

Original + USB

City of Sanibel, FL

RFP-PW-0-2024/SK for

Disaster Debris Removal / Emergency Services

Thursday, May 2, 2024 @ 5PM



Ashley Ramsay-Naile,
President

Disaster Administration Office

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

May 2, 2024

City of Sanibel
Office of the City Engineer
Department of Public Works
800 Dunlop Road
Sanibel, Florida 33957

Re: RFP-PW-0-2024/SK Disaster Debris Removal/ Emergency Services

CrowderGulf is pleased to submit the enclosed proposal as a firm and irrevocable offer in response to the bid referenced above. We want to express our desire to enter into an agreement with the **City of Sanibel** for Disaster Debris Removal and Disposal Services. We believe we are the best company to provide the City with the requested services based on our mutual partnership between CrowderGulf and the City specifically during Hurricane Ian, and our many years of experience and capabilities as synopsized below and demonstrated in the attached proposal.

CrowderGulf is a national full-service debris management firm with over fifty-three (53) years' experience in helping communities like the City of Sanibel recover from disasters. Having managed successful debris clean-up operations in **sixteen (16) states, including Florida**, we have developed one of the most capable recovery management teams in the Country. Our disaster experience includes the completion of **over five hundred (500) disaster recovery projects** and success in removing, reducing and disposing of **over four hundred (400) million cubic yards of debris** and is testament to our ability to meet the scope of work established by the City.

In response to the devastating impact of Hurricane Ian on Sanibel Island, CrowderGulf swiftly mobilized its resources to aid in the recovery efforts. Despite the significant damage to the causeway, CrowderGulf wasted no time in coordinating barge operations to ensure essential equipment and supplies were readily available for the island's recovery. By October 3, 2022, the first barge carrying heavy equipment had landed on Sanibel Island, marking the commencement of emergency push operations to clear debris and facilitate the island's recovery process. Over the following weeks, CrowderGulf transported over 1,200 pieces of crucial equipment and supplies to the island via barge, including debris removal trucks, heavy loaders, excavators, and maintenance/support vehicles. Additionally, CrowderGulf played a pivotal role in establishing five debris management sites, facilitating the removal and processing of over 2.2 million cubic yards of storm debris. Notably, one of these sites was repurposed into the **Puschel Preserve**, a nature sanctuary in collaboration with the Sanibel Captiva Conservation Foundation, symbolizing resilience and recovery for the community. Furthermore, the effective partnership between CrowderGulf and the City of Sanibel enabled the screening and processing of bulk beach debris and dirty sand, leading to the reopening of several beach parks and access points for residents and tourists. Through our comprehensive approach to disaster debris removal, CrowderGulf is committed to supporting the City of Sanibel in its recovery and rebuilding endeavors.

Highlights of Past Projects in Florida

- 2022 Hurricane Ian (FL)
 - **2023 APWA Award of Excellence**
 - 34 Activations – \$290,220,471+ Invoice Amount (*ongoing*) – 18,302,705 Total Event Cubic Yards
- 2018 Hurricane Michael (FL, GA)
 - 16 Activations – \$252,281,133 Invoice Amount – 12,256,345 Total Event Cubic Yards
- 2017 Hurricane Irma (FL)
 - **American Public Works Association – 2018 Contractor of the Year** (City of Punta Gorda, FL)
 - 67 Activations – \$202,277,038 – 10,047,423 Total Event Cubic Yards
- 2016 Hurricane Matthew (SC, FL, VA, NC, GA)
 - 39 Contracts Activated - \$82,267,725 Invoice Amount - 5,675,560 Total Event Cubic Yards

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

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

CrowderGulf is committed to responding to any event in the **City** regardless of size or type, with utmost promptness. **Don Madio, Florida Regional Director**, is a seasoned member of the CrowderGulf team. He is a long time Florida resident and has first-hand experience working disaster declarations within the State of Florida. In addition, **Joe Hayes, Regional Manager** has been assigned to meet the needs and requests of the **City** throughout the year and is a lifelong resident of Palm Beach County, Florida. Don and Joe have been at the forefront of CrowderGulf's Florida Activations, most recently directing debris removal operations after Hurricanes Ian and Idalia. In the last seven years, the CrowderGulf Florida Regional Management Team has overseen the removal and disposal of over **forty-five (45) million cubic yards** of disaster debris in the State of Florida. Both he and Don can provide valuable knowledge and experience with an inherent commitment and dedication to the. Don Madio can be reached at 813-285-8749 or dmadio@crowdergulf.com and Joe Hayes can be reached at 561-315-1360 jhayes@crowdergulf.com or, you may contact the CrowderGulf Disaster Assistance Office (DAO) at 1-800-992-6207.

Financial strength is one of the most important aspects for the City of Sanibel to consider when selecting a debris contractor. Following a major disaster, the City's financial burdens could be substantial. It is important to have a financially strong disaster-experienced contractor, such as CrowderGulf, that will work to get the job completed, regardless of any delays in invoice payments. CrowderGulf's financial stability is solid and reliable and over the years we have established an excellent line of credit with our financial institution. We have always paid our subcontractors and personnel weekly. This ensures that we can provide the very best subcontractors for the City and are able to secure additional qualified subcontractors to fulfill any concurrent contracts. CrowderGulf has always met all financial obligations without interruption.

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

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

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

Our Disaster Management Services include the following:

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

We greatly appreciate the opportunity to submit this proposal. **We assure you that our professional disaster debris team will continue to exceed the expectations of the City of Sanibel.** We will be pleased to provide any additional information that would assist the **City** in its deliberations and look forward to your favorable response. As the President of CrowderGulf, I attest that this proposal is presented in fairness and in good faith without collusion or fraud and I, Ashley Ramsay-Naile, have the authority to bind CrowderGulf in all transactions relative to the award of **RFP-PW-0-2024/SK**. In addition, Reid Loper, Vice President, also has the authority to bind the company.

Best Regards,



Ashley Ramsay Naile, President
jramsay@crowdergulf.com / knm@crowdergulf.com

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2.4 Qualifications of CrowderGulf

Pictured: 2018 Hurricane Michael Bay County, FL



City of Sanibel, FL
RFP – PW-0-2024/SK
Disaster Debris Removal / Emergency Services

2.4 Qualifications of CrowderGulf (Evaluation Criteria 1)

CrowderGulf At-A-Glance

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

- **Bases of Operation:**

<u>Primary</u>	<u>Mobile, Alabama (Evaluation Criteria 3)</u>
<u>Satellite Offices</u>	Palm Harbor, West Palm Beach, Winter Garden, Wellington, New Smyrna Beach, Miami, Florida D'Iberville, Mississippi New Orleans, Louisiana Hilton Head Island and Laurens, South Carolina Denton and Portland, and Austin, Texas Richmond, Virginia

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

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

CrowderGulf OFFICE LOCATIONS

Debris Administration Office "DAO"

5629 Commerce Blvd. East
Mobile, AL. 36619

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

Richard Musgrave, Mayor
City of Parker, FL

Over Fifty Years of Debris Management Experience

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

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

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

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

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

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

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

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

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 Parish. Each load of debris is accurately recorded electronically or on load tickets and presented to the Parish daily along with requested daily and weekly production reports.

Private Property Debris Removal (PPDR)

When requested, permitted, and approved by FEMA, State or Local Government CrowderGulf can conduct debris removal operations from private property. Debris must eliminate the immediate threat to lives, public health, and safety; and must be a result of the declared incident and within the designated area. Each load of debris is accurately recorded electronically or on load tickets and presented to the Parish 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 intricate dynamics of tree growth and health is pivotal in fostering resilient tree canopies, particularly in the face of natural calamities like high wind events and tropical systems. Mismanaged tree canopies not only escalate debris generation post-disaster but also heighten the risk of injuries to community members from falling trees and branches. At CrowderGulf, we recognize the significance of arboriculture in disaster

recovery efforts. Building upon our longstanding provision of arborist services post-storm, we have expanded our program to include pre-storm arborist services aimed at proactive canopy management within the framework of contemporary arboriculture standards.

**In-House Arborist:**

CrowderGulf boasts an in-house arborist who collaborates 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 scan 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 detect 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.

At CrowderGulf, our comprehensive arborist capabilities play a pivotal role in disaster debris removal efforts, ensuring proactive mitigation of tree-related hazards and promoting the long-term health and resilience of tree canopies in affected communities.

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)
 Levee Construction
 Land Clearing and Site Preparation
 Road and Utility Work
 Marine Salvage
 Marine Construction
 Bulkhead and Pier Replacement
 Portable Housing
 Cellular Tower Construction

Temporary Ice, Water and Other Consumables
 Hazardous Materials Handling
 Historic Property Preservation
 Temporary Power Services/Generators
 Dredging
 Pile Driving
 Bio-Mass Recycling
 Wetlands Restoration
 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 leverages 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 our drones 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 EOC or other meetings
- Site/Project Documentation
- Historical Documentation
- **Environmental Impact Surveys**
- Allows for effective distribution of information to the public showing the scope of the project.
- Training
- Public Messaging Deliverables
- More cost effective than traditional aerial platforms
- Can be deployed quickly in the most austere environments with little support.

3D Modeling of
PPDR Assessment



Contract Management – Ability to Execute Concurrent Contracts Across Multiple Regions (Evaluation Criteria 2)

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

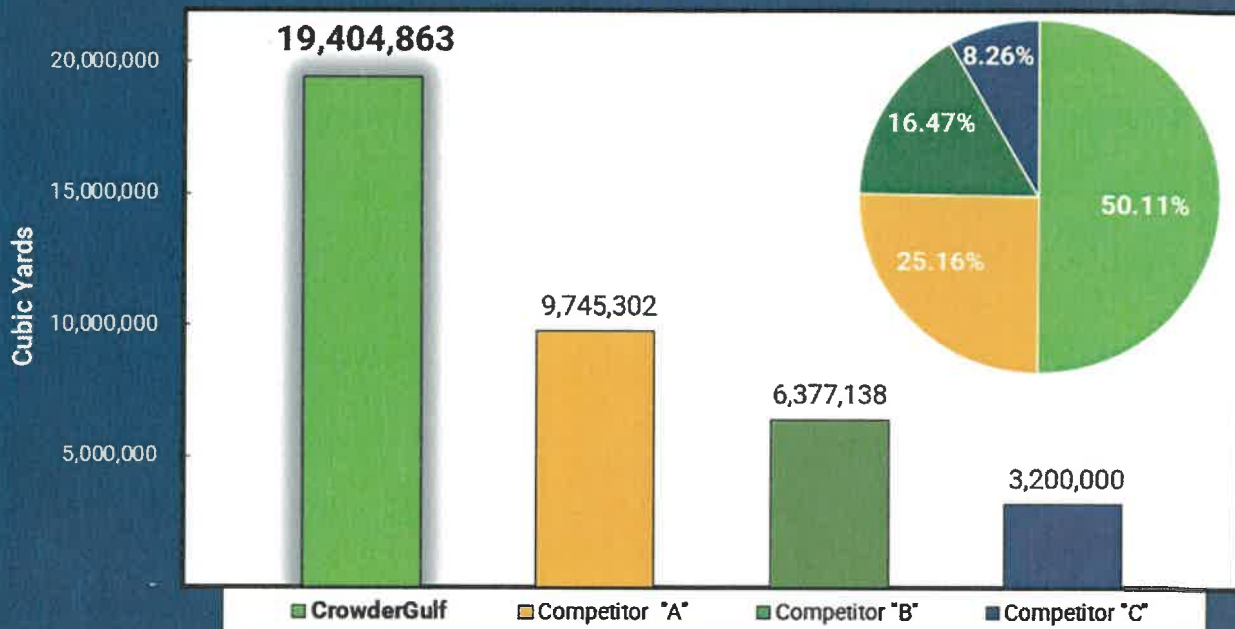
"Their (CrowderGulf) overall performance and management of each project I found to be exceedingly professional, They maintained their projected schedules, if not exceeding them in some cases, met our staff's expectations, performed within the contract documents, adhered to schedules and budgets defined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

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

Over \$1 Billion in Work Completed in the Last Five Years



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



Past Performance and Experience

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

- **Below is CrowderGulf's response to the City of Sanibel as described by Senior Project Manager Barrett Holmes:**

On September 28, 2022 Hurricane Ian made landfall on Sanibel Island as a deadly Category 4 Hurricane. Maximum sustained winds of 155 mph and a storm surge inundation of an unprecedented 12 to 18 feet caused catastrophic damage to Sanibel Island and the causeway linking island to the mainland. The causeway was breached in multiple locations and it would be weeks before Florida Department of Transportation could make temporary repairs.

The causeway damage did not hinder CrowderGulf's efforts to begin recovery operations. Following rapid aerial and ground assessments operations were underway. CrowderGulf immediately began coordinating, managing and supervising barge operations to ensure critical equipment, supplies and logistical support were available to enable a rapid recovery on the island. On October 3, 2022, CrowderGulf landed the first barge of heavy equipment on Sanibel Island to begin emergency push operations to clear debris and sand from roads to begin recovery.

Within the next several weeks, CrowderGulf transported over 1,200 pieces of essential equipment and supplies to Sanibel Island. All Equipment, material and supplies necessary to support debris removal operations were transported by barge: debris removal trucks, Heavy loaders, excavators, skid steers, fuel trucks, water trucks, maintenance/support trucks, buckets trucks, and campers for housing. Additionally, barge transportation for other agencies was vital to expedite recovery: electrical utility trucks, fire trucks, police vehicles, refrigeration vans, propane tankers and fuel trucks were the many vehicles that were transported by barge.

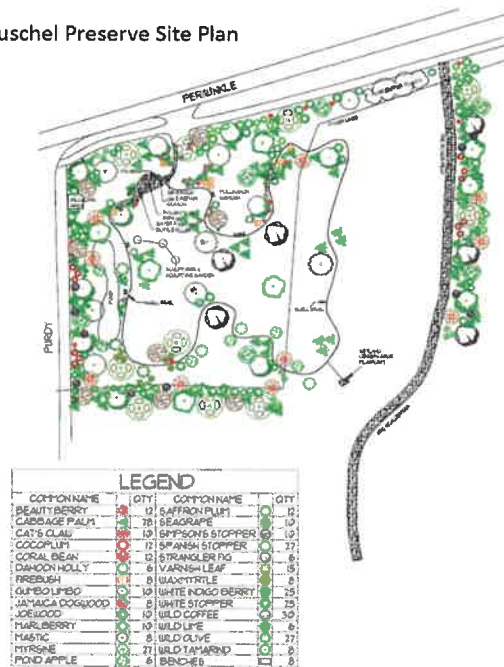
Due to the extensive damage caused by Hurricane Ian, CrowderGulf established 5 debris management sites to remove and process over 2.2 million cubic yards of storm debris from the Island. The effort also included safely removing 13,154 hazardous trees/limbs from roadways and bike trails, 15,583 white goods, 7,102 pieces of electronic waste and 6,873 pounds of household hazardous waste.



One of the construction and demolition debris management sites was reclaimed to provide a nature preserve to the Sanibel Captiva Conservation Foundation (SCCF). During the debris removal operations, nesting bald eagles raised a pair of young fledglings adjacent to the debris management site. The Puschel Preserve Eagles were quite famous and became a symbol of resilience and recovery for the residents of Sanibel Island. The Puschel Preserve will serve as a lasting reminder that a beautiful and sustainable park was created following the devastation of Hurricane Ian for the residents and visitors for Sanibel Island to enjoy for generations to come.

Additionally, 12,357 cubic yards of bulk beach debris and 3,823 cubic yards of dirty sand was screened and processed. This enabled the City of Sanibel to open 3 beach parks and 7 beach access points so residents and tourists could once again begin enjoying the beaches on Sanibel Island.

Puschel Preserve Site Plan



2021 Hurricanes Ida and Nicholas

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

CrowderGulf held a pre-event contract with 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 initiated 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 Tornadoes

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

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

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

CrowderGulf completed the push activation for Hilton Head in less than 24 hours and removed, reduced and disposed of over 31,294 cubic yards of debris for Dorchester County within 30 days. Although these were the only two contract activations, CrowderGulf performed numerous damage assessments for clients stretching from Florida to Virginia. In addition, CrowderGulf performed several miscellaneous projects, one of which was for the City of Dickinson, Texas. CrowderGulf removed and disposed of waterway debris that was deposited in 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

"I would like to thank you and your staff for the outstanding service provided to the County in 2017 due to Hurricane Irma."

*Russell A. Rowland, Assistant to County Administrator,
Okeechobee County*

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.

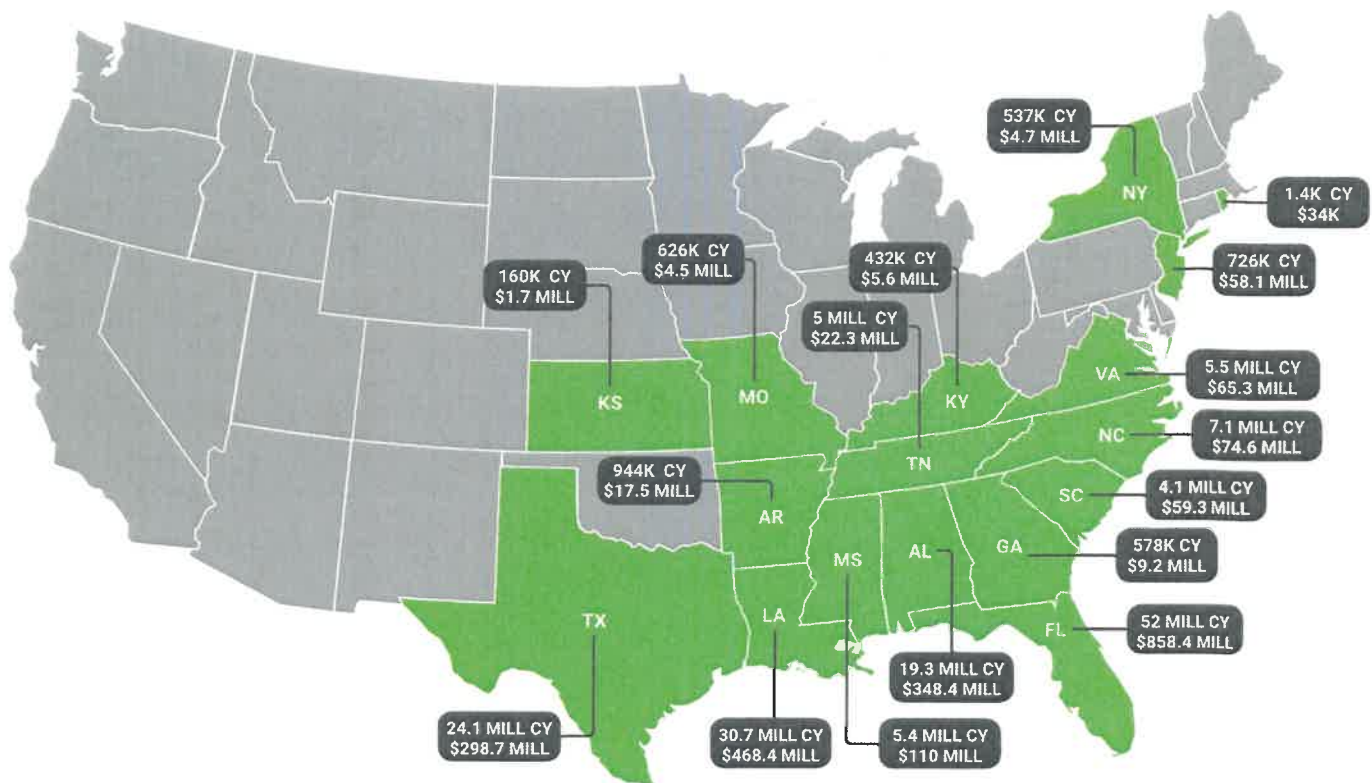
In August, Louisiana again experienced storms that caused severe flooding. CrowderGulf was awarded a contract for debris removal in East Baton Rouge Parish. Over 300,000 CY of debris hauled were C&D and HHW.

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

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 daily. 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 18 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.

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

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

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.

Past Performance Chart

The chart below contains a partial listing of contracted work accomplished by CrowderGulf as Prime Contractor for the past 5 years (Projects over 400K Cubic Yards have been highlighted). This illustrates our recent experience and expertise in debris removal, solid waste and hazardous waste management and disposal. In addition, if the project was reimbursable by FEMA – that FEMA Code has been identified per activation or storm. All projects below were started on time and in accordance with all contractual requirements. Per this RFP, many smaller projects are not listed in this Past Performance Table but are available upon request. When smaller operations are listed, they are usually for specialty projects such as Push Operations, beach cleaning and dredging.

FEMA representatives for projects are not listed because they work directly without clients and their monitoring firms so contact information isn't available. A Complete past performance list can be made available dating back to Hurricane Frederick in 1979 if requested. Please feel free to contact any of our past clients for references regarding our past performance, response times and FEMA contacts.

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2023 Hurricane Idalia 9/11/2023-9/26/2023	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 9/17/2023-9/26/2023	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 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@nrlpolice.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				
Deer Park, TX 2/6/2023-3/4/2023	Removed & Disposed: Veg, C&D, Monitored By: True North	\$295,558	34,092	Mr. Jaime Galloway, Emergency Management Director 2211 East X Street Deer Park, TX 77536 (281) 478-7298 jgalloway@deerparktx.org
2023 Ice Storm	2 Activations	\$12,132,890	796,388	
Austin, TX 2/6/2023-4/14/2023	Removed & Disposed: Parks debris, Veg, Hangers (1,583 trees); Leaners (74); Reduced by Grinding (435,607 CY); (1) DMS Site; Monitored by Tetra Tech	\$6,380,065	452,620	Amy Slagle, Resource Recovery Division Manager PO Box 1088 Austin, TX 78767 (512) 974-4302 amy.slagle@austintexas.gov
Travis Co, TX 2/25/2023-5/17/2023	Removed & Disposed: Veg, Hangers (7,037 trees), leaners (10); Reduced by Grinding (343,768); (2) DMS Sites; Monitored by Tetra Tech	\$5,752,825	343,768	Jennifer Winkler, Senior Procurement Specialist, PO Box 1748 Austin, TX 78767 (512) 854-9197 jennifer.winkler@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@colliercountytfl.gov Tony Barone, Tony.Barone@colliercountytfl.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@mcctx.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, newsom@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	\$411,609,699	15,234,829	
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

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
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@synergynnds.com
Cocoa Beach, FL 10/13/2022-10/26/2022	Removed & Disposed: ROW, St Rds, Veg, C&D; Monitored By: Tetra Tech	\$71,993	8,362	Rob Strong , Public Works Project Manager, 1600 Minutemen Causeway, Cocoa Beach, FL 32931, (321) 868-3316, rstrong@cityofcocoaabeach.com
Cocoa, FL 10/24/2022—10/26/2022	Removed & Disposed: Veg, Monitored By: Thompson	\$21,786	3,005	Bryant Smith , Public Works Director, 155 N Wilson Ave, Cocoa, FL 32922, (321) 433-8772, bsmith@cocoafl.org
Collier Co, FL 10/19/2023-2/2/2024	Removed & Disposed: NRCS Waterway Debris; Monitored By: Tetra Tech	\$4,982,108	15,622	Pawel Brzeski , Project Manager, Stormwater Management, 2685 South Horseshoe Drive Naples FL 34104; 239-252-2927; Pawel.Brzeski@colliercountyfl.gov
Edgewater, FL 10/6/2022-12/9/2022	Removed & Disposed: Veg, C&D, Reduced by Compaction (24,978 CY) (1) DMS; Monitored By: Wiff 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	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@acdaster.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, newsom@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

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Kissimmee, FL 10/3/2022-1/19/2023	Removed & Disposed: Veg, C&D, Hangers (59 trees), Reduced by Compaction (8,251 CY) & Grinding (11,517 CY) (1) DMS; Monitored By: Thompson	\$362,740	18,588	Mr. Ashley Willis , Asst. Dir PW /City Engineer, 101 N. Church Street, Kissimmee, FL 34741, (407) 518-2177, Ashley.willis@kissimmee.gov
Lee County, FL 9/30/2022-10/31/2023	Removed & Disposed: PUSH, Waterway Debris, Parks, St Rds , Veg, C&D, Sand, Hangers (38,432 trees), Leaners (4,395), Stumps (5), E-waste (7,553), HHW (959,980 Lbs), White Goods (12,367), Freon, Vessels; Reduced by Compaction (2,279,152 CY) & Grinding (4,058,940 CY); (16) DMS; Monitored By: Thompson	\$136,279,075	6,265,404	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.ocoee.fl.us
Okeechobee Co, FL 10/10/2022-12/14/2022	Removed & Disposed: Veg; Monitored By: Culpepper & Terpening	\$2,582,798	192,525	Mitchell Sneykal , EM Director, 707 NW 6th St Ave, Okeechobee, FL 34972, (863) 763-3212, msneykal@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 McCall , Director, 4300 S Atlantic Ave, Ponce Inlet, FL 32127, (386) 236-2150, kmccall@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 33960, (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

RFP-PW-0-2024/SK Disaster Debris Removal/ Emergency Services
City of Sanibel, Florida

