X
Primary Contact: Giorgio Cesti 15700 SW 169 Ave Miami, FL 33187 FEIN: 46-5139503 786-446-2469 / lawnpusrescue@yahoo.com													
Last Pass, Inc. (FL)	S, WO His	8	X	X	X	X		X					
Primary Contact: Adelaida Cesti 17890 SW 100th St, Miami FL 33196 FEIN: 88-1792476 / 786-237-9219 / lastpassinc1@gmail.com													



Tab 6 – Price Proposal and Proposal Bond

Pictured: 2018 Hurricane Michael Bay County, FL



City of Port St. Lucie, FL
Event Name: 20230046 Disaster Debris Removal Services

Tab 6 – Price Proposal and Proposal Bond

Financial Capability

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

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

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

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

Bonding

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

Insurance

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

See "Bank and Bonding Reference Letters" attached.

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 Sample attached.*

Equal Opportunity Employer

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

Drug Free Workplace

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

PROPOSER: CrowderGulf Joint Venture, Inc.

PROPOSAL FORM 3 – PRICE PROPOSAL

PART A – VOLUME BASED PRICING FOR 3,000,000 CUBIC YARD (CY) DEBRIS DISASTER

ITEM/DESCRIPTION	ESTIMATED QUANTITY	UNIT	PRICE PER CY	EXTENSION
1.0 Public Property and Right of Way Collection, Loading and Hauling to a designated DTMS.				
A. Vegetation	2,500,000	CY	\$7.95	\$ 0.00 \$19,875,000.00
B. Construction Debris / Mixed Debris	500,000	CY	\$7.95	\$ 0.00 \$3,975,000.00
2.0 TDMS operation to include placement of monitoring towers, portable toilets, keeping on-site and adjacent roads area clean of trash and garbage, debris acceptance, pile management, and Phase I Reclamation.	3,000,000	CY	\$2.00	\$ 0.00 \$6,000,000.00
3.0 Processing of debris through grinding and/or chipping.	2,500,000	CY	\$2.25	\$ 0.00 \$5,625,000.00
4.0 Loading, hauling and disposing wood chips to final destination. <i>(This rate includes disposal cost)</i>	1,000,000	CY	\$13.00	\$ 0.00 \$13,000,000.00
5.0 Volume reduction through air curtain incineration.	2,500,000	CY	\$1.00	
6.0 Loading and hauling of construction debris and/or mixed debris from TDMS to a permitted C&D recycling facility or any other designated Disposal Facility. <i>(This rate shall not include disposal cost). Based on miles from TDRS to final destination– 1 way.</i>				
A. 0 ≤ 20 miles	500,000	CY	\$3.60	
B. > 20 ≤ 50 miles	500,000	CY	\$5.20	
C. > 50 ≤ 100 miles	500,000	CY	\$8.95	
D.				
E.			\$5.92	
AVERAGE: (Item 6.0 A-E)			\$ 0.00	
AVERAGE (Item 6.0 A-C) x 500,000			CY =	\$ 0.00 2,958,333.33
TOTAL PROPOSAL PRICE: (Items 1.0 - 4.0; 6.0)				\$ 0.00 \$51,433,333.33

Unit Prices, unless otherwise indicated, shall include all labor (operators, laborers, supervisors) and materials including but not limited to: supplies, equipment maintenance, repairs, repair parts, fuels, lubricants, cellular phones, transportation, and housing, if required, necessary to accomplish the project. The quantities and distributions are estimated for the purpose of making an award. Locations of sites, debris quantities, destinations, material densities, etc. may differ substantially in an actual disaster.

Assumptions: 3,000,000 cubic yards of debris consisting of 2,500,000 cubic yards of vegetation debris and 500,000 cubic yards of mixed debris.

PROPOSER: CrowderGulf Joint Venture, Inc.

PROPOSAL FORM 3 – PRICE PROPOSAL

PART B – HOURLY RATES

TDMS SET-UP AND CLOSURE AND DEBRIS CLEARANCE FOR ACCESS - OPTIONAL USE BY COUNTY AND OTHER GOVERNMENTAL ENTITIES			
EQUIPMENT AND LABOR RATES			
EQUIPMENT TYPE	HOURLY EQUIPMENT RATE	HOURLY LABOR RATE	TOTAL HOURLY RATE
Bobcat Loader	\$80.00	\$40.00	\$ 0.00 \$120.00
Crew Foreman w/ Cell Phone and Pickup	\$25.00	\$40.00	\$ 0.00 \$65.00
Dozer, Tracked, D5 or similar	\$105.00	\$40.00	\$ 0.00 \$145.00
Dozer, Tracked, D6 or similar	\$115.00	\$40.00	\$ 0.00 \$155.00
Dozer, Tracked, D7 or similar	\$125.00	\$40.00	\$ 0.00 \$165.00
Dozer, Tracked, D8 or similar	\$135.00	\$40.00	\$ 0.00 \$175.00
Dump Truck, 18 CY-20 CY	\$80.00	\$40.00	\$ 0.00 \$120.00
Dump Truck, 21CY-30 CY	\$90.00	\$40.00	\$ 0.00 \$130.00
Generator and Lighting	\$45.00	\$40.00	\$ 0.00 \$85.00
Grader w/ 12' Blade	\$125.00	\$40.00	\$ 0.00 \$165.00
Hydraulic Excavator, 1.5 CY	\$120.00	\$40.00	\$ 0.00 \$160.00
Hydraulic Excavator, 2.5 CY	\$130.00	\$40.00	\$ 0.00 \$170.00
Knuckleboom Loader	\$230.00	\$40.00	\$ 0.00 \$270.00
Laborer w/ Chain Saw	\$5.00	\$40.00	\$ 0.00 \$45.00
Laborer w/ small tools, traffic control, flag person	\$5.00	\$40.00	\$ 0.00 \$45.00
Lowboy Trailer w/ Tractor	\$100.00	\$40.00	\$ 0.00 \$140.00
Operations Manager w/ Cell Phone and Pickup	\$35.00	\$40.00	\$ 0.00 \$75.00
Pickup Truck, .5 Ton	\$20.00	\$40.00	\$ 0.00 \$60.00
Soil Compactor 81 HP+	\$60.00	\$40.00	\$ 0.00 \$100.00
Soil Compactor to 80 HP	\$70.00	\$40.00	\$ 0.00 \$110.00
Soil Compactor, Towed Unit	\$50.00	\$40.00	\$ 0.00 \$90.00
Truck, Flatbed	\$65.00	\$40.00	\$ 0.00 \$105.00
Tub Grinder, 800 to 1,000 HP	\$350.00	\$40.00	\$ 0.00 \$390.00
Water Truck	\$110.00	\$40.00	\$ 0.00 \$150.00
Wheel Loader, 2.5 CY, 950 or similar	\$135.00	\$40.00	\$ 0.00 \$175.00
Wheel Loader, 3.5-4.0 CY, 966 or similar	\$145.00	\$40.00	\$ 0.00 \$185.00
Wheel Loader, 4.5 CY, 980 or similar	\$155.00	\$40.00	\$ 0.00 \$195.00
Wheel Loader-Backhoe, 1.0-1.5 CY	\$100.00	\$40.00	\$ 0.00 \$140.00
Other – Please List			
			\$ 0.00 \$3,930.00

Attach additional sheet with equipment type and labor rates, if needed

PROPOSER: CrowderGulf Joint Venture, Inc.

PROPOSAL FORM 3 – PRICE PROPOSAL

PART C – UNIT COST SCHEDULE

ITEM	HAZARDOUS STUMP REMOVAL, HAULING, AND DISPOSAL	UNIT	UNIT COST
1	6 inch diameter to 12 inch diameter	Stump	\$150.00
2	13 inch diameter to 24 inch diameter	Stump	\$300.00
3	25 inch diameter to 48 inch diameter	Stump	\$400.00
4	49 inch diameter and greater	Stump	\$500.00
5	Stump Fill Dirt – Fill dirt for stump holes after removal	CY	\$18.00
HAZARDOUS TREE REMOVAL, HAULING, AND DISPOSAL			
6	6 inch diameter to 12 inch diameter	Tree	\$400.00
7	13 inch diameter to 24 inch diameter	Tree	\$600.00
8	25 inch diameter to 48 inch diameter	Tree	\$800.00
9	49 inch diameter and greater	Tree	\$1,100.00

NOTE:

The following item listed below is a special service for a small storm event that does not qualify for FEMA assistance and will NOT be considered in the evaluation of this eRFP

The CITY reserves the right to use this contract to handle small quantities of debris removal related to a disaster event that does not qualify for FEMA assistance. This will include any disaster event that produces small quantities of debris Below is a daily rate to remove debris. The CITY will pay for the disposal cost. There is no requirement to provide a rate, however if you do, we expect your company to honor this special service and respond within 48 hours at the rate below.

COLLECTION SERVICE ONLY	
EQUIPMENT	DAILY RATE (10 HRS/DAY)
Knuckleboom Loader	\$ 3,400.00

PROPOSER: CrowderGulf Joint Venture, Inc.

PROPOSAL FORM 3 – PRICE PROPOSAL

PART D - REASONABLENESS OF RATES

Please explain and provide further information how the above listed hourly rates shall be regarded as "fair and reasonable" by FEMA for the identified listed services provided above in comparison to the "going rate" for similar or identical services within the geographic area which includes the City of Port St. Lucie. Please provide quantitative as well as qualitative data that substantiates the claim that the rates your firm has bid in response to this RFP are "fair and reasonable" and that they should meet any possible reasonableness test required by FEMA for similar or identical competitively bid rates within the City's geographic area. (attach additional pages if necessary)

The rates bid are the most competitive rates CrowderGulf can provide based on the current market. The rates bid have been provided by CrowderGulf through what we assume to be a fair and open bid process per the City procurement guidelines. We have compared our rates proposed in the solicitation to other municipalities within the State of Florida and the local area and have found them to be fair and reasonable. Also, they are what is going to be considered the "going rate" for similar services within the geographical area.

If awarded the contract, CrowderGulf can provide the City a Best and Final Offer (BAFO), if requested.

CrowderGulf Pricing Notes

Line item 3.0 CrowderGulf will honor C&D compaction.

Additional Offered Rates

1. Waterway debris removal & hauled to TDMS
 - Land Based Operations = \$48.00 per CY
 - Water Based Operations = \$110.00 per CY
2. E-Waste Collect and haul to TDMS or final disposal (Tipping fees pass through) = \$48.00 each
3. White goods collect and haul to TDMS or Final Disposal (Tipping fees pass through) = \$65.00 each
4. Freon Extraction from White Goods = \$45.00 each
5. Household Hazardous Waste (HHW) Collect & Haul to TDMS (Tipping fees pass through) = \$12.00 per LB
6. Food Waste Removal from White Goods (Tipping fees pass through) = \$6.00 per LB
7. Private Property Debris Removal or Public Property Other than the ROW and hauled to TDMS = \$19.00 per CY
8. Demo of public or private structures (Non-RACM) and hauled to TDMS = \$28.00 per CY

PROPOSER: CrowderGulf Joint Venture, Inc.

PROPOSAL FORM 2 – PROPOSAL BOND

KNOW ALL MEN BY THESE PRESENTS, that we, the undersigned:

CrowderGulf Joint Venture, Inc., as Principal and
(Name of Proposer)

Travelers Casualty and Surety Company of America, as Surety, are
(Name of Surety)

hereby held and firmly bound unto the City of Port St. Lucie, Florida, as Obligee, in the sum of:

Five Hundred Thousand and 00/100

_____ Dollars (\$ 500,000.00)/ 5% of the Performance and Payment Bond, which is in the amount of \$10,000,000, as liquidated damages for payment of which, well and truly to be made, we hereby jointly and severally bind ourselves, our heirs, executors, administrators, successors, and assigns.

The condition of this obligation is such that whereas the Principal has submitted to the City of Port St. Lucie, Florida a certain Proposal attached hereto and made a part hereof, to enter into an Agreement hereinafter referenced to as the **AGREEMENT DISASTER DEBRIS REMOVAL SERVICES**.

NOW THEREFORE,

- a. If said Proposal shall be rejected or withdrawn as provided in the Request for Proposal or, in the alternative,
- b. If said Proposal shall be accepted and the Principal shall duly execute and deliver the Agreement attached hereto and shall furnish all insurance requirements, the specified Performance and Payment Bond for the faithful performance of the Agreement and for the payment of labor and materials furnished for the performance of the Agreement,

then this obligation shall be void, otherwise it shall remain in full force and effect, it being expressly understood and agreed that the liability of the Surety for any and all claims hereunder in no event shall exceed the amount of this obligation.

The Surety, for value received, hereby agrees that the obligations of said Surety and its bond shall be in no way impaired or affected by any extensions of the time within which such Proposal may be accepted, and said Surety does hereby waive notice of any such extensions.

PROPOSER: CrowderGulf Joint Venture, Inc.

IN WITNESS WHEREOF, the parties hereto have duly executed this bond on the 7th day of June, 2024.

PRINCIPAL: CrowderGulf Joint Venture, Inc.

By: Ashley Ramsay-Naile
Signature (Seal)

Name: Ashley Ramsay-Naile
Title: President

Address: 5629 Commerce Blvd. East
Mobile, AL 36619

Telephone: 800-992-6207

WITNESS:

- Melinda Edwards
- Kelley Williamson

SURETY: Travelers Casualty and Surety Company of America

By: James C. Congelio
Signature (Seal)

Name: James C. Congelio
Title: Attorney-In-Fact

Address: 3111 W Dr. MLK Jr. Blvd., Suite 350
Tampa, FL 33607

Telephone: 813-498-1183

WITNESS:

- Melissa Beckworth
Melissa Beckworth, Account Executive
- Kari Schmor
Kari Schmor

Surety companies executing bonds **must** appear on the Treasury Department's most current list (Circular 570 as amended) and be authorized to transact business in the State of Florida, in accordance with Florida Statute 287.0935, and be approved by the City of Port St. Lucie.



**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(s)-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 **21st** day of **April**, 2021.



State of Connecticut

City of Hartford ss.

By:
Robert L. Raney, Senior Vice President

On this the **21st** day of **April**, 2021, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, 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**, 2026



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 each of the Companies, 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 each of the Companies, 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 **7th** day of **June**, 2024.



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(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.**



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

813.498.1183 office
813.464.7807 fax

www.sspins.com

January 22, 2024

RE: CrowderGulf Joint Venture, Inc.
Status of Bondability

To Whom It May Concern:


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

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

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

Sincerely,


Sterling Seacrest Pritchard


James C. Congelio

State of: Florida

County of: Hillsborough

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


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





January 10, 2024

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

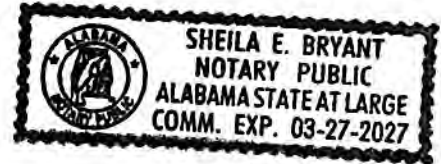
Please consider this letter as verification that Crowder Gulf, LLC and its wholly owned entity, Crowder Gulf Joint Venture, Inc., are one of Regions Bank's valued customers. Regions is privileged to have serviced the operating accounts of the companies since 1987, with all accounts handled in an exemplary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

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

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

Sincerely,

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



Sheila E Bryant 1-10-2024

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

Post Office Box 11007
Birmingham, Alabama 35288



RE: CrowderGulf LLC & CrowderGulf Joint Ventures, Inc.