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@sco.gov.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@sco.gov.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 10/5/2022-11/5/22	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@cwgdh.com
2022 Winter Storms		\$101,137	T&M	
SC DOT Winter Storm Izzy 1/17/2022-1/18/2022	Push Operations	\$55,297	T&M	David Cook, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
SC DOT Winter Storm Jasper 1/22/2022	Push Operations	\$45,840	T&M	David Cook, SCDOT Maintenance Deputy Director, 955 Park St, Room 324, Columbia, SC 29201, 803-737-1268, cookdb@scdot.org
2022 Misc	Miscellaneous Projects	\$6,608,753		
Calcasieu Parish District 1 Ward 6, LA 3/1/2022-3/15/2022	Debris removal from Community Center and Playground	\$34,375	LS	Peggy Robertson, P.O. Box 1583, DeQuincy, LA 70633, 337-802-5199, gammpeg@aol.com
Lee County, FL – Tornado	Removed & Disposed: C&D Direct Haul Monitored by Thompson	\$86,985	9,665	Roger Desjarlais, County manager, P.O. Box 398, Ft Myers, FL 33902, 239-533-2221, rdesjarlais@leegov.com
Mexico Beach, FL	Dredging Phase II Monitored by Eisman Russo	\$6,487,393	31,000	Tommy Davis, Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 t.davis@mexicobeachgov.com Tanya Castro, City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 t.castro@mexicobeachgov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
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, sifford@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@holidaylakes.texas.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@lakejackson.tx.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 , Arbicultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc. 504-212-5232 cell: 985-960-8873, dilig@auduboninstitute.org Cecile 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 2nd Floor, Biloxi MS 39530 mayer@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

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
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
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, 10th 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, 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@nmva.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

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
St Petersburg, FL 5/11/2021-7/19/2021	Red Tide Debris Removal	\$169,980	Hrly	Bryan Eichler , Parks & Rec Asst. Director1400 19 th St. N St. Petersburg, FL 33713, 727-647-7715 Bryan.Eichler@stpete.org
The Nature Conservancy 6/25/2021-7/26/2022	Pensacola , FL East Bay Oyster Habitat Restoration,	\$7,027,830	Hrly	Heather Hyde , 2500 Maitland Center Pkwy, Maitland, FL 32751, Heather.Hyde@jacobs.com
2020 Hurricane Zeta	8-Activations – 6 DMS's – DR-4576 (MS), DR-4577 (LA)	\$28,333,915	1,810,046	
Audubon Nature Institute, LA 10/31/2020-12/15/2020	Removed & Disposed: Veg, C&D, hangers (486 trees), leaners (288); Monitored by Tetra Tech	\$593,154	9,688	Daniel Illig , Arboticultural Supervisor, 6500 Magazine Street New Orleans, LA 70118 Ofc: 504-212-5232 cell: 985-960-8873, dillig@auduboninstitute.org Cecille Halliwill , Director of Purchasing, Ofc: 504-212-5325 cell: 985-774-7549 challiwill@auduboninstitute.org
Biloxi, MS 11/5/2020-1/20/2021	Removed & Disposed: Veg, C&D; Reduced by Grinding, (1) DMS Site; Monitored by True North	\$3,939,197	272,608	Mr. Billy Ray Allen , Public Works Director 780 Esters Blvd. Biloxi, MS 39530 228-435-6271 ballen@biloxi.ms.us Mayor Andrew "FoFo" Gilich , 140 Lameuse Street 2 nd Floor, Biloxi MS 39530 mayor@biloxi.ms.us
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@diiberville.ms.us
Gulfport, MS 11/10/2020-2/23/2021	Removed & Disposed: Veg, C&D, Leaners (485), Hangers (12,297 trees), Slumps (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: 228-518-2380 kriemann@gulfport-ms.gov
Harrison Co, MS 11/06/2020-2/3/2021	Removed & Disposed: Veg, C&D, Leaners (966), Hangers (36,055 trees); Reduced by Grinding (409,681 CY); (2) DMS Sites; Monitored by Volkert	\$9,225,138	538,791	Rupert H. Lacy , Director of Emergency Management 1801 23 rd Avenue Gulfport, MS 39502 Ofc: 228-865-4002 Cell: 228-323-6420 rupertlacy@co.harrison.ms.us
Jackson Co, MS 11/09/2020-02/7/2021	Removed & Disposed: Veg, C&D, Leaners (488), Hangers (14,079 trees), Parks, Golf Courses, beach debris; Monitored by Thompson	\$7,148,349	436,284	W. Brian Fulton , County Administrator 2915 Canty Street Pascagoula, MS 39567 228-769-3088 Brian_Fulton@co.jackson.ms.us
Pascagoula, MS 11/20/2020-12/18/2020	Removed & Disposed: Veg, Leaners (1 tree) & Hangers (658 trees); Monitored by Thompson	\$286,302	20,888	Karen Kennedy , City Clerk 603 Watts Avenue Pascagoula, MS 39567 Ofc: 228-938-6615 cityclerk@cityofpascagoula.com
Wiggins, MS 01/21/2021-02/1/2021	Removed and disposed Veg, C&D Direct; Reduction by Grinding, (1) DMS Site; Self-Monitored / Tice Engineering	\$207,733	13,359	Michelle Gill , Project Engineer (Tice Engineering), 510 South Vardaman Street Wiggins, MS 39577 Office: 601-928-4121 Cell: 601528-4152 michelle.gill@ticeeng.com
2020 Hurricane Sally	10-Activations – 37 DMS's – FEMA DR-4563-AL / DR-4564-FL	\$116,422,750	7,475,318	
AL DOT SW Region – Mobile 09/24/2020 – 01/22/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (9,111 trees), leaners (3,320 trees), stumps (92); Reduced by Grinding (564,550 CY) & Compaction (59,952 CY); (16 DMS); Monitored by Thompson	\$14,264,670	709,431	Matthew Ericksen , SW Region Engineer 1701 West I-65 Service Road North Mobile, AL 36618 Ofc: 251-470-8200 ericksenm@dot.state.al.us
Atmore, AL 10/1/2020-11/01/2020	Removed & Disposed: Veg, hangers (1,082 trees), leaners (28 trees); Reduced by Grinding (43,759 CY), (1 DMS); Monitored by GMC	\$673,070	43,760	Mayor Jim Staff , 201 East Louisville Ave. Atmore, AL 36502 Ofc: 251-368-2253 celial@cityofatmore.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Baldwin Co, AL 09/25/2020 –04/7/2021	Removed & Disposed: Veg, C&D, Compacted C&D, Mulch, hangers (39,799 trees), leaners (6,030 trees), Stumps (120), White Goods (181), E-waste (24); Reduced by Grinding (4,217,587 CY) & C&D Compaction (293,171 CY); (13 DMS); Monitored by Tetra Tech	\$61,896,884	4,509,547	Terri Graham , Solid Waste Development & Environmental Director, 22070 Hwy 59 Central Annex II 3 rd & 4 th Floor Robertsdale, AL 36567 251-972-6878 TGraham@baldwincounty.al.gov
Bay Minette, AL 09/25/2020 – 11/03/2020	Removed & Disposed: Veg, C&D, Veg, hangers (1,204 trees), leaners (48 trees); Reduced by Grinding (137,801 CY), (1 DMS); Monitored by Self Monitored	\$1,516,900	141,809	Rita Diedrick , City Clerk, 301 D'Olive Street Bay Minette, AL 36507 Ofc: 251-580-1637 rdiedrick@ci.bay-minette.al.us
Daphne, AL 09/17/2020-01/05/2021	Removed & Disposed: PUSH, Veg, hangers (3,868 trees), leaners (191 trees), Stumps (9); Reduced by Grinding (375,017 CY), (1 DMS); Monitored by True North	\$4,570,398	376,872	Denise Penry , EMA Accountant, 26435 Public Works Road Daphne, AL 36526 Ofc: 251-621-3182 dpenry@daphneal.com
Fairhope, AL 09/21/2020-12/19/2020	Removed & Disposed: Veg, C&D, Mulch, hangers (7,058 trees), leaners (374 trees), stumps (55); Reduced by Grinding (547,868 CY), (1 DMS); Monitored by True North	\$8,703,289	564,853	John Saraceno , Emergency Management Coordinator, 161 N. Section Street Fairhope, AL 36532 Ofc: 251-929-7415 Cell: 251-331-1103 John.Saraceno@fairhopeal.gov
Gulf Shores, AL 09/17/2020-02/3/2021	Removed & Disposed: PUSH, Veg, C&D, Parks debris, Trails debris, waterway debris, Mulch, Compacted C&D, HHW (11,580 Lbs.), E-Waste (114), White Goods (232), Hangers (7,162 trees), Leaners (2,938 trees), Stumps (285); Reduced by Grinding (457,915 CY) & Compacting (40,763 CY), (1 DMS); Monitored by Thompson	\$9,741,393	580,181	Brandon Franklin , Chief Building Official / EM Coordinator, 1905 West 1 st Street Gulf Shores, AL 36542 251-968-1149 bfranklin@gulfsloresal.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, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
Calcasieu Parish, LA Laterals 10/8/2021-9/13/2023	Removed & Disposed: Waterway debris from Laterals / Waterways	\$155,928,192	2,246,832	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th 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
Calcasieu Parish, LA Dead Tree Project 10/5/2022-3/31/2023	Tree removal and hauling of debris Removed & Disposed: Leaners (3,305); Reduced by Grinding (338,062 CY); Monitored by Tetra Tech	\$1,575,802	64,008	Allen Wainwright , Director of Engineering and Public Works 1015 Pithon Street, 4 th Floor Lake Charles, LA 70602 337-721-3700 awainwright@calcasieuparish.gov
DeQuincy, LA 9/14/2020-4/19/2021	Removed & Disposed: Veg, C&D, mulch, hangers (284 trees), leaners (28 trees), stumps (3), white goods (180), refrigerator contents (12,160 lbs), e-waste (158) Reduced by Grinding (107,800 CY), burning & compacting (31,106 CY); 2 Sites Monitored by Tetra Tech	\$2,672,412	156,444	Riley Smith , Mayor 300 N Holly Street DeQuincy, LA 70633 SmithRiley@ymail.com
Iowa, LA 9/7/2020-3/13/2021	Removed & Disposed: Veg, C&D, hangers (486 trees), leaners (15 trees) white goods (52), E-waste(110); Reduced by Grinding (49,558 CY) & compacting (25,354 CY); 1 Site; Monitored by Tetra Tech	\$1,401,231	74,913	Paul Hess , Mayor, 115 N. Thompson Ave Iowa, LA 70647 majord@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 Pujo Street, 10 th Floor Lake Charles, LA 70601 Ofc: 337-491-1381 Cell: 337-794-1513 majorsactionline@cityoflc.us
Lake Charles, LA DEMO 8/1/2022-8/14/2022 1/30/2023-2/5/2023	Demo Property Debris Removal Program; Monitored by Tetra Tech	\$366,525	LS	Emily McDaniel , Director of Finance, 326 Pujo Street, Lake Charles, LA 70601; 337-491-1251; Emily.mcdaniel@cityoflc.us
Sulphur, LA 9/2/2020-6/21/2021 5/11/2023-5/23/2023	Removed & Disposed: PUSH , Veg, C&D, Compacted C&D, Mulch, Hangers (3,326 trees), leaners (194) stumps (7), white goods (508), HHW (23,580 lbs.) Reduced by Grinding (503,298 CY) & compacting (338,926 CY); 1 Site; Monitored by Tetra Tech	\$15,259,184	838,424	Stacy Dowden , Director of Public Works 101 N. Huntington Street Sulphur, LA 70663 Ofc: 337-527-4500 Cell: 337-764-8044 sdowden@sulphur.org
Texas GLO 3/8/2021-3/19/2021	Hurricane Laura & Beta Beach debris removal LS	\$189,106	LS	Greg Pollock , Deputy Commissioner, 1700 N. Congress Ave, Austin, TX 78711, 512-463-5329, greg.pollock@glo.texas.gov
Vinton, LA 9/1/2020-1/21/2021	Removed & Disposed: PUSH , Veg, C&D, Compacted C&D, Mulch, hangers (248 trees), leaners (2 trees), white goods (229), e-waste (56); Reduced by Grinding (103,203 CY) & compacting (41,546 CY); 2 Sites Monitored by Tetra Tech	\$2,591,105	144,750	Mayor Kenneth Stinson , 1200 Horridge Street Vinton, LA 70668 Ofc: 337-496-3806 majord@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 majord@cityofwestlake.com
2020 Demo Project	1 Activation	\$424,343	LS	
Friendswood, TX 11/14/2020-8/3/2021	Demo: 6 Houses Veg, C&D, Concrete, Hydro mulch, Curb Construction, Abatement, electrical, Plumbing, Septic	\$424,343	LS	Brian Mansfield , Fire Marshall & EM Coordinator 1600 Whitaker Dr, Friendswood, TX 77546, 281-996-3332, bmansfield@ci.friendswood.tx.us

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
2020 Hurricane Hanna	2 Activations – EM -3530-TX	\$1,015,284	12,043	
GLO, TX 9/2/2020-9/24/2020	Removed & Disposed: C&D, Pipe line(48), Parking lot (11,533 CY) & Beach Debris (510 CY) to 1-Final Disposal Site Monitored by Thompson	\$826,234	12,043	Texas General Land Office: Rene Garcia , Emergency Operations 1700 N Congress Ave. Austin, TX 78701 361-960-9863 Rene.Garcia@GLO.TEXAS.GOV ; Sheila Kirk , CTCD Sheila.Kirk@GLO.Texas.GOV
Nueces County, TX Through 8/26/2020	Damage Assessment Lump Sum	\$189,050	LS	Kathy Ard-Blattner Nueces County Deputy Emergency Management Coordinator 901 Leopard St., Suite 303 Corpus Christi, TX 78401 Office-361-888-0876 Cell-361-533-4024 Kathy.ard-blattner@nuecesco.com
2020 Tropical Storm Cristobal	2 Activations- EM-3527-LA	\$1,961,292	55,827	
Harrison County, MS 6/15/2020-7/22/2020	Removed & Disposed: Veg Beach Debris, to (1) Final Disposal Site Monitored by Volkert	\$1,406,216	55,827	Daniel Boudreaux , County Engineer, 15309 C Community Rd, Gulfport, MS 39503
Dauphin Island, AL 6/8/2020-7/14/2020	Removed & Disposed: Push Sand T&M	\$555,075	LS	Mayor Collier , Town of Dauphin Island, 1011 Bienville Blvd., Dauphin Island, AL 36528
2020 Tornado	2 Activations – 2 DMS's – FEMA DR-4541-TN	\$12,292,233	896,815	
Chattanooga, TN 4/26/2020-06/22/2020	Removed & disposed: vegetation, C&D, mulch, C&D compaction, Parks debris, hangers (60 trees), leaners (41 trees), Stumps (4); Reduced by Grinding (235,714 CY), by C&D compaction (86,491 CY) DMS sites (1); Monitored by Tetra Tech ADMS	\$6,687,929	322,205	Maura Sullivan , Chief Operating Officer 101 E. 11 th Street Chattanooga, TN 37402 Ph.: 423-643-7230 purchasing@chattanooga.gov
Metro Government Nashville & Davidson County, TN 3/6/2020-5/8/2020	Removed & Disposed: vegetation, C&D, mulch, C&D compacted, Parks debris, stumps (73); Reduced by Grinding (215,722 CY), by C&D compaction (107,750 CY) DMS sites (4); Monitored by Tetra Tech ADMS	\$5,604,304	268,380	Phillip Jones , PW Operations Manger 750 South 5 th Street Nashville, TN 37206 Ph.: 615-533-2377 phillip.jones@nashville.gov
2019 Tornado - TX	1 Activation – 1 DMS			
Richardson, TX 10/25/2019-12/6/2019	Removed & Disposed: vegetation; C&D; mulch; Reduced by Grinding (43,519 CY); Monitored by Rostan	\$670,890	59,443	Travis Switzer , Assistant Director Public Services 1260 Columbia Dr. Richardson, TX 75081 Ofc. (972) 744-4402, Cell. (972) 744-5814, travis.switzer@cor.gov
2019 Tropical Storm Imelda	1 Activation – 1 DMS FEMA DR-4466-TX			
Montgomery Co, TX 10/1/2019-11/8/2019	Removed & Disposed: C&D Direct; E-waste (840); White Goods (178); Monitored by Atkins Global	\$401,065	24,727	Darren Hess , Director of EM 9472 Airport Rd Conroe, TX 77303, 936-523-3901 Darren.hess@mctx.org
2019 Special Project - TX	1 Activation – 1 DMS			
Dickinson, TX 01/2019-02/2019	Removed & disposed: Waterway Debris Removal from Dickinson Bayou resulting from Hurricane Harvey	\$2,900,321	27,872	Stephanie Russell , Assistant City Administrator 4000 Liggio, Dickinson, TX 77539 281-337-8839 srussell@ci.dickinson.tx.us
2019 Misc. – FL		\$155,717	Hrly	
Ft Myers Beach, FL 4/15/2019-5/8/2019	Red Algae Removal	\$136,817	Hrly	Chelsea O'Riley , Public Works Manager, 2525 Estero Blvd, Ft Myers Beach, FL 33931, 239-765-0202 ext. 1700, chelsea@fmbgov.com

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Okaloosa Co, FL 4/18/2019	Debris & Underbrush Removal	\$18,900	Hrly	Jim Reece, CHMM, Recycling Coordinator, 84 Ready Ave, NW, Ft Walton Beach, FL 32548, Tel: 850-651-7394, Fax: 850-651-7397, jreece@myokaloosa.com
2019 Hurricane Dorian	2 Activations – 1 DMS's – FEMA DR-4464-SC	\$430,366	31,294	
Dorchester Co, SC 9/16/2019-10/18/2019	Removed & Disposed: vegetation; mulch; Reduced by Grinding (46,568 CY); Citizen Sites Managed; Monitored by Tetra Tech	\$408,086	31,294	Jason Carriher Public Works Director, 2120 E. Main Street Dorchester, SC 29437 (843) 607-5908 cell (843) 832-0070 work jcarriher@dorchestercountysc.gov
Hilton Head, SC 9/15/2019	Emergency Push	\$22,280	Hrly	Jennifer Lyle, Asst Town Engineer, One Town Center Ct, Hilton Head Island, SC 29928, work 843-341-4779 cell 843-384-2629, jennifer@hiltonheadislandsc.gov
2018 Hurricane Michael CAT V (FL)	16 Activations – 40 DMS's – FEMA-DR-4399 FL; FEMA-DR-4400-GA	\$252,281,133	12,256,345	
Apalachicola, FL 10/21/2018-12/18/2018	Removed & Disposed: vegetation; Leaners (5); Hangers (1,267 Trees); White Goods (15); Reduced by Grinding (52,178 CY); DMS Sites (1); Monitored by Tetra Tech	\$1,085,115	59,069	Ronald W. Nalley, City Manager, 1 Avenue E., Apalachicola, FL 32320; amklibrary2017@gmail.com ;
Bay Co, FL 10/17/2018-4/28/2021	Removed & Disposed: (ROW, PPDR, Waterway) vegetation; C&D; Leaners (8,081); Hangers (6,419 Trees); White Goods (725); Reduced by Grinding (1,903,027 CY); C&D Compact (515,511 CY); DMS Sites (8) Projects: Waterway & Canal clearing; Debris removed from eligible parks, cemeteries & schools Monitored by Landfall Strategies, Tetra Tech	\$42,637,726	2,436,953	Keith Bryant, Director of Public Works, 840 W. 11st Street, Panama City, FL 32401; 850-248-8302; kbrvant@baycountylfl.gov
Bainbridge, GA 4/23/2019-7/29/2019	Removed & Disposed: vegetation; Leaners (659); Hangers (40,931 Trees); Stumps (16); Mulch (13,890 CY); Reduced by Grinding (53,383 CY); DMS Sites (2); Monitored by True North	\$1,407,790	53,576	Chris Hobby, City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Carrabelle, FL 10/30/2018-12/19/2018	Removed & Disposed: vegetation; Hangers (404 Trees); Reduced by Grinding (18,456 CY); Monitored by Tetra Tech	\$358,306	20,056	Courtney Dempsey, CRA Director, 1001 Gray Avenue, Carrabelle, FL 32322; 850-544-5233; citycbel@qtcom.net
Dauphin Island, AL 10/10/2018-2/13/2019	Sand Removal	\$271,683	Hrly	Mayor Jeff Collier, 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; collier@townofdauphinisland.org
Decatur Co, GA 3/22/2019-8/3/2019	Removed & Disposed: (ROW, ROE) Vegetation; C&D; Leaner (1,914); Hangers (18,585 Trees); Stumps (82); Reduced by Grinding (212,988 CY); DMS Site (3); Monitored by True North	\$5,463,141	215,087	Chris Hobby, City Manager, 101 South Broad Street, Bainbridge, GA 39817 (229) 248-2005 chrish@bainbridgecity.com
Dog Island, FL 9/12/2019-9/20/2019	Removed & Disposed: Vegetation / Construction & Demo (425 Tons)	\$864,918	Lump Sum	Pamela Brownell, EM Director, 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net
Florida DEP 2/7/2019-6/6/2019	Removed & Disposed: Vegetation; Reduced by Grinding (116,672 CY)	\$17,721,523	158,393	Scott Woolam, Sr Program Analyst, Div of State Lands, 3900 Commonwealth Blvd, Mail Station 100, Tallahassee, FL 32399-3000, 850-245-2806, Scott.Woolam@dep.state.fl.us
Franklin Co, FL 10/16/2018-1/4/2019	Removed & Disposed: vegetation; Leaners (67); Hangers (1,414 Trees); HHW (1,120 Lbs.); White Goods (233); Freon (215); E-Waste (94); Reduced by Grinding (90,244 CY) DMS Site (3); Monitored by Tetra Tech	\$2,215,778	126,087	Pamela Brownell, EM Director, 28 Airport Rd., Apalachicola, FL 32320; 850-653-8977 ext. 100; Cell 850-653-6748; em3frank@fairpoint.net

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Jackson Co, FL 10/12/2018-9/20/2019	Emergency Push Removed & Disposed: vegetation; C&D; mulch; Hangers (21,388 Trees); Leaners (13,431); Stumps (7); Reduced by Grinding (2,399,088 CY) DMS Site (6); Monitored by Metrics / Thompson	\$40,141,024	2,459,442	Wilanne Daniels, County Administrator 2819 Panhandle Rd., Operations Complex, Marianna, FL 32446 Ofc: 850-693-6657 danielsw@jacksoncountynyfl.gov Rodney Andreassen, Director of Emergency Management;; 850-718-0007; Cell 850-573-1058; randreassen@jacksoncountynyfl.com
Lynn Haven, FL 10/10/2018-06/27/2020	Emergency Push Removed & Disposed: vegetation; Leaners (434); Hangers (1,588 Trees); Stumps (22); white goods (5); Reduced by Grinding (558,533 CY) & C&D Compaction (186,548 CY), DMS Site (3); Debris removed from eligible parks, cemeteries & schools; Monitored by Tetra Tech ; Provided Sat. Phones	\$13,845,285	719,604	Michael White, City Manager; 825 Ohio Ave., Lynn Haven, FL 32444; 865-265-2121, Cell 850-814-8740; citymanager@cityoflynnhaven.com
Mexico Beach, FL 2/25/2019-10/10/2019	Dredge, Sand Sift and Replacement	\$12,527,617	47,828	Tommy Davis, Public Works Manager 850-527-3087 201 Paradise Path Mexico Beach, FL 32410 tdavis@mexicobeachgov.com Tanya Castro , City Administrator, 201 Paradise Path, Mexico Beach, FL 32410 tcastro@mexicobeachgov.com
Panama City Beach, FL 1/14/2019-1/24/2019	Reduction by Grinding (54,233 CY), DMS Site(1), Haul out	\$443,085	0	Janine Thomas, PW Senior Administrative Support Specialist, 116 S. Arnold Road Panama City Beach, FL 32413 850-233-5100 jthomas@pcbgov.com
Panama City, FL 10/11/2018-5/31/2020	Emergency Push Removed & Disposed: vegetation; C&D; Leaners (20,185), Hangers (32,489 Trees); Stumps (6,968); Reduced by Grinding (2,304,854 CY) & Compacted C&D (1,646,666 CY) DMS Site (7); Debris removed from eligible parks, cemeteries & schools; Monitored by Landfall Strategies	\$81,562,445	3,971,295	Shane Daugherty, Solid Waste Superintendent 819 E. 11 th Street, Panama City, FL 32401; Office 850-872-3172, Cell: 850-814-5396 sdaugherty@panamacity.gov Neil Fravel, Director of Public Works; 819 E. 11 th Street, Panama City, FL 32401; 850-872-3015; nfravel@panamacity.gov
Parker, FL 10/23/2018-5/3/2019	Emergency Push Removed & Disposed: vegetation; C&D; Leaners (344); Hangers (846 Trees); Stumps (21); Reduced by Grinding (389,576 CY) C&D Compaction (159,188 CY), DMS Site (1); Monitored by Tetra Tech	\$7,865,326	535,114	Ashley Rizzo Human Resources, Benefits & Safety Administrator, 1001 West Park Street, Parker, FL 32404, 850-871-4104, aarizzo@cityofparker.com Danielle Baker, City Clerk; 850-871-4104, dmbaker@cityofparker.com (replaced Nancy Rowell)
Washington Co, FL 10/18/2018-5/31/2019	Removed & Disposed: vegetation; Leaners (10,301); Hangers (35,683 Trees) Stumps (108); Reduced by Grinding (1,445,814 CY) DMS Site (3); Monitored by Witt O'Briens	\$23,870,365	1,501,666	Ms. Lynne Abel, EM Public Safety Director; 2300 Pioneer Road, Chipley, FL 32428; 850-638-6203; label@washingtonfl.com
2018 Hurricane Florence CAT 1 (NC & SC)	18 Activations – 16 DMS's – FEMA-DR-4393-NC FEMA-DR-4394-SC	\$29,884,238	1,862,022	
Bald Head Island, NC 10/10/2018-2/20/2019	Removed & Disposed: vegetation; Leaners (275); Hangers (3,148 Trees); White Goods (225); HHW (1,440 Lbs.); Reduced by Grinding (24,599 CY) C&D Compaction (7,858 CY); Monitored by Landfall Strategies	\$1,383,281	34,059	Chris Clemmons, Director of Public Works; 110 Rothschild Street, Holden Beach, NC 28463; 910-842-6488; pworks@hbtownhall.com Chris McCall – Village Manager, 910-457-9700; cmccall@villagebhl.org
Bolivia, NC 10/2/2018-1/15/2019	Removed & Disposed: vegetation; Leaners (10); Hangers (36 Trees); Reduced by Grinding (749 CY) ; Monitored by Landfall Strategies	\$15,489	1,064	Dustin Graham, Director of Public Works; 700 Sunset Blvd., Sunset Beach, N 28468; 910-579-6297 ext. 1048, Cell 910-443-1144; dgraham@sunsetbeachnc.gov Jane Marston, Mayor; 910-471-2024