To Whom It May Concern:

Pathway Insurance Group handles all insurance for CrowderGulf. The current coverages and limits carried by CrowderGulf are some of the highest in their industry and have been vetted by risk managers, municipalities, and other organizations throughout the country. We believe these limits are reasonable considering the scope of work performed by CrowderGulf. The insured also does an excellent job with its subcontractor program and vetting subcontracts and insurance limits maintained by their subcontractors. We are also in constant communication with the leadership at CrowderGulf regarding the state of the insurance marketplace and their activations.

However, in the event of an activation that warrants higher limit requirements, additional limits are readily available to CrowderGulf in the marketplace within 24-48 hours from our current insurance carriers as well as others in the market.

I have attached a sample of their current limits of coverage for your convenience. Please feel free to reach out to me regarding any questions related to the insurance for CrowderGulf.

Sincerely,

A handwritten signature in black ink, appearing to read "Robby Farmer", is written over a thin horizontal line.

Robby Farmer
Vice President
Pathway Insurance Group LLC

EQUAL EMPLOYMENT OPPORTUNITY

AFFIRMATIVE ACTION PROGRAM

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

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

Ashley Ramsay-Naile
President

State of Florida

Department of State

I certify from the records of this office that CROWDER-GULF JOINT VENTURE, INC. is a corporation organized under the laws of the State of Florida, filed on September 3, 2002.


The document number of this corporation is P02000095020.

I further certify that said corporation has paid all fees due this office through December 31, 2024, that its most recent annual report/uniform business report was filed on January 10, 2024, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

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




Secretary of State

Tracking Number: 6948156440CC

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

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

THE OFFICIAL SITE OF THE FLORIDA DEPARTMENT OF BUSINESS & PROFESSIONAL REGULATION



[HOME](#) [CONTACT US](#) [MY ACCOUNT](#)

ONLINE SERVICES

- [Apply for a License](#)
- [Verify a Licensee](#)
- [View Food & Lodging Inspections](#)
- [File a Complaint](#)
- [Continuing Education Course Search](#)
- [View Application Status](#)
- [Find Exam Information](#)
- [Unlicensed Activity Search](#)
- [AB&T Delinquent Invoice & Activity List Search](#)

LICENSEE DETAILS

10:37:39 AM 8/1/2022

Licensee Information

Name:	DUNNE, SETH ADAM (Primary Name) CROWDER-GULF JOINT VENTURE, INC. (DBA Name)
Main Address:	PO BOX 554 FAIRHOPE Alabama 36533
County:	OUT OF STATE

License Information

License Type:	Certified General Contractor
Rank:	Cert General
License Number:	CGC1532476
Status:	Current,Active
Licensure Date:	07/27/2022
Expires:	08/31/2024

Special Qualifications **Qualification Effective**

Construction Business	07/27/2022
------------------------------	-------------------

Alternate Names

- [View Related License Information](#)
- [View License Complaint](#)

8/1/22, 9:37 AM DBPR - DUNNE, SETH ADAM; Doing Business As: CROWDER-GULF JOINT VENTURE, INC., Certified General Contractor

2601 Blair Stone Road, Tallahassee FL 32399 :: Email: [Customer Contact Center](#) :: Customer Contact Center: 850.487.1395

The State of Florida is an AA/EEO employer. [Copyright 2007-2010 State of Florida. Privacy Statement](#)

Under Florida law, email addresses are public records. If you do not want your email address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact the office by phone or by traditional mail. If you have any questions, please contact 850.487.1395. *Pursuant to Section 455.275(1), Florida Statutes, effective October 1, 2012, licensees licensed under Chapter 455, F.S. must provide the Department with an email address if they have one. The emails provided may be used for official communication with the licensee. However email addresses are public record. If you do not wish to supply a personal address, please provide the Department with an email address which can be made available to the public. Please see our [Chapter 455](#) page to determine if you are affected by this change.



Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

May 05, 2023

CROWDER-GULF JOINT VENTURE, INC.
5629 COMMERCE BLVD. E.
MOBILE, ALABAMA 36619

RE: CERTIFICATE OF QUALIFICATION

The Department of Transportation has qualified your company for the type of work indicated below.

FDOT APPROVED WORK CLASSES:
DEBRIS REMOVAL (EMERGENCY)

Unless notified otherwise, this Certificate of Qualification will expire **6/30/2024**.

In accordance with Section 337.14(4), Florida Statutes, changes to Ability Factor or Maximum Capacity Rating will not take effect until after the expiration of the current certificate of prequalification (if applicable).

In accordance with Section 337.14(1), Florida Statutes, an application for qualification must be filed within (4) months of the ending date of the applicant's audited annual financial statements.

If the company's maximum capacity has been revised, it may be accessed by logging into the Contractor Prequalification Application System via the following link:

[HTTPS://fdotwpl.dot.state.fl.us/ContractorPreQualification](https://fdotwpl.dot.state.fl.us/ContractorPreQualification)

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

The company may apply for a Revised Certificate of Qualification at any time prior to the expiration date of this certificate according to Section 14-22.0041(3), Florida Administrative Code (F.A.C.), by accessing the most recently approved application as shown above and choosing "Update" instead of "View." If certification in additional classes of work is desired, documentation is needed to show that the company has performed such work.

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

Sincerely,

A handwritten signature in black ink that reads "James E. Taylor II". The signature is written in a cursive style with a large, stylized "A" at the end.

James E. Taylor II, Prequalification Supervisor
Contracts Administration Office

JTII:cg



FLORIDA DEPARTMENT OF Environmental Protection

Marjory Stoneman Douglas Building
3900 Commonwealth Boulevard
Tallahassee, FL 32399

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

August 3, 2022

Kerrie A. Noll
Crowder-Gulf Joint Venture, Inc.
5629 Commerce Blvd. EastCrowder-Gulf Joint Venture
Mobile, AL 36619

Dear **Ms. Noll**,

Effective **August 3, 2022**, **Crowder-Gulf Joint Venture, Inc.**, is prequalified to bid on the Florida Department of Environmental Protection, Bureau of Design and Construction's projects that require state licenses. This prequalification expires on August 31, 2024.

If you have any questions regarding this prequalification please feel free to contact Laurinda Micheels via email at Laurinda.Micheels@FloridaDEP.gov or phone at (850) 245-2781.

Sincerely,

Ralph Perkins, FCCM
Program Administrator
Bureau of Design and Construction

< Entity Information

CROWDERGULF

Active Registration

Unique Entity ID
TTNUYNSBDQU4

Your registration was activated on 2023-12-25. It expires on 2024-12-20, which is one year after you submitted it for processing. To update or renew your registration, begin from your Entities Workspace.



Validate Entity
Completed



Get Unique Entity ID
Completed



Core Data
Completed



Assertions
Completed



Reps & Certs
Completed



POCs
Completed



Submit
Completed



Processing
Completed



Active
Completed



Tab 7 – Required Forms

Pictured: 2018 Hurricane Michael Bay County, FL



City of Port St. Lucie, FL
Event Name: 20230046 Disaster Debris Removal Services

CONTRACTOR'S GENERAL INFORMATION WORKSHEET
eRFP #20230046

It is understood and agreed that the following information is to be used by the City to determine the qualifications of prospective Contractor to perform the work required. The Contractor waives any claim against the City that might arise with respect to any decision concerning the qualifications of the Contractor.

The undersigned attests to the truth and accuracy of all statements made on this questionnaire. Also, the undersigned hereby authorizes any public official, Engineer, Surety, bank, material or equipment manufacturer, or distributor, or any person, firm or corporation to furnish the City any pertinent information requested by the City deemed necessary to verify the information on this questionnaire.

Dated at 5629 Commerce Blvd. E Mobile, AL 36619, this 5th day of June, 2024
(Location)

Name of Organization/Contractor: CrowderGulf Joint Venture, Inc.

By: Ashley Ramsay-Naile, President
Name and Title

1. Corporation, Partnership, Joint Venture, Individual or other? Florida Corporation

2. Firm's name and main office address, telephone and fax numbers

Name: CrowderGulf, LLC.

Address:

5629 Commerce Blvd. E

Mobile, AL 36619

Telephone Number: 800-992-6207

Fax Number: 251-459-7433

3. Contact person: Ashley Ramsay-Naile Email: jramsay@crowdergulf.com

4. Firm's previous names (if any). N/A

5. How many years has your organization been in business? 20+ Years

6. How many years has your organization been performing these services? 20+ Years

7. Total number of staff at this location: 39 Total number of staff on the Treasure Coast: 5

8. List the license(s) that qualifies your firm to perform the required services (if applicable): CGC1532476

9. Please explain and provide further information how the above listed hourly rates shall be regarded as “fair and reasonable” by FEMA for the identified listed services provided above in comparison to the “going rate” for similar or identical services within the geographic area which includes the City of Port St. Lucie. Please provide quantitative as well as qualitative data that substantiates the claim that the rates your firm has bid in response to this RFP are “fair and reasonable” and that they should meet any possible reasonableness test required by FEMA for similar or identical competitively bid rates within the City’s geographic area.
(Limit 1 page).

Please see attached explanation.

10. Describe the firm’s ability to handle multiple contractual obligations in the event of a regional or state-wide disaster involving multiple municipalities also under Contract for similar support. Include a sample Mobilization Plan. (Limit 2 pages). Please see proposal Tab 2. Background and Experience

11. The Contractor will comply with all applicable federal and state laws and regulations, to include 2 C.F.R. 200.318 through 200.326 as well as Appendix II to 2 C.F.R. Part 200 entitled “Contract Provisions for Non-Federal Entity Contracts Under Federal Awards.

Yes No

12. Has the Contractor or any principals of the applicant organization failed to qualify as a responsible Contractor; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages or had a claim filed against a project bond in the last five (5) years? List the name of project, location, client, date and reason. Use additional pages if needed.

Total Number of Projects where Failure to Complete Work Occurred: _____

Project Number 1

Project Name: N/A

Project Location: CrowderGulf has not failed to qualify nor refused to enter into a contract after award, failed to complete a contract or been declared in default or been assessed liquidated damages on previous projects.

Client Name and Phone Number:

Engineer Name and Phone Number:

Date:

Reason:

Insert additional projects if needed.

13. Has the Contractor or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes No

If yes, please explain:

14. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10 %) interest: ___ Please see attached summary of litigation. ___

(N/A is not an acceptable answer - insert lines if needed)

15. List any judgments from lawsuits in the last five (5) years: ___ CrowderGulf has not had any judgments from lawsuits in the past 5 years.

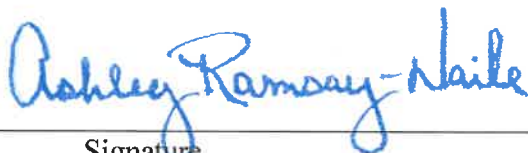
(N/A is not an acceptable answer - insert lines if needed)

16. List any criminal violations and/or convictions of the Proposer and/or any of its principals: ___ CrowderGulf nor its principals have any criminal violations or convictions to report at this time.

(N/A is not an acceptable answer - insert lines if needed)

Yes No

17. Has Proposer been banned or disbarred from any Federally Funded Project or Program?



Signature

President

Title



Litigation Summary

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

Palmisano, et at. v. CrowderGulf, LLC, et al.: CrowderGulf is currently defending a lawsuit filed by certain individuals who performed for subcontractors of CrowderGulf work during a waterway debris removal project following Hurricane Sandy in the central region of New Jersey. The individual plaintiffs have taken the position that CrowderGulf violated prevailing wage laws by not paying a prevailing wage for the work performed. However, the project was bid under emergency procurement procedures, and CrowderGulf's client represented that it was not a prevailing wage job. CrowderGulf expects to have no liability, or to be fully indemnified by its client if any liability is determined to exist. CrowderGulf expects our projected outcome to have no liability, or to be fully indemnified by its client if any liability is determined to exist."

In addition, the most current Dun & Bradstreet Report for CrowderGulf, it identifies the total number of suits, liens, judgments and bankruptcy proceedings as zero. Due to our diligent efforts, we have been involved in very few litigation cases, none of any significance.



NOTICE TO ALL PROPOSERS:

To ensure fair consideration is given for all Proposers, it must be clearly understood that upon release of the proposal and during the proposal process, firms and their employees of related companies as well as paid or unpaid personnel acting on their behalf shall not contact or participate in any type of contact with City employees, department heads or elected officials, up to and including the Mayor and City Council. The **"Cone of Silence"** is in effect for this solicitation from the date the solicitation is advertised on DemandStar, until the time an award decision has been approved by City Council and fully executed by all parties. Information about the Cone of Silence can be found under the [City of Port St. Lucie Ordinance 20-15, Section 35.13](#). Contact with anyone other than the Issuing Officer may result in the vendor being disqualified. All contact must be coordinated through Nathaniel Rubel, Issuing Officer, for the procurement of these services.

All questions regarding this Solicitation are to be submitted in writing to Nathaniel Rubel, Procurement Assistant Director with the Procurement Management Department via e-mail nrubel@cityofpsl.com, or by phone 772-344-4230. Please reference the Solicitation number on all correspondence to the City.

All questions, comments and requests for clarification must reference the Solicitation number on all correspondence to the City. Any oral communications shall be considered unofficial and non-binding.

Only written responses to written communication shall be considered official and binding upon the City. The City reserves the right, at its sole discretion, to determine appropriate and adequate responses to the written comments, questions, and requests for clarification.

*NOTE: All addenda and/or any other correspondence before bid close date (general information, question and responses) to this solicitation will be made available exclusively through the [DemandStar Website](#) for retrieval. All notice of intent to award documentation will be published on the [DemandStar Website](#). Proposers are solely responsible for frequently checking these websites for updates to this solicitation.

I understand and shall fully comply with all requirements of City of Port. St. Lucie Ordinance 20-15, Section 35.13.

Typed Name: Ashley Ramsay-Naile
Signed: Ashley Ramsay-Naile
Company and Job Title: CrowderGulf Joint Venture, Inc.
Date: 06/05/2024



eRFP #20230046
CONTRACTOR'S CODE OF ETHICS

The City of Port St Lucie ("City), through its Procurement Management Department ("Procurement Management Department") is committed to a procurement process that fosters fair and open competition, is conducted under the highest ethical standards and enjoys the complete confidence of the public. To achieve these purposes, Procurement Management Department requires each vendor who seeks to do business with the City to subscribe to this Contractor's Code of Ethics.