RFP-PW-0-2024/SK Disaster Debris Removal/ Emergency Services
City of Sanibel, Florida

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
Brunswick Co, NC 9/26/2018-1/24/2019	Removed & Disposed: vegetation; Leaners (2,196); Hangers (19,333 Trees); Reduced by Grinding (323,631 CY); Monitored by Landfall Strategies	\$6,106,287	385,556	Wyatt Richardson , Operation Services Director of Parks & Recreation; 102 Town Hall Drive, Leland, NC 28451; 910-332-4651, Cell 910-470-7347; wrichardson@townofleland.com
Calabash, NC 12/10/2018-12/20/2018	Grinding	\$17,941		Micki Bozeman , Solid Waste Coordinator, micki.bozeman@brunswickcountync.gov
Caswell Beach, NC 10/5/2018-1/22/2019	Removed & Disposed: vegetation; Leaners (3); Hangers (182 Trees); Reduced by Grinding (8,721 CY); Monitored by Landfall Strategies	\$154,906	10,520	Charles "Chuck" Nance, Jr. Town Administrator 882 Persimmon Road Calabash, NC 28467 Ph: 910-579-6747 Cell: 910-742-1342 tacalabash@atmc.net
Duplin Co, NC 10/1/2018-12/11/2018	Removed & Disposed: vegetation; White Goods (1,186); HHW (6,200 Lbs.); Reduced by Grinding (92,323 CY) C&D Compaction (97,708 CY); Monitored by Tetra Tech	\$2,682,013	190,032	Mayor Jane Marston ; PO Box 93, Bollivia, NC 28422; 910-471-2024; townhall.bollivia@atmc.net ;
Fayetteville, NC 9/26/2018-11/30/2018	Removed & Disposed: vegetation; Reduced by Grinding (126,511 CY) ; Monitored by Tetra Tech	\$1,991,073	120,741	Chris Vernon , Emergency Management Director; 209 Seminary St. Keransville, NC 28349; 910-296-2160 x224, Cell 910-271-2772; chris.vernon@duplincountync.com
Holly Ridge, NC 10/5/2018-1/9/2019	Removed & Disposed: vegetation; mulch; Hangers (135 Trees); Reduced by Grinding (8,972 CY); Monitored by Tetra Tech	\$156,380	11,575	Jackie Tuckey , Public Information Officer 910-433-1854 tuckey@ci.fay.nc.us Scott L. Bullard , Emergency Manager of Fire/EM; 433 Hay St., Fayetteville, NC 28301; 910-433-1789, Cell 910-551-4208; sbullard@ci.fay.nc.us
Jacksonville, NC 9/7/2018-2/6/2019	Removed & Disposed: vegetation; Leaners (39,190); Hangers (2,823 Trees); Reduced by Grinding (273,804 CY); Monitored by Thompson	\$5,210,972	269,224	Carlin Z. Faulkner , MPA Town Manager 910-329-7081 ext. 223
Leland, NC 9/29/2018-12/21/2018	Removed & Disposed: vegetation; Leaners (143); Hangers (872 Trees); Reduced by Grinding (113,667 CY); Monitored by Landfall Strategies	\$1,527,901	113,668	Wally Hansen , Public Services Director – Engineering & Construction; PO Box 128. Jacksonville, NC 28451; 910-938-5260; whansen@ci.jacksonville.nc.us ; Dr. Richard L. Woodruff , City Manager; 910-938-5220; citymanager@ci.jacksonville.nc.us
Navassa, NC 10/23/2018-11/28/2018	Removed & Disposed: vegetation; C&D; Monitored by Landfall Strategies	\$184,995	15,811	Wyatt Richardson , Operations Services Director; 102 Town Hall Drive, Leland, NC 28451 Ofc: 910-332-4651 Cell: 910-470-7347 wrichardson@townofleland.com
Northwest, NC 10/16/2018-11/17/2018	Removed & Disposed: vegetation; C&D; Leaners (15); Hangers (81 Trees); Monitored by Landfall Strategies	\$29,944	1,879	Mayor Eulis Willis ; 334 Main St., Navassa, NC 28451; 910-371-2432; mayor@townofnavassa.org
North Topsail Beach, NC 9/18/2018-12/19/2018	Removed & Disposed: C&D; Reduction by C&D Compaction (40,177 CY); Sand screening (37,170 CY); Monitored by Tetra Tech	\$1,282,198	40,178	Mayor James Knox - 910-515-9677 - cityofnorthwest@cityofnorthwest.com
Oak Island, NC 10/9/2018-1/23/2019	Removed & Disposed: vegetation; Leaners (154); Hangers (2,752 Trees); Reduced by Grinding (55,965 CY); Monitored by Landfall Strategies	\$1,764,065	129,837	Thomas Best , Public Works Director; 3315 Gray St., North Topsail Beach, NC 28460; 910-328-9297, Cell 910-376-0453; tbest@mtbnc.org
Onslow Co, NC 9/30/2018-1/12/2019	Removed & Disposed: vegetation; Leaners (78); Hangers (9,313 Trees); Reduced by Grinding (408,348 CY); Monitored by Tetra Tech	\$6,349,470	477,354	David Kelley , Town Manager, dkelly@ci.oak-island.nc.us
Richlands, NC 10/5/2018-1/5/2019	Removed & Disposed: vegetation; Hangers (182 Trees); Reduced by Grinding (7,599 CY); Monitored by Tetra Tech	\$138,476	9,114	Norman Bryson , Emergency Services Director; 1180 Commons Drive North, Jacksonville, NC 28546; 910-347-4270, Cell 910-340-5033; Norman_Bryson@onslowcountync.gov
Sandy Creek NC 10/15/2018-11/12/2018	Removed & Disposed: vegetation; Reduced by Grinding (1,188 CY); Monitored by Landfall Strategies	\$14,987	1,189	Gregg Whitehead , Town Administrator 302 S. Wilmington Street Richlands, NC 28574 910-324-3301 administrator@richlandscnc.gov
				Genn Marshall , Mayor; 910-655-6028 or 240-256-0810

OWNER/LOCATION & TIMELINE	DESCRIPTION OF WORK	PROJECT VALUE	APPROX. CY	CONTRACTING POINT OF CONTACT
SCDOT 9/4/2018-11/28/2018	Removed & Disposed: vegetation; Monitored by Thompson	\$117,975	4,867	Tom Johnson, SCDOT Manager / Emergency Operation; 803-354-2288; johnstona@scdot.org
Shallote, NC 10/5/2018-11/16/2019	Removed & Disposed: vegetation; Leaners (46); Hangers (563 Trees); Reduced by Grinding (10,169 CY); Monitored by Landfall Strategies	\$151,948	10,169	Mimi Gaither, Town Administrator; 910-619-7452
Swansboro, NC 9/7/2018-11/7/2018	Removed & Disposed: vegetation; Leaners (8); Hangers (87 Trees); Reduced by Grinding (30,816 CY); Monitored by Thompson	\$535,676	30,816	Scott Chase, Town Manager; 601 W. Corbett Avenue, Swansboro, NC 28584; 910-326-4428 x 175, Cell 910-712-4500; schase@ci.swansboro.nc.us
Varnamtown, NC 10/11/2018-1/15/2019	Removed & Disposed: vegetation; Leaners (9); Hangers (283 Trees); Reduced by Grinding (4,368 CY); Monitored by Landfall Strategies	\$68,261	4,369	Judy Galloway, Mayor; 910-842-6697; jlg@atmc.net
2018 Project Other Projects	4 Contracts	\$793,126		
Dauphin Island, AL	Tropical Storm Gordon – Sand Removal	\$14,000	Hourly	Mayor Jeff Collier; 1011 Bienville Blvd.; Dauphin Island, AL 36528 251-861-5525; collier@townofdauphinisland.org
Eastern Shipbuilding Group	Dredging	\$741,332	Hourly	Greg Bourdreaux, Project Manager 2200 Nelson Street Panama City, FL 32402 850-763-1900 x1. 3328 Cell: 850-819-9093, gbourdreaux@easternshipbuilding.com
Orange Beach, AL	Miscellaneous Sand Projects	\$2,200	Hourly	Phillip West, Coastal Resource Manager; 4101 Orange Beach Blvd., Orange Beach, AL 36561; 251-981-6788, Cell 251-747-6166; pwest@orangebeachal.gov
TNC – The Nature Conservancy	Constructed Living Shoreline; Channel Dredging; Spoils Removal and Helen Woods Park Oyster Castle Pallets; Debris removed from eligible parks	\$28,800	Hourly	Mary Kate Brown, Coast Projects Manager, 118 N. Royal St. Suite 500 Mobile, AL 36602 251-433-1150 Cell: 251-550-3728, mkbrown@tnc.org
2018 Red Tide / Fish Kill Cleanup	6 Contracts Activated for Event	\$2,341,980 Total Event Cost		
Barrier Islands Park, Boca Grande, FL 8/8/2018-8/14/2018	Remove debris from beach	\$7,051	Hourly	Sharon McKenzie, Exec. Dir., Barrier Islands Parks Society, PO Box 637, Boca Grande, FL 33921, 941-964-0060, smckenziebips@gmail.com
Collier Co, FL 8/27/2018-9/4/2018	Remove debris from Canal & Bay	\$47,444	Hourly	Gary McAlpin, Gary.McAlpin@colliercountyfl.gov
Ft Myers Beach, FL 7/31/2018-8/12/2018	Remove debris from Beach / Canal & Bay	\$262,767	Hourly	Chelsea O'Riley, chelsea@fmbgov.com
Lee Co, FL 8/20/2018-9/3/2018	Remove debris from Beach / Canal & Bay	\$374,201	Hourly	Mary Tucker, Dir of Procurement, Lee Co Board of County Commissioners, 1500 Monroe St, 4th Floor, Ft Myers, FL 33901, 239-533-8881, mtucker@lee.gov
Sanibel, FL 7/31/2018-9/6/2018	Remove debris from Beach / Canal & Bay	\$1,556,961	Hourly	Laura Zautcke, Ops Manager, City of Sanibel, 800 Dunlop Rd, Sanibel, FL 33957, 239-472-9615, ext. 368, Laura.Zautcke@mysanibel.com
Sarasota Co, FL 8/28/2018-8/31/2018	Remove debris from Beach	\$93,556	Hourly	Lois Rose, Solid Waste Mgr. 4000 Knights Trail Road Nokomis, FL 34275 Ofc: 941-861-1589 Cell: 941-650-0722 Fax: 941-486-2620 lrose@scgov.net

Mobilizing Large Workforces

Company-owned/Leased Equipment

CrowderGulf maintains a large inventory of company-owned/leased equipment that is debris specific and available for immediate response to a disaster. Company-owned/leased equipment will be pre-positioned for emergency PUSH operations and dispatched to the disaster area immediately upon the receipt of a NTP to begin restoring critical services in the City of Sanibel as quickly as possible.

We have attached our company owned equipment list at the end of this section.

Equipment Rental Agreements

CrowderGulf also maintains active accounts with all major national equipment rental companies to supplement equipment needs as may be required (i.e. Beard, Hertz, Caterpillar, John Deere, United Rental, Sunbelt, etc.).

All equipment shall meet all federal, state and local regulations.

Additional Equipment Information

- All equipment used for this contract will be rubber wheeled or rubber tracked unless otherwise approved by the City.
- To the maximum extent possible, CrowderGulf and its subcontractors shall use self-loading trucks with grapples or grapple attachments. Hand loading will not be permitted.
- No subcontractor will be allowed to solicit work from private citizens while assigned to the contract.
- No equipment assigned to this contract will be used for any other contract work.
- All trucks will be marked with proper signage. The lettering will be 3 inches in height or greater to allow for readability and clarity.

Anticipated Outside Support/Subcontractor Equipment

CrowderGulf's has developed a Nationwide Database of Approved and Trusted Subcontractors & Vendors. It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in compliance with **44 CFR 206.10**. We also try to employ a percentage of qualified Minority Business Enterprise (MBE) subcontractors. In previous disaster activations, CrowderGulf has pre-positioned manpower and equipment to provide immediate response. The table below provides the number of subcontractors and their equipment listed in our database, in relation to the State of Florida.

Subcontractor Information	Regional	FL	US. 2024
Number of Registered Subcontractors	222	1049	3527
Subcontractor Equipment	Regional	FL	US. 2024
Dump Trucks (16-65)	572	5408	19576
Pick up w/ dump trucks	244	1394	5250
Knuckle-boom trucks	59	691	3463
Wheel Loader 50hp – 150hp	306	1741	6269
5 ton Pickup truck	338	1649	7923
Hydraulic Excavator 50hp-150hp	265	1402	7500
Trailer Mounted floodlight	42	289	1867
Low-bed Trailer w/ tractor	86	509	2395
Water Truck	37	205	1140
Air Curtain Burner	9	106	474
Backhoe w/ loader 15	45	338	1974
Dozer, 2-3 yd blade/root rake blade D7	90	700	4018
Grader, Motor, 12 ft blade 130-140hp	43	165	869
Chipper	25	299	1622
Tub Grinder 300-400 hp & 800-1000 hp	29	213	1096
Self loading trucks	59	980	6813
Skid steer 40 hp – 80 hp	298	1921	9121
C&D Walking Floor 80-110 CY	72	522	2190
Mulch Trailer 80-110 CY	78	374	1598
Bucket Trucks	35	916	3644
Barges	45	146	1350
Work Boats	39	240	1632
Vacuum Trucks	18	120	1839

Florida Subcontractor Statistics	Regional	FL
Small Business	160	727
M/WBE, HUB, SDB or Veteran Certified	92	459
Push Crews	79	465
Debris Haulers	168	799
Marine Debris	9	55
Haul Outs	9	56
Grinding	9	63
Burning	3	21
Concrete Reduction	3	6
Recycling		11
Hazardous Material	3	8
Tree Work	8	101

References Over 400,000 Cubic Yards

1. **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 & Tornadoes (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

2. **Client:** City of Gulf Shores, AL **POP: 11,809 / Baldwin County**
Address: P.O. Box 299, Gulf Shores, AL 36547
Contact: Brandan Franklin, Chief Building Official 251-968-1149 Office, 251-269-7363 cell, bfranklin@gulfshoresal.gov
Mark Acreman, PE, City Engineer, 251-968-1155, macreman@gulfshoresal.gov
Project Title: **2020 Hurricane Sally (09/2020-02/27/2021)**

 - Removed & Disposed: vegetation

2013 Tropical Storm Andrea (6/2013)

 - Special Projects: Cleaned the beaches of debris

2005 Hurricane Katrina (10/2005-2/2006)

 - Special Projects: Removed & disposed of debris at West Beach; Beach plowing, sand screening & 7 miles of berm reconstruction

Contract Value:	CY Recovered & Reduced:
Sally \$9,741,393	580,181
TS Andrea \$8,029	Hourly
Katrina \$7,147,306	270,218

3. **Client:** Bonita Springs, FL **POP: 56,088 / Lee County**
Address: 9101 Bonita Beach Road, Bonita Springs, FL 34135
Contact: Matt Feeney, Public Works Director, 239-949-6246, matt.feeney@cityofbonitasprings.org
Arlene Hunter, Assistant City Manager, 239-979-6262, Arlene.hunter@cityofbonitasprings.org
2022 Hurricane Ian (09/30/2022-2/3/2023)

 - **PUSH**
 - Removed & disposed of vegetation, C&D, hangers, leaners, E-Waste, HHW, White Goods, Freon HHW
 - Reduction by compaction
 - Monitored by Thompson

2017 Hurricane Irma (9/23/2017-12/12/2017)

 - Removed & disposed of vegetation, C&D, mulch, leaners / hangers (34,090 trees)
 - Reduction by grinding (2 site)

Contract Value:	CY Recovered & Reduced:
Ian \$7,529,288	248,180
Irma \$6,546,151	538,975

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

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

5. **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

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

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

7. **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	6,265,404
Irma \$26,000,276	2,024,742
Wilma \$7,995,412	451,948
Jeanne/Charley \$14,000,000	902,555

8. **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



CROWDER
GULF

2024 CrowderGulf Company Owned Equipment List

2024 CrowderGulf Company-Owned Equipment List			
DEBRIS REMOVAL TRUCKS			
Year	Make	Model	VIN
1998	Mack	Debris/Combo	1M2AD62C9WW006285
1995	Western Star	Debris/Combo	2WLPCCH25K937391
2002	Kenworth	Debris/Combo	1NKDLB0X72J884158
2013	Peterbilt	367 Debris/Combo	1NPTX4EX7DD178887
2014	Peterbilt	367 Debris/Combo	1NPTX4EX4ED237394
2013	Peterbilt	389 Debris/Combo	1XPXD49X4DD192224
2016	Peterbilt	367 Debris/Combo	1NPTX4EX7GD292571
2017	Peterbilt	389 Debris/Combo	1XPXP4TX4HD408644
2017	Peterbilt	367 Debris/Combo	1NPTX4EX9HD412906
2017	Peterbilt	367 Debris/Combo	1NPTX4EX5HD449323
2018	Peterbilt	389 Debris/Combo	1XPXD40X1JD452166
2015	Kenworth	T800 Debris/Combo	1XKDD49X5FJ436315
2018	Peterbilt	389 Debris/Combo	1XPXD0X8JD480600
2018	Peterbilt	367 Debris/Combo	1NPTXX4EX8JD488588
2018	Peterbilt	367 Debris/Combo	1NPTX4EX3JD492774
2018	Peterbilt	367 Debris/Combo	1NPTX4EX5JD492775
2018	Peterbilt	389 Debris/Combo	1XPXD40X3JD498730
SEMI TRUCKS			
Year	Make	Model	VIN
2017	Mack	CHU613	1M1AN07Y0HM026412
2017	Mack	CHU613	1M1AN07Y8HM025816
2017	Mack	CHU613	1M1AN07Y6HM026415
2017	Mack	CHU613	1M1AN07Y0HM026409
2017	Mack	CHU613	1M1AN07Y4HM025814
2013	Mack	CHU613	1M1AN07Y7DM013439
2014	Mack	CHU613	1M1AN07Y2EM015665
2013	Mack	CHU613	1M1AN07Y6DM013416
2006	Kenworth	T800	1XKDPBTX96J145904
2014	Mack	CHU613	1M1AN07YOEM015664
2012	Kenworth	T800	1XKDD49X3CJ309350
PICK UP TRUCKS			
TYPE		# OF TRUCKS	
½ Ton 1500 or Equivalent Pick Up		14	
¾ Ton 2500 or Equivalent Pick Up		9	
1 Ton 3500 or Equivalent Pick Up		11	
Greater than 1 Ton or Equivalent Pick Up		7	

2024CrowderGulf Company Owned Equipment List

TRAILERS			
Year	Make	Model	VIN
2018	Clement Monstar	End Dump	5C2BR45BXJM010613
2018	Clement Scrapstar	End Dump	5C2BF37B0JM010653
2018	Clement Scrapstar	End Dump	5C2BF37B2JM010654
2017	Clement	End Dump	5MADN4024FC033420
2005	Benson	End Dump	5DMDSAGC45M000757
2005	Mac	End Dump	5MADS35385C008667
2018	Stealth	End Dump	52LBE1627JE06410
1997	Vantage	End Dump	4EPAA029VATA1459
1997	Vantage	End Dump	4EPAA4024VATA1515
1997	Vantage	End Dump	4EPAA021VATA1536
1997	Vantage	End Dump	4EPAA4022VATA1545
2018	Brazos	Scrapper/End Dump	4B9BKDL29JH054106
2018	Brazos	Scrapper/End Dump	4B9BKDLL24JH054126
2002	MAC	End Dump	5MADS363130005105
1995	USTS	End Dump	1U9DS3637S1051511
2005	MAC	End Dump	5MADS353050009294
2001	MAC	End Dump	5MADS356321C00439
1994	Benson	End Dump	1NUDT38P8RMAS0247
1995	Vantage	End Dump	4EPAA3922SATA0615
1987	ACCURATE IND.	End Dump	1A9754025H4037546
1990	Tristar	End Dump	1T9DS36C8L1066822
1998	USTS	End Dump	1U9DS3229W1051699
2001	Benson	End Dump	5DMDSAHC41P000376
1993	JBEN	End Dump	9DT3626PPJBB021
2007	Palmar	Dump Trailer	4R7BD1624HT163081
2018	Mac	Walking Floor	5MAMN4821JW044659
2016	Titan	Walking Floor	2TVWF4826GD000602
2018	Mac	Walking Floor	5MAMN4823JW045280
2011	Rolls Rite	Tilt Top	1R9PT2229BM356115
2017	Rolls Rite	Tilt Top	1R9BT222XHM356286
2018	Rolls Rite	Tilt Top	1R9PT2227JM356001
2016	Talbert	Roll-Back	40FG05336G1035421
1999	Dynawell	Lowboy	HU181DGX7X1X38407
2017	Talbert	Lowboy	40FSK5132H1035957
2017	Talbert	Lowboy	40FSK5239H1035971
2018	Transcraft	Step Deck	1TTE532C8J3070477
2018	Transcraft	Step Deck	1TTE532C1J3083796

2024 CrowderGulf Company Owned Equipment List

WHEEL LOADERS			
Year	Make	Model	VIN
2003	CAT	924G	09SW01095
2003	Komatsu	WA180	2MCA88062
2005	CAT	928G	6XR02028
1998	CAT	962G	5AS00263
2004	CAT	IT28G	DBT01424
2001	CAT	924G	9SW02009
2004	John Deere	644H	DW644HX586668
2004	John Deere	724H	DW24JX590345
2005	CAT	IT38	CSX00926
2005	CAT	924G	DDA2478
2006	CAT	924G	DDA02934
2007	CAT	950G	2JS00604
2009	CAT	930H	DHC01497
2014	CAT	924G	9SW01859
2011	CAT	930H	DHC02274
2014	CAT	908H	CAT0908HJJRD01594
2016	CAT	908M	CAT0908MJH8801071
2017	John Deere	624K	1DW624KZCGF674473
2017	John Deere	624K	1DW624KZLGF676803
2017	CAT	908M	CAT0908MCH8801198
2017	CAT	908M	H8800928
2015	CAT	914K	CD2000596
2017	John Deere	644K	1DW644KZJHF680047
2018	CAT	908M	CAT0908MCH8802397
EXCAVATORS			
Year	Make	Model	VIN
2016	John Deere	210G	1FF210GXHGF523928
2014	John Deere	300G	1FF300GXHDF710007
2017	John Deere	60G Mini	1FF060GXKGJ288041
2017	CAT	308	308E2CRSB-FJX08636
2017	John Deere	245G	1FF245GXCHF800280
1990	John Deere	70D	CK0070DD009556
2001	John Deere	330LC	FF0330X0870719
2001	John Deere	200LC	FF0200X500888
2000	John Deere	160LC	POO160X041413
2001	Komatsu	PC60	58212
2002	Hitachi	EX120	1E8P057533
2002	Hitachi	EX120	1E8P057534
1999	Bobcat	331X	512918815
2001	Bobcat	331X	512918429
2003	Komatsu	PC35	4207
1999	Kobelco	SK220LC	LLU2438

2024 CrowderGulf Company Owned Equipment List

EXCAVATORS			
Year	Make	Model	VIN
2004	Kobelco	SK70SR	YT01-03382
2004	Komatsu	200	KMTPCO49K87C5037
2004	Hyundai	R55W3	10014
2002	JD	200C-LC	FF200CX505406
2004	CAT	330CL	DKY 02901
2001	Case	9007B	DAC0072321
2005	CAT	325CL	CAT0325CVCRB01486
2001	CAT	320CL	PAB04298
2005	CAT	M318C	CATM318CKBC201044
2005	CAT	325CL	CAT0325CEBFE01812
2004	CAT	320	PAB01355
2003	CAT	325CL	CRB00550
2005	Komatsu	PC35 MR-2	KMTPC096T05006313
2006	John Deere	120-C	FF120CX035517
2006	Kubota	U35SS	30398
2006	Kubota	U35SS	30251
2006	Cat	320CL	PAB4383
2007	Cat	328D LCR	GTN139
2008	Kubota	KX913R1S	31194
2006	Kobelco	SK70SR-1E	YT0408468
2007	Cat	302.5	CAT3025CJGBB01604
2008	Cat	321 CL CR	MCF00918
2005	John Deere	450C - LC	FF450CX091778
2009	Cat	322CL	HEK00647
2008	Cat	330D	HAS292
2006	Volvo	EC140BLC	EC140V12265
2010	John Deere	120-C	FF120CX036343
2009	Cat	314CL CR	PCA01891
2010	Cat	328D CLR	CAT0328DTGTN00403
2011	John Deere	35D	1FF035DXJBG266218
LOADER - BACKHOE			
Year	Make	Model	VIN
1999	CAT	426	1ZR00479
2001	Kubota	L35	L3560624
2003	John Deere	310SG	TO310SG909356
2005	JS	310E	TO310EX853300
2001	CAT	416C	4ZN20996
2004	CAT	416D	4ZN24364
2004	John Deere	310E	TO310EX884694
2004	CAT	416C	5YN06630
2006	CAT	416C IT	1WR10173
2006	CAT	420D	FDP26873
2006	John Deere	310G	T0310GX937710
2001	CAT	416C	4ZN24603