- ◆ A Contractor's bid or proposal will be competitive, consistent and appropriate to the bid documents.
- ◆ A Contractor will not discuss or consult with other Vendors intending to bid on the same contract or similar City contract for the purpose of limiting competition. A Vendor will not make any attempt to induce any individual or entity to submit or not submit a bid or proposal.
- ◆ Contractor will not disclose the terms of its bids or proposal, directly or indirectly, to any other competing Vendor prior to the bid or proposal closing date.
- ◆ Contractor will completely perform any contract awarded to it at the contracted price pursuant to the terms set forth in the contract.
- ◆ Contractor will submit timely, accurate and appropriate invoices for goods and/or services actually performed under the contract.
- ◆ Contractor will not offer or give any gift, item or service of value, directly or indirectly, to a City employee, City official, employee family member or other vendor contracted by the City.
- ◆ Contractor will not cause, influence or attempt to cause or influence, any City employee or City Official, which might tend to impair his/her objectivity or independence of judgment; or to use, or attempt to use, his/her official position to secure any unwarranted privileges or advantages for that Vendor or for any other person.
- ◆ Contractor will disclose to the City any direct or indirect personal interests a City employee or City official holds as it relates to a Vendor contracted by the City.
- ◆ Contractor must comply with all applicable laws, codes or regulations of the countries, states and localities in which they operate. This includes, but is not limited to, laws and regulations relating to environmental, occupational health and safety, and labor practices. In addition, Contractor must require their suppliers (including temporary labor agencies) to do the same. Contractor must conform their practices to any published standards for their industry. Compliance with laws, regulations and practices include, but are not

limited to the following:

- Obtaining and maintaining all required environmental permits. Further, Contractor will endeavor to minimize natural resource consumption through conservation, recycling and substitution methods.
- Providing workers with a safe working environment, which includes identifying and evaluating workplace risks and establishing processes for which employee can report health and safety incidents, as well as providing adequate safety training.
- Providing workers with an environment free of discrimination, harassment and abuse, which includes establishing a written antidiscrimination and anti-bullying/harassment policy, as well as clearly noticed policies pertaining to forced labor, child labor, wage and hours, and freedom of association.

Name of Organization/Proposer CrowderGulf Joint Venture, Inc.

Signature 

Printed Name and Title Ashley Ramsay-Naile, President

Date 06/05/2024

DISCLAIMER: This Code of Ethics is intended as a reference and procedural guide to contractors. The information it contains should not be interpreted to supersede any law or regulation, nor does it supersede the applicable contractor contract. In the case of any discrepancies between it and the law, regulation(s) and/or contractor contract, the law, regulatory provision(s) and/or vendor contract shall prevail.



E-Verify Form

Supplier/Consultant acknowledges and agrees to the following:

1. Shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Supplier/Consultant during the term of the contract; and
2. Shall expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.

E-Verify Company Identification Number 22212

Date of Authorization 03/17/2010

Name of Contractor CrowderGulf Joint Venture, Inc.

Name of Project TBD

Solicitation Number
(If Applicable) 20230046

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on June, 5th, 2024 in Mobile (city), AL (state).

Signature of Authorized Officer

Ashley Ramsay-Naile, President

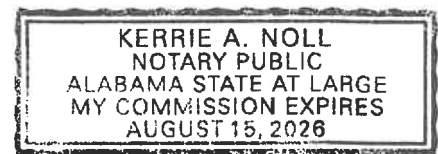
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 5th DAY OF June, 2024

NOTARY PUBLIC Kerrie A. Noll

My Commission Expires: 08/15/2026





Company ID Number: 312220

Information Required for the E-Verify Program

Information relating to your Company:

Company Name	CrowderGulf LLC / CrowderGulf Joint Venture, Inc.
Company Facility Address	5629 Commerce Blvd E Mobile, AL 36619
Company Alternate Address	
County or Parish	MOBILE
Employer Identification Number	010626019
North American Industry Classification Systems Code	562
Parent Company	
Number of Employees	20 to 99
Number of Sites Verified for	1 site(s)



NON-COLLUSION AFFIDAVIT
Solicitation#20230046
Disaster Debris Removal
Services

State of Alabama }

County of Mobile }

Ashley Ramsay-Naile, being first duly sworn, disposes and says that:
(Name/s)

1. They are President of CrowderGulf Joint Venture, Inc. the Proposer that
(Title) (Name of Company)

has submitted the attached PROPOSAL;

2. He is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such PROPOSAL;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Port St. Lucie or any person interested in the proposed Contract; and

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signed) Ashley Ramsay-Naile

(Title) President



STATE OF FLORIDA }
COUNTY OF ST. LUCIE} SS:

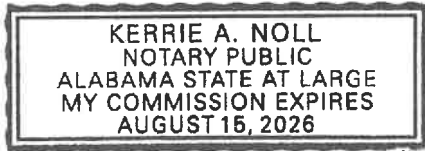
The foregoing instrument was acknowledged before me this (Date) 06/05/2024

by: Ashley Ramsay-Naile who is personally known to me or who has produced
_____ as identification and who did (did not) take an oath.

Commission No. _____

Notary Print: Kerrie A. Noll

Notary Signature: Kerrie A. Noll





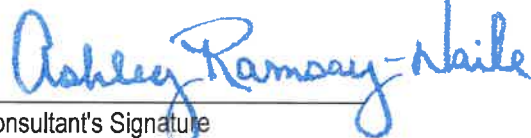
DRUG-FREE WORKPLACE FORM
e-RFP #20230046
Disaster Debris Removal Services

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

CrowderGulf Joint Venture, Inc. does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 Florida Statutes or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Consultant's Signature
06/05/2024

Date

CITY OF PORT ST. LUCIE, FLORIDA
eRFP No. #20230046
PROJECT TITLE: Disaster Debris Removal Services

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Primary Covered Transactions

The Contractor certifies that, the firm or any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of federal funds:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR s29.110(a), by any federal department or agency;

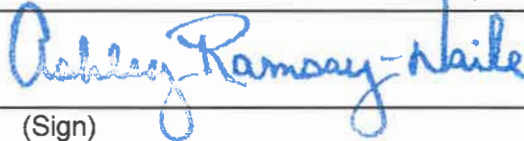
(b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against it for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public contract; 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 federal, state, or local governmental entity with commission of any of the offenses enumerated in paragraph (b) of this certification; and

(d) have not within a three-year period preceding this certification had one or more federal, state, or local government public transactions terminated for cause or default.

The Contractor certifies that it shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this project by any federal agency unless authorized by the Florida Department of Transportation."

Company Name: CrowderGulf Joint Venture, Inc.

Authorized By:  Ashley Ramsay-Naile
(Sign) (Print Name)

Title: President Date: 06/05/2024

*****All subcontractors are required to submit this form with the prime contractor's proposal** This is a mandatory document. No exceptions will be made.***

CITY OF PORT ST. LUCIE, FLORIDA
eRFP No. #20230046
PROJECT TITLE: Disaster Debris Removal Services

CERTIFICATION REGARDING LOBBYING

The undersigned Contractor certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions [as amended by “Government wide Guidance for New Restrictions on Lobbying”, 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.*)]
- (3) The undersigned shall require that the language of this certification be included in the awards documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. 1352 (1)-(2)(A), any person who makes a prohibited expenditure of fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure]

The Contractor, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.

Company Name: _____

Authorized By:  Sara Pratt
(Sign) (Print Name)

Title: _____ Date: _____

*****ALL SUBCONTRACTORS ARE REQUIRED TO FILL OUT THIS FORM AND SUBMIT WITH BID PACKAGE*** This is a mandatory document. No exceptions will be made.**

Please find attached a copy of Hauling Away's lobbying certification. Since there is no current work to be completed, CrowderGulf will secure the required forms once awarded the contract and / or an activation actually occurs. However, CrowderGulf does extensive background checks on all of our subcontractors and we have never had an issue with a subcontractor not meeting a municipalities requirements - whether it's forms, insurance or safety.

CITY OF PORT ST. LUCIE, FLORIDA
eRFP No. #20230046
PROJECT TITLE: Disaster Debris Removal Services

CERTIFICATION REGARDING LOBBYING

The undersigned Contractor certifies, to the best of his or her knowledge and belief, that:


- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying", 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.*)]
- (3) The undersigned shall require that the language of this certification be included in the awards documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. 1352 (1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure]

The Contractor, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.

Company Name: CrowderGulf Joint Venture, Inc.

Authorized By:  Ashley Ramsay-Nalle
(Sign) (Print Name)

Title: President Date: 06/05/2024

*****ALL SUBCONTRACTORS ARE REQUIRED TO FILL OUT THIS FORM AND SUBMIT WITH BID PACKAGE*** This is a mandatory document. No exceptions will be made.**

CITY OF PORT ST. LUCIE, FLORIDA
eRFP No. #20230046
PROJECT TITLE: Disaster Debris Removal Services

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Primary Covered Transactions

The Contractor certifies that, the firm or any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of federal funds:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR s29.110(a), by any federal department or agency;

(b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against it for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public contract; 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 federal, state, or local governmental entity with commission of any of the offenses enumerated in paragraph (b) of this certification; and

(d) have not within a three-year period preceding this certification had one or more federal, state, or local government public transactions terminated for cause or default.

The Contractor certifies that it shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this project by any federal agency unless authorized by the Florida Department of Transportation.”

Company Name: _____

Authorized By:  Sara Pratt
(Sign) (Print Name)

Title: _____ Date: _____

*****All subcontractors are required to submit this form with the prime contractor's proposal** This is a mandatory document. No exceptions will be made.***

Please find attached a copy of Hauling Away's debarment certification. Since there is no current work to be completed, CrowderGulf will secure the required forms once awarded the contract and / or an activation actually occurs. However, CrowderGulf does extensive background checks on all of our subcontractors and we have never had an issue with a subcontractor not meeting a municipalities requirements - whether it's forms, insurance or safety.

Sample Self-Certification

The undersigned acknowledges that the Build America, Buy America Act (BABA) requires that NEH will not provide federal financial assistance for “infrastructure” projects “unless all of the iron, steel, manufactured products, and construction materials used in the project are produced in the United States” (Section 70914 of Public Law No. 117-58, §§ 70901-52). The undersigned certifies that for the _Debris Removal Services_ (Project Name and Location) that the iron, steel, manufactured products, and construction materials used in this contract are in full compliance with BABA requirements, including:

All iron and steel used in the project were produced in the United States. This means all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

All manufactured products purchased with NEH financial assistance were produced in the United States. For a manufactured product to be considered produced in the United States, the cost of the components of the manufactured product that are mined, produced, or manufactured in the United States is greater than 55% of the total cost of all components of the manufactured product, unless another standard for determining the minimum amount of domestic content of the manufactured product has been established under applicable law or regulation.

All construction materials were manufactured in the United States. This means that all manufacturing processes for the construction material occurred in the United States.

The Contractor or Subcontractor, CrowderGulf Joint Venture, Inc. , certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor or Subcontractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Contractor or Subcontractor’s Authorized Official

_Ashley Ramsay-Naile, President Name and Title of Contractor or Subcontractor’s Authorized Official

06/05/2024 Date

PROPOSER: CrowderGulf Joint Venture, inc.

FORM A

Collection and/or TDMS Operating Experience as a Prime Contractor ONLY

List all activations for which your company collected and/or processed greater than 1 million cubic yards of debris.

Disaster Name	Date	Location	Services Provided	Contract Amount	TTL CY Collected or Processed	Contact Name, Address, Phone #
Hurricane Ian - FL DEM	11/30/2022	Florida	PPDR / CPDR	\$94,928,629	1,915,840	Cameron Morris 770-855-7330 cmorris@acdisaster.com
Hurricane Ian - Lee County	09/30/2022	Lee County, FL	PUSH, Veg, C&D, Special Projects	\$136,373,782	6,265,741	Amanda Condomina 10500 Buckingham Rd. Fort Myers, FL 33905 239-533-8000 acondomina@leegov.com
Hurricane Ian - Sanibel	10/01/2022	City of Sanibel, FL	PUSH, Marine Debris, Veg, C&D, HHW, White Goods	\$56,243,244	1,923,997	Scott Krawczuk, 800 Dunlop Road Sanibel, FL 33957 239-472-6397 scott.krawczuk@mysanibel.com
Hurricane Ian - Sarasota County	10/06/2022	Sarasota County, FL	ROW & Private Gated debris, Leaners / Hangers, Stumps	\$20,651,895	1,320,961	Scott Montgomery, 4000 Knights Trail Nokomis, FL 34275 941-861-5927 smontgomery@scgov.net
Hurricane Ida - Louisiana	09/06/2021	St. John the Baptist, LA	PUSH, DOT Roads, Parks, Veg, C&D, Hanger, Leaners, E-Waste, HHW	\$32,202,382	1,306,580	Ms. Jaclyn Hotard, 1811 W. Airline Hwy LaPlace, LA 70068 985-652-9569 j.hotard@stjohn-la.gov
Hurricane Sally - Alabama	09/25/2020	Baldwin County, AL	Veg, CD, Mulch, Hangers, Leaners, White Goods, Stumps	\$61,896,884	4,509,547	Terri Graham, 22070 Hwy 59 3rd Floor Robertsdale, AL 36567 251-972-6878 tgraham@baldwincounty.al.gov
Hurricane Laura - Louisiana	09/03/2020	Calcasieu Parish, LA	PUSH, Veg, C&D, Mulch, Hangers, Leaners, White Goods, Grinding	\$132,676,652	6,972,815	Theresa Champeaux 1015 Pithon St. Lake Charles, LA 70602 337-721-3700 tchampeaux@calcasieuparish.gov
Hurricane Laura - Louisiana	10/08/2021	Calcasieu Parish, LA Drainage Laterals	Waterway Debris from Laterals & Waterways	\$155,928,192	2,246,832	Allen Wainwright, 1015 Pithon St. Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Hurricane Laura - Louisiana	09/03/2020	Lake Charles, LA	PUSH, Veg, C&D, Mulch, Hangers, Leaners, HHW, White Goods	\$80,385,064	4,077,816	John Cardone, Jr. 4331 E. Broad St. Lake Charles, LA 70615 337491-1381 jcardone@cityoflc.us
Hurricane Michael - FL	10/17/2018	Bay County, FL	ROW, PPDR, Waterway, Veg, C&D, Leaners, Hangers, White Goods	\$42,637,726	2,436,953	Keith Bryant, 840 W. 11th St. Panama City, FL 32401 850-248-8302 kbryant@baycountyfl.gov
Hurricane Michael - FL	10/11/2018	City of Panama City, FL	PUSH, Veg, C&D, Leaners, Hangers, Stumps, Grinding, Parks & Schools	\$81,562,445	3,971,295	Shane Daugherty, 819 E. 11th St. Panama City, FL 32401 850-872-3172 sdaugherty@panamacity.gov

Please see the following pages for additional projects over 1 million cubic yards.

Past Performance Chart

Collection and/or TDMS Operating Experience as a Prime Contractor ONLY

List all activations for which your company collected and/or processed greater than 1 million cubic yards of debris.