2024 CrowderGulf Company Owned Equipment List

DOZERS			
Year	Make	Model	VIN
1992	John Deere	450G	TO450GF87820
1999	John Deere	750H	T0750CX877301
2004	CAT	D3JXL	CAT00D3GCJMH00732
2005	John Deere	450-J	T0450JX104665
2005	John Deere	650J	T0650JX111587
2004	CAT	D6N	CAT00D6NVALY00800
1999	John Deere	450H	T0450HX922582
2004	John Deere	550H	T0550HX937488
2005	CAT	D6R	AAX01404
2005	CAT	D5N	AKD1461
2006	John Deere	450-JLT	T0450JX122072
2001	John Deere	450J	T0450JX103785
2008	Komatsu	D39PX-22	3059
2006	CAT	D3GLGP	BYR01437
2010	CAT	D5K LGPARO	CAT00D5KJYYY00703
2008	CAT	D3K LGP	LLL00568
2011	CAT	D3K LGP	LLL00382
2011	CAT	D3K LGP	LLL00388
2011	John Deere	450-J LGP	T0450JX181468
2011	John Deere	650-J	T0650JX173003
FORK LIFTS			
Year	Make	Model	VIN
2000	CAT	V80F	9NF00658
1997	Hyster	H50XL	A177B31212K
2000	JCB	506	578972
1995	Nissan	50	PF02-9H3269
2001	CAT	GC25	4FM04520
2004	CAT	480F	9NF00558
2007	Yale	543372	GLP11MCNSB098
2001	CAT	2EC20	A2F0260387
2002	CAT	V60B	52J00932
1999	CAT	CG25	4EM91233
2007	CAT	TH63	5WM03130
2001	CAT	GC25	4EM04516
1997	Terex	TH1048C	TH1006A-8401
2005	JCB	930	SLP930025E0824674

2024 CrowderGulf Company Owned Equipment List

GENERATORS			
Year	Make	Model	VIN
	Onan Genset	50D6CA	6920476659
1999	Nissha	NES25SIA	XJ010300
1999	Nissha	NES60SIA	KF010300
2004	Dewalt	4300	GCO44627903DGC4300
2003	Coleman	9110619	DMO545005
2006	Miller Bobcat	250NT	LC492887
2006	Miller Bobcat	250NT	LE209010
2006	Miller Bobcat	250NT	LF205099
2011	Generac	97A06245-S	2038141
2007	Miller Bobcat	250NT	LC574759
2013	Honda	6500Watt	EAPC-1010707
2011	Magnum	MMG55FH 45kW	800390
2011	Magnum	MMG35FH 25kW	73344
2011	Magnum	MMG35FH 25kW	73345
2011	Magnum	MMG35FH 25kW	73318
SKID STEER LOADERS			
Year	Make	Model	VIN
1997	Bobcat	763	512222048
2001	Bobcat	763	512217575
1996	Bobcat	873	514120441
2002	CAT	236	CAT00236J4YZ04709
2005	Bobcat	T300	521912526
2007	Caterpillar	262B	PDT01685
	Caterpillar	277C	CAT0277CTJWF00578
2006	Daewoo	155XL	AG00211
2006	Bobcat	T190	531614194
2006	Caterpillar	246B	CAT0246BLPAT03480
2006	Bobcat	T300	530012266
2010	Caterpillar	268B	CAT0268BJLBA01424
2010	Caterpillar	299C HF	MBT01588
2011	Bobcat	T300	525415845
2008	JD	650-J	T0650JX173003
2016	Cat	279D	CAT0279DEGTL03016
2018	Cat	299D	CAT0299DLFD203290

2024CrowderGulf Company Owned Equipment List

MARINE DIVISION			
Year	Make	Vessel #	Capacity
2003	27' Scout Boat	010 / Bayou Bandit	12,000 Lbs
1990	24' Debris Boat	015 / Betsie	16,000 Lbs
1995	18' Vessel	018 / Trisha	Personnel Only
1990	Debris Boat	002 / Bertram	12,000 Lbs
2001	24' Flat Boat w/Boom	001 / Pamela	18,000 Lbs
2003	18' Deck Boat w/Boom	002 / Decker	16,000 Lbs
2004	27" Deck Boat w/Boom	009 / BT Express	20,000 Lbs
2011	32' Deck Boat w/Boom	020 / CG Girl	24,000 Lbs
1999	30' Picker Barge	022 / Johnzey	18,000 Lbs
BARGES			
Size	Type - Material	Capacity	Notes
24'x8'	Debris Barge - Fiberglass	8,000 lbs	Shallow Draft Barge
28'x8.5'	Debris Barge - Aluminum	12,000 lbs	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple - Steel	14,000 lbs	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple - Fiberglass	14,000 lbs	Shallow Draft Barge
30'x10'	Debris Picker Barge w/ Grapple - Aluminum	14,000 lbs	Shallow Draft Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x8'	Pin-Together Barge - Steel	10,000 lbs	Deck Barge
40'x11'	Debris Picker Barge w/ Grapple - Steel	20,000 lbs	Shallow Draft Barge
48'x12'	12" Hyd Dredge - Steel	N/A	15' Dredging Depth - 36" Pump
50'x20'	Spud Barge - Steel	40,000 lbs	Shallow Draft Spud Barge
55'x11'	Debris Picker Barge w/ Grapple - Steel	24,000 lbs	Shallow Draft Barge
120'x30'	Deck Barge - Steel	150 Tons	Deep Draft Barge
120'x30'	Deck Barge - Steel	150 Tons	Deep Draft Barge



2.5 Qualifications of CrowderGulf's Staff

Pictured: 2018 Hurricane Michael Bay County, FL



City of Sanibel, FL
RFP – PW-0-2024/SK
Disaster Debris Removal / Emergency Services

2.5 Qualifications of CrowderGulf's Staff (Evaluation Criteria 3)

Key Personnel

CrowderGulf Disaster Management brings a responsible and experienced organization to partner with the City of Sanibel. 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
Howard Turner	Project Manager - East Coast	hturner@crowdergulf.com	(804) 814-6197	19
Isam Brisco	Project Manager	ibrisco@crowdergulf.com	(512) 373-0586	8
Margaret Wright	Documentation Director / PhD	mwright@crowdergulf.com	(251) 604-6346	23
John Campbell	Senior Director – East	jcampbell@crowdergulf.com	(859) 963-8672	25+
Buddy Young	Senior Director - West	byoung@crowdergulf.com	(940) 597-4252	25+
Jeff Zemlik	Safety Manager	jzemlick@crowdergulf.com	(251) 509-9422	12
Wesley Naile	Contracts Manager	wnaile@crowdergulf.com	(251) 533-5585	18
Jesus Carretie	Program Manager	jcarretie@crowdergulf.com	(512) 375-0229	8

■ Corporate Management Team

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 to 38 different disaster events that included floods, hurricanes, typhoons, wildfires, winter weather and building collapses throughout the US and outside the continental US. 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 District's area of responsibility, including 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 debris activities assigned 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)

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 – Previous Florida Experience

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



Raymond "Buddy" Young – Senior Director – Previous Florida Experience

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



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

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



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

▪ **Regional Directors and Regional Managers**

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

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



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

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

Don Madio – Regional Director (FL) – 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.

Don 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 several 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 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)

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.

▪ **Field Personnel and Project Management Team**

Jeff Zemlik – Safety Manager – Previous Florida Experience

Mr. Jeff Zemlik graduated from Columbia Southern University, graduating with degrees in Occupational Safety and health as well as Organizational Management. Originally hailing from the Chicagoland area, Mr. Zemlik joined the CrowderGulf team in 2010 during the BP Oil Spill. During this cleanup effort, Jeff headed up the contractor safety program for the state of Alabama. Every CrowderGulf activation requires Safety in the field, and Mr. Zemlik's field presence is one of his strongest qualities. Regardless of size, safety policies and procedures are strictly enforced, either by Jeff personally, or by the team of trained safety professionals managed by Mr. Zemlik.



During Hurricanes Harvey and Irma, Jeff directed the safety program for over 1,500 hauling trucks doing work in three states without recordable injuries or fines. In addition, he provided operational oversight for debris removal operations in Brazoria County, TX. In 2018, after Hurricane Michael Jeff took the lead in Panama City's "PUSH" operations, providing oversight for the City's leaner/hanger program and removal of trees from publicly-owned spaces, as well as providing safety leadership to the entire area of operations. During the hyperactive hurricane season of 2020, Jeff spearheaded supplying PPE to various government agencies pertaining to COVID-19 protection. 2020 project highlights included removal of 60,000 yards of seaweed after Hurricane Cristobal, over 200 PUSH crews post Hurricane Laura, and working closely with the Audubon Society of New Orleans, LA for post Hurricane Zeta cleanup at several of their unique facilities that house common zoo animals and endangered species. In 2022, Mr. Zemlik was deployed to Lee County, Florida, providing safety and environmental management, and overseeing all material being hauled from debris management sites to final disposal for all CrowderGulf projects.

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

Wilber Ledet – Senior Project Manager – Previous Florida Experience

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 – 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 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 SBE Compliance Manager – Previous Florida Experience

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



Resumes have been provided 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

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

Toni Randall, Mayor
League City, TX

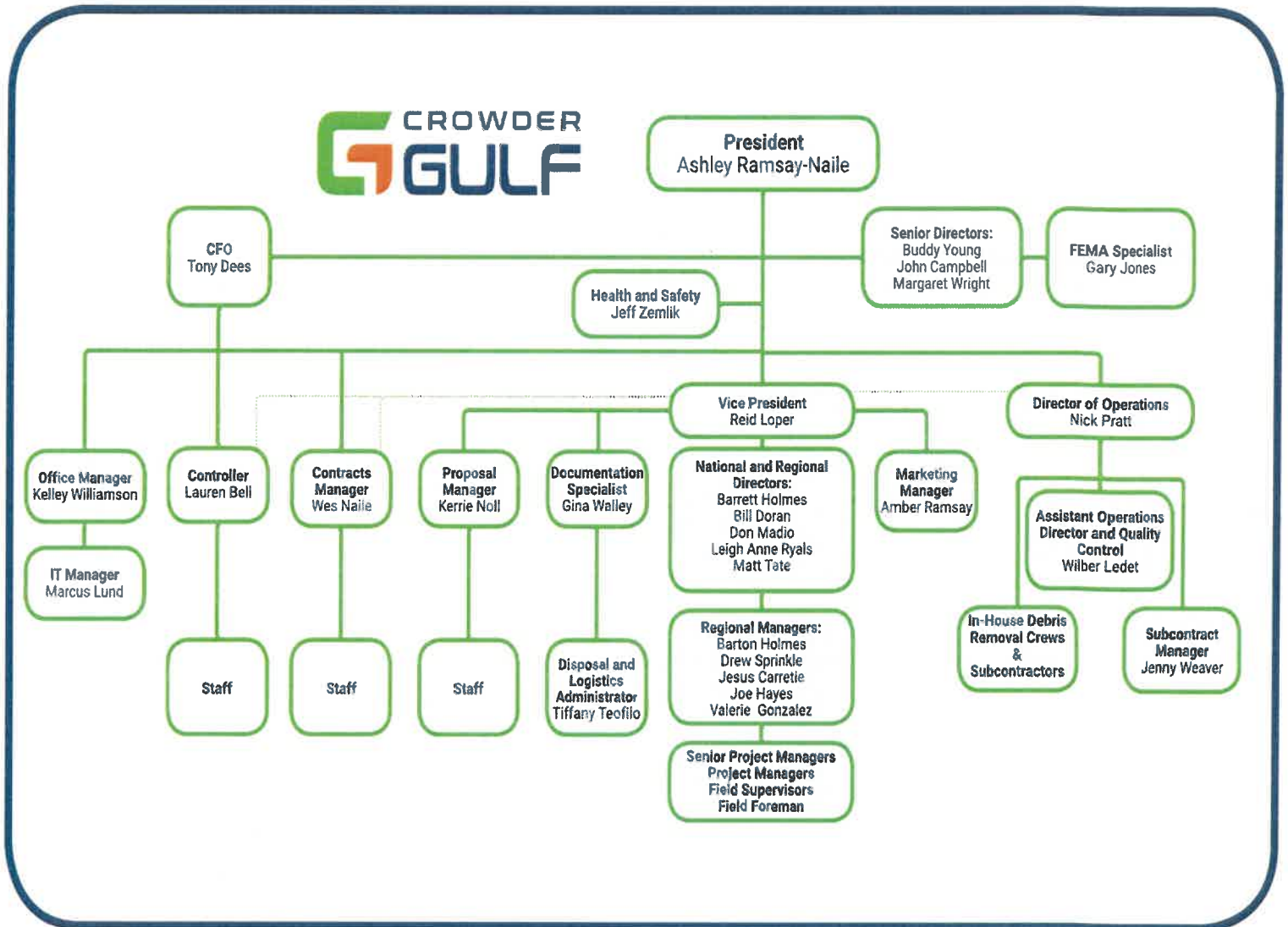
Additional Field Personnel

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	Sabasia	Dalisia
Drinkwater	Cliff	Scantlebury	Clement
Giffens	Brian	Smith	Tim
Gittens	Margaret	Spann	Gregory
Henry	Curn	Tompkins	Alyssa
Holiday	Richard	Whitten	Brent
Hollman	Michael	Widgeon	Pam
Hope	Gene	Widgeon	Paul
Laurent	Zakiya	Wong	Tina
Lee	Brandon	Wright	Latasha

Organizational Chart

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



Key Personnel Storm Chart

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

Key Personnel Past Storm Experience	2005	2006	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Hurricane Katrina	✓																	
Hurricane Rita	✓	✓																
Hurricane Wilma	✓	✓																
Ice Storm	✓	✓																
TS Ernesto	✓	✓	✓															
Hurricane Gustav	✓	✓	✓															
Hurricane Ike	✓	✓	✓	✓														
Ice Storm	✓	✓	✓	✓														
TS Ida	✓	✓	✓	✓														
BP Oil Spill	✓	✓	✓	✓														
Hurricane Earl	✓	✓	✓	✓														
Hurricane Irene	✓	✓	✓	✓														
Hurricane Isaac	✓	✓	✓	✓														
Hurricane Sandy	✓	✓	✓	✓														
TS Debbie	✓	✓	✓	✓														
Blizzard Nemo	✓	✓	✓	✓														
Ice Storm Pax	✓	✓	✓	✓														
Ice Storm Ulysses	✓	✓	✓	✓														
Severe Storms & Flooding	✓	✓	✓	✓														
Ice Storm	✓	✓	✓	✓														
TX Severe Storms	✓	✓	✓	✓														
LA Severe Storms	✓	✓	✓	✓														
Hurricane Hermine	✓	✓	✓	✓														
Hurricane Matthew	✓	✓	✓	✓														
Hurricane Harvey	✓	✓	✓	✓														
Hurricane Irma	✓	✓	✓	✓														
Hurricane Florence	✓	✓	✓	✓														
Hurricane Michael	✓	✓	✓	✓														
Texas Tornado	✓	✓	✓	✓														
Hurricane Laura / Delta/Zeta	✓	✓	✓	✓														
Hurricane Sally	✓	✓	✓	✓														
Hurricane Ida	✓	✓	✓	✓														
Hurricane Nicholas	✓	✓	✓	✓														
Kentucky Tornado	✓	✓	✓	✓														
Severe Storms & Flooding	✓	✓	✓	✓														
Florida Tornado	✓	✓	✓	✓														
Ice Storm	✓	✓	✓	✓														
Hurricane Ian	✓	✓	✓	✓														
Tornadoes - AR/NC/VA	✓	✓	✓	✓														
TX Ice Storms	✓	✓	✓	✓														
Hurricane Idalia	✓	✓	✓	✓														

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

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

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 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 all paperwork that they may be called upon to provide FEMA, FHWA or the Office of Inspector General. Our staff is well-versed in the Code of Federal Regulations (44 CFR), FEMA's Public Assistance Program and Policy Guide (incorporating Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). Today, the staff holds numerous FEMA course certifications and several OSHA Health & Safety and Hazardous Materials certifications. CrowderGulf employees are required to attend State and National conferences and training classes for continuing education credits and certification maintenance on a yearly basis.

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

Course No.	Course Name	Course No.	Course Name
IS 1	Emergency Program Mgr.	IS-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-324	Community Hurricane Preparedness	ICS 363	Hurricane Readiness
IS-546	Continuity of Operations Planning (COOP)	IS-631	Public Assistance Operations
IS-630	Intro to Public Assistance Process		Oil and Hazardous Materials Response
IS-632	Intro to Debris Ops in FEMA's PA Program	G363	Hurricane Readiness
G-202	Debris Management	FEMA	EMI Professional Development Series
G 385	Disaster Response and Recovery Operations	L545	Basic Human Resources for Disaster Supv.
L382	Public Assistance Coordinator (PAC) Crew Leader	E0684	Integrating Science into Emergency Mgt. Policies & Decisions
L680	Emergency Management – A Leadership Challenge		Side Scan Sonar Systems Introduction and Side Scan Sonar Systems Operators Course
K0202	Debris MGT Planning Course for State Tribal / locals	L-292	Disaster Field Operations Mgt.
OSHA	HazWoper Training	L-269	Managing FEMA Staff on Disaster Ops.
E257	State Director's Training	FEMA	Executive Academy Graduate Course
FEMA	State Director's Training	L449	ICS Incident Command Train the Trainer
	Asbestos Contractor Supervisor	IS 200	ICS for single resources & Initial Action Incidents
IS 100	Intro to ICS	IS 400	Advanced ICS
IS300	Intermediate ICS	NIMS 800a	National Response Plan
IS 700	Intro into the National Incident Mgt. System	NIMs 702	NIMS Public Information System
NIMS 700/701a	Multi Agency Coordination System (MAC)	IS 803	Emergency Support Functions PW
703	NIMS Resource Management	IS 552	The Public Works Role in Emergency Management
IS 317	Intro to Community Emergency Response Teams		

CrowderGulf's Certifications & Training

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



FEMA | Emergency
Management
Institute

Emergency Management Institute



This Certificate of Achievement is to acknowledge that

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

IS-00700a
National Incident Management System (NIMS)
An Introduction

Issued on 2002 Dec 05 of January 2002



John Campbell
John Campbell, Director
Department of Emergency Management Services

IS-00100 - Intro to Incident Command Systems

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

IS-230 - Principles of Emergency Management

Bill Doran	Joe Hayes	Leigh Anne Ryals
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IS-00242 - Effective Communication

Barry Lund	Leigh Anne	Reid Loper
Bill Doran	Mike Moulder	

IS-00700 - Intro to National Incident Management System (NIMS)

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

IS-300 - Intermediate ICS

IS-300 Instructors: John Campbell and Leigh Anne Ryals

Bill Doran	Reid Loper
Jeff Zemlik	Valerie Gonzalez

IS-00200 - ICS for Single Resources & Initial Action Incidents

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

IS-00235 - Emergency Planning

Barry Lund	Joe Hayes
Bill Doran	Leigh Anne Ryals

IS-00632 - Intro to Debris Operations in FEMA's Public Asst. Program

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


IS-00800 - Intro to National Response Plan (NRP)

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

IS-400 - Advanced ICS Command & General Staff IS-400

Instructors: John Campbell and Leigh Anne Ryals

Bill Doran	Reid Loper
Jeff Zemlik	Valerie Gonzalez

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



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

2011-2020

Disaster Recovery Project Manager & General Manager

2004-2011

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

Storms

Hurricanes Ida & Nicholas (2021)

Ice Storms Ulysses (2014)

Tornadoes and Floods (2021)

Ice Storm Pax (2014)

Hurricanes Laura, Sally, Delta & Zeta (2020)

Dredging (ALDOT) 2012

Hurricane Dorian, TS Imelda & Tornado's (2019)

Hurricane Isaac (2012)

Michael & Florence (2018)

Hurricane Sandy (2012-2013)

Florida Red Tide & Fish Kill (2018)

BP Oil Spill (2010-2012)

Hurricane's Irma & Harvey (2017)

Hurricane Irene (2011)

Hurricane's Matthew & Hermine (2016)

Hurricane Charley (2004)

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

Hurricane Fran (1996)

Beach Cleanup (2016)

Hurricane Erin (1995)

Storms, Flooding & Tornado's (2015)

Hurricane Opal (1995)

Tornado (2014)

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

Ramsay-Naile, Ashley - Resume

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 organize & conduct weekly progress meetings among management.
- Negotiate contract terms, review, and executed client contracts.

Vice President

Hurricane Nicholas - 2021 (7 Activations in Texas); **Hurricane Ida** - 2021 (4 Activations in Louisiana & Mississippi); **Tornadoes** - 2021 (2 Activations in Kentucky), **LA Flooding** - 2021 - (2 Activations in Louisiana)
Hurricane Zeta - 2020 (7 Activations in Mississippi); **Hurricane Delta** - 2020 (1 Activation in Texas);
Hurricane Sally - 2020 (10 Activations in Alabama & Florida); **Hurricane Laura** - 2020 (8 Activations in Louisiana)
Tornado & Special Project - 2019 (2 Activations in Texas); **Tropical Storm Imelda** - 2019 (1 Activation in Montgomery Co, TX)
Hurricane Dorian - 2019 (2 Activations in South Carolina)
Hurricane Michael - 2018 (11 simultaneous activations throughout Florida and Georgia - Projected 12,000,000 CY of debris removed, Florida DEP - 115,000 CY of Waterway debris removed); **Hurricane Florence** - 2018 (26 simultaneous activations throughout North Carolina)

Senior Operations Planner

Hurricane Irma - 2017 (67 simultaneous activations throughout Florida, Florida DEP - 253,000 CY of Waterway debris removal throughout 8 counties within Florida); **Hurricane Harvey** - 2017 (26 simultaneous activations throughout Texas)
Hurricane Nate - 2017 (Single Activation for Sand Removal and Screening within Dauphin Island, AL)
Hattiesburg, MS. Tornado - 2017 (Single Activation for Disaster Debris Removal Services within Hattiesburg, MS)
Hurricane Matthew - 2016 (46 Simultaneous Activations for Disaster Debris Removal Services along the East Coast, Florida DEP - 78,000 CY of Waterway debris removal throughout 6 counties within Florida)
Hurricane Hermine - 2016 (Disaster Debris Removal Services in the Tallahassee and Leon County)

Senior Project Manager

Severe Storms (Ice, Flood & Tornadoes) 2014-2015-2016 Simultaneous activations per year
Ice Storms (Pax & Ulysses) Severe Storms (Flood & Tornadoes) - 2014 (Various Disaster Debris Cleanup for several Municipalities)
Hurricane Isaac - 2012 (9 Simultaneous Activations for Disaster Debris Removal Services along the Gulf Coast)
Hurricane Sandy - 2012 (Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey)
Hurricane Irene - 2011 (31 Simultaneous Activations for Disaster Debris Removal Services along the East Coast)
Joplin Tornado - 2011 (*USACE mission assigned contract Joplin, MO., DMS Site*)
Deep Horizon Oil Spill - 2010 (Senior Project Manager over the BP oil response for the entire state of Alabama)

Education & Certifications

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

Management Experience

CrowderGulf Disaster Recovery, Mobile, AL

Project Manager

2010-Present

- Tornadoes** – 2021 – Kentucky, **Floods** – 2021 – LA, **Winter Storms** - 2021 - TX
- Hurricane Nicholas** – 2021 – TX, **Hurricane Ida** – 2021 – MS & LA
- Hurricane Zeta** - 2020 - MS, **Hurricane Delta** - 2020 - LA; **Hurricane Sally** - 2020 - AL & FL and **Hurricane Laura** - 2020 - LA
- Hurricane Dorian** - 2019 - South Carolina; **Tropical Storm Imelda** - 2019 - Texas and **Tornados** -2019 - Texas & Tennessee
- Hurricane Michael** - 2018 - Florida; **Hurricane Florence** - 2018 - North Carolina and South Carolina
- Hurricane Irma** - 2017 - Florida; **Hurricane Harvey** - 2017 - Texas
- Hurricane Matthew** - 2016 - Hilton Head Island, SC
- City of Friendswood, TX** - 2015 Tornado Debris removal and disposal Completion Date: 11/9/2015-11/2016 / Current Construction Value: \$140,516
- South Carolina DOT** - 2015 Storms and Flooding Removal and Disposal Completion Date: 10/2015-11/2015 / Current Construction Value: \$698,227
- Limestone County, AL** - 2015 Flooding Waterway Debris Removal Completion Date: 9/2015 / Current Construction Value: \$60,860
- City of Corpus Christi, TX** - 2015 Vegetative Removal and Disposal Completion Date: 7/2015 / Current Construction Value: \$501,795
- City of Raleigh, NC** - 2015 Ice Storm Debris Removal Completion Date: 4/2015 / Current Construction Value: \$208,740
- City of Raleigh, NC** - 2015 Ice Storm Debris Removal Completion Date: 4/2015 / Current Construction Value: \$208,740
- AL Department of Transportation** - Drift Waterway Removal in Styx River Completion Date: 12/2014 / Current Construction Value: \$79,250
- Blount County, AL** - Debris Removal and Waterway Removal Completion Date: 7/2014 / Current Construction Value: \$1,401,613
- Baldwin County, AL** - Dredging of Little Lagoon Pass in Gulf Shores, AL on an as needed basis
 - Alabama Department of Transportation (ALDOT) Completion Date: 12/2013 / Current Construction Value: \$1,284,000
- Hurricane Sandy Water Way Debris Removal** Durations: February 2013 – March 2014
 - Description: Marine debris removal operation for the New Jersey Department of Environmental Protection, as a result of Hurricane Sandy. Manager over five different debris zones which produced over 100,000 cubic yards of debris and 400,000 cubic yards of sand/silt dredged from the impacted waters. The project also included sonar and survey of 56,000 acres of bays, streams, and rivers; Project Value: \$58,000,000
- 2011 Hurricane Irene Recovery, North Carolina & Virginia** - Debris removal and reduction after Hurricane Irene
 - Edgecombe County, NC Completion Date: 11/4/2011 / Current Construction Value: \$1,519,737
 - City of Rocky Mount, NC Completion Date: 11/3/2011 / Current Construction Value: \$2,971,515
 - Town of Williamston, NC Completion Date: 9/10/2011 / Current Construction Value: \$129,325
- 2011 Tornado Recovery, Walker County, AL** - Debris removal and reduction after tornado
 - USACE mission assigned contract CrowderGulf Prime sub for Phillips & Jordan Completion Date: 8/2011 / Current Construction Value: \$3,303,475
- 2010 BP Deep Horizon Oil Spill Recovery Response, Gulf Waters & Beaches, AL, FL, MS** -
 - Oil Spill Response & Recovery, providing management, equipment, materials and personnel to recover, maintain and reclaim gulf coast beach areas
 - BP Oil Exploration & Production / O'Brien's Response Management / Orange Beach, AL / Baldwin County, AL / Dauphin Island, AL Completion Date: 8/20/2010 / Current Construction Value: \$129,390,001
- 2008 Hurricane Ike Recovery, Texas, Alabama** - Debris removal, reduction and disposal after Hurricane Ike
 - City of Alvin, TX Completion Date: 12/18/2008 / Current Construction Value: \$2,485,571
 - Galveston County, TX Completion Date: 9/12/2009 / Current Construction Value: \$84,145,785
 - City of League City, TX Completion Date: 1/10/2009 / Current Construction Value: \$4,108,866
 - City of Pearland, TX Completion Date: 1/23/2009 / Current Construction Value: \$4,638,531
 - Texas General Land Office Completion Date: 2/15/2010 / Current Construction Value: \$27,167,674
 - City of Texas City, TX Completion Date: 10/27/2008 / Current Construction Value: \$3,578,002