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2022 Hurricane Ian	36 Activations – FEMA DR-4673-FL	\$411,704,406	15,600,215	
FL DEM 11/30/2022 – 01/29/2024	Lee Co PPDR / CPDR Removed & Disposed: Demo, Vessels, Veg, C&D, Hangers (19 trees), Leaners (8), Stumps (5), white goods (8,848), E-waste (4,412), HHW (351,100 lbs); Reduced by Compaction (732,752 CY) & Grinding (81,335 CY); (8) DMS Sites; Monitored by CDR McGuire	\$94,928,629	1,915,840	Stephanie Stachowicz, General Counsel Stephanie.Stachowicz@em.myflorida.com Cameron Morris, AC Disaster Consulting 770-855-7330 cmorris@acdiasaster.com
Lee County, FL 9/30/2022-4/26/2023	Removed & Disposed: PUSH, Waterway Debris, Parks, St Rds , Veg, C&D, Sand, Hangers (38,431 trees), Leaners (4,395), Stumps (5), E-waste (7,553), HHW (959,980 Lbs), White Goods (12,367), Freon, Vessels; Reduced by Compaction (2,279,129 CY) & Grinding (4,058,872 CY); (16) DMS; Monitored By: Thompson	\$136,373,782	6,265,741	Paul Flores, Solid Waste Ops Manager, (239) 533-8017, pflores@leegov.com
Sanibel, FL 10/1/2022-7/24/2023	Removed & Disposed: PUSH, Marine debris , Veg, C&D, Sand, Hangers (8,504 trees), Leaners (4,198), E-waste (5,518), HHW (694,480 Lbs), White Goods (15,475), Freon, Reduced by Compaction (887,203 CY) & Grinding (957,588 CY) (7) DMS; Monitored By: Thompson	\$56,243,244	1,923,997	Scott Krawczuk, Public Works Deputy Director, 800 Dunlop Road, Sanibel, FL 33957, (239) 472-6397, scott.krawczuk@mysanibel.com
Sarasota County, FL 10/6/2022-2/22/2023	Removed & Disposed: ROW & Private / Gated Veg, C&D, Hangers (7,533 trees), Leaners (1,193), Stumps (128), Reduced by Grinding (1,510,384 CY) (2) DMS; Monitored By: Tetra Tech	\$20,651,895	1,320,961	Lois Rose, Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
2021 Hurricane Ida	4-Activations- 4 DMS's – DR 4626-MS, DR-4611-LA	\$41,790,085	1,459,881	
St. John Baptist Parish, LA 9/6/2021-11/4/2022	Removed & Disposed: PUSH, DOT Rds, Parks, Veg, C&D , Parks debris, Hangers (2,198 trees), Leaners (28), stumps (2,801), E-waste (18,089), HHW (263,380 Lbs), White Goods (2,620), Freon, Refrigerator Contents (661,880 Lbs); Reduced by Compaction (912,800 CY) & Grinding (398,257 CY) (3) DMS; Monitored By: Tetra Tech	\$32,202,382	1,306,580	Ms. Jaclyn Hotard, Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; jhotard@stjohn-la.gov
2020 Hurricane Sally	10-Activations – 37 DMS's – FEMA DR-4563-AL / DR-4564-FL	\$116,422,750	7,475,318	
Baldwin Co, AL 09/25/2020 –04/7/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (39,799 trees), Leaners (6,030 trees), Stumps (120), White Goods (181), E-waste (24); Reduced by Grinding (4,217,587 CY) & C&D Compaction (293,171 CY); (13 DMS); Monitored by Tetra Tech	\$61,896,884	4,509,547	Terri Graham, Solid Waste Development & Environmental Director, 22070 Hwy 59 Central Annex II 3rd & 4th Floor Robertsdale, AL 36567 251-972-6878 TGraham@baldwincounty.al.gov
2020 Hurricane Laura	10-Activations – 27 DMS's – FEMA DR-4559-LA / EIM-3540-TX	\$402,491,599	15,122,442	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Calcasieu Parish, LA 9/3/2020-9/2/2021	Removed & Disposed: PUSH, Veg, C&D, C&D compacted, mulch, hangers (33,714 trees), leaners (76,007 trees), white goods (4,403), e-waste (2,910), refrigerator contents (314,960 Lbs), tires (1,215) Reduced by Grinding (5,004,006 CY) & compacting (2,573,846 CY); 9 DMS; Monitored by Tetra Tech	\$132,676,652	6,972,815	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Laterals 10/8/2021-9/13/2023	Removed & Disposed: Waterway debris from Laterals / Waterways	\$155,928,192	2,246,832	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Lake Charles, LA 9/3/2020-9/9/2021	Removed & Disposed: PUSH, Veg, C&D, Compacted C&D, Mulch, hangers (19,295 trees), leaners (1,985 trees), white goods (1,574) stumps (3), HHW (4,943 lbs) Reduced by Grinding (2,254,957 CY) & compacting (2,006,484 CY); 5 Sites; Monitored by Tetra Tech	\$80,385,064	4,077,816	John Cardone, Jr. City Administrator 326 Pujot Street, 10th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
2018 Hurricane Michael CAT V (FL)	16 Activations – 40 DMS's – FEMA-DR-4399 FL; FEMA-DR-4400-GA	\$252,281,133	12,256,345	
Bay Co, FL 10/17/2018-4/28/2021	Removed & Disposed: (ROW, PPDR, Waterway) vegetation; C&D; Leaners (8,081); Hangers (6,419 Trees); White Goods (725); Reduced by Grinding (1,903,027 CY); C&D Compact (515,511 CY), DMS Sites (8) Projects: Waterway & Canal clearing; Debris removed from eligible parks, cemeteries & schools Monitored by Landfall Strategies; Tetra Tech	\$42,637,726	2,436,953	Keith Bryant , Director of Public Works; 840 W. 11th Street, Panama City, FL 32401; 850-248-8302; kbryant@baycountycler.gov
Jackson Co, FL 10/12/2018-9/20/2019	Emergency Push Removed & Disposed: vegetation; C&D; mulch; Hangers (21,388 Trees); Leaners (13,431); Stumps (7); Reduced by Grinding (2,399,088 CY) DMS Site (6); Monitored by Metrics / Thompson	\$40,141,024	2,459,442	Wianne Daniels , County Administrator 2819 Panhandle Rd., Operations Complex, Marianna, FL 32446 Ofc: 850-693-6657 danielsw@jacksoncountycler.gov Rodney Andreasen , Director of Emergency Management; 850-718-0007; Cell 850-573-1058; randreasen@jacksoncountycler.com
Panama City, FL 10/11/2018-5/31/2020	Emergency Push Removed & Disposed: vegetation; C&D; Leaners (20,185), Hangers (32,489 Trees); Stumps (6,968); Reduced by Grinding (2,304,854 CY) & Compacted C&D (1,646,666 CY) DMS Site (7); Debris removed from eligible parks, cemeteries & schools; Monitored by Landfall Strategies	\$81,562,445	3,971,295	Shane Daugherty , Solid Waste Superintendent 819 E. 11th Street, Panama City, FL 32401; Office 850-872-3172, Cell: 850-814-5396 sdaugherty@panamacity.gov Neil Fravel , Director of Public Works; 819 E. 11th Street, Panama City, FL 32401; 850-872-3015; nfravel@panamacity.gov
Washington Co, FL 10/18/2018-5/31/2019	Removed & Disposed: vegetation; Leaners (10,301); Hangers (35,683 Trees) Stumps (108); Reduced by Grinding (1,445,814 CY) DMS Site (3); Monitored by Witt O'Brien	\$23,870,365	1,501,666	Ms. Lynne Abel , EM Public Safety Director; 2300 Pioneer Road, Chipley, FL 32428; 850-638-6203; labeled@washingtomfl.com
2017 Hurricane Irma	67 Contracts Activated for Event - 117 DMS Managed for Event FEMA DR-4336	\$202,277,038 Total Event Cost	10,047,423 Total Event CY	
Lee Co, FL 9/16/2017-7/5/2018	Removed & Disposed: ROE, vegetation, C&D, mulch, leaners (3,733)/ hangers (70,730 trees), stumps (18); Reduced: at 15 site by grinding (1,711,022 CY); Monitored by Thompson - ADMS	\$29,654,974	1,729,186	Jason Fournier , Public Utilities Mgr., Public Utilities Manager 10500 Buckingham Rd. Fort Myers, FL 33905 Cell: 239-229-5733 Ofc: 239-533-8000 Fax: 239-338-3337 fournier@leegov.com Jim Bjostad , Public Safety Emergency Manager 2675 Ortiz Ave. Ft. Myers, FL 33905 Cell: 239-476-2147 Ofc: 239-533-0617 Fax: 239-477-3636 bjostad@leegov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Polk Co, FL 9/15/2017-04/05/2018	Removed & Disposed: vegetation, mulch, leaners (71), hangers (27,456 trees); Reduced: at 11 site by grinding (2,158,977 CY); Monitored by Tetra Tec - ADMS	\$27,921,453	2,171,245	Michael Teate , Roads & Drainage Area Manager 3000 Sheffield Rd. Winter Haven, FL 33880 Ofc: 863-535-2200 Cell: 863-581-0541 michaelteate@polk-county.net Jay Jarvis , Drainage Director, 300 Sheffield Rd, Winter Haven 33880, (863)535-2200; jayjarvis@polk-county.net
2017 Hurricane Harvey	26 Contracts Activated for Event - 25 DMS Managed for Event	\$93,763,092 Total Event Cost	6,015,594 Total Event CY	
Aransas Co, TX 9/5/2017-8/27/2018	Removed & Disposed: vegetation, C&D, mulch, compacted C&D, leaners (616), hangers (23,576 trees), white goods (9,729), HHW (66,560 Lbs), PPDR debris; Reduced: at 3 site by grinding; Monitored by Thompson - ADMS	\$38,281,175	2,395,235	Rick McLester , EM Coordinator, 301 N Live Oak St, Rockport, TX 78382, 361-790-0100, rmclester@aransascounty.org
2016 Hurricane Matthew	39 Contracts Activated for Event - 32 DMS Managed for Event	\$82,267,725 Total Event Cost	5,675,560 Total Event CY	
Hilton Head Island, SC 10/5/2016-7/01/2017	Emergency Push; Removed & Disposed: ROW, SCDOT Rds, Private Rds, Public Use Areas - vegetative, C&D, white goods, leaners & hangers, mulch; Debris removed from eligible parks, cemeteries & schools; Reduced: at 2 sites by grinding Waterway Debris removal from Drainageways Monitored by Tetra Tech - ADMS	\$37,124,940	3,012,487	Jennifer Lyle , Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, 843-341-4779, jennifert@hiltonheadislandsc.gov
2008 Hurricane Ike	36 Contracts Activated - 27 DMS Managed for Event	\$178,318,426 Total Event Cost	16,933,904 Total Event CY	
Galveston County, TX (Galveston County Mainland & Bolivar Peninsula) 9/18/2008-9/12/2009	Removed & Disposed: (ROW, ROE & canal) vegetation, wet debris, C&D, mulch, leaners/hangers, dead trees killed by the salt water surge, white goods, e-goods, abandoned vehicles, tires Reduced by grinding & burning; Removed debris from 25 mi of protection levee & 5 mi from ship channel protection dike; / Levee debris removal; Debris removed from eligible parks, cemeteries & schools	\$84,145,785	3,871,319	Connie Nicholson , Community Svcs Dir, 722 Moody, Galveston, TX 77539, 409-770-5543, connie.nicholson@co.galveston.tx.us Pat Doyle (now Ryan Dennard), Co Commissioner Precinct 1, 722 Moody, 1st Floor, Galveston, TX 77550, 409-770-5474, Ryan.Dennard@co.galveston.tx.us Lee Crowder , Drainage & Beach Mgr. Rd & Bridge Dept., 5115 Hwy 3, Dickinson, TX 77539, 281-534-4152, lee.crowder@co.galveston.tx.us
Montgomery County, TX 9/18/2008-12/7/2008	Removed & Disposed: vegetation, C&D, compacted C&D, mulch, leaners/hangers, stumps; Reduced by grinding, burning & C&D compacting (7 Sites); Restorations of Athletic Fields & Parking lots	\$16,323,086	1,087,991	Nicky Kelly , Deputy EMC, 9472 Airport Rd, Conroe, TX 77303, 936-523-3901, Nicky.Kelly@mtcx.org Ed Chance , County Commissioner Precinct 3, 1130 Pruitt Rd, Spring, TX 77380, 936-539-7817, comms3@mtcx.org
Texas GLO - General Land Office 12/18/2008-2/15/2010	Contract # 09-135-000-3564 , 12/18/2008-4/15/2009 Removed & Disposed: sand, Cleaned & restored beaches Contract # 09-152-000-3591 , 2/20/2009-2/15/2010 Removed & Disposed of marine debris & sunken vessels from Gulf & Bay Waters utilizing Side Scan Sonar	\$27,167,674	7,824,258	Ben Au , Architect Dir, Construction Svcs, 1700 N Congress Ave, Austin, TX 78701, 512-463-6293, benjamin.au@glo.state.tx.us John Gillen , Dir Coastal Assistance, 512-936-2239, john.gillen@glo.state.tx.us Tony Williams , Environmental Review Specialist, 1700 N Congress Ave, Austin, TX 78701, 512-463-5055, tony.williams@glo.texas.gov
2005 Hurricane Wilma	19 Contracts Activated - 11 DMS Managed for Event	\$77,117,713 Total Event Cost	4,121,047 Total Event CY	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Ft Lauderdale, FL 10/27/2005-3/8/2006	Emergency Push; Removed & Disposed: (ROW & ROE) vegetation, C&D, mulch, (ROW & Parks) leaners/hangers, stumps, wet canal debris, sand screening; Reduced by grinding; Provided: generators, ice	\$28,000,000	1,025,131	Albert Carbon (now Hardeep Anand, P.E.), PW Dir, 220 SW 14 th Ave #4a, Ft Lauderdale, FL 33312, 954-828-5341, hanand@fortlauderdale.gov Rick Andrews , Procurement Specialist, 100 N Andrews Ave, 6 th Floor Rm 619, Ft Lauderdale, FL 33301, 954-828-4357, randrews@fortlauderdale.gov
2005 Hurricane Rita	5 Contracts Activated - 16 DMS Managed for Event	\$94,502,646 Total Event Cost	10,548,710 Total Event CY	
Jefferson County, TX 9/30/2005-5/24/2006	Pre-Event Contract, (9/30/05-10/30/05 Pre CORPS) Sub for D&J during CORPS Contract, 10/31/05-5/24/06 Emergency Push; Removed & Disposed: vegetation, C&D, ash Reduced by burning	\$12,698,992	1,078,770	Mr. John Cascio (now Greg Fountain), EM Coordinator, 1149 Pearl St, Beaumont, TX 77701, 409-835-8757, gfountain@co.jefferson.tx.us Michael White , Deputy EMC, 1149 Pearl St, Beaumont, TX 77701, 409-835-8787, mwhite@co.jefferson.tx.us
2005 Hurricane Katrina	32 Contracts Activated - 8 DMS Managed for Event	\$96,564,498 Total Event Cost	3,821,306 Total Event CY	
Biloxi, MS 9/1/2005-5/23/2007	Removed & Disposed: (ROW & ROE) vegetation, C&D, inaccessible trees, leaners/hangers, standing dead trees, white goods, e-goods; Reduced by burning; Demo & disposal of Gulf Beach Hotel; Boat Salvage utilization Side Scan Sonar; Beauvoir Oyster Bayou Marine Debris Removal utilizing Side Scan Sonar; Demo & proper disposal of structures containing asbestos	\$19,218,866	1,092,184	A. J. Holloway , Mayor, 140 Lamuese Street 2 nd Floor, Biloxi, MS 39630, 228-435-6254, mayor@biloxi.ms.us Jonathan Kiser, PE , Neel Schaffer, 772 Howard Ave, Biloxi, MS 39530, 228-374-1211, Jonathan.kiser@neel-schaffer.com
Pascagoula, MS 9/1/2005-7/31/2010	Pre-Event Debris Contract (9/1/05-9/4/05 & 7/1/06-8/28/07) / Worked Under Ashbritt/USACE Contract W912P8-05-D-0025 (9/5/05-6/30/06); Emergency Push; Removed & Disposed: vegetation, C&D, (ROW & ROE) leaners/hangers, white goods / Demo of houses & proper disposal of asbestos material; Supplied ice, meals, generators, temp trailers, fuel, radios, & vehicles; Demo Carver Village , 1/9/2007-1/30/2007; Culvert Debris Cleaning North of Ingalls Avenue , 6/6/2007-7/31/2010 cleaning & video inspection of storm sewers in the City, primarily all storm drain piping; Demo of Houses Project 10/2/2007-10/19/2007	\$22,535,788	1,204,673	Key Keil (now Joseph Huffman), City Mgr., 603 Watts Ave, Pascagoula, MS 39567, 228-938-6614, jhuffman@cityofpascagoula.com Brian Nelson , PW Dir, 4011 14 th St, Pascagoula, MS 39567, 228-938-6623, bnelson@cityofpascagoula.com Jaci Turner, P.E. , Program Mgr., 4015 14 th St, Pascagoula, MS 39567, 228-938-6726, jturner@cityofpascagoula.com
2004 Hurricane Ivan	12 Contracts Activated - 11 DMS Managed for Event	\$115,174,548 Total Event Cost	7,084,915 Total Event CY	
Baldwin County, AL 9/24/2004-4/15/2005	Removed & Disposed: vegetation, concrete, stumps Reduced by burning	\$33,164,762	1,967,622	Kimberly Creech , Finance & Accounting Dir, 257 Hand Ave, Bay Minette, AL 36507, 251-937-0303, kcreech@co.baldwin.al.us Cal Markert , Co Engineer, 22070 Hwy 59, 3 rd & 4 th Floors, Robertsdale, AL 36567, 251-972-8557, cmarkert@baldwincounty.al.gov
Escambia County, FL 9/23/2004-10/14/2005	Removed & Disposed: vegetation, C&D, mulch, stumps, white goods, Freon; Reduced by grinding, burning, compacting C&D	\$66,433,000	4,240,192	Paul Nobles , Purchasing Coordinator, 213 Palafox Place, 2 nd Floor, Pensacola, FL 32502, 850-595-4918, paul_nobles@myescambia.com Eddie Cooper , Chief, Soil & Water, 850-587-5404, eddie_cooper@myescambia.com
2004 Hurricanes Charley, Frances & Jeanne	24 Contracts Activated - 50 DMS Managed for Event	\$177,251,685 Total Event Cost	9,715,763 Total Event CY	
Orange County, FL 8/16/2004-9/5/2004 9/5/2004-3/18/2005	Emergency Push; Removed & Disposed: vegetation, C&D, stumps; Reduced by grinding	\$59,955,312	2,151,802	Ralphetta Aker , PW Administrative Mgr., 4200 S John Young Pkwy, Orlando, FL 32839, 407-836-8011, ralphetta.aker@ocfl.net Bill Baxter (now Mark Massaro), PW Dir, 4200 S John Young Pkwy, Orlando, FL 32839, 407-836-7970, mark.massaro@ocfl.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Polk County, FL 8/21/2004-12/4/2004	Removed & Disposed: vegetation, C&D, stumps Reduced by grinding (8 Sites)	\$23,420,373	2,087,584	Pete McNally , EM Dir, 1890 Jim Keene Blvd, Winter Haven, FL 33830, 863-298-7023 PeteMcNally@polkfl.com Nelson Stiles , Capital Projects Mgr., 1011 Jim Keene Blvd, Winter Haven, FL 33880, 863-298-4238, nelsonstiles@polk-county.net
2003 Hurricane Isabel	16 Contracts Activated - 19 DMS Managed for Event	\$66,344,733 Total Event Cost	5,447,815 Total Event CY	Steve Coomer , (now Millard Grant) Purchasing Administrator, 757-420-4700 ext.3, mgrant@spsa.com Alice Kelly , (now Richard Broad) Assistant PW Dir, 810 Union St, Norfolk, VA 23510, 757-664-4600, richard.broad@norfolk.gov
1999 Hurricane Floyd	Removed & Disposed: vegetation, C&D, beach debris, wet debris, stumps, leaners/hangers; Reduced by grinding	\$16,215,592	2,001,570	Deborah Boyette , Asst. Director Public Services/ Admin, City of Wilson, 252-399-2461 Douglas S. Roberson, Jr. , PW Director City of Rocky Mount – 252-972-1299 Rocky Mount Public Works Office – 252-972-1290 Bill Hill , Health Director, 214 S Barnes St., Nashville, NC 27856, 252-459-9819, william.hill@nashcountync.gov
Cities of Wilson, Rocky Mount, Rockingham and Princeville, NC Counties of Wilson, Nash, Richmond & Edgecombe 1994 Ice Storm	Removed & Disposed: vegetation, C&D, beach debris, stumps Reduced by grinding; Demo of approx. 600 flood-damaged homes, & demo of approx. 200 homes under FEMA 404 Hazard Mitigation Program in Edgecombe Co. & Princeville, NC 5 DMS Sites Managed	\$10,000,000	1,000,000	Paul Patterson , SW Mgmt. Administrator, Division of PW, 901-576-6851 Eddie Yawn , PW, 901-576-6851
Memphis, TN	Removed & Disposed: vegetation, C&D; Reduced by burning (5 Sites); DMSs received all debris from City, County, DOT and private contractors	\$3,200,000	2,500,000	Bill Campbell , Contracting Officer, USACOE Mobile Region
1979 Hurricane Frederic	Removed & Disposed : vegetative & C&D debris Reduced by grinding	\$21,000,000	5,000,000	
USACE Mobile, AL District				

CrowderGulf Joint Venture, Inc.

PROPOSER: _____

FORM B

Collection and/or TDMS Operating Experience as a Prime Contractor ONLY

List all activations for which your company performed as the Prime Contractor for the past three (3) years (commencing 5/2020)

Disaster Name	Date	Location	Services Provided	Contract Amount	TTL CY Collected or Processed	Contact Name, Address, Phone #
Hurricane Idalia	09/11/2023	Dunedin, FL	C&D	\$12,680	802	William Pickrum, 1070 Virginia Street Dunedin, FL 34698 727-298-3215 wpickrum@dunedinfl.net
Hurricane Idalia	09/18/2023	Levy County, FL	ROW Veg & C&D	\$36,238	3,000	Mark Hanna 1820 South Young Blvd. Chelland, FL 32626 Mark.Hanna@dol.state.fl.us 652-493-6075
Hurricane Idalia	09/07/2023	St. Petersburg, FL	ROW & C&D	\$175,670	12,653	Barbara Stalbird, 1400 19th St. St. Petersburg, FL 33713 727-612-6399 barbara.stalbird@stpete.org
Hurricane Idalia	09/01/2023	Thomas County, GA	ROW County Roads / Veg and C&D	\$116,290	14,514	Jay Knight 78 Joiner Rd. Thomasville, GA 31757 229-226-4389 jay.knight@thomascountyga.gov
Hurricane Idalia	09/23/2023	Ware County, GA	ROW County Roads, Leaners and Hangers	\$539,948	30,250	Jonathan Daniell 3395 Harris Rd. Waycross GA 31503 912-287-4396 jdaniell@warecounty.com
2023 AR Tornado	04/04/2023	North Little Rock, AR	ROW, Parks, Veg, C&D, Leaners, Hangers, Stumps	\$16,668,619	647,112	Kim Francisco, 1206 N. Sycamore St. North Little Rock, AR 72114 501-425-8197 kim.francisco@nrlpolice.org
2023 AR Tornado	04/07/2023	Sherwood, AR	ROW Veg, Hangers, Leaners, Stumps	\$838,379	58,572	Brian Galloway 2199 E. Kiehl Ave. Sherwood, AR 72120 501-413-8018 briang@cityofsherwood.net
2023 Tornado - TX	02/06/2023	Deer Park, TX	Removed & disposed veg & CYD	\$295,558	34,092	Jaime Galloway 2211 East X Street Deer Park, TX 77536 281-478-7298 jgalloway@deerparktx.org
2023 Ice Storm - TX	02/06/2023	City of Austin, TX	Removed & disposed parks debris, veg, hangers, leaners	\$6,380,065	452,620	Amy Slagle PO Box 1088 Austin, TX 78767 512-974-4302 amy.slagle@austintexas.gov
2023 Ice Storm - TX	02/25/2023	Travis County, TX	Removed & disposed veg, hangers, leaners	\$5,752,825	343,768	Jennifer Winkler PO Box 1748 Austin, TX 78767 512-854-9197 jennifer.winkler@traviscountytexas.gov
2022 Hurricane Nicole	11/19/2022	Brevard County, FL	Removed Veg & C&D	\$527,181	35,741	Tom Mulligan 2725 Judge Fran Jamieson Way Viera FL 321-543-1548 thomas.mulligan@brevardfl.gov
2022 Hurricane Nicole	12/05/2022	Flagler Beach, FL	Removed Veg	\$20,802	1,493	Larry Newsom 105 South Second Street Flagler Beach, FL 32136 386-517-2000 xt. 222 lnewsome@cityofflaglerbeach.com

Please see the following pages for our complete Past Performance Chart for the past 3 years.

eRFP_#20230046

FORM B

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 3 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.

Collection and/or TDMS Operating Experience as a Prime Contractor ONLY

List all activations for which your company performed as the Prime Contractor for the past three (3) years (commencing 5/2020)