Field Supervisor

2003-2006

- 2006 Flood Recovery, New York** - Debris removal, reduction and disposal after flooding from storms
 - Union Concrete Constructors, Erie & Genesee Counties, NY Completion Date: 1/7/2007 / Current Construction Value: \$4,480,345
 - Completion Date: 1/18/2007 / Current Construction Value: \$258,128
- 2005 Hurricane Wilma Recovery** - Debris removal, reduction and disposal after Hurricane Wilma
 - City of Pembroke Pines, FL Completion Date: 1/20/2005 / Current Construction Value: \$11,752,000
 - City of West Palm Beach, FL Completion Date: 1/11/2006 / Current Construction Value: \$3,333,174
 - City of Wilton Manors, FL Completion Date: 10/29/2005-12/9/2005 / Current Construction Value: \$1,706,597
- 2005 Hurricane Katrina Recovery** - Debris removal, reduction and disposal after Hurricane Katrina
 - Baldwin County, AL Completion Date: 3/1/2006 / Current Construction Value: \$3,748,310
 - City of Biloxi, MS Completion Date: 5/23/2007 / Current Construction Value: \$17,395,715
 - City of Daphne, AL Completion Date: 10/10/2005 / Current Construction Value: \$642,000
 - City of Gulf Shores, AL Completion Date: 2/20/2006 / Current Construction Value: \$7,147,306
 - Client: Harrison County, MS Completion Date: 9/11/2005 / Current Construction Value: \$608,369
 - Jackson County, MS Completion Date: 8/31/2006 / Current Construction Value: \$651,266
 - City of Pascagoula, MS Completion Date: 7/31/2010 / Current Construction Value: \$22,535,788
 - City of Pembroke Pines, FL Completion Date: 9/16/2005 / Current Construction Value: \$730,000
- 2005 Hurricane Dennis Recovery** - Debris removal, reduction and disposal after Hurricane Dennis
 - Baldwin County, AL Completion Date: 8/27/2005 / Current Construction Value: \$564,552
- 2004 Hurricane Ivan Recovery** - Debris removal, reduction and disposal after Hurricane Ivan
 - State of AL Dept of Conservation & Natural Resources Completion Date: 12/23/2005 / Current Construction Value: \$4,385,100
 - Baldwin County, AL Completion Date: 4/15/2005 / Current Construction Value: \$33,164,762
 - City of Daphne, AL Completion Date: 10/10/2005 / Current Construction Value: \$2,196,324

Margaret R. Wright, PhD

Senior Documentation Director

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

Disaster Debris Management Experience

Documentation Director 2003–Present

- Hurricane Ida (2021) – 4 in Mississippi & LA; Hurricane Nicholas (2021) – 7 in Texas December Tornadoes (2021) – 2 in Kentucky
Hurricane Zeta (2020) – Mississippi; Hurricane Delta (2020) – Louisiana; Hurricane Sally (2020) – Alabama & Florida and Hurricane Laura (2020) – Louisiana
Hurricane Dorian (2019) – South Carolina; Tropical Storm Imelda (2019) – Texas and Tornadoes (2019) Texas & Tennessee
Hurricanes Florence & Michael (2018)
▪ Director of QC/QA team for field operations documentation for Hurricane Florence (20 contracts) and Hurricane Michael (10 contracts)
Hurricane Irma (2017)
▪ Documentation Director for 61 simultaneous activations throughout Florida. Oversaw DAO Office for reconciliation and final closeout on all projects.
Hurricane Harvey (2017)
▪ Documentation Director for 26 simultaneous activations throughout Texas. Oversaw DAO Office for reconciliation and final closeout on all projects. Point of Contact for fielding questions from Monitoring Firms and Clients regarding documentation, tickets, and invoicing.
Hurricane Matthew, (October 2016-2017)
▪ Provided Technical Assistance and managed overall documentation process for 46 simultaneous activations throughout east coast.
Hurricane Hermine, (2016)
▪ Provided Technical Assistance and managed overall documentation process for 2 activations.
Severe Storms (Flooding & Tornadoes) (2015-2016)
▪ Provided Technical Assistance and managed overall documentation process for 14/15 simultaneous activations per year.
Ice Storm Pax (February 2014)
▪ Provided Technical Assistance & managed overall documentation process for debris removal operations for Dorchester and Berkeley County, SC.
Hurricane Sandy (October 2012)
▪ Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
Fort Lauderdale FEMA Audit (2010-2012)
▪ Technical Assistance with FEMA Audit for 2004-2005
Hurricane Irene (August 2011-October 2011)
▪ Managed overall documentation and reconciliation process for 21 contracts in North Carolina, four (4) municipalities in Virginia, four (4) contracts with the North Carolina Department of Transportation for the removal of debris on roadways in thirteen North Carolina Counties. These contracts involved working with all municipalities as well as several monitoring companies representing various municipalities.
Hurricane Ike (2008-2009)
▪ Served as the Field Office Operations Manager & Coordinator for Debris Contracts in Texas, including four counties, 21 cities, and the Texas General Land Office (GLO). Set up and trained personnel for three onsite offices in Texas.
▪ Managed documentation and data management and assisted customers throughout entire operation to ensure FEMA compliance.
Hurricane Rita, Calcasieu Parish, LA (2005)
▪ Served as the Field Office Operations Manager for a large debris project in Calcasieu Parish, LA, during the 2005 Hurricane season.
Hurricane Charley Debris Projects (2004)
▪ Served as the Field Office Operations Manager for a large debris project in Polk County, FL, during the 2004 Hurricane season.
Hurricane Isabel Debris Projects (2003)
▪ Worked with clients to reconcile ticket data and invoice, during 2003 Hurricane Season.
Hurricane Fran Project (1996)
▪ Data entry, reconciling and invoicing with town of Wilson, NC.

Education, Additional Experience and Skills

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

Wright, Margaret - Resumes

John M. Campbell

Senior Director

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

Experience

CrowderGulf

Emergency Management and Training Specialist

May 2006–Present

- **LA Floods (2021)**
- **Hurricanes Laura, Sally, Delta & Zeta (2020)** – Current Activations
- **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 & Tornadoes) (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 Dorchester County and Berkeley County, South Carolina
- **Hurricane Sandy (October 2012-December 2013)**
Disaster Debris Removal - Vegetative Debris, Leaners and Hangers, Grinding Operations and Disposal
- **Hurricane Isaac (August 2012)**
Disaster Debris Removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey
- **Hurricane Irene (August 2011 – October 2011)**
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 Crowder Gulf

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

Lee County, Florida Emergency Management, Fort Myers, FL

Chief of Operations

2001–2006

Chief of Planning

2000–2001

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

United State Army (Colonel, Retired)

1968 – 1998

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

Campbell, John - Resume

Raymond "Buddy" Young

Senior Director & FEMA Specialist/Technical Assistant Manager

Areas of Expertise

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

Professional Overview

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

Experience

CrowderGulf, LLC

2003-Present

- Hurricanes Nicholas & Ida (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 & Tornadoes (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

Young, Buddy - Resume

Gary Evans Jones

FEMA Specialist and Technical Assistance Manager

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

Experience

CrowderGulf Technical Assistance Manager and FEMA Specialist 2012-Present

Federal Emergency Management Agency – Region 6

Deputy Regional Director

1994-December 31, 2011

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

Federal Emergency Management Agency – Region 6

Technological Hazards Branch Chief

1983-1994

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

US Public Health Service Physician Recruitment Coordinator

1977-1983

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

Director, Arkansas Emergency Medical Services Program

Arkansas Department of Health

1974-1977

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

Other Leadership Roles

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

Education

Master's Degree in Public Health Administration

Tulane University

Bachelor's Degree in Education

University of Arkansas

References

James Lee Witt

Nim Kidd

Chairman of the Board

State of Texas Emergency Management Director

Witt and Obrien Associates

Department of Public Safety

571-233-3135

512-424-2443

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

- 23+ 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 (IFEMA, 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**
- 2022 – Hurricane's Ian and Nicole – Supervised 34 contract activations throughout Florida – Over 13,000,000 CYs of debris removal and 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 Florida Panhandle – Over 12,000,00 CYs of Debris Removal and Disposal
- **Project Manager/Senior Project Manager with CrowderGulf**
- 2018 - Red Tide Projects - Collier County, Fort Myers Beach, Sanibel, Lee County and Sarasota County
- 2017- 2018 - Hurricane Irma: Supervised 64 contract activations throughout Florida
- 2016 - 2017 - Hurricane Matthew: Flagler County and the Cities of Bunnell, Flagler Beach, and Palm Coast, FL
- **Other Debris Management Experience**
- 2008 - 2010 - Commonwealth of Kentucky (KYTC) Ice Storms: Ballard, Christian, Grayson, Hart and Logan, Counties, KY
- 2007 - 2008 - Buffalo, NY Ice Storm: Erie County, NY
- 2005 - 2006 - Hurricane Katrina and Wilma: USACE (LA and MS) and FL
- 2004 - Hurricane Charley, Frances, Ivan and Jean: FL
- 2003 - Hurricane Isabel / Ice Storm: NC and SC
- 2002 - Hurricane Lily: LA
- 2001 - Tropical Storm Gabriele: FL
- 2000 - Tropical Storm Helene and Leslie: FL
- 1999 - 2000 - Hurricane Floyd: NC
- 1999 - Oklahoma F5 Tornado: OK

Education & Additional Experience / Skills

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

Areas of Expertise

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

Disaster Debris Management Experience**CrowderGulf – Mobile, AL****Project Manager Supervisor, September 2017 - Present**

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

First Construction of the Palm Beaches - West Palm Beach, FL**Supervisor/Project Manager, May 2014 - August 2017**

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

Education**Florida Atlantic University, Boca Raton, FL**

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

Additional Skills

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

Leigh Anne Ryals

Regional Director

Areas of Expertise

DISASTER PREPAREDNESS, RESPONSE AND RECOVERY OPERATIONS; EMERGENCY MANAGEMENT AND FEMA PROGRAMS AND POLICY, PROPOSAL DEVELOPMENT, CONTRACTS MANAGEMENT; LOGISTICS; SCHEDULING; PRESENTATIONS; CLIENT TRAINING

Qualifications

- Project Manager CrowderGulf Debris Operations since 2011
- 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

Project Manager and Emergency Management Specialist

August 2011- Present

- 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.
- **Tornadoes & Floods** - KY & LA 2021
- **Hurricanes Nicholas & Ida** - TX, MS and LA 2021
- **Hurricane Delta & Zeta** - s 2020
- **Hurricane Sally** - City of Daphne, AL 2020
- **Hurricane Laura** - Current Activation 2020
- **Tornado & Special Project** - 2 Activations in Texas 2019
- **Tropical Storm Imelda** - 1 Activation Montgomery Co, TX 2019
- **Hurricane Dorian** - 2 Activations South Carolina 2019
- **Hurricane Michael** - QC & Data Manager over 12,000,000cy of Disaster Debris Removal & Disposal in Panama City Beach, FL 2018
- **Hurricane Harvey** - Project Manager and government liaison to Texas clients in League City September 2017
- **Hurricane Matthew** - Project Manager and government liaison to Georgia clients in Liberty County October 2016
- **Ice Storm Pax** February 2014
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.
- **Hurricane Irene** August 2011-October 2011
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.

Additional Experience and Skills

Emergency Management Director	2000-2010
Disaster Public Information Officer and Administrative Assistant to the County Engineer	1994-2000
Regional Marketing Director and Account Manager for VideoCart, Inc.	1992-1993

Training Provided

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

Certifications and Training

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

Education

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

Areas of Expertise

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

Professional Overview

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

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

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

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

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

Additional Experience and Skills

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

Education & Professional Affiliations

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

Areas of Expertise

Disaster Recovery Debris Operations; Contract Management; Logistics Coordination, Client Relations; Strategic Planning; Proposal Writing.

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. Qualified individual for company general contractor's license in Alabama, North Carolina, and California.

Hurricane Ida, 2021 - City of Gulfport, MS

ALDOT Bridge Special Project, 2021 – Dauphin Island, AL

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

Hurricane Delta & Zeta, 2020 – Current Activations

Hurricane Sally, 2020 - City of Gulf Shores, AL

Hurricanes Laura, 2020 - City of Lake Charles, LA

Point Aux Pins Special Project, 2020 - Bayou LaBatre, AL

Hurricane Dorian, Tropical Storm Imelda & Tornados/Flooding, 2019

Hurricane Michael, 2018 & 2019

- 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

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

Red Tide/Fish Kill Cleanup, 2018

- 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

Hurricane Irma, Supervisor, 2017 - FLDEP Waterway Projects

Hurricane Harvey, Supervisor, 2017 - 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.

Auburn University, Port of Catania (Sicily, Italy)**2015**

Worked as a consultant intern with a team of six students from various countries to solve problems that plagued the port. Developed a solution plan that would allow for an increase in port traffic while maintaining safe and efficient operations. Performed a supply chain and marketing audit of port operations.

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*

Lawrence "Barton" Holmes

Regional Manager

DISASTER EXPERIENCE

CrowderGulf

Regional Representative & Project Manager

(2016- Present)

- Current Project Manager for Fort Myers Beach, FL which was catastrophically impacted by Hurricane Ian.

OTHER EXPERIENCE

United States Army National Guard

(2017- Present)

- Airborne Infantryman (11B-P) (2017-2018)
- Basic Airborne Course (2018)
- Passed Special Forces Assessment & Selection (SFAS) and the Special Forces Qualification
- Course as an 18B Special Forces Weapons Sergeant (2018-Present)

Laurens County Sheriff's Office

(June 2011-June 2016)

Detention Center Deputy

- Uniform Patrol Division (Corporal)
- Community Services Division (SRO, DARE Instructor)
- Criminal Investigations Division (Evidence)
- SWAT

Entry Team Leader, Assistant Commander

- DUI Task Force Coordinator
- Website Coordinator/ Social Media Contributor
- Detective Violent Crimes
- D.A.R.E. Instructor

Family YMCA of Greater Laurens

(June 2009-July 2010)

Executive Assistant to CEO

Grant Coordinator

Congressman J. Gresham Barrett

(May 2008-May 2009)

Legislative Assistant (Washington, DC)

District Campaign Office Manager/ Staffer (Anderson, SC)

EDUCATION / SKILLS

- Over 100 credit hours of course work completed from Texas A&M, Greenville Technical College, and the United States Army (ACE).
- USAJFKSWCS NCOA Basic Leadership Course (2019)
- (US Army John F. Kennedy Special Warfare Center and School Non-Commissioned Officer Academy- Ft. Bragg, NC)
- US Army Infantry School (2018)
- South Carolina Criminal Justice Academy - Basic Law Enforcement Class 566 (2011)
- Numerous Law Enforcement/ Military related firearms, tactics, safety, and medical training hours
- NIMS

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

Entrepreneur

2001-2010

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

Education

University of North Texas

Denton, Texas

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

Additional Skills/Certifications

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

Young, Clayton - Resume

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

Disaster Debris Management Experience**CrowderGulf – Mobile, AL
Senior Project Manager****2016-Current**

- 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
Senior Project Manager****2016-2016**

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

**CURRENT CONSTRUCTION CORP - CURRENT ENVIRONMENTAL & DEMOLITION, Allentown, NJ
Vice President****2012-2016**

- 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
President****1995-2012****HENRY J. LUCAS ELECTRIC CO., INC.
Vice President****1990-1995****Project Manager/Estimator
Electrician (1979-1985)****1985-1995****Education / Licensing / Training / Leadership & Community Involvement****MERCER COUNTY VOCATIONAL TECHNICAL SCHOOL - Electrical Construction**

West Windsor, NJ

New Jersey Electrical Contractors License #9758**New Jersey A901 Disposal License****100-Ton US Coast Guard Captain's License****New Jersey CDL-A License with Medical Card****Transportation Worker Identification Credential (TWIC) Card****OSHA 10/30 & First Aid Certification****Big Brother/Sister of Mercer County****Real Estate Investor – Commercial & Residential****Entrepreneurial Ventures - Owned and managed an auto body / collision center and laundromat in New Jersey.**

Lucas, Matt - Resume

Wilber Ledet

Senior Project Manager

Areas of Expertise

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

Relevant Qualifications

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

Disaster Debris Management Experience

CrowderGulf, LLC – Theodore, AL

- **Senior Project Manager & Project Manager -** **2012-Present**
 - Louisiana Floods 2021
 - Mississippi – Hurricane Zeta 2020
 - Louisiana – Hurricane Delta 2020
 - Alabama & Florida – Hurricane Sally 2020
 - Louisiana & Texas – Hurricane Laura 2020
 - Texas – Tropical Storm Imelda & Tornadoes 2019
 - South Caroline – Hurricane Dorian 2019
 - Florida – Hurricane Michael 2018
 - North Carolina – Hurricane Florence – Duplin, Holly Ridge, Jacksonville, Onslow, North Topsail Beach, Richlands and Swansboro; over 1,129,000cy debris removal and disposal. 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** **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

Ledet, Wilber - Resume

ROBERT (Lew) NAJOR

Project Manager

109 Woodmere Dr. Brewton, AL 36426 / (850) 393-9985 / lnajor@crowdergulf.com

Disaster and Debris Related Projects

CrowderGulf Quality Control Manager / Project Manager

2018-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.

- **Hurricanes Laura, Sally, Delta & Zeta** - Current Activations 2020
- **Tropical Storm Imelda, Tornado/Flooding & Special Project** - Texas 2019
- **Hurricane Dorian** - South Carolina 2019
- **Hurricane Michael / Bay County, FL** - Oversaw QC of removal of 2 Million Cubic Yards of Debris. 2018-2020
- **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 renourishment
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 renourishment, placement 100,000 CY Sand
- 2000-1 **Hurricane Beach Erosion** Cape San Blas, FL - Beach renourishment
Gulf County, FL - 200,000 CY Beach restoration
- 1999 **Hurricane Erin** Escambia Co., FL - Beach renourishment
- 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.

2021 December Tornadoes

2020 Hurricanes Laura Sally, Delta & Zeta

2019 Hurricane Dorian, Tropical Storm Imelda & Tornado's

2018 Hurricane Michael, Florida

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

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

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

CrowderGulf Partner/Subcontractor

2003-2011

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

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

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

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

Previous Experience

Grind-All Company – Moseley, VA

General Manager

1999-2003

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

Areas of Expertise

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

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

Managed Debris Removal Operations in Calcasieu Parish after Hurricane Laura August 2020 - Current

- 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 through January 2021.

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 2002-2007
- Hospitality Management

Areas of Expertise

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

Certifications

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

Disaster Debris Management Experience

CrowderGulf

May 2010-Present

Health & Safety Manager:

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

Disasters:

December Tornadoes - 2021 – Kentucky (2 Activations)

Hurricane Nicholas - 2021 – Texas (7 Activations)

Hurricane Ida - 2021 – Mississippi, Louisiana (4 Activations)

Hurricane Zeta - 2020 – Mississippi (7 Activations)

Hurricane Delta - 2020 – Louisiana (1 Activation)

Hurricane Sally - 2020 - Alabama & Florida (10 Activations)

Hurricane Laura - 2020 - Louisiana & Texas (8 Activations)

Hurricane Dorian - 2019 - South Carolina (2 Activations)

Tropical Storm Imelda - 2019 – Texas (2 Activations)

Tornados/Flooding - 2019 - Texas & Tennessee (2 Activations)

2018 Hurricanes Florence - NC & SC and Michael – FL Safety Manager over activations, monitoring safety for over 800 debris removal crews.

2018 Red Tide / Fish Kill - Florida Project Manager for Sarasota County and Sanibel, FL

2017 Hurricane Harvey and Irma Disaster Debris Removal and Recovery Services in over 100 simultaneous activations from Texas to Florida.

2016 Hurricane Matthew & Hermine Disaster Debris Removal & Recovery Services in over 46 simultaneous activations along the East Coast.

2014, 2015, 2016 Severe Storms (Flooding & Tornados) Disaster Debris Removal & Recovery Services in over 30 activations over 3 years at various municipalities.

2012 Hurricane Sandy Cleanup Debris removal, Waterway Marine Debris Cleanup and Vessel Removal for the State of New Jersey.

2012 Hurricane Isaac Cleanup Debris removal and reduction after Hurricane Isaac for the cities of Pascagoula, Gulf Port, and Biloxi in Mississippi with no first aid or OSHA recordable incidents.

2011 Hurricane Irene Recovery, North Carolina & Virginia Debris removal and reduction after Hurricane Irene for over 20 municipalities in the North Carolina and Virginia area with no first aid or OSHA recordable incidents.

2011 Tornado Recovery, Walker County, AL Debris removal and reduction after several tornados devastated north Alabama with no first aid or OSHA recordable incidents.

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

Additional Related Experience and Skills

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

2001 to 2002

Safety Manager - Rite Way Masonry – Chicago, IL

1995 to 2001

Education

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

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

Zemlik, Jeff - Resume

Areas of Expertise

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

Relevant Qualifications

- Over 15 years of experience in disaster recovery and management.
- Logistics, strategic planning, procurement and negotiation tactical planning.

Disaster Debris Management Experience

CrowderGulf

2004-Present

Contracts and Logistical Manager for Disaster Operations

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

Disaster Experience

- **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

Jesus Carretie

Program Manager

DISASTER EXPERIENCE

CrowderGulf

03/2022 to Present

Hurricane Ian (DR-4673-FL)

Program Manager

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

08/2020 to 02/2022

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

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

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

08/2018 to 07/2020

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

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

09/2017 to 07/2018

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

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

02/2017 to 08/2017

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

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

09/2016 to 12/2016

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

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.

Metric Engineering

02/2014 to 02/2015

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

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)

Areas of Expertise

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

Relevant 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

Winter Storms, Flooding & Tornado (2021)

- Various Disaster Debris Removal

Hurricanes Nicholas and Ida (2021)

Hurricanes Laura, Sally, Delta & Zeta (2020)

Hurricane Dorian, TS Imelda & Tornado's (2019)

Hurricane Florence & Michael (2018)

Hurricane Irma (2017)

- 61 Simultaneous Activations in FL

Hurricane Harvey (2017)

- 26 Simultaneous Activations in TX

Hurricane Matthew (2016)

- 46 Simultaneous Activations in SC

Hurricane Hermine (2016)

- City of Tallahassee, FL
- Leon County, FL

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

- Various Disaster Debris Removal

Sandy (2012-2013)

- NJ Disaster Debris & Waterway Clean-up

BP Horizon Oil Spill (2010-2012)

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

New York State Ice Storm (2006)

Hurricane Rita (2005)

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

Hurricane Katrina (2005)

- Pascagoula, MS

Hurricane Ivan (2004)

- Pascagoula, MS

Hurricane Charley (2004)

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

Hurricane Charley Debris Projects (2004)

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

Hurricane Fran Debris Project (1996)

- City of Wilson, NC

Hurricane Erin Debris Project (1995)

- City of Pensacola, FL

Hurricane Opal Debris Projects (1995)

- Panama City, FL
- Bay County, FL

Education & Certifications

- Bachelor of Science
- NIMS & FEMA Certified

Auburn University, Auburn, AL

Areas of Expertise

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

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)

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

Education

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

Jenny Todd Weaver

Subcontractor Compliance Manager

Areas of Expertise

SUBCONTRACTS; MINORITY AND DISADVANTAGED BUSINESS INVOLVEMENT; RFP PREPARATION

Relevant Qualifications

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

Disaster Debris Management Experience

CrowderGulf

2005-Present

Subcontractor S/WMBE Compliance Manager

2008-Present

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

Contract Analyst/Administrator

2006-2008

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

Data Management Analyst/Specialist

2005-2006

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

Activations Worked:

December Tornadoes (2021) – 2 Activations in Kentucky
Hurricane Nicholas (2021) – 7 Activations in Texas
Hurricane Ida (2021) – 4 Activations in Mississippi & Louisiana
Hurricane Zeta (2020) – 8 Activations in Mississippi & Louisiana
Hurricane Delta (2020) – 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 Montgomery Co, TX

Hurricane Dorian (2019)
2 Activations South Carolina

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

Hurricane Florence (2018)
21 Activations throughout North & South Carolina

Hurricane Irma (2017)
61 Activations throughout Florida

Hurricane Harvey (2017)
26 Activations throughout Texas

Hurricane Matthew (2016)
46 Activations throughout the East Coast

Hurricane Hermine (2016)
2 Activations in Florida

Sever Storms, Flooding & Tornadoes (2015/16)
Debris Removal Services for various municipalities

Ice Storms Pax and Ulysses (2014)
3 Activations over North and South Carolina

Hurricane Sandy Debris Projects (2012/13)
2 activations for Kitty Hawk, NC and State of New Jersey

Hurricane Isaac Debris Projects (2012)
9 activations over 3 States

BP Oil Spill (2010/12)
1,200 People and 700 pieces of equipment
Baldwin County, Town of Dauphin Island,
Cities of Gulf Shores & Orange Beach, AL

Tornadoes April and May Outbreak (2011)
Various activations over Alabama, Missouri and Florida

Hurricane Irene Debris Projects (2011)
24 activations over North Carolina & Virginia; Six additionally awarded

Hurricane Ike Debris Projects (2008)
36 activations over 3 states with over 200 Subcontractors activated

Hurricanes Katrina, Rita & Wilma (2005)
56 Activations over 5 states activating over 500 subcontractors for Debris Projects

Education

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

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



2.6 Insurance

Pictured: 2018 Hurricane Michael Bay County, FL



City of Sanibel, FL
RFP – PW-0-2024/SK
Disaster Debris Removal / Emergency Services

2.6 Insurance

Insurance, Bonding and Financials (Evaluation Criteria 2)

Financial strength is one of the most important aspects for the City of Sanibel 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.