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2023 Hurricane Idalia	6 Activations – FEMA DR-4734-FL; 4738-GA	\$1,797,289	61,219	
Dunedin, FL 9/11/2023-9/26/2023	Removed & Disposed: ROW C&D direct; Monitored by Tetra Tech	\$12,680	802	William "Bill" Pickrum, Director of Solid Waste 1070 Virginia Street Dunedin, FL 34698, 727-298-3215 wpickrum@dunedinfl.net
FDOT – Levy Co, FL 9/18/2023-10/3/2023	Removed & Disposed: ROW Veg & C&D direct; Monitored by Eisman Russo	\$36,238	3,000	Mark Hanna, Contracts Manager, 1820 South Young Blvd, MS 2201 Chiefland, FL 32626, Mark.Hanna@dot.state.fl.us (352) 493-6075 Patrick Upshaw, Maintenance Engineer Patrick.Upshaw@dot.state.fl.us (352) 493-6078
St Petersburg, FL 9/7/2023-9/26/2023	Removed & Disposed: ROW C&D direct; Monitored by Tetra Tech	\$175,670	12,653	Barbara Stalbird, Parks & Rec Asst. Director 1400 19th St. N St. Petersburg, FL 33713, 727-612-6399 Barbara.Stalbird@stpete.org Robert Turner, Solid Waste Asst. Director, 727-239-9380
Taylor County Schools, FL 9/1/2023-9/6/2023	Recovery Management Group Push Operations, Lump Sum debris Removal, Tree Work	\$916,463	LS	Jason Stoltzfus, Director of Recovery – Emergency Advantage, 833-463-7248
Thomas County, GA 9/1/2023-10/2/2023	Removed & Disposed: ROW County, Barwick, Boston Veg & C&D debris direct; Monitored by Thompson	\$116,290	14,514	Jay Knight, Thomas County Public Works Deputy Director, 78 Joiner Rd Thomasville, GA 31757 229-226-4389 Jay.knight@thomascountyga.gov
Ware Co, GA 9/23/2023-10/2/2023	Removed & Disposed: ROW County, Waycross, Veg & C&D; Hangers (889 trees), Leaners (16); (1) DMS Site - Reduced by grinding (30,250 CY); Monitored by Thompson	\$539,948	30,250	Jonathan Daniel, Dir EMA, 3395 Harris Rd, Ste 300, Waycross, GA 31503, 912-287-4394, daniel@warecounty.com
2023 AR Tornado	2 Activations – FEMA DR-4698-AR	\$17,506,998	705,694	
North Little Rock, AR 4/4/2023-8/21/2023	Removed & Disposed: ROW & Parks, Veg, C&D, Hangers (452 trees), Leaners (4,605), Stumps (1,390); Reduced by Grinding (519,538) & compaction (41,535); (1) DMS Site; Monitored by Tetra Tech	\$16,668,619	647,122	Kim Francisco, Head of Emergency Services 1206 N. Sycamore St. North Little Rock, AR 72114 Ph: 501-425-8197 Kim.francisco@nrlrpolice.org
Sherwood, AR 4/7/2023-5/22/2023	Removed & Disposed: Veg, Hangers (30 trees), Leaners (3), stumps (4); Reduced by Grinding (42,021); (1) DMS Site; Monitored by Tetra Tech	\$838,379	58,572	Brian Galloway – Public Works Director, 2199 E. Kiehl Avenue, Sherwood, Arkansas 72120 501-413-8018 cell. briang@cityofsherwood.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2023 Tornado		\$295,558	34,092	
Deer Park, TX 2/6/2023-3/4/2023	Removed & Disposed: Veg, C&D; Monitored By: True North	\$295,558	34,092	Mr. Jaime Galloway, Emergency Management Director 2211 East X Street Deer Park, TX 77536 (281) 478-7298 lgalloway@deerparktx.org
2023 Ice Storm	2 Activations	\$12,132,890	796,388	
Austin, TX 2/6/2023-4/14/2023	Removed & Disposed: Parks debris, Veg, Hangers (1,583 trees); Leaners (74); Reduced by Grinding (435,607 CY); (1) DMS Site; Monitored by Tetra Tech	\$6,380,065	452,620	Amy Slagle, Resource Recovery Division Manager PO Box 1088 Austin, TX 78767 (512) 974-4302 amy.slagle@austintexas.gov
Travis Co, TX 2/25/2023-5/17/2023	Removed & Disposed: Veg, Hangers (7,037 trees), leaners (10); Reduced by Grinding (343,768); (2) DMS Sites; Monitored by Tetra Tech	\$5,752,825	343,768	Jennifer Winkler, Senior Procurement Specialist, PO Box 1748 Austin, TX 78767 (512) 854-9197 Jennifer.Winkler@traviscountytexas.gov
2023 Misc.		\$690,431	41,032	
Collier Co, FL 3/4/2023-3/11/2023	Removed & Disposed: Fish Kill	\$44,910	Hrly	Gino Santa Barbara, Gino.Santabarbara@colliercountyfl.gov Tony Barone, Tony.Barone@colliercountyfl.gov
Edgecombe Co, NC 10/16/2023-10/19/2023	Tornado debris hauled direct, Self monitored	\$11,432	1,083	Dee Waters, Assistant Finance Director 201 St. Andrew St. Suite 205 Tarboro, NC 27886 252-641-7888 deewaters@edgecombeco.com
Montgomery Co, TX 6/26/2023-7/13/2023	Wind Storm Removed & Disposed: Debris by Day Rate	\$289,000	Hrly	Nicole Gentz Nicole.gentz@mcx.org
Naples, FL 3/3/2023-3/9/2023	Removed & Disposed: Fish Kill	\$58,440	Hrly	Jim Hodgdon, Parks & Parkways Superintendent 280 Riverside Circle Naples, FL 34102 Office: 239-213-7134 jhodgdon@naplesgov.com
Nash Co, NC 8/1/2023-9/15/2023	Tornado Debris Removal	\$228,639	26,586	Bill Hill, Nash County Public Health Director 120 W Washington St Nashville, NC 27856 252-462-2444 William.hill@nashcountync.gov
Virginia Beach, VA 5/4/2023-6/2/2023	Tornado Removed & Disposed: Veg, C&D, Mulch; Reduced by Grinding (22,306);(1) DMS Site; Self Monitored	\$298,081	14,446	Dennis Simon, Virginia Beach Department of Public Works 3556 Dam Neck Road Virginia Beach, VA 23463, 757-615-2094 dsimon@vbgov.com
2022 Hurricane Nicole	3 Activations	\$567,715	39,600	
Brevard Co, FL 11/9/2022-12/16/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$527,181	35,741	Tom Mulligan, Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Flagler Beach, FL 12/5/2022-12/8/2022	Removed & Disposed: Veg, Monitored By: Tetra Tech	\$20,802	1,493	Larry Newsom, City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, Inewsom@cityofflaglerbeach.com
Vero Beach, FL 11/28/2022-12/6/2022	Removed & Disposed: Veg, Monitored By: Thompson	\$19,732	2,366	Don Dexter, PW Manager 3405 Airport West Drive Vero Beach, FL 32960 Ofc: 772-978-4861 Cell: 772-473-7372 Fax: 772-978-4879 ddexter@covb.org
2022 Hurricane Ian	36 Activations – FEMA DR-4673-FL	\$411,704,406	15,600,215	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Apopka, FL 9/29/2022-12/5/2022	Removed & Disposed: PUSH, Veg, mulch, hangers (1,019 trees), Reduced by Grinding (76,083 CY); (1) DMS; Monitored by: Thompson	\$1,101,577	52,496	Josh Robinson, Sanitation Operations Manager, 748 E Cleveland Street, Apopka, FL 32703, (407) 703-1731, jrobinson@apopka.net
Bonita Springs, FL 9/30/2022-2/3/2023	Removed & Disposed: PUSH, Veg, C&D, Hangers (671 trees), Leaners (7), Ewaste (2,712), HHW (99,920 Lbs), White Goods (1,912), Freon, Reduced by Compaction (107,754 CY) & Grinding (140,426 CY) (1) DMS; Monitored By: Thompson	\$7,529,288	248,180	Matt Feeney, Public Works Director, 9101 Bonita Beach Road, Bonita Springs, FL 34135, (239) 949-6246, matt.feeney@cityofbonitasprings.org
Brevard County, FL 10/5/2022-10/28/2022	Removed & Disposed: ROW, Gated Communities, Veg, C&D, Monitored By: Tetra Tech	\$1,298,850	88,057	Tom Mulligan, Solid Waste Director, 2725 Judge Fran Jamieson Way, Bldg. A-118, Viera, FL, (321) 543-1547, Thomas.mulligan@brevardfl.gov
Casselberry, FL 10/9/2022-11/30/2022	Removed & Disposed: Veg, Mulch, Hangers (75 trees), Leaners (34), Reduced by Grinding (20,304 CY) (1) DMS; Monitored By: Thompson	\$455,949	20,737	Chuck Smith, Parks & Facilities Superintendent, 95 Triplet Lake Dr., Casselberry, FL 32707, (407) 262-7725, csmith@casselberry.org
Charlotte County Schools, FL 10/1/2022-1/18/2023	Removed & Disposed: PUSH, Veg, C&D, Hangers, Leaners, Building repairs, Work Completed through Synergy	\$3,264,654	LS	Jason Stoltzfus, Synergy Recovery Manager, jasons@synergynvds.com
Cocoa Beach, FL 10/13/2022-10/26/2022	Removed & Disposed: ROW, St Rds, Veg, C&D; Monitored By: Tetra Tech	\$71,993	8,362	Rob Strong, Public Works Project Manager, 1600 Minutemen Causeway, Cocoa Beach, FL 32931, (321) 868-3316, rsitrong@cityofcocoa.com
Cocoa, FL 10/24/2022-10/26/2022	Removed & Disposed: Veg, Monitored By: Thompson	\$21,786	3,005	Bryant Smith, Public Works Director, 155 N Wilson Ave, Cocoa, FL 32922, (321) 433-8772, bsmith@cocoafli.org
Collier Co, FL 10/19/2023-2/2/2024	Removed & Disposed: NRCS Waterway Debris; Monitored By: Tetra Tech	\$4,982,108	15,622	Pawel Brzeski, Project Manager, Stormwater Management, 2685 South Horseshoe Drive Naples FL 34104; 239-252-2927; Pawel.Brzeski@colliercountyfl.gov
Edgewater, FL 10/6/2022-12/9/2022	Removed & Disposed: Veg, C&D, Reduced by Compaction (24,978 CY) (1) DMS; Monitored By: Witt O'Briens	\$1,681,924	108,356	Brenda Dewees, Environmental Services Director, 409 Mango Tree Drive, Edgewater, FL 32132, (386) 424-2400 ext4007, BDewees@cityofedgewater.org
Estero, FL 9/30/2022-1/21/2023	Removed & Disposed: PUSH, Parks, Veg, C&D, Hangers (1,377 trees), Leaners (47), E-waste (1,110), HHW (7,712 Lbs), White Goods (581), Freon, Reduced by Compaction (110,515 CY) & Grinding (190,546 CY) (1) DMS; Monitored By: Rostian using HaulPass	\$6,064,755	301,061	Steve Sarkozy, Village Manager, 9401 Corkscrew Palms Circle, Estero, FL 33928, (239) 221-5035, sarkozy@estero-fl.gov
FL DEM 11/30/2022 - 01/29/2024	Lee Co PPDR / CPDR Removed & Disposed: Demo, Vessels, Veg, C&D, Hangers (19 trees), Leaners (8), Stumps (5), white goods (8,848), E-waste (4,412), HHW (351,100 lbs); Reduced by Compaction (732,752 CY) & Grinding (81,335 CY); (8) DMS Sites; Monitored by CDR McGuire	\$84,928,629	1,915,840	Stephanie Stachowicz, General Counsel Stephanie.Stachowicz@em.mvflorida.com Cameron Morris, AC Disaster Consulting 770-855-7330 cmorris@acdisaster.com
Flagler Beach, FL 10/8/2022-10/27/2022	Removed & Disposed: Veg, Monitored By: Tetra Tech	\$89,646	5,433	Larry Newsom, City Manager, 105 South Second Street, Flagler Beach, FL 32136, (386) 517-2000 Ext 222, lnewsom@cityofflaglerbeach.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Ft. Myers Beach, FL 10/8/2022-9/15/2023	Removed & Disposed: PUSH, Veg, C&D, Sand, Hangers (88 trees), Leaners (21), E-waste (2,308), HHW (431,340 Lbs), White Goods (7,116), Freon , Reduced by Compaction (814,621 CY) & grinding (23,870 CY), (5) DMS; Monitored By: Thompson	\$30,942,487	878,479	Jason Freeman , Fort Myers Beach Public Works Director – Address Pending - Fort Myers Beach, FL 33931, (239) 266-4673 1100, jasonf@fmbgov.com
FL Myers, FL 9/30/2022-4/3/2023	Removed & Disposed: PUSH, Waterway Debris, PPDR/CPDR , Veg, C&D, Hangers (6,996 trees), Leaners (152), Stumps (31), E-waste (213), White Goods (82), Freon , Reduced by Compaction (148,483 CY) & Grinding (504,726 CY) (1) DMS; Monitored By: Thompson	\$13,023,787	645,853	Saeed Kazemi , City Manager, 2200 Second Street, Ft. Myers, FL 33901, (239) 321-7024, Skazemi@cityftmyers.com
Kissimmee, FL 10/3/2022-11/9/2023	Removed & Disposed: Veg, C&D, Hangers (59 trees), Reduced by Compaction (8,251 CY) & Grinding (11,517 CY) (1) DMS; Monitored By: Thompson	\$362,740	18,588	Mr. Ashley Willis , Asst. Dir. PW /City Engineer, 101 N. Church Street, Kissimmee, FL 34741, (407) 518-2177, Ashley.willis@kissimmee.gov
Lee County, FL 9/30/2022-4/26/2023	Removed & Disposed: PUSH, Waterway Debris, Parks, St Rds , Veg, C&D, Sand, Hangers (38,431 trees), Leaners (4,395), Stumps (5), E-waste (7,553), HHW (959,980 Lbs), White Goods (12,367), Freon, Vessels; Reduced by Compaction (2,279,129 CY) & Grinding (4,058,872 CY); (16) DMS; Monitored By: Thompson	\$136,373,782	6,265,741	Paul Flores , Solid Waste Ops Manager, (239) 533-8017, pflores@leegov.com
Lee County School District, FL 10/1/2022-3/6/2023	Removed & Disposed: Veg, C&D, Hangers (1,543 trees), Leaners (136), Reduced by Compaction (393 CY) & Grinding (15,543 CY) (1) DMS; Monitored By: Thompson	\$354,202	15,980	Barbra Cedeno , (239) 229-7823, barbarac@leeschools.net 2855 Colonial Blvd, Fort Myers, FL 33966
Oak Hill, FL 10/14/2022-12/7/2022	Removed & Disposed: Veg, C&D, Hangers (6,194 CY) (1) DMS; Monitored By: Tetra Tech	\$90,429	6,929	Kohn Evans , City Administrator, 234 US Hwy 1, Oak Hill, FL 32759, evansk@oakhillfl.com
Ocoee, FL 11/2/2022-2/22/2023	Removed & Disposed: Veg, C&D, Parks debris, Wet debris, Hangers (36 trees), Leaners (318), Stumps (1); Reduced by Grinding (34,435 CY) (1) DMS; Monitored By: Thompson	\$692,837	36,726	Steve Krug , Public Works Director, 301 Maguire Road, Ocoee, FL 34671, (407) 905-3100 Ext 6001, Skrug@ci.ocoee.fl.us
Okeechobee Co, FL 10/10/2022-12/14/2022	Removed & Disposed: Veg; Monitored By: Cuipepper & Terpening	\$2,582,798	192,525	Mitchell Smeykal , EM Director, 707 NW 6th St Ave, Okeechobee, FL 34972, (863) 763-3212, mmsmeykal@co.okeechobee.fl.us
Okeechobee, FL 10/10/2022-12/10/2022	Removed & Disposed: Veg; Monitored By: Cuipepper & Terpening	\$1,168,308	40,742	Marcos Montes De Oca City Administrator, 55 SE 3rd Ave, Okeechobee, FL 34972
Ormond Beach, FL 10/5/2022-11/28/2022	Removed & Disposed: ROW & Gated debris, Veg, Reduced by Grinding (11,911 CY) (1) DMS Monitored By: Thompson	\$1,388,795	122,338	Kevin Gray , PW Ops Manager, 501 N. Orchard Street, Ormond Beach, FL 32174, (386) 676-3577, kevin.gray@ormondbeach.org
Pembroke Pines, FL 9/30/2022-10/14/2022	Removed & Disposed: Veg, C&D, Hangers (91 trees), Leaners (14), Reduced by Compaction (677 CY) & Grinding (4,969 CY) (1) DMS; Monitored By: Tetra Tech	\$146,704	5,646	Charles Dodge , City Manager, 601 City Center Way, 4th Floor, Pembroke Pines, FL 33025, (954) 450-1040, cdodge@ppines.com
Ponce Inlet, FL 10/10/2022-10/27/2022	Removed & Disposed: Veg, C&D; Monitored By: Witt O'Briens	\$41,816	2,328	Kim McColl , Director, 4300 S Atlantic Ave, Ponce Inlet, FL 32127, (386) 236-2150, kmccoll@ponce-inlet.org