Litigation Summary (Evaluation Criteria 2)

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, lines, judgments and bankruptcy proceedings as zero. Due to our diligent efforts, we have been involved in very few litigation cases, none of any significance.

Code of Business Ethics

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

Criminal Convictions

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

Penalties

CrowderGulf has never been terminated or debarred from a Contract.

Conflict of Interest

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



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.

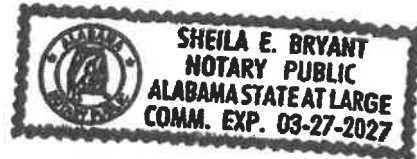
Please consider this letter as verification that Crowder Gulf, LLC and its wholly owned entity, Crowder Gulf Joint Venture, Inc., are one of Regions Bank's valued customers. Regions is privileged to have serviced the operating accounts of the companies since 1987, with all accounts handled in an exemplary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



 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 horizontal line.

Robby Farmer

Vice President

Pathway Insurance Group LLC



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/26/2023

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

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

PRODUCER Pathway Insurance Group 753 Nichols Avenue Fairhope AL 36532		CONTACT NAME: Nina Glover PHONE (A/C, No, Ext): (251) 279-6373 E-MAIL ADDRESS: nina@pathwayinsgroup.com FAX (A/C, No):	
INSURED CrowderGulf LLC/CrowderGulf Joint Venture 5629 Commerce Blvd. E. Mobile AL 36619		INSURER(S) AFFORDING COVERAGE INSURER A: The Gray Insurance Company - Best Rating A-VIII INSURER B: Westchester Surplus Lines Insurance INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 36307	

COVERAGES **CERTIFICATE NUMBER:** CL2341910089 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			XSGL-100090	07/01/2022	07/01/2025	EACH OCCURRENCE \$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000				
			MED EXP (Any one person) \$ 5,000				
			PERSONAL & ADV INJURY \$ 1,000,000				
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						GENERAL AGGREGATE \$ 3,000,000
							PRODUCTS - COMP/OP AGG \$ 3,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY			XSAL-100100	07/01/2022	07/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
			<input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY				BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB			GXS-100169	07/01/2023	07/01/2024	EACH OCCURRENCE \$ 4,000,000
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						AGGREGATE \$ 4,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A	GWC-100174	07/01/2022	07/01/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER
			E.L. EACH ACCIDENT \$ 1,000,000				
			E.L. DISEASE - EA EMPLOYEE \$ 1,000,000				
			E.L. DISEASE - POLICY LIMIT \$ 1,000,000				
B	Contractors Pollution Liab. Coverage Includes Transportation Poll Cov. End			G71538825002	07/01/2023	07/01/2025	Each Pollution Condition 5,000,000
			General Aggregate Limit 5,000,000				

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

The certificate holder is an additional insured on all policies except Workers' Compensation and is provided a Waiver of Subrogation, all when required by written contract. The above insurance policies shall be primary and noncontributory to any other insurance policies maintained by the certificate holder, when required by written contract

CERTIFICATE HOLDER

CANCELLATION

City of Sanibel 800 Dunlop Road Sanibel FL 33957	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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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



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)



2.7 Indemnification

Pictured: 2018 Hurricane Michael Bay County, FL



City of Sanibel, FL
RFP – PW-0-2024/SK
Disaster Debris Removal / Emergency Services

2.7 Indemnification

CrowderGulf agrees to indemnify the City of Sanibel, its employees and agents per the RFP Requirements.



2.8 Technical Approach

Pictured: 2018 Hurricane Michael Bay County, FL



City of Sanibel, FL
RFP – PW-0-2024/SK
Disaster Debris Removal / Emergency Services

2.8 Technical Approach

Debris Management and Response

Principles of Project Management

Standards

CrowderGulf conducts all debris operations to meet or exceed all regulations and program standards of FEMA 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 48-72 hours prior to a tropical storm and/or hurricane making landfall or immediately upon the occurrence of any debris generating event within the City of Sanibel.

- 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 Sanibel.
- 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 Sanibel 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 Sanibel 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 (Evaluation Criteria 4)

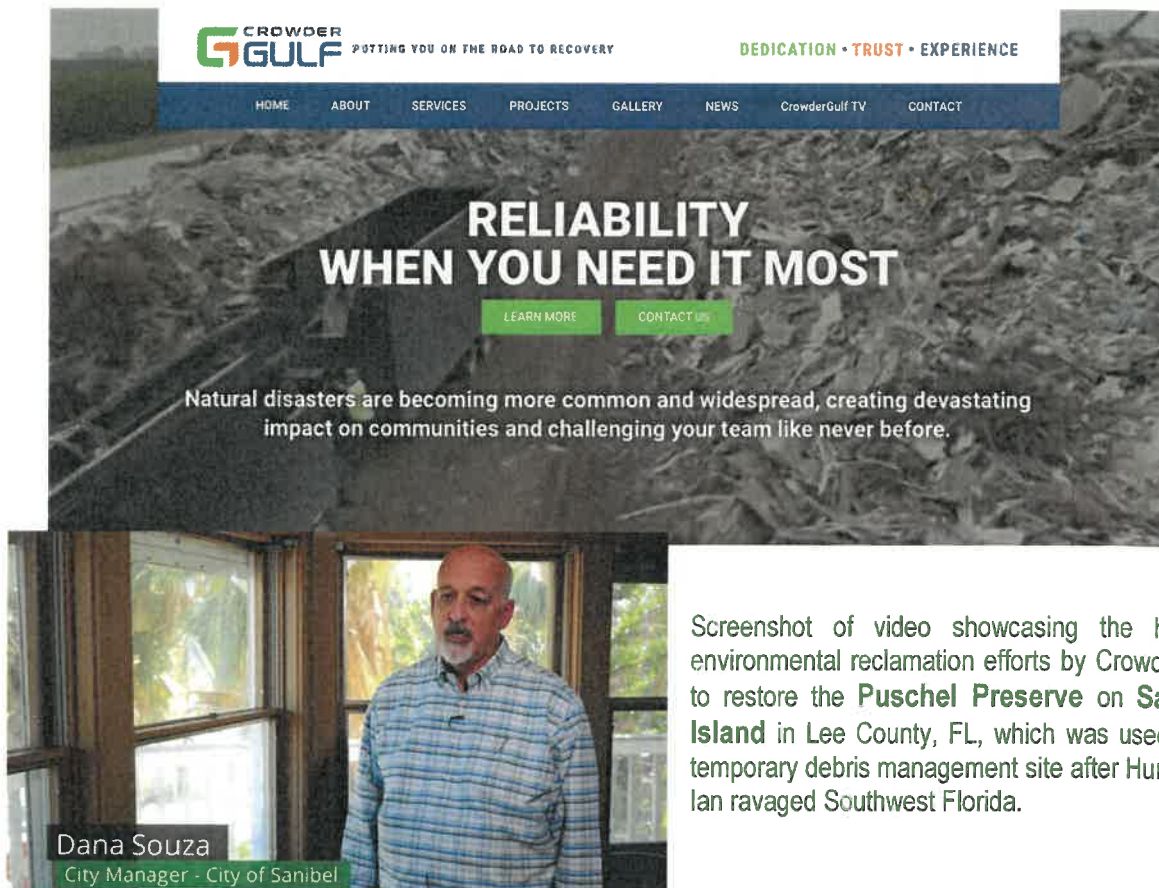
On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions. In addition, our Debris Reduction specialists will be available to review and advise on potential Debris Management Sites. Preparedness training will be tailored to the City of Sanibel needs and requests.

CrowderGulf has provided a copy of our Training Manual under a separate package.

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 Online.*



Screenshot of video showcasing the historic environmental reclamation efforts by CrowderGulf to restore the **Puschel Preserve on Sanibel Island** in Lee County, FL, which was used as a temporary debris management site after Hurricane Ian ravaged Southwest Florida.

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.

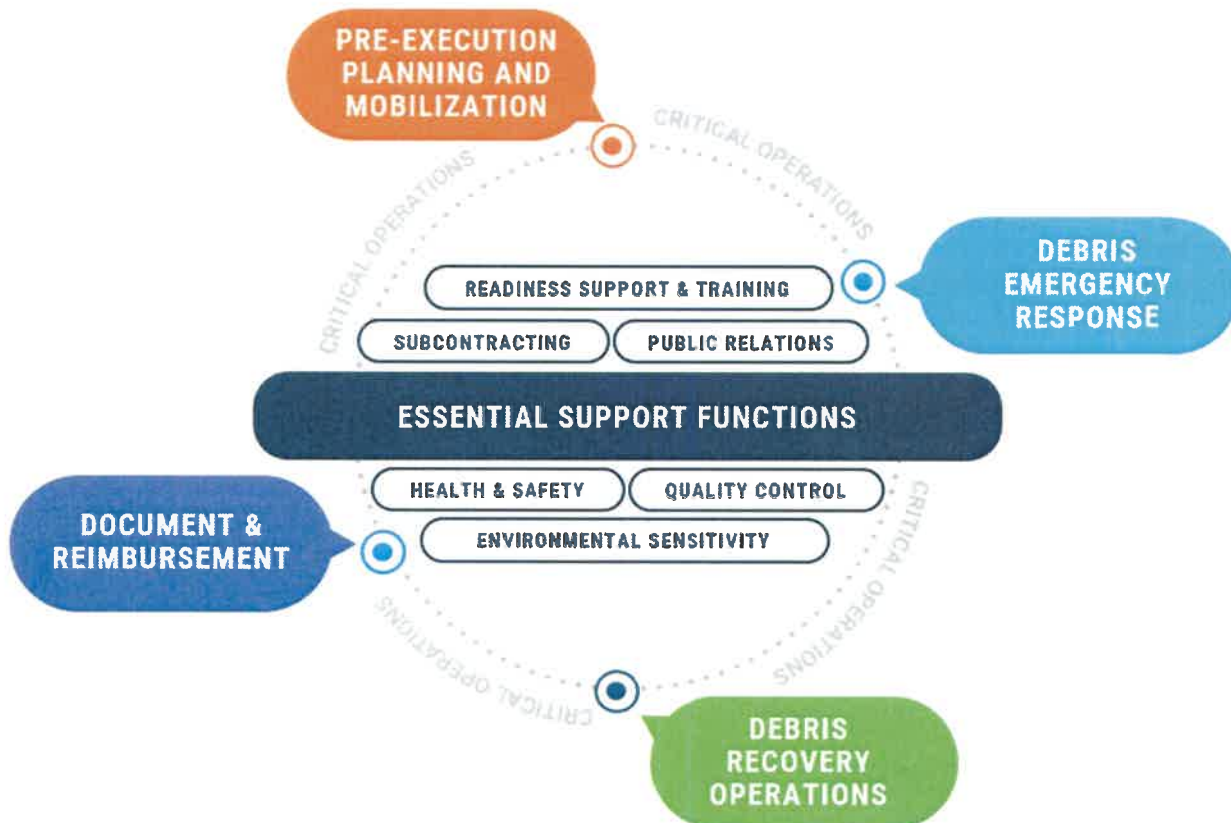
The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive **Debris Management and Operations Plan** is a **flexible strategy that integrates Critical Operations and Essential Support Functions** to insure the most efficient and cost-effective debris management for the City of Sanibel. 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 CrowderGulf's disaster relief efforts for the past 50 years. When an event is likely to occur, all stakeholders are put on alert and resources are marshaled. Immediately after the event occurs, Mobilization of personnel and equipment resources begins in anticipation of the initial Debris Emergency Response or "PUSH" period. As additional resources flow to the impacted areas, Debris Recovery Operations – the most demanding phase - is initiated. This is the phase in which CrowderGulf delivers what it has promised and makes certain that debris is removed and reduced as quickly and as efficiently as possible. Throughout the operation, the Documentation of all work must be completely and accurately documented for Reimbursement to occur.

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

CRITICAL OPERATIONS

➤ **Pre-Execution Planning & Mobilization** **Alert and Team Notifications**

If there is advanced notice (i.e., a hurricane), this phase will commence as soon as a disaster appears to be a credible threat to the City of Sanibel. 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 Sanibel'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

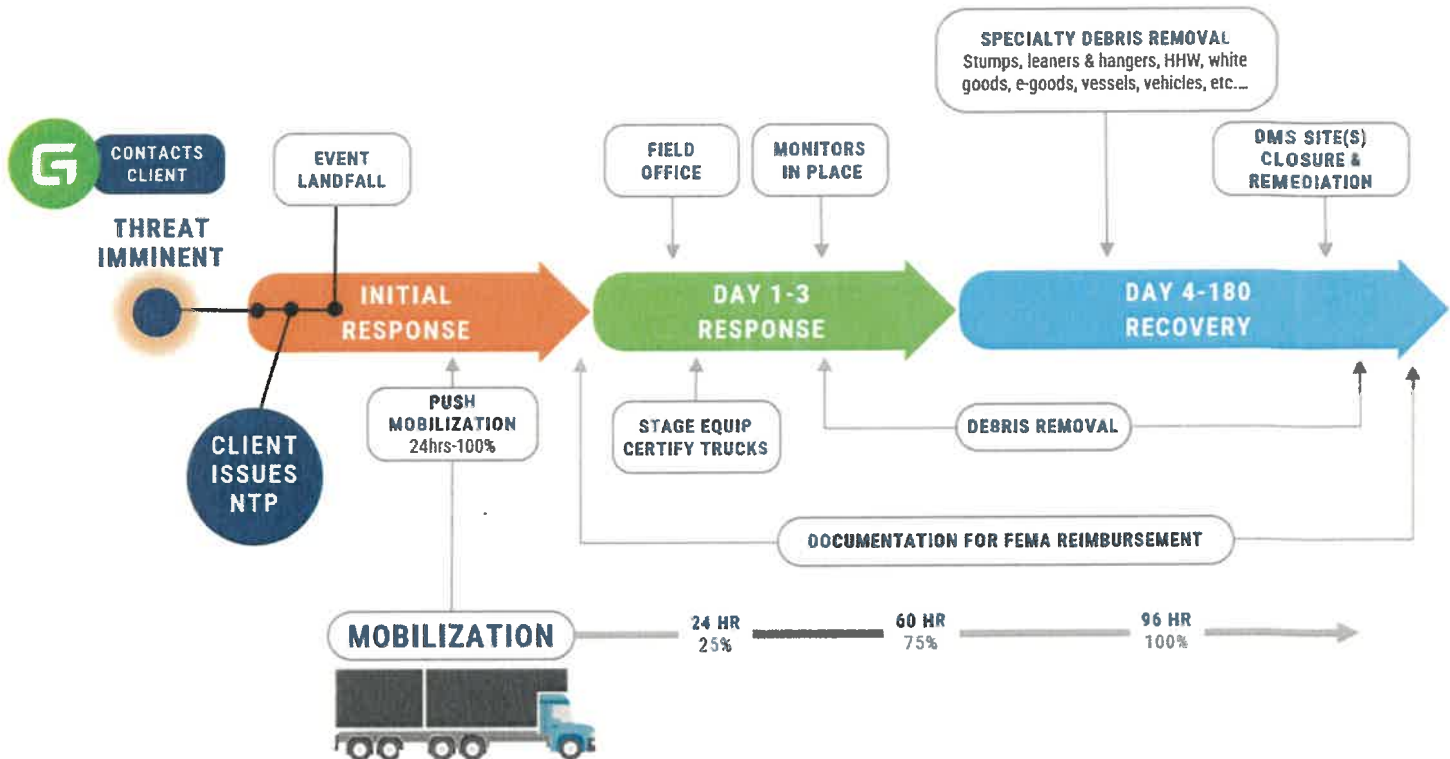
CrowderGulf's main office will serve as headquarters for "back-office" operational support and documentation center. Throughout the project, this office will support field operations on all levels and maintain backup files and records for reimbursement.

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

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

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

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

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

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

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

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

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

"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

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.



➤ Debris Recovery Operations

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

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

- Never load debris on a truck before the Debris Management Site (DMS) or Landfill has been identified.
- Handle only debris that meets FEMA's eligibility criteria.
- Sort debris before initial loading, whenever possible, to increase efficiency.
- Clean streets/roads thoroughly at each pass, i.e., "Clean as You Go" policy.
- If at all 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 Sanibel.

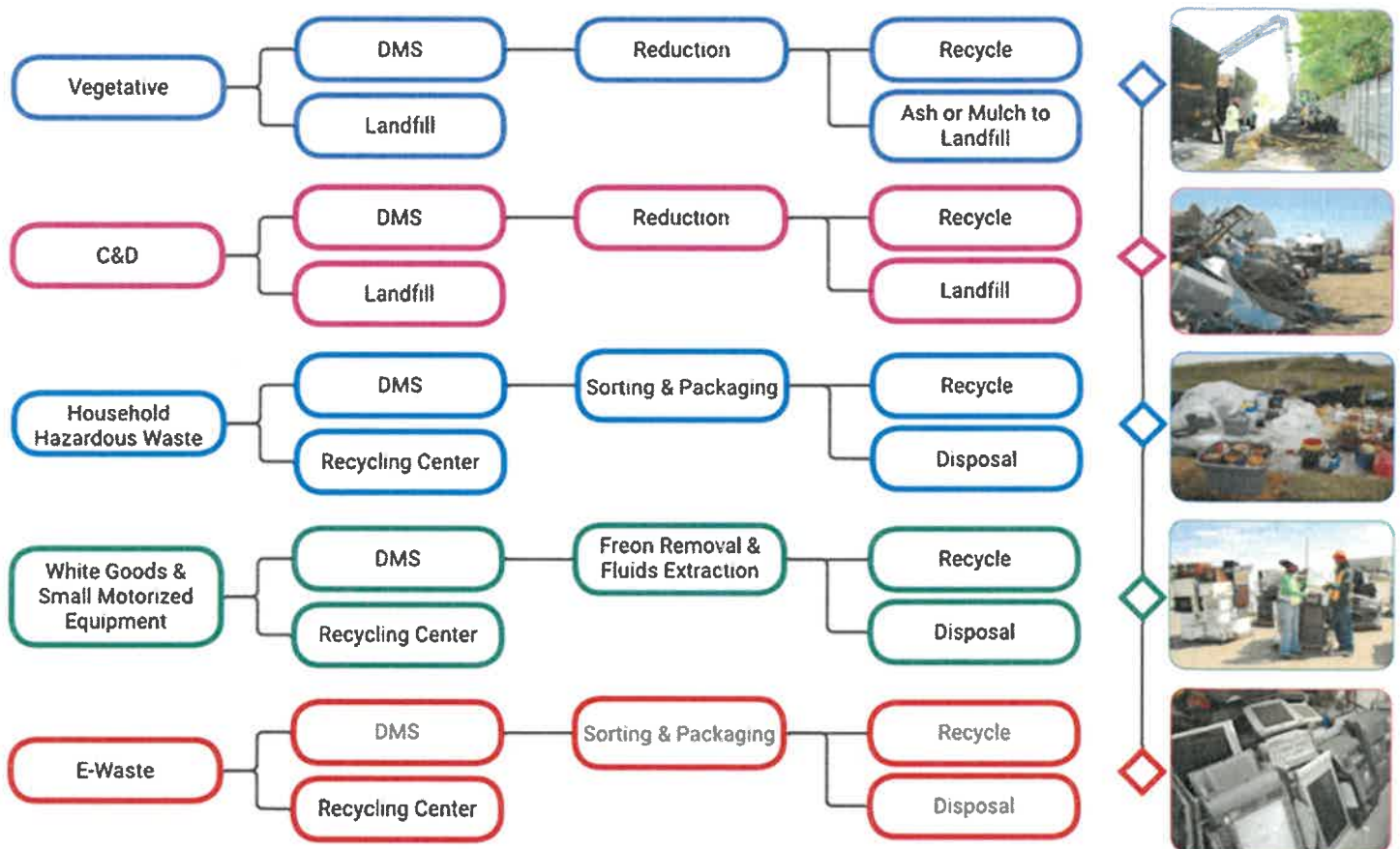
Curbside collection requires that only storm related debris be placed at the curb or public rights-of-way. *Source-segregated debris collection* offers the potential of high salvage value and efficient recycling/reduction processing. This method is important when collecting hazardous and environmentally 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 Sanibel 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 always remain in the truck. 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 Sanibel 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).

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

Citizen, High Island, TX

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, always functioning equipment, 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:

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

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

- | | |
|--------------------------------------|---------------------|
| • Large air compressors | • Small tools |
| • Exhaust & other fluids | • Hoses |
| • Welding Equipment | • Lubricant |
| • Several sets of various size tires | • Fittings |
| • Hydraulic hose crimping machines | • Lift gates |
| • Hydraulic lines | • 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 Sanibel to discuss progress, needed adjustments and other issues. Decisions to increase/decrease manpower and/or equipment or change work areas will be made with approval of the City.

Accurate Record Keeping

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

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

Documenting and Resolving Damages

During the debris removal process there will always be some minor damage situations that occur regardless of the care taken during 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 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

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

DMS Site Selection

Site selection is probably the most important decision affecting DMS operations. CrowderGulf will work closely with the City of Sanibel 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 follow 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

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.

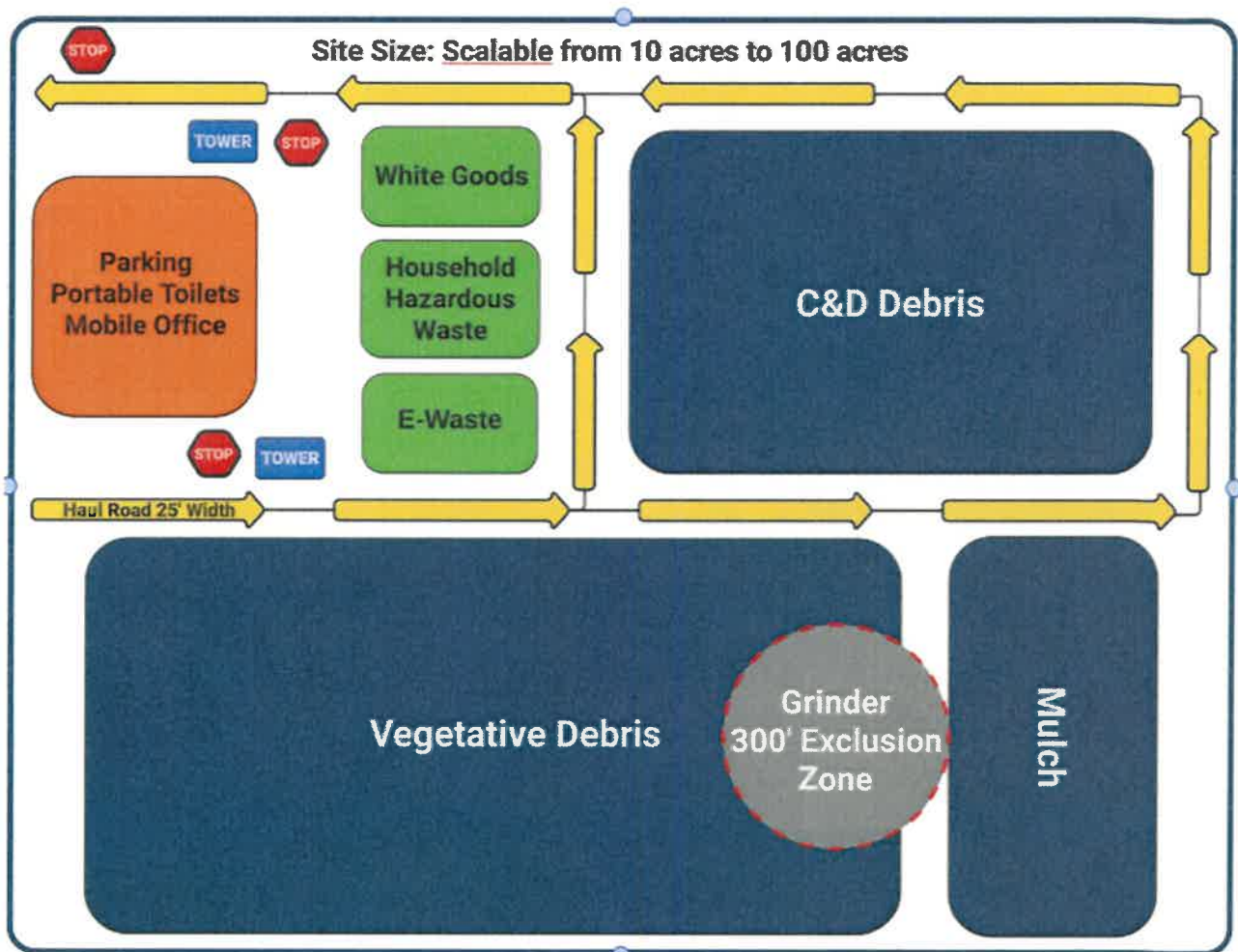
- Portable toilet facilities will be conveniently located to serve the inspection towers, crews working on the site, and office facilities
- Perimeter chain-link fencing, erosion and sediment control fencing, and other necessary drainage control methods
- Site traffic flow will provide for orderly movement 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 Sanibel, 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.

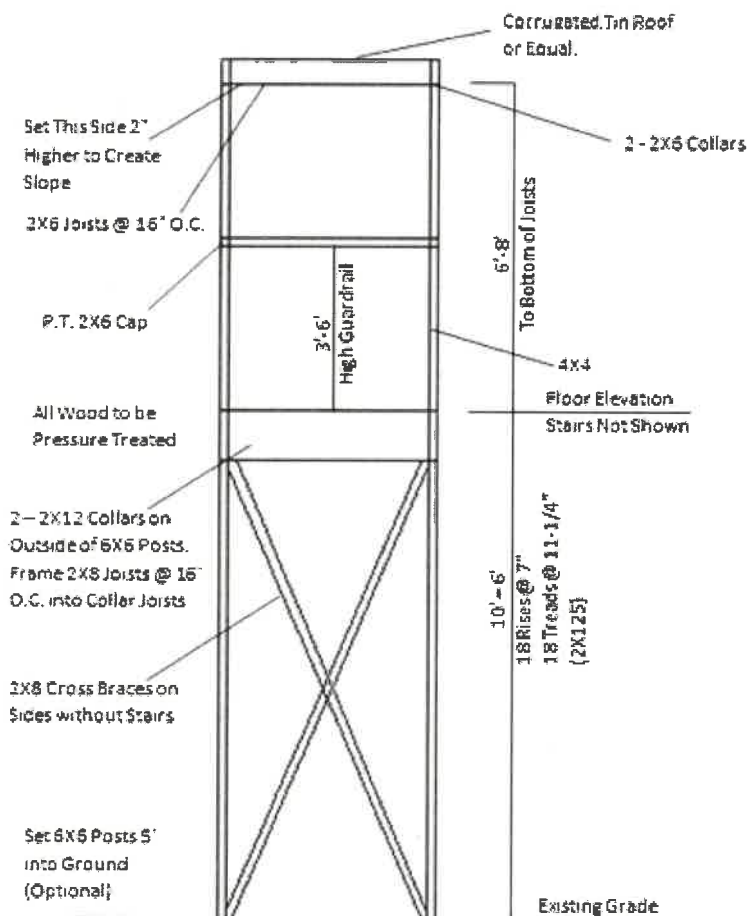


Inspection Towers

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

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

Inspection Tower

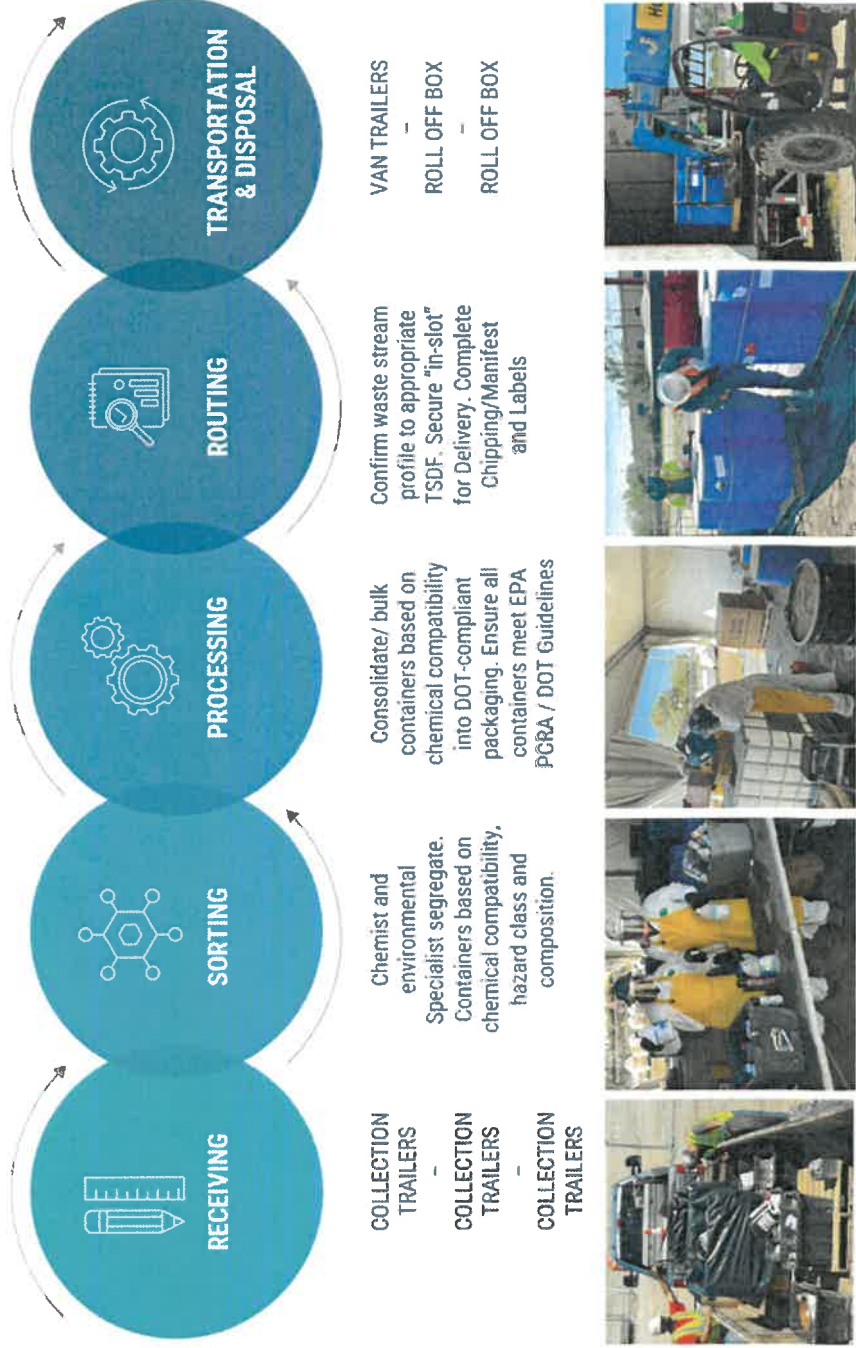


Hazardous Materials Containment Area

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 cove
- Rain and snow cover for the entire area



Debris Separation and Reduction

Debris Separation

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

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

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

Methods of Debris Reduction

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

- **Chipping and Grinding**

The chipping and grinding of vegetative debris 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 most of our disaster contracts for the past ten years. When grinding/chipping is utilized as the reduction method, all safety and compliance regulations are enforced throughout the operation.



- **Incineration**

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

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

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

Debris Reduction Timelines

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

DEBRIS REDUCTION PLAN TIMELINE	
TASK	TIME FRAME (from NTP)
Conduct requirements assessment of damaged area for DMS.	Within 24 hrs.
Develop DMS according to Management Plan, including rd. construction, erosion control, portable office & toilet facility	Within 48 hrs.
Ensure that all necessary permits from the proper State agency are in place 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

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

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

Debris Disposal

Final disposal of the products 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 Sanibel 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	Client / Location	E-Waste	Freon / White Goods	HHW	Waterway - Sand / Beach / Wet Marine Debris	Abandoned Vehicles / Vessels	Dead Animal Removal	Demo / Asbestos Materials
2022	Hurricane Ian	Bonita Springs, FL	X	X	X				
		Estero, FL	X	X	X				
		FL DEM							X
		Ft. Myers Beach, FL	X	X	X	X			
		Ft. Myers, FL	X	X					
		Lee County, FL	X	X	X				
		Sanibel, FL	X	X	X	X			
2021	Hurricane Ida	St. John Baptist Parish, LA	X	X	X	X			
2021	Flooding & Severe Storms	Calcasieu Parish, LA	X	X					
		Lake Charles, LA	X	X					
2021	Winter Storm	Friendswood, TX	X						
2020	Hurricane Sally	Baldwin County, AL	X	X					
		Gulf Shores, AL	X	X					
		Orange Beach, AL	X	X		X	X		
2020	Hurricane Laura	Calcasieu Parish, LA	X	X					
		DeQuincy, LA	X	X					
		Iowa, LA	X	X					
		Lake Charles, LA	X	X	X				
		Sulfur, LA		X	X				
		Texas GLO				X			
		Vinton, LA	X	X					
		Westlake, LA	X	X					

Year	Event	Client / Location	E-Waste	Freon / White Goods	HHW	Waterway – Sand / Beach / Wet Marine Debris	Abandoned Vehicles / Vessels	Dead Animal Removal	Demo / Asbestos Materials
2020	Demo Project	Friendswood, TX							X
2020	Hurricane Hanna	GLO, Texas				X			
2020	T.S. Cristobal	Dauphin Island, AL				X			
		Harrison Co., MS				X			
2019	Tropical Storm Imelda	Montgomery Co, TX	X	X					
2019	Misc. & Special Project	Fort Myers Beach, FL				X			
		Dickinson, TX				X			
2018	Hurricane Michael	Apalachicola, FL		X					
		Bay Co, FL		X		X			
		Dauphin Island, AL				X			
		Dog Island, FL							X
		Franklin Co, FL	X	X					
		Mexico Beach, FL				X			
2018	Hurricane Florence	Bald Head Island		X	X				
		Duplin Co, NC		X	X				
		North Topsail Beach, NC				X			
2018	Other Projects	Dauphin Island, AL				X			
		Eastern Shipbuilding Group				X			
		Orange Beach, AL				X			
		TNC–The Nature Conservancy				X			
2018	Red Tide / Fish Kill	Barrier Island Park, Boca Grande, FL				X			
		Collier Co, FL				X			
		Ft. Myers Beach, FL				X			
		Lee Co, FL				X			
		Sanibel, FL				X			
		Sarasota Co, FL				X			
2017	Hurricane Nate	Dauphin Island, AL				X			
2017	Hurricane Irma	Apopka, FL				X			
		Collier County, FL				X			
		FL DEP – Waterway				X			
		Kissimmee, FL	X						
		Orange Co, FL				X			
		Tybee Island, GA		X					
2017	Hurricane Harvey	Alvin, TX	X	X	X				
		Aransas Co, TX		X	X				
		Baytown, TX	X	X	X				
		Brazoria Co, TX		X	X				
		Chambers Co, TX	X	X	X				
		Clear Lake Shores, TX	X	X	X				
		Dickinson, TX	X	X	X				
		Friendswood, TX	X	X	X				

Year	Event	Client / Location	E-Waste	Freon / White Goods	HHW	Waterway – Sand / Beach / Wet Marine Debris	Abandoned Vehicles / Vessels	Dead Animal Removal	Demo / Asbestos Materials
		Galveston Co, TX	X	X					
		LaMarque, TX	X	X					
		League City, TX	X	X	X				
		Montgomery Co, TX	X	X	X				
		Nassau Bay, TX	X	X	X				
		Port Arthur, TX	X	X					
		Santa Fe, TX			X				
		Seabrook, TX		X	X				
		TX GLO				X			
		Webster, TX	X	X	X				
		West Columbia, TX	X	X	X				
2016	Hurricane Matthew	Flagler Co, FL				X			
		FL DEP				X			
		Hilton Head Island, SC		X		X			
2016	Flooding / Tornadoes	Central, LA			X				
		Montgomery Co, TX	X	X					
		Ouachita Parish, LA	X	X					
		Newton Co, TX		X					
		Rowlett, TX	X	X					
2015	Storms / Flooding & Other Projects	SC DOT	X	X	X				
		Limestone Co, AL				X			
		New Jersey DEP				X			
		Orange Beach, AL				X			X
		Palm Cove (HOA), FL				X			
		Pensacola, FL				X			
		RBM Contracting Svcs, LLC				X			
2014	Severe Storms & Flooding	AL Dept. of Transportation (ALDOT)				X			
		AL Dept. of Conservation & Natural Resources (ADCNR)				X			
		Blount Co., AL				X			
		Limestone Co., AL				X			
		Orange Beach, AL				X			
2014	Other Projects	LaMarque, TX							X
2013	TX Andrea	Gulf Shore, AL				X			
2013	Other Projects	Walton Co, FL				X	X		
2012	TS Beryl & Other Projects	Nassau Co, FL				X			
		Motel 6, Mobile, AL						X	
		The Nature Conservancy, Alabama Chapter Coastal				X			
2012	Hurricane Sandy	New Jersey		X		X	X		
2012	Hurricane Isaac	Dauphin Island, AL				X			
		Key West, FL				X			

Year	Event	Client / Location	E-Waste	Freon / White Goods	HHW	Waterway - Sand / Beach / Wet Marine Debris	Abandoned Vehicles / Vessels	Dead Animal Removal	Demo / Asbestos Materials
		Orange Beach, AL				X			
		Walton Co, FL				X			
2012	T. S. Beryl	Nassau Co., FL				X			
2012	Other Projects	Motel 6, Mobile, AL				X			
		Nature Conservancy, AL							X
2011	Hurricane Irene	Dare Co, NC	X		X		X		
2011	Other Projects	River Delta Marina, Mobile, AL				X			X
		FGUA Pasco (Seven Springs Utility System), FL				X			
2010	DDBG Project &	Prichard, AL						X	
	Other Projects	ALDOT				X			
2010	BP Oil Spill Response	Baldwin Co, AL			X	X			
		BP Exploration (AL Coast)			X	X			
		Dauphin Island, AL			X	X			
		Orange Beach, AL			X	X			
2010	Other Projects	CDBG-Housing Demo-Prichard, AL							X
2010	Other Projects	ALDOT, Mobile, AL				X			
2009	TS Ida	Dauphin Island, AL				X			
2008	Hurricane Ike	Bayou Vista, TX		X					
		Beaumont, TX	X	X					
		Dickinson		X		X			
		Galveston Co, TX	X	X		X	X	X	
		Jefferson Co, TX		X					
		Kemah, TX		X					
		LaMarque, TX		X		X			
		League City, TX		X					
		Texas City, TX				X			
		TX GLO				X	X		
		Tiki Island, TX		X		X			
2008	Other Projects	Bayou La Batre, AL							X
		Pasco Co, FL				X			
		Walton Co, FL					X		
2007	Other Projects	CDBG Project, Bayou La Batre, AL							X
		Dade City, FL				X			
		Pasco Co, FL				X			
		NRCS Project - Plantation, FL				X			
		Sanibel Island, FL				X			
2005	Hurricane Wilma	Lee Co, FL				X			
		North Miami Beach, FL				X			
2005	Hurricane Rita	Calcasieu Parish, LA	X	X					X
		Ft. Lauderdale, FL				X			

Year	Event	Client / Location	E-Waste	Freon / White Goods	HHW	Waterway - Sand / Beach / Wet Marine Debris	Abandoned Vehicles / Vessels	Dead Animal Removal	Demo / Asbestos Materials
2005	Hurricane Katrina	Biloxi, MS	X	X		X	X		
		Gulf Shores, AL				X			
		Gulf Port, MS					X		
		Hancock Co, MS					X		
		Jackson Co, MS				X			
		Louisiana				X			
		Orange Beach, AL				X			
		Pascagoula, MS		X		X			X
		Walton Co, FL				X			
2005	Hurricane Dennis	Destin, FL				X			
		Escambia Co, FL							X
		NRCS Watershed Pasco Co, FL				X			
		Wakulla Co, FL		X					
		Walton Co, FL				X			
2005	Other Projects	Desoto Co, FL				X			
2004	Hurricane Ivan	Escambia Co., FL		X					
		Pascagoula, MS				X			
		Walton Co., FL		X					
2004	Hurricanes Charley, Frances, & Jeanne	Ft. Lauderdale, FL				X			
		Escambia Co, FL		X					
		Fort Myers Beach, FL		X					
		Sanibel Island, FL				X			
		Wilton Manors, FL				X			
2003	Hurricane Isabel	Southeastern Public Service, (SPSA) VA				X			
		Virginia Beach, VA				X			
		Norfolk, VA				X			
2001	Flood	Virginia Dept. of Transportation (VDOT)				X			
1999	Hurricane Floyd FEMA Hazard Mitigation Program	Counties of Edgecombe and Princeville, NC							X
		Nash Co., NC							X
1999	Guadalupe & Comal River Flood	NRCS, State of Texas				X			

Debris Recycling Plan

Based on the debris management goals and objectives of the City of Sanibel, 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 works with local resources to find secondary uses for wood chips, as opposed to sending them to a landfill. Recent examples include:

- After 2023 Hurricane Ian, CrowderGulf disposed of over 100,000 cubic yards of reduced vegetation (mulch) on Pine Island in Lee County, Florida, with "beneficial use" agreements for final disposition. CrowderGulf serviced nearly 30 agricultural Small Business Enterprises (SBEs) throughout 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 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 Sanibel.

Site Closure and Restoration

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



“One of CrowderGulf’s most important attributes is their adherence to FEMA protocol. They exhibited a thorough understanding of FEMA regulations and procedures, consistently following protocol. As a result, we encountered no issues with FEMA’s reimbursement throughout our collaboration, which is a testament to the company’s commitment to compliance and professionalism.”

Nicholas E. Hunter
Mayor, City of Lake Charles

➤ **Documentation and Reimbursement (Evaluation Criteria 4)**

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 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

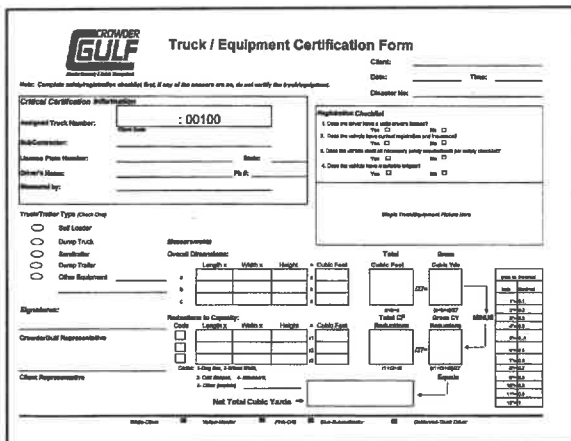
To maximize accuracy of accounting, CrowderGulf utilizes the following system of project controls:

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: _____

Chassis No: _____

Truck Certification Information

Assigned Truck Number: _____ : 00100

Subcontractor: _____

License Plate Number: _____ State: _____

Driver's Name: _____ P.O. #: _____

Insured by: _____

Truck/Trailer Type (check one)

☐ Roll Loader

☐ Dump Truck

☐ Backhoe

☐ Dump Trailer

☐ Other: _____

Measurements

Overall Dimensions: Length x Width x Height = Cubic Feet

Net Total Cubic Yards = _____

Signatures

City Representative: _____

CrowderGulf Representative: _____

Client Representative: _____

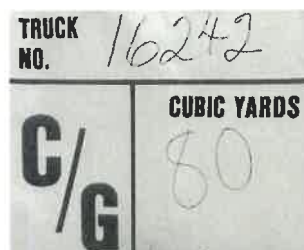
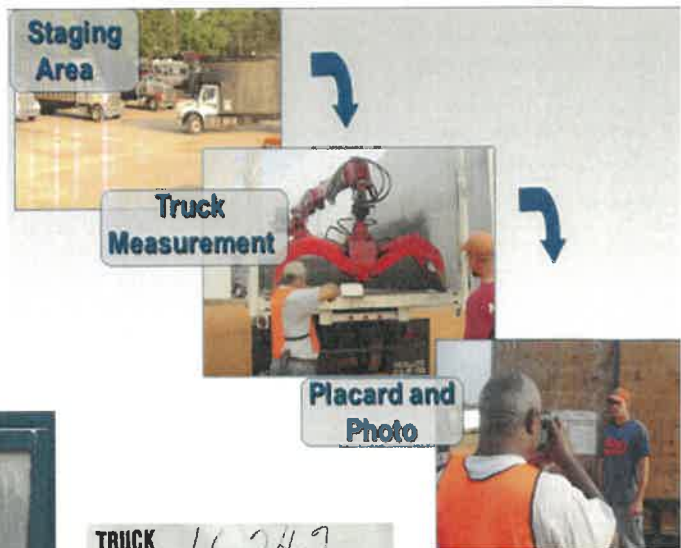
Weight Development Notes

1. Does the driver have a valid driver's license? Yes ☐ No ☐

2. Does the vehicle have valid registration and insurance? Yes ☐ No ☐

3. Does the vehicle have a current safety inspection? Yes ☐ No ☐

4. Does the vehicle have a current weight report? Yes ☐ No ☐



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.

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



Documentation of Special Projects

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

Data Management

CrowderGulf utilizes a comprehensive and 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 accommodates these situations due to our strong financial stability.

Documentation Maintenance

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

FEMA Requirements and Assistance in the Reimbursement Process

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

As an example of our commitment to Clients, in June 2010, a CrowderGulf Client requested assistance with a FEMA audit for work completed in 2005, after Hurricanes Katrina and Wilma. Consequently, one of our senior managers spent four weeks working onsite with the Client, as well as 1,000 plus hours of work time on the project researching and preparing documentation requests for FEMA. All our time and assistance 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 offers guidance to help decision makers make informed decisions regarding things such 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.

Subcontracting

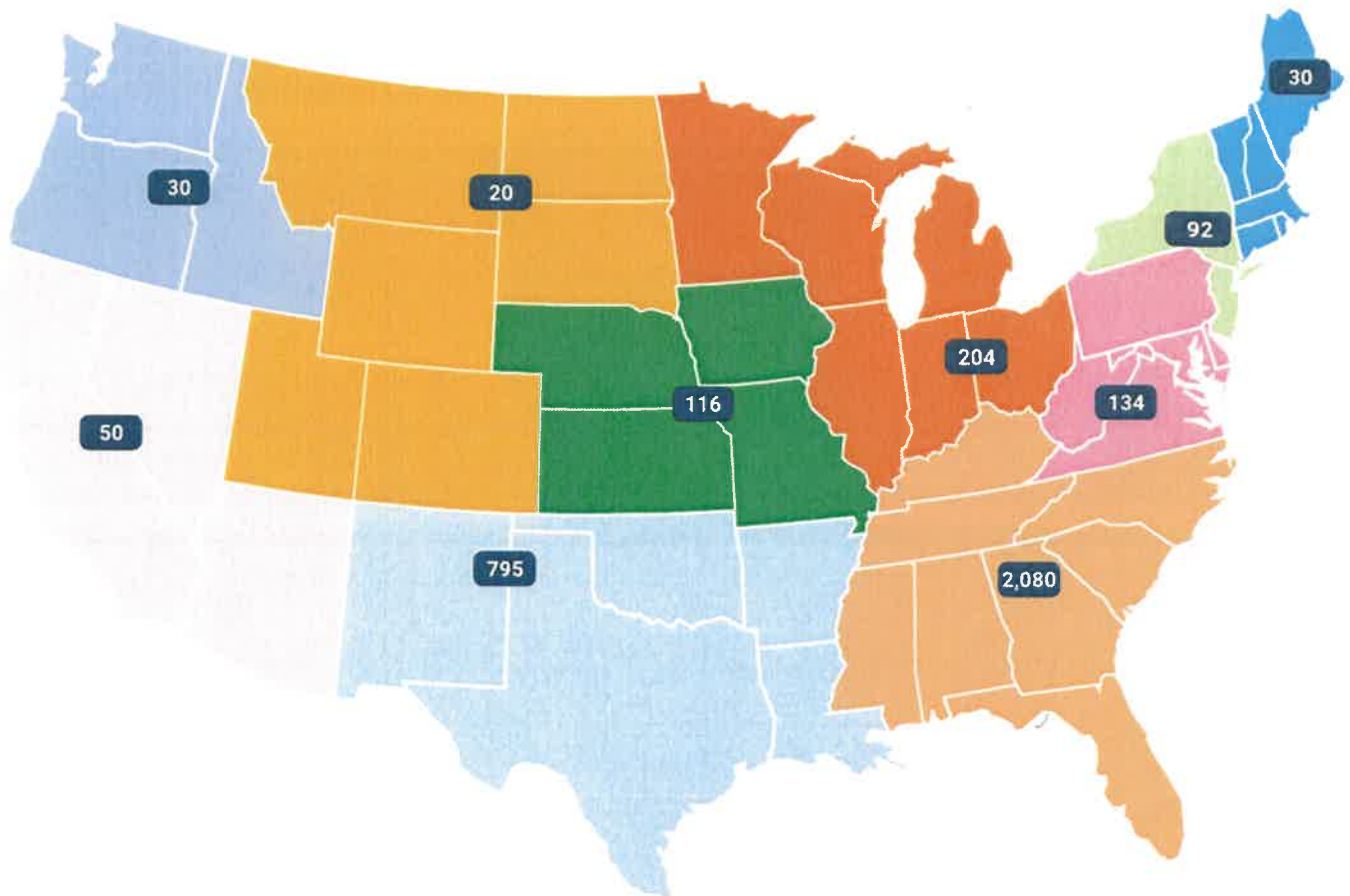
It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in **compliance with 44 CFR 206.10**. Per Client compliance requirements under **44 CFR 13.36(e)**, CrowderGulf, as Prime Contractor, will take all affirmative steps required to assure that minority firms,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

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

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

Mark Claypoole
Gotus Trucking, LLC

The graphic on the next page 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 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 the contractual conditions and commitments of CrowderGulf. As such, all subcontractors shall agree to the following:

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

Understanding Requirements

CrowderGulf takes several steps during the proposal preparation process to ensure local subcontractor participation as well as Minority/Women-owned Business Enterprises (M/WBE) utilization policies and 44 CFR 13.36(e) compliance are met. Understanding exactly what the Client is requesting during this initial proposal phase is key to implementation upon activation. To clearly define the expectations required we take several preliminary steps. 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 comparable 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**.