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Port Orange, FL 10/7/2022-11/1/2023	Removed & Disposed: Veg, C&D, Hangers (35 trees), Leaners (39), Stumps (1); Reduced by Compaction (54,654 CY) & Grinding (242,860 CY) (1) DMS; Monitored By: Thompson	\$4,323,871	294,615	Lynn Stevens , Public Works Director, 1395 Dunlawton Ave, Port Orange, FL 32129, (386) 506-5750, lstevens@port-orange.org
Punta Gorda, FL 10/3/2022-12/20/2022	Removed & Disposed: PUSH, ROW, Private , Veg, C&D, Hangers (727 trees), Leaners (323), Stumps (1); Reduced by Grinding (43,363 CY); (1) DMS; Monitored By: Landfall Strategies	\$2,171,018	180,761	Greg Murray , City Manager, 326 West Marion Ave, Punta Gorda, FL 33950, (941) 575-3301, gmurray@cityofpuntafordafl.com
Sanford, FL 10/10/2022-12/3/2022	Removed & Disposed: Veg, C&D, Reduced by Grinding (33,648 CY) (1) DMS; Monitored By: Witt O'Briens	\$416,436	29,669	John Reichardt , Public Works Ops Manager, 300 N Park Ave, Sanford, FL 32771, (407) 688-5080 Ext 5087, John.reichardt@sanfordfl.gov
Sanibel, FL 10/1/2022-7/24/2023	Removed & Disposed: PUSH, Marine debris , Veg, C&D, Sand, Hangers (8,504 trees), Leaners (4,198), E-waste (5,518), HHW (694,480 Lbs), White Goods (15,475), Freon, Reduced by Compaction (887,203 CY) & Grinding (957,588 CY) (7) DMS; Monitored By: Thompson	\$56,243,244	1,923,997	Scott Krawczuk , Public Works Deputy Director, 800 Dunlop Road, Sanibel, FL 33957, (239) 472-5397, scott.krawczuk@mysanibel.com
Sarasota County, FL 10/6/2022-2/22/2023	Removed & Disposed: ROW & Private / Gated Veg, C&D, Hangers (7,533 trees), Leaners (1,193), Stumps (128), Reduced by Grinding (1,510,384 CY) (2) DMS; Monitored By: Tetra Tech	\$20,651,895	1,320,961	Lois Rose , Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota County, FL 3/24/2022-6/17/2023	Waterway Debris Removed & Disposed: FEMA & NRCS Wet debris direct hauled; Monitored By: Tetra Tech	\$5,620,561	73,604	Lois Rose , Solid Waste Manager, 4000 Knights Trail Road, Nokomis, FL 34275, (941) 861-1589, lerose@scgov.net
Sarasota School Board 10/24/2022-11/7/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$34,468	3,049	Don Hampton , Facilities Services Director, 1960 Landings Blvd, Sarasota, FL 34231 (941) 927-9000 Ext 68835, Don.Hampton@sarasotacountyschools.net
Satellite Beach, FL 10/6/2022-10/28/2022	Removed & Disposed: Veg, C&D, Monitored By: Tetra Tech	\$86,962	4,945	Courtney Barker , City Manager, 565 Cassia Blvd, Satellite Beach, FL 32937, (321) 773-1391, cbarker@satellitebeach.org
South Daytona, FL 10/5/2022-11/15/22	Removed & Disposed: PUSH , Veg, C&D, Reduced by Compaction (25,185 CY) & Grinding (46,565 CY) (1) DMS; Monitored By: Tetra Tech	\$1,340,830	71,751	Patricia Clark , Public Works Specialist, 1770 Segrave Street, South Daytona, FL 32119, (386) 322-3088, pclark@southdaytona.org
St. Petersburg, FL 10/11/2022-11/26/2022	Removed & Disposed: Veg, Reduced by Grinding (75,090 CY) (1) DMS; Monitored By: Tetra Tech	\$1,705,963	75,090	Amber Boulding , EM Specialist, 400 Dr. Martin Luther King Jr. St., St. Petersburg, FL 33731, (727) 893-7683, amber.boulding@stpete.org
Venice, FL 9/29/2022-12/14/2022	Removed & Disposed: PUSH, ROW & Parks , Veg, C&D, Gated debris, Hangers (2,563 trees), Leaners (584), Stumps (6); Reduced by Compaction (30,883 CY) & Grinding (117,847 CY) (1) DMS; Monitored By: Witt O'Briens	\$3,601,136	148,730	James Clinch , Public Works Director, 221 S. Seaboard Avenue, Venice, FL 34285, (941) 486-2422, jclinch@venicegov.com
Volusia County, FL 10/5/2022-1/14/2023	Removed & Disposed: ROW, Gated, Mobile Home Parks, Parks , Veg, C&D, Stumps (1); Reduced by Compaction (24,130 CY), Grinding (547,337 CY); (6) DMS; Monitored By: Tetra Tech	\$6,749,476	469,560	George Recktenwald , County Manager, 123 West Indiana Ave, Deland, FL 32720, (386) 736-5920, grecktenwald@co.volusia.fl.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Winter Garden, FL 10/9/2022-10/16/2022	Removed & Disposed: Veg, Reduced by Grinding (4,459 CY) (1) DMS; Monitored By: Thompson	\$98,702	4,459	Richard Fasano, Public Services Director of Ops, 880 W. Bay Street, Winter Garden, FL 34787, (407) 877-5449, rfasano@cwgdn.com
2022 Winter Storms		\$101,137	T&M	
SC DOT Winter Storm Izy 1/17/2022-1/18/2022	Push Operations	\$55,297	T&M	David Cook, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
SC DOT Winter Storm Jasper 1/22/2022	Push Operations	\$45,840	T&M	David Cook, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
2022 Misc	Miscellaneous Projects	\$6,608,753		
Calcasieu Parish District 1 Ward 6, LA 3/1/2022-3/15/2022	Debris removal from Community Center and Playground	\$34,375	LS	Peggy Robertson, P.O. Box 1583, DeQuincy, LA 70633, 337-802-5199, gammpeg@aol.com
Lee County, FL – Tornado	Removed & Disposed: C&D Direct Haul Monitored by Thompson	\$86,985	9,665	Roger Desjarlais, County manager, P.O. Box 398, Ft Myers, FL 33902, 239-533-2221, rdesjarlais@leegov.com
Mexico Beach, FL	Dredging Phase II Monitored by Eisman Russo	\$6,487,393	31,000	Tommy Davis, Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 tdavis@mexicobeachgov.com Tanya Castro, City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 lcastro@mexicobeachgov.com
2021 KY Tornado	2-Activations – 4 DMS's	\$3,841,472	214,381	
Bowling Green, KY 12/18/2021-2/16/2022	Removed & Disposed: Veg, C&D, hangers (194 trees), leaners (189), stumps (11); Reduced by grinding (118,343 CY) & compaction (54,232 CY), (2) DMS Sites; Monitored by Tetra Tech	\$3,022,273	244,447	Matt Powell, Environmental Manager City of Bowling Green, KY 1011 College Street, Bowling Green, KY 42102, 270-393-3071; Matt.Powell@bgky.org
Warren Co, KY 12/18/2021-2/15/2022	Removed & Disposed: Veg, C&D, hangers (88 trees), leaners (55), stumps (4); Reduced by grinding (38,194 CY) & compaction (9,352 CY), (2) DMS Sites; Monitored by Tetra Tech	\$819,199	63,105	Josh Moore, Public Works Director, 1141 State Street, Bowling Green, KY 42101 270-779-6808 josh.moore@ky.gov
2021 Hurricane Nicholas	7-Activations – 7 DMS's	\$1,991,995	177,421	
Angleton, TX 9/23/21-10/15/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Monitored by Tetra Tech	\$252,769	34,158	Jeff Sifford, Public Works Director, 901 South Velasco, Angleton, TX 77515, 979-849-4364, jsifford@angleton.tx.us
Brazoria County, TX 9/28/21- 10/28/21	Removed & Disposed: Veg, Reduced by Grinding (83,177 CY) (1) DMS Site; Monitored by Rostan / Haul Pass	\$809,512	58,198	Mr. Steve Rosa, Emergency Management Coordinator (979) 864-1801 111 E Locust St., Suite 102, Brazoria, TX 77515; steverosa@brazoria-county.com
Brazoria, TX 10/4/21- 10/23/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Monitored by Tetra Tech	\$123,970	9,183	Mike Collard, City Manager, 201 S Main Street, Brazoria, TX 77422, 979-798-2018; citymanager@cityofbrazoria.org
Clute, TX 9/27/21- 10/18/21	Removed & Disposed: Veg, Reduced by Grinding (1) DMS; Self Monitored – Day Rate per truck	\$119,000	Day Rate	CJ Snipes, City Manager, 108 E Main St., Clute, TX 77531; 979-265-2541; cjsnipes@clutetexas.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Holiday Lakes, TX 10/20/2021-10/22/2021	Removed & Disposed: Veg; Reduced by Grinding (1) DMS; Self Monitored – Day Rate per truck	\$10,200	Day Rate	Norman Schroeder , Mayor, 195 N Texas Ave. Holiday Lakes, TX 77515, Cindy@holidaylaketexas.com
Lake Jackson, TX 9/23/21- 10/16/21	Removed & Disposed: Veg, C&D (Direct) Reduced by Grinding (1) DMS; Monitored by Thompson	\$601,744	75,882	Sabrina England , Director Public Works, 25 Oak Dr., Lake Jackson, TX 77566; 979-415-2430; senjland@lakejacksontx.gov
West Columbia, TX 9/27/21- 10/16/21	Reduced & Disposed: ROW Veg hauling to grind site (Waste Water Treatment Plant facility); Monitored by Witt Obrien's	\$74,800	Day Rate	Debbie Sutherland , City Manager, 512 E Brazos Ave., West Columbia, TX 77486; 979-345-3123; citymanager@westcolumbiatx.org
2021 Hurricane Ida	4-Activations- 4 DMS's – DR 4626-MS, DR-4611-LA	\$41,790,085	1,459,881	
Audubon Nature Institute, LA 9/6/2021-10/25/2021	Removed & Disposed: Push, Veg, hangers (2,576 trees), leaners (381); Monitored by Tetra Tech	\$1,354,632	19,409	Daniel Ilig , Arboricultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc. 504-212-5232 cell: 985-960-8873, dilig@auduboninstitute.org Cecille Halliwill , Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@auduboninstitute.org
Biloxi, MS 9/27/2021-10/13/2021	Removed & Disposed: Veg direct; Self Monitored – Day Rate per truck	\$95,200	Day Rate	Mr. Billy Ray Allen , Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us Mayor Andrew "FoFo" Gillich , 140 Lameuse Street 2nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us
Gulfport, MS 10/11/2021-11/6/2021	Removed & Disposed: Veg & C&D Direct to FDS Monitored by Tetra Tech	\$439,481	29,201	Wayne E. Miller , Director of Public Works & Engineering, 4050 Hewes Ave., Gulfport, MS 39507 228-868-5740
St. John Baptist Parish, LA 9/6/2021-11/4/2022	Removed & Disposed: PUSH, DOT Rds, Parks, Veg, C&D, Parks debris, Hangers (2,198 trees), Leaners (28), stumps (2,801), E-waste (18,089), HHW (263,380 Lbs), White Goods (2,620), Freon, Refrigerator Contents (661,880 Lbs); Reduced by Compaction (912,800 CY) & Grinding (398,257 CY) (3) DMS; Monitored By: Tetra Tech	\$32,202,382	1,306,580	Ms. Jaclyn Hotard , Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; jhotard@stjohn-la.gov
St. John Baptist Parish, LA Laterals 3/5/2022-10/21/2022	Removed & Disposed: Water debris, grinding (32,149 CY), compaction (6,269 CY)	\$7,023,462	71,741	Ms. Jaclyn Hotard , Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; jhotard@stjohn-la.gov
St. John Baptist Parish, LA PPDR 2/28/2023- Ongoing	Debris Removal from Private Property Removed & Disposed: Veg, C&D, Hangers (700 trees), Leaners (413), Stumps (125), white goods (2); Reduced by Compaction (3,509) & Grinding (26,727 CY) (1) DMS; Monitored By: Tetra Tech	\$674,927	32,950	Ms. Jaclyn Hotard , Parish President, 1811 W Airline Hwy, LaPlace, LA 70068; 985-652-9569 ext. 1244; jhotard@stjohn-la.gov
2021 Flooding & Severe Storms	2-Activations- 6 DMS's - DR-4606-LA	\$907,894	42,079	
Calcasieu Parish, LA 06/07/21-8/4/2021	Removed & Disposed: Veg, C&D, Ewaste (30), White Goods (42), Freon, Refrigerator Contents (25,320 Lbs); Reduced by Compaction (5,156 CY) & Grinding (244 CY), (3) DMS Sites, Monitored by Tetra Tech	\$222,312	5,401	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Lake Charles, LA 06/08/2021-8/25/2021	Removed & Disposed: C&D, White Goods (96), Freon, Refrigerator Contents (2,940 Lbs); Reduced by Compaction (36,678 CY), (3) DMS Sites; Monitored by Tetra Tech	\$685,582	36,678	John Cardone, Jr. City Administrator 326 Pujco Street, 10th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 majorsactionline@cityoflc.us
2021 Misc				
AL DOT – Dauphin Island Bridge Repair 5/11/2021-7/19/2021	Repair to Bridge Fender System	\$383,447	T&M	Evan Davis, P.E. Bridge Operations Engineer Mobile Area, AL DOT Office 251-470-8247 Cell: 251-635-3021
Calcasieu Parish, LA – Tornado 11/30/2021-12/4/2021	Removed & Disposed: C&D debris direct to final disposal; Self Monitored	\$28,960	1,679	Allen Wainwright, Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Friendswood, TX Winter Storm 3/1/2021-3/11/2021	Removed & Disposed: C&D direct, e-waste (14); Monitored by Tetra Tech	\$35,235	1,671	Brian Mansfield, Fire Marshall & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us
Hillsborough Co, FL 4/2021-11/5/2021	Grinding Project	\$65,123		Robert Williams, PO box 8181, Hillsborough, NC 27278, 919-968-2885
New Jersey 9/22/2021-9/25/2021	Lambertville / Swan Creek Debris Removal	\$180,900	668	Suzanne Biggins, Department of Environmental Protection, PO Box 402, Trenton, NJ 08625-0402, 609-292-2885, Suzanne.Biggins@dep.nj.gov
Newport News, VA 6/2021-7/2021	Tree Removal & Disposal	\$17,486	LS	Amy K. Gray, Acting Administrator, Division of Solid Waste, Department of Public Works, City of Newport News, 513 Oyster Point Road, Newport News, VA 23602, Direct: 757-269-2853, grayak@nnpva.gov
Naples, FL 1/12/2021-1/13/2021	Fish Kill Clean up: Mobilization & Demobilization, Hourly Time & Materials	\$16,982	Hrly	Jim Hodgdon, Parks & Parkways Superintendent, 280 Riverside Circle, Naples, FL 34102, 239-213-7134, jhodgdon@naplesgov.com
St Petersburg, FL 5/11/2021-7/19/2021	Red Tide Debris Removal	\$169,980	Hrly	Bryan Eichler, Parks & Rec Asst. Director 1400 19th St. N St. Petersburg, FL 33713, 727-647-7715 Bryan.Eichler@stpete.org
The Nature Conservancy 6/25/2021-7/26/2022	Pensacola, FL East Bay Oyster Habitat Restoration,	\$7,027,830	Hrly	Heather Hyde, 2500 Maitland Center Pkwy, Maitland, FL 32751, Heather.Hyde@jacobs.com
2020 Hurricane Zeta	8-Activations – 6 DMS's – DR-4576 (MS), DR-4577 (LA)	\$28,333,915	1,810,046	
Audubon Nature Institute, LA 10/31/2020-12/15/2020	Removed & Disposed: Veg, C&D, hangers (486 trees), leaners (288); Monitored by Tetra Tech	\$593,154	9,668	Daniel Ilig, Arboricultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc: 504-212-5232 cell: 985-960-8873, dilig@auduboninstitute.org Cecilie Halliwill, Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@auduboninstitute.org
Biloxi, MS 11/5/2020-1/20/2021	Removed & Disposed: Veg, C&D; Reduced by Grinding, (1) DMS Site; Monitored by True North	\$3,939,197	272,608	Mr. Billy Ray Allen, Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us Mayor Andrew "FoFo" Gilich, 140 Lameuse Street 2nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us
D'Iberville, MS 11/12/2020-1/11/2021	Removed & Disposed: Veg, C&D, Leaners (37), Hangers (370 trees); Self-Monitored	\$568,457	35,035	Mike Mullins, Director of Public Works 10383 Auto mall Parkway D'Iberville, MS 39540 Ofc: 228-669-5539 Cell: 228-669-5539 mmullins@diberville.ms.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Guilford, MS 11/10/2020-2/23/2021	Removed & Disposed: Veg, C&D, Leaners (485), Hangers (12,297 trees), Stumps (9); Reduced by Grinding (371,750 CY); (2) DMS Sites; Monitored by Tetra Tech	\$6,365,585	483,413	Robert (Chris) K. Riemann , Engineering Director 4050 Hewes Avenue Gulfport, MS 39507 Ofc: 228-868-5740 Cell: 228-518-2980 kriemann@gulfport-ms.gov
Harrison Co, MS 1/06/2020-2/3/2021	Removed & Disposed: Veg, C&D, Leaners (966), Hangers (36,055 trees); Reduced by Grinding (409,681 CY); (2) DMS Sites; Monitored by Volkert	\$9,225,138	538,791	Rupert H. Lacy , Director of Emergency Management 1801 23rd Avenue Gulfport, MS 39502 Ofc: 228-865-4002 Cell: 228-323-6420 ruperflacy@co.harrison.ms.us
Jackson Co, MS 1/09/2020-02/7/2021	Removed & Disposed: Veg, C&D, Leaners (488), Hangers (14,079 trees), Parks, Golf Courses, beach debris; Monitored by Thompson	\$7,148,349	436,284	W. Brian Fulton , County Administrator 2915 Canty Street Pascagoula, MS 39567 228-769-3088 Brian.Fulton@co.jackson.ms.us
Pascagoula, MS 11/20/2020-12/18/2020	Removed & Disposed: Veg; Leaners (1 tree) & Hangers (658 trees); Monitored by Thompson	\$286,302	20,888	Karen Kennedy , City Clerk 603 Watts Avenue Pascagoula, MS 39567 Ofc: 228-938-6615 cityclerk@cityofpascagoula.com
Wiggins, MS 01/21/2021-02/1/2021	Removed and disposed Veg, C&D Direct; Reduction by Grinding; (1) DMS Site; Self-Monitored / Tice Engineering	\$207,733	13,359	Michelle Gill , Project Engineer (Tice Engineering), 510 South Vardaman Street Wiggins, MS 39577 Office: 601-928-4121 Cell: 601528-4152 michelle.gill@ticeeng.com
2020 Hurricane Sally	10-Activations – 37 DMS's – FEMA DR-4563-AL / DR-4564-FL	\$116,422,750	7,475,318	
AL DOT SW Region – Mobile 09/24/2020 – 01/22/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (9,111 trees), leaners (3,320 trees), stumps (92); Reduced by Grinding (564,550 CY) & Compaction (59,952 CY); (16 DMS); Monitored by Thompson	\$14,264,670	709,431	Matthew Erickson , SW Region Engineer 1701 West I-65 Service Road North Mobile, AL 36618 Ofc: 251-470-8200 ericksonm@dot.state.al.us
Atmore, AL 10/1/2020-11/01/2020	Removed & Disposed: Veg, hangers (1,082 trees), leaners (28 trees); Reduced by Grinding (43,759 CY), (1 DMS); Monitored by GMC	\$673,070	43,760	Mayor Jim Staff , 201 East Louisville Ave. Atmore, AL 36502 Ofc: 251-368-2253 celial@cityofatmore.com
Baldwin Co, AL 09/25/2020 –04/7/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (39,799 trees), leaners (6,030 trees), Stumps (120), White Goods (181), E-waste (24); Reduced by Grinding (4,217,587 CY) & C&D Compaction (293,171 CY); (13 DMS); Monitored by Tetra Tech	\$61,896,884	4,509,547	Terri Graham , Solid Waste Development & Environmental Director, 22070 Hwy 59 Central Annex II 3rd & 4th Floor Robertsdate, AL 36567 251-972-6878 T.Graham@baldwincounty.al.gov
Bay Minette, AL 09/25/2020 – 11/03/2020	Removed & Disposed: Veg, C&D, Veg, hangers (1,204 trees), leaners (48 trees); Reduced by Grinding (137,801 CY); (1 DMS); Monitored by Self-Monitored	\$1,516,900	141,809	Rita Diedtrick , City Clerk, 301 D'Olive Street Bay Minette, AL 36507 Ofc: 251-580-1637 rdiedtrich@ci.bay-minette.al.us
Daphne, AL 09/17/2020-01/05/2021	Removed & Disposed: PUSH ; Veg, hangers (3,868 trees), leaners (191 trees), Stumps (9); Reduced by Grinding (375,017 CY); (1 DMS); Monitored by True North	\$4,570,398	376,872	Denise Penry , EMA Accountant, 26435 Public Works Road Daphne, AL 36526 Ofc: 251-621-3182 dpenny@daphneal.com
Fairhope, AL 09/21/2020-12/19/2020	Removed & Disposed: Veg, C&D, Mulch, hangers (7,058 trees), leaners (374 trees), stumps (55); Reduced by Grinding (547,868 CY); (1 DMS); Monitored by True North	\$8,703,289	564,853	John Saraceno , Emergency Management Coordinator, 161 N. Section Street Fairhope, AL 36532 Ofc: 251-929-7415 Cell: 251-331-1103 John.Saraceno@fairhopeal.gov

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Gulf Shores, AL 09/17/2020-02/3/2021	Removed & Disposed: PUSH, Veg, C&D, Parks debris, Trails debris, waterway debris, Mulch, Compacted C&D, HHW (11,580 Lbs.), E-Waste (114), White Goods (232), Hangers (7,162 trees), Leaners (2,938 trees), Stumps (285); Reduced by Grinding (457,915 CY) & Compacting (40,763 CY); (1 DMS); Monitored by Thompson	\$9,741,393	580,181	Brandon Franklin , Chief Building Official / EM Coordinator, 1905 West 1st Street Gulf Shores, AL 36542 251-968-1149 bfranklin@gulshoresal.gov
Okaloosa Co, FL 09/25/2020-11/2/2020	Removed & Disposed: Veg, C&D, mulch; Reduced by Grinding (22,945 CY); Monitored by Tetra Tech	\$338,470	30,576	Jim Reece , Solid Waste Recycling Coordinator, 84 Ready Ave. Fort Walton Beach, FL 32548 Ofc: 850-651-7394 Cell: 850-978-1063 jreece@myokaloosa.com
Orange Beach, AL 09/20/2020-5/21/2021	Removed & Disposed: PUSH, Veg, C&D, Municipal debris, beach debris, trail debris, waterway debris, wetlands debris, C&D compacted, mulch, HHW (151,100 lbs.), E-Waste (383), white goods (1,624), hangers (4,527 trees), leaners (725 trees), Stumps (342); Reduced by Grinding (228,509 CY) & Compacting (194,239 CY); Monitored by Thompson	\$13,593,239	424,952	Mr. Phillip West , Coastal Resource Director, 4101 Orange Beach Blvd Orange Beach, AL 36561 Ofc: 251-981-6788 Cell: 251-747-6166 pwest@orangebeachal.gov
Spanish Fort, AL 09/28/2020-11/16/2020	Removed & Disposed: PUSH, Veg, C&D, Hangers (118 trees), leaners (14 trees); Monitored by Thompson	\$1,124,436	93,337	Mary Lynn Williams , City Clerk, 7361 Spanish Fort Blvd. Spanish Fort, AL 36527 Ofc: 251-626-4884 cityclerk@cityofspanishfort.com
2020 Hurricane Laura	10-Activations - 27 DMS's - FEMA DR-4559-LA / EM-3540-TX	\$402,491,599	15,122,442	
Alexandria, LA 8/31/2020-11/4/2020	Removed & Disposed: Veg, C&D, Parks and Zoo debris, mulch, hangers (2,975 trees), leaners (98 trees), stumps (1); Reduced by Grinding (222,758 CY); 1 Site Monitored by Tetra Tech	\$3,643,508	228,755	Darren Green , Debris Manager 625 Murray Street Alexandria, LA 71301 Ofc: 318-441-6060 Cell: 318-446-2342 darren.green@cityofalex.com
Calcasieu Parish, LA 9/3/2020-9/2/2021	Removed & Disposed: PUSH, Veg, C&D, C&D compacted, mulch, hangers (33,714 trees), leaners (76,007 trees), white goods (4,403), e-waste (2,910), refrigerator contents (314,960 Lbs), tires (1,215) Reduced by Grinding (5,004,006 CY) & compacting (2,573,846 CY); 9 DMS; Monitored by Tetra Tech	\$132,676,652	6,972,815	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Laterals 10/8/2021-9/13/2023	Removed & Disposed: Waterway debris from Laterals / Waterways	\$155,928,192	2,246,832	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Dead Tree Project 10/5/2022-3/31/2023	Tree removal and hauling of debris Removed & Disposed: Leaners (3,305); Reduced by Grinding (338,062 CY); Monitored by Tetra Tech	\$1,575,802	64,008	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
DeQuincy, LA 9/14/2020-4/19/2021	Removed & Disposed: Veg, C&D, mulch, hangers (284 trees), leaners (28 trees), stumps (3), white goods (180), refrigerator contents (12,160 lbs), e-waste (158) Reduced by Grinding (107,800 CY), burning & compacting (31,106 CY); 2 Sites Monitored by Tetra Tech	\$2,672,412	156,444	Riley Smith , Mayor 300 N Holly Street DeQuincy, LA 70633 SmithRiley@gmail.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Iowa, LA 9/7/2020-3/13/2021	Removed & Disposed: Veg, C&D, hangers (486 trees), leaners (15 trees) white goods (52), E-waste(110); Reduced by Grinding (49,558 CY) & compacting (25,354 CY); 1 Site; Monitored by Tetra Tech	\$1,401,231	74,913	Paul Hess , Mayor, 115 N. Thompson Ave Iowa, LA 70647 mayor@iowala.org
Lake Charles, LA 9/3/2020-9/9/2021	Removed & Disposed: PUSH , Veg, C&D, Compacted C&D, Mulch, hangers (19,295 trees), leaners (1,985 trees), white goods (1,574) stumps (3), HHW (4,943 lbs) Reduced by Grinding (2,254,057 CY) & compacting (2,006,484 CY); 5 Sites; Monitored by Tetra Tech	\$80,385,064	4,077,816	John Cardone, Jr. City Administrator 326 Pujio Street, 10 th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 mayorsactionline@cityoflc.us
Lake Charles, LA DEMO 8/1/2022-8/14/2022 1/30/2023-2/5/2023	Demo Property Debris Removal Program; Monitored by Tetra Tech	\$366,525	LS	Emily McDaniel , Director of Finance, 326 Pujio Street, Lake Charles, LA 70601; 337-491-1251; Emily.mcdaniel@cityoflc.us
Sulphur, LA 9/2/2020-6/21/2021 5/11/2023-5/23/2023	Removed & Disposed: PUSH , Veg, C&D, Compacted C&D, Mulch, Hangers (3,326 trees), leaners (194) stumps (7), white goods (508), HHW (23,580 lbs.) Reduced by Grinding (503,298 CY) & compacting (338,926 CY); 1 Site; Monitored by Tetra Tech	\$15,259,184	838,424	Stacy Dowden , Director of Public Works 101 N. Huntington Street Sulphur, LA 70663 Ofc: 337-527-4500 Cell: 337-764-8044 sdowden@sulphur.org
Texas GLO 3/8/2021-3/19/2021	Hurricane Laura & Beta Beach debris removal LS	\$189,106	LS	Greg Pollock , Deputy Commissioner, 1700 N. Congress Ave, Austin, TX 78711, 512-463-5329, greg.pollock@oio.texas.gov
Vinton, LA 9/1/2020-1/21/2021	Removed & Disposed: PUSH , Veg, C&D, Compacted C&D, Mulch, hangers (248 trees), leaners (2 trees), white goods (229), e-waste (56); Reduced by Grinding (103,203 CY) & compacting (41,546 CY); 2 Sites Monitored by Tetra Tech	\$2,591,105	144,750	Mayor Kenneth Stinson , 1200 Horridge Street Vinton, LA 70668 Ofc: 337-496-3806 mayor@cityofvinton.com
West Calcasieu Port, LA 3/16/2021-3/25/2021	Removed & Disposed: Veg, C&D direct, hangers (86 trees), leaners (41)	\$87,117	2,384	Lynn Hohensee , Port Director, 514 West Napoleon St, Sulphur, LA 70663, 337-794-4809
Westlake, LA 9/3/2020-3/13/2021	Removed & Disposed: PUSH , Veg, C&D, Compacted C&D, Mulch, Hangers (313 trees), leaners (401 trees), white goods (93), e-waste (35), HHW (6,480 lbs); Reduced by Grinding (206,656 CY) & compacting (108,644 CY); 1 Site; Monitored by Tetra Tech	\$5,715,701	315,301	Mayor Robert Hardey , 101 Mulberry Street Westlake, LA 70669 Ofc: 337-532-2757 mayor@cityofwestlake.com
2020 Demo Project	1 Activation	\$424,343	LS	
Friendswood, TX 1/14/2020-8/3/2021	Demo: 6 Houses Veg, C&D, Concrete, Hydro mulch, Curb Construction, Abatement, electrical, Plumbing, Septic	\$424,343	LS	Brian Mansfield , Fire Marshal & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us
2020 Hurricane Hanna	2 Activations – EM -3530-TX	\$1,015,284	12,043	

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
GLO, TX 9/2/2020-9/24/2020	Removed & Disposed: C&D, Pipe line(48), Parking lot (11,533 CY) & Beach Debris (510 CY) to 1-Final Disposal Site Monitored by Thompson	\$826,234	12,043	Texas General Land Office: Rene Garcia , Emergency Operations 1700 N Congress Ave. Austin, TX 78701 361-960-9863 Rene.Garcia@GLO.TEXAS.GOV ; Sheila Kirk, CTCD Sheila.Kirk@GLO.Texas.GOV
Nueces County, TX Through 8/26/2020	Damage Assessment Lump Sum	\$189,050	LS	Kathy Ard-Blattner Nueces County Deputy Emergency Management Coordinator 901 Leopard St., Suite 303 Corpus Christi, TX 78401 Office-361-888-0876 Cell-361-533-4024 Kathy.ard-blattner@nuecesco.com
2020 Tropical Storm Cristobal	2 Activations- EM-3527-LA	\$1,961,292	55,827	
Harrison County, MS 6/15/2020-7/22/2020	Removed & Disposed: Veg Beach Debris, to (1) Final Disposal Site Monitored by Volkert	\$1,406,216	55,827	Daniel Boudreaux , County Engineer, 15309 C Community Rd, Gulfport, MS 39503
Dauphin Island, AL 6/8/2020-7/14/2020	Removed & Disposed: Push Sand T&M	\$555,075	LS	Mayor Collier , Town of Dauphin Island, 1011 Bienville Blvd., Dauphin Island, AL 36528
2020 Tornado	2 Activations – 2 DMS's – FEMA DR-4541-TN	\$12,292,233	896,815	
Chattanooga, TN 4/26/2020-06/22/2020	Removed & disposed: vegetation, C&D, mulch, C&D compaction, Parks debris, hangers (60 trees), leaners (41 trees), Stumps (4); Reduced by Grinding (235,714 CY), by C&D compaction (86,491 CY) DMS sites (1); Monitored by Tetra Tech ADMS	\$6,687,929	322,205	Maura Sullivan , Chief Operating Officer 101 E. 11 th Street Chattanooga, TN 37402 Ph.: 423-643-7230 purchasing@chattanooga.gov
Metro Government Nashville & Davidson County, TN 3/6/2020-5/8/2020	Removed & Disposed: vegetation, C&D, mulch, C&D compacted, Parks debris, stumps (73); Reduced by Grinding (215,722 CY), by C&D compaction (107,750 CY) DMS sites (4); Monitored by Tetra Tech ADMS	\$5,604,304	268,380	Phillip Jones , PW Operations Manger 750 South 5 th Street Nashville, TN 37206 Ph.: 615-533-2377 phillip.jones@nashville.gov