"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.

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 6 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
4M Services, Inc.	2702 Bee Branch Lakes Dr.	Labelle	FL	33935	1					
A & S Clearing, LLC	1259 NW 34th St	Okeechobee	FL	34972	1	1				
A Cut Above Lawn Care	1114 Whitehead Creek Loop	Ft. Myers	FL	33901	1					
A Soto Southern Ag Inc	2810 State St	Immokalee	FL	34142	1					
A&M Property Maintenance	4396 Owens Way	Ave Maria	FL	34142	1					
A+ Environmental Restoration	POB 3410	Arcadia	FL	34265						
ABC Transfer, Inc.	307 E. Aztec Ave	Clewiston	FL	33440						
Absolute Lawn Care & Tractor Service	1295 NE 42nd Terrace	Okeechobee	FL	34972	1					
Acme Grapple Service, LLC	5785 Spanish Oaks Lane	Naples	FL	34119	1	1				
Adam H Hernandez	4803 Miraham Dr.	Immokalee	FL	34142	1					
ADJ Excavating of Florida, Inc.	1371 Artesia Dr E Unit 402	Naples	FL	34113	1					
ADS Maintenance	445 Candle Wick Cir West	Lehigh Acres	FL	33936						
Advanced Roofing & Sheet Metal	2320 Bruner Ln	Fort Myers	FL	33912	1					
Advanced Tree and Lawn Systems	Siesta DR	Sarasota	FL	34232	1					
All Seasons Welding Inc. (ASW Inc.)	3288 Wayman Rd	Moore Haven	FL	33471	1					
Allied Engineering & Testing, INC.	5850 Corporation Circle	Fort Myers	FL	33905	1	1				1
AllState Soft Dig, Inc.	4851 SE 128th Ave.	Okeechobee	FL	34974						
Alviar Roll-Offs, LLC.	5114 Deer Run Rd.	Immokalee	FL	34142			1			
Amarilla Enterprises Inc	7561 State Rd 78 West	Okeechobee	FL	34974	1					1
Anita Rental Properties	701 NE 3rd Street	Okeechobee	FL	34972	1	1				
Anthony Bertram Hauling	1003 SW 7th Ave	Okeechobee	FL	34974						
Anytime Biohazard, LLC	9631 Casa Mar Circle	Fort Myers	FL	33919						
AppleCreek General Contractors, LLC	P.O. Box 1926	Bonita Springs	FL	34133	1					
Arlyn Designs LLC	923 River Wind Circle	Bradenton	FL	34212	1					
Askar Energy	3170 S. Horseshoe DR	Naples	FL	34104						
B & B Lawn Care	4775 Cedar Hammock Ct	Fort Myers	FL	33905	1					
B Rock Solid Excavating, LLC.	1338 SE end Place	Cape Carol	FL	33993	1					
Barnett Management	10911 Bonita Beach Rd # 1021	Bonita Springs	FL	34135	1					
Barry Land Development of SW FL Inc.	12801 Tower Rd	Bonita Springs	FL	34135	1					
Barry Recycling, Inc.	12801 Tower Rd	Bonita Springs	FL	34135	1					
Bateman General Services	4940 Hurley Ave	North Port	FL	34288	1	1				
Battista Farms	19490 S. Tamiami Trail	Fort Myers	FL	33908		1				
Beach Tractor Services, Inc.	P.O. Box 2933	Fort Myers	FL	33932	1					
Becerra Construction of Central FL, Inc	6035 Taylor Rd, Unit 107	Punta Gorda	FL	33950	1		1			
Bem Brite Electric Corp	333 Lester Ave S	Lehigh Acres	FL	33974	1					1
Big Tree, Inc.	5175 Country Lakes DR	Fort Myers	FL	33905	1	1				
Billy's Concession Consulting, Inc.	2090 Sunset Circle	Sanibel	FL	33957	1		1			

2024 FL Region 6 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
Bloomings Landscape and Turf Management, Inc.	5824 Bee Ridge Rd #165	Sarasota	FL	34233	1					
Blue Collar Clean Up LLC	4452 Worcester Rd	Sarasota	FL	34231	1					
Bonness, Inc.	1990 Seward Ave	Naples	FL	34109						
Brian St. Moritz LLC	3336 SE CR 760	Arcadia	FL	34266				1		
Brooks Waste Management, Inc.	1930 NE 3rd St	Cape Coral	FL	33909	1					
BTR Fill & Grading Service Inc	9341 Sedgefield Rd	Fort Myers	FL	33917	1	1				1
Build All Inc.	2104 SE 25th Terrace	Cape Coral	FL	33904	1					
Bullseye Line Striping Systems Inc	15894 Brothers Court	Ft Myers	FL	33912	1					
Busy Bee Septic	P.O. Box 100068	Cape Coral	FL	33910						
C & F Movers, Inc.	3195 Commerce Pkwy	North Port	FL	34289	1					
Capling Leveling, Inc.	137 S. Industrial Loop Unit 2	Labelle	FL	33935	1					
Carrillo Trucking of Sarasota, Inc.	P.O. Box 7597	North Port	FL	34290	1					
Charlotte Harbor Charters, LLC.	1802 Los Alamos DR	Punta Gorda	FL	33950	1					
Chase Land Service LLC	26532 East State Rd 78	Okeechobee	FL	34974	1					
CK Enterprises, Inc.	2665 Davis Blvd	Naples	FL	34104	1	1				
Clean Cut Trees	2106 Sunrise Blvd	Ft Meyers	FL	33907	1					
Cleavers Construction	1795 Detroit Blvd	Pensacola	FL	32534						
CMS Builders	101 NW 36th Ave	Okeechobee	FL	34972		1				
Com Ag Inc.	P.O. Box 818	Alva	FL	33920	1		1			
Conidaris Builders & General Contractors, Inc.	15645 Pine Ridge Rd	Fort Myers	FL	33908						
Consolidated Resource Recovery, Inc.	3025 Whitfield Ave	Sarasota	FL	34243						
Cooke Land Development Inc	41660 Little Farm Rd	PUNTA GORDA	FL	33982						
Cooper Timber Harvesting Inc.	2056 NE Newberry Dr	Arcadia	FL	34266	1					
Craig Allenbaugh PA	9259 River Otter Dr	Ft. Myers	FL	33912	1					
Cray Construction & Development Inc.	1428 South Brandywine Circle	Fort Myers	FL	33919	1					
Creekbridge Construction	18781 Creekbridge Construction	Alva	FL	33920	1	1				
CSA Environmental Services, LLC		North Fort Myers	FL	33917	1	1				1
CSJ of SWFL, Inc.	15804 Brothers Ct.	Fort Myers	FL	33912	1					
D & C Towns Properties	4148 Chifon Lane	Northport	FL	34287	1					
D & R Electrical Services	2783 N. Airport Rd, Ste 309	Fort Myers	FL	33914						
D. A. Eccleston & Son Debris Mgt.	19871 Markward Crossing	Estero	FL	33928	1					
D. Rhett Grading & Site Work	15351 Briarcrest DR	Fort Myers	FL	33912	1					
D.R. Rogers, Inc.	P.O. Box 486	Alva	FL	33920	1					
DAC Consulting, Inc.	2277 Trade Center Way, Ste 102	Naples	FL	34106						
Dave's Excavating Inc.	1590 Werner dr	Alva	FL	33920						1
Debris Squad, LLC	10740 Vivaldi Court #403	Miramar Lakes	FL	33913	1					
Dirt Divers, LLC	3709 Andalusia Blvd	Cape Coral	FL	33909	1					1
Dixon Mechanical, LLC.	1121 West Price Blvd	North Port	FL	34288	1					
Doodie Calls, Inc.	P.O. Box 337	Sarasota	FL	34203	1					
Double EE Consulting LLC	4094 Blueridge St	North Port	FL	34287	1	1				
Double J Harvesting, Inc. (Double J Hauling, LLC)	PO Box 901	LaBelle	FL	33975	1					
Duncan Seawall Dock and Boat Lift, LLC	1714 Independence Blvd	Sarasota	FL	34234						
Eagle Vegetation Reduction Inc.	4052 Santa Barbara Dr.	Sebring	FL	33875						
EarthBalance	2579 N. Toledo Blade Blvd	North Port	FL	34289	1					
Earthview LLC Precise Utility Locating	3894 Mannix DR, Ste 216	Naples	FL	34114	1		1	1		
Elegant Homes Construction Inc.	2672 Tamiami Trail	Port Charlotte	FL	33952	1					1
Elite Plumbing	311 Longwood Rd	Sebring	FL	33870	1					
Enviro-Tech Systems Inc	2308 S Parrott Ave	Okeechobee	FL	34974	1					
Erb Fabrication and Design Inc.	414 Tropicana Pkwy West	Cape Coral	FL	33993	1					
ETI	2221 McGregor Blvd	Ft. Myers	FL	33901	1			1		1
EZ DISPOSAL LLC	5150 Central Sarasota Parkway	Sarasota	FL	34238	1					
Fairview Property Maintenance	8730 Otiz Circle	Ft. Myers	FL	33905	1					
FBI Industries, Inc.	11505 Charlies Ter.	Fort Myers	FL	33907	1					
Fearless Construction Company	1917 SE 5th Ct.	Cape Coral	FL	33990	1		1			
Fiesta Tents, Inc.	121 Delmar Ave	Fort Myers Beach	FL	33931		1	1			1
First Service CGC, Inc	619 Pondella Rd	Fort Myers	FL	33903	1		1			
FL Tent of SW FL (Caloosa Tent and Rental)	10879 Metro Pkwy	Fort Myers	FL	33966	1	1				
Flagler Construction Equipment, LLC.	5151 DR. Martin Luther King Blvd.	Ft. Myers	FL	33905						
Florida Environmental, LLC.	20074 Larino Loop	Estero	FL	33928	1					
Florida Sod of Highlands County Inc.	5900 Sun Valley DR	Sebring	FL	33876	1					
Flor's Cleaning	5651 Halifax Ave #1	Fort Myers	FL	33912	1	1				
Flow-Line Inc	407 Plaza Ave	Lake Placid	FL	33852	1	1				
Forristall Enterprises, Inc.	3404 17th St East	Palmetto	FL	34221	1	1			1	1
Four Maman inc DBA Peace River Campground	2998 NW Highway 70	Arcadia	FL	34266	1					
Fourway Trucking and Sod Installation Inc	PO Box 46	Bunnell	FL	32110	1					
Frank's Roofing & Spray Inc.	P.O. Box 730	Lehigh Acres	FL	33970	1					
Friga Tyme Corp	413 Grenier Dr	N Fort Myers	FL	33903	1	1				
General Property Solutions (GPS)	3107 SW 7th Ave	Cape Coral	FL	33914	1					

2024 FL Region 6 Potential Subcontractors	Address	City	ST	Zip	\$B	WO	VET	SDV	HUB	SDB
Generation GSP, Inc.	1830 SE DeSoto Landing	Arcadia	FL	34266	1					
GLI Inc	1279 East Park Ave	Moore Haven	FL	33471	1					
Greater Graders, Inc.	8101 Sandpiper Rd.	Fort Myers	FL	33967	1					
Green's Tree & Landscape Maintenance Inc.	2806 42nd St. E	Bradenton	FL	34208			1			
Griffin Fence & Clearing, Inc.	125 U.S. 27 North	Lake Placid	FL	33852	1	1				
Grounds by Green Ways	PO Box 394	Sanibel	FL	33957	1					
Grow, Inc.	973 16th St SE	Naples	FL	34117						
Gruelle Construction, Inc.	17600 Devore Ln	Fort Myers	FL	33913		1				
GS Group FL LLC	14501 Bellino Ter. Unit 202	Bonita Springs	FL	34135	1	1			1	1
Gulf Coast Site, Inc.	4632 S. Del Prado Blvd., Unit B	Cape Coral	FL	33904		1				
Gulf Coast Underground, Inc.	3093 Hunter St, Ste A	Fort Myers	FL	33916						
Gulf Paving Co., Inc.	3460 Metro Pkwy	Fort Myers	FL	33916	1					
Haskins, Inc.	10956 Enterprise Ave	Bonita Springs	FL	34135	1					
Hayman Hauling & Tractor Service	4411 Bee Ridge Rd #478	Sarasota	FL	34233	1					
Hernandez Trucking	4553 Little League Rd	Immokalee	FL	34142						
Honc Industries	10101 Mallaory Pkwy	St. James City	FL	33956	1					
Hyatt Survey Services, Inc.	11007 8th Ave East	Bradenton	FL	34212		1				
HydroPro Compactor Services, LLC	5180 Jackson Rd	Fort Myers	FL	33905						
I & Y Family Corp.	5148 NW 30th Street	Okeechobee	FL	34972	1					
ICS Materials, Inc.	9160 Forum Corporate Pkwy, Ste. 350	Ft. Myers	FL	33905	1					
Interlock Security Group	3845 Beck Blvd. Suite 807	Naples	FL	34114	1	1				1
International Builders & Consultants, Inc.	2413 Lola Ave	Lehigh Acres	FL	33973	1	1				
Jay Krautheim	1310 McArthur Ave.	Lehigh Acres	FL	33972						
Jimmy Lynch Trucking	17870 Devore Ln	Fort Myers	FL	33913	1					
JMR Services, LLC	121 Sirena Way	Lake Placid	FL	33852	1					
JS Environmental Corp.	21301 S. Tamiami Trail, Ste 320-312	Estero	FL	33928	1					1
Juan Montes Sod, LLC.	430F. Rd	LaBelle	FL	33935	1					
Junk-King	2147 Porter Lake Dr. Unit F	Sarasota	FL	34240						
KR Transport & Services, LLC	3057 NE 52nd Drive	Okeechobee	FL	34972		1				
L & J Cleanup Inc.	355 G Rd	Labelle	FL	33935	1					
L. J. Hayes Construction, Inc.	6090 Dogwood Way	Naples	FL	34116	1					
Laguerre Underground Utilities, Inc.	3352 Poinsettia Ave	Naples	FL	34104						
LCY Grading Services, Inc	P.O. Box 4509	N. Ft. Myers	FL	33918	1					
Leon's Small Engine Service & Repair	1581 Gretchen Ave. S	LeHigh Acres	FL	33973			1	1		
Lil Mo Marine Services, LLC.	1322 SE 46th Lane	Cape Coral	FL	33904						
Lorenzo Douglas	23071 Ave D	Alva	FL	33920						
MAJ Contracting, Inc	2602 Dora Street	Ft. Myers	FL	33901	1					
Master of Disaster & Land Care Inc.	1280 Williams Street	Ft Myers	FL	33916	1	1				
Meade Construction, Inc.	12570 Metro Pkwy Ste 2	Fort Myers	FL	33966						
Medulla Auto Sales & Service LLC	1129 W Pipkin Rd	Lakeland	FL	33811	1					
Mestrl Silver Trucking	3158 W. US. Hwy 27	Clewiston	FL	33440	1					
Mettauer Environmental Inc.	19741 N River Rd	Alva	FL	33920	1					
Metzger Lawn Service	4280 12th St NE	Naples	FL	34120						
Mike's Cleanwater Harvesting, Inc.	343 Golden Gate Blvd. East	Naples	FL	34120	1					
Montano Trucking	40390 Horseshoe Rd	Punta Gorda	FL	33982						
Montrose Ent. Inc.	3717 S.W. 7th Ave	Cape Coral	FL	33914	1					
MW Horticulture Recycling Facility, Inc.	6250 Thomas Rd	Ft Myers	FL	33912	1		1			
Naples Paving, Inc.	2640 6th Ave SE	Naples	FL	34117	1		1			1
National Tree & Debris Removal	2072 Longboat Dr.	Naples	FL	34104	1					
Native Roots Lawn Care	16900 Reservation Rd	Okeechobee	FL	34974	1	1				
Nats Cleaning Service, LLC	2200 Kings Highway 3L, Ste 6	Port Charlotte	FL	33980	1	1				1
NCS Claw Services	127 TX Rd	Lehigh Acres	FL	33936	1					
Nease, Inc.	1601 Jackson St, Ste 202	Fort Myers	FL	33901	1	1				
North Florida Construction & Demolition	905 East 12th St	Lynn Haven	FL	32444	1					
Northshore Enterprises	736 Bianca ave	Lehigh Acres	FL	33974	1					
Nunez Lawn Care and Landscaping	3650 SE 36th Ave	Okeechobee	FL	34974	1	1				
Ocean Roads Transport, LLC.	3021 SE 22nd PL	Cape Coral	FL	33904			1			
Old Cracker	19810 Gottarde Rd	North Fort Myers	FL	33917	1		1			
Palisades Construction Enterprise	3668 Bayshore Dr.	Naples	FL	34112	1					
Pavement Maintenance, Inc	1640 Benchmark Ave	Fort Myers	FL	33905	1					
Peace River Charters llc	4192 s.w. adventure way	Arcadia	FL	34266	1					
Pennywise Lawn Care, LLC.	670 East Baffin Dr.	Venice	FL	34293	1					
Progressive Environmental Services, Inc.	6460 Topaz Ct. Unit 2	Fort Myers	FL	33966						
R. A. Berger & Co., Inc.	2111 Oxford Ridge Cir	Lehigh Acres	FL	33973	1					
R.V. Kountry, Inc	1660 N Tamiami Trail	North Fort Myers	FL	33903		1				
Raucci Unleashed, Inc.	6099 Estates Dr.	North Port	FL	34291						
Richard A. Minnick, LLC.	17300 Pritchett Parkway	North Fort Myers	FL	33917	1					
Riddgill & Son, Inc.	P. O. Box 447	Clewiston	FL	33440	1				1	

2024 FL Region 6 Potential Subcontractors	Address	City	ST	Zip	SB	WO	VET	SDV	HUB	SDB
RL Griffin, LLC.	P.O. Box 148	Ft. Ogden	FL	34267	1					
Rojas Harvesting, Inc.	1644 NE 40th Ave.	Okeechobee	FL	34972	1					
Royse Building Services	2172 Gulf Gate	Sarasota	FL	34231						
Rummans Construction Inc.	P.O. Box 2793	Fort Myers	FL	33902		1				
Scoops Land Development Inc	17441 Taylor Rd	Alva	FL	33920	1					
Scott Commercial Contracting, LLC	PO Box 503	Alva	FL	33920	1	1				
Sea Tow Ft. Myers	3725-A Del Prado Blvd	Cape Coral	FL	33904						
Solid Underground	3073 S. Horseshoe Dr. Ste 118	Naples	FL	34104	1					
Soon Come, Inc	460 Elizabeth Rd	Sanibel	FL	33957	1					
Southern Coast Contracting	12351 Iona Rd	Fort Myers	FL	33908	1					
Southwest Ag Service, Inc (SWAG)	1423 Comella Drive	LaBelle	FL	33935	1				1	
Southwest Builders, Inc	5150 Jackson Rd	Fort Myers	FL	33905	1					
Southwest Builders, Inc.	11997 Princess Grace Ct.	Cape Coral	FL	33991						
Southwest Disposal and Clean-Up	21531 N River Rd	Alva	FL	33920	1					
Southwest Lawn Service	25491 Fortran DR	Punta Gorda	FL	33950						
Southwest Mowers & Sweepers	2061 SW Charlotte St	Arcadia	FL	34266	1					
Southwest Utility Systems, Inc	16341 Old US 41 South	Ft. Myers	FL	33912						
Sovereign Construction, Inc.	21605 Belhaven Way	Estero	FL	33927	1					
SteMic Enterprises, Inc	16420 Old US 41	Ft. Myers	FL	33912						
Stevens and Layton, Inc	11260 Palm Beach Blvd	Fort Myers	FL	33905						
Sukmanowski Enterprises	1235 N. Line Ave.	Sarasota	FL	34237						
Sunland Enterprises of Naples, Inc.	7381 Sea Island Rd	Fort Myers	FL	33912	1					
Swenson Enterprises	11760 Scallop DR	Cape Coral	FL	33991	1					
Swiftline Trucking, Inc.	2044 Pondella Rd	Cape Coral	FL	33909						
T. Baldwin Environmental	6316 N.E. County Rd. 660	Arcadia	FL	34266	1					
TH Concrete	4710 SE Wheat Ave	Arcadia	FL	34266	1					
Thielen Environmental, LLC.	4711 Long Lake Drive	Fort Myers	FL	33905	1		1			
Thomas & Thomas Services, Inc.	3711 Pineview Dr.	Sebring	FL	33870			1			
Thompkins Contracting, Inc.	3507 Lee Blvd Unit 206A	Lehigh Acres	FL	33971	1					
Thrasher Grading	10106 Tropical DR	Bonita Springs	FL	34135	1					
TJ & I	P.O. Box 1974	LaBelle	FL	33975	1					
Tony Alvarez Land Clearing Inc.	15400 Old Olga Rd	Alva	FL	33920	1	1				
Tree Meister LLC DBA T.M.I	18241 Hawthorne Rd	Ft. Myers	FL	33967	1		1	1		
Triple J Trucking of SW FL, LLC.	10060 Amberwood DR, Suite 2	Fort Myers	FL	33913						
Tropic Trailer	9451 WORKMEN WAY	Ft Myers	FL	33905	1					
Unlimited Turf, LLC	414 S. Parrott Ave, Ste B	Okeechobee	FL	34974	1					
USA Fence	1209 44th Ave E	Bradenton	FL	34203						
USA Mulch, LLC	16575 Gator Rd	Fort Myers	FL	33912						
Vet Construction, Inc.	815 Laguna Dr	Venice	FL	34285	1	1				
Vilmar Ribeiro Landscaping and Plant Brokerage	350 Van Buren St	Fort Myers	FL	33916	1				1	1
W C Spratt Grinding	2169 Andrea Ln	Fort Myers	FL	33912	1					
Waste Services of Florida, Inc.	3900 North Orange Ave	Sarasota	FL	34236	1					
Waterbury Landscaping	550 Valkaria Rd	Palm Bay	FL	32909						
West Florida Roll Off LLC	18442 Tulip Rd	Fort Myers	FL	33967	1					
Womack Sanitation Inc	2505 SW Flanders St	Arcadia	FL	34266	1					
Xtreme Property Services, Inc.	819 SE 9th Ct	Okeechobee	FL	34974	1	1				
Yates Excavating, LLC	3457 E. Riverside Dr.	Fort Myers	FL	33916	1					
Zipperer Farms of Florida	2725 Hanson St	Fort Myers	FL	33901						
ZZ Truck, Inc	1221 Delores St E	Lehigh Acres	FL	33974	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 in the State of Florida 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 Aransas Co, TX Lee Co., FL Montgomery Co, TX Corpus Christi, TX San Patricio Co, TX,
	2017 Harvey	Corpus Christi, 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 Onslow Co, NC
	2018 Florence	Jacksonville, NC North Topsail Beach, 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	
	2012 Isaac	Biloxi, MS	Magnolia, MS

Subcontractor	Storm Event	Work Location
S. 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		Dauphin Island, AL Pascagoula, MS
	2012 Miscellaneous	McComb, MS
	2012 Tornado	The Nature Conservancy, AL
	2011 Irene	Motel 6 - Mobile, AL
	2023 Ice Storm TX	Rocky Mount, NC
		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 Shallotte, NC Varnamtown, NC
	2017 Irma	Bonita Springs, FL Edgewater, FL Flagler Co, FL Lake Mary, FL Lake Co, FL Lee Co, FL Okeechobee Co, FL Orlando, FL Ormond Beach, FL Sanford, FL Sarasota Co, FL St. Petersburg, FL Sumter Co, FL
	2017 Harvey	Aransas Co, TX San Patricio Co, TX Corpus Christi, TX
	2016 Matthew	Hilton Head Island, SC Long Cove POA, SC
	2014 AL Tornado	Windmill Harbor POA, SC Norfolk, VA
	2014 Pax - Ice Storm	ACCA- Blount Co, AL
	2011 Irene	Berkeley Co, SC Dorchester Co, SC
	2005 Dennis	James City Co, VA Newport News, VA
	2005 Wilma	York Co, VA Rocky Mount, NC
	2005 Rita	Bay Co, FL Destin, FL
	2005 Katrina	Ft. Lauderdale, FL West Palm Beach, FL
	2004 Ivan	Calcasieu Parish / Lake Charles, LA Aventura, FL Pascagoula, MS
		Daphne, AL Pompano Beach, FL
		Lazy Lakes, FL Wilton Manors, FL
		Escambia Co, FL Walton Co, FL

Prime / Major Subcontractors

CrowderGulf maintains full compliance with current procurement regulations, specifically **44 CFR 206.10** and **2 CFR 200.321**. Currently, we have subcontracts or Letters of Commitment with our Major Subcontractors listed below.

Business Designation: S= Small Business, MBE= Minority Business, HIS=Hispanic, WO- Women Owned

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
4M Services (FL) Primary Contact: Jodi Martell 19500 Armeda Rd Alva, FL 33920 FEIN: 30-1017179 / 863-303-1724 / martell3406@gmail.com		13	X	X				X					
ABC Hauling / RAL Services Corp (FL) Primary Contact: Rudy Largaespada 666 NW 23 rd Street Miami, FL 33127 FEIN: 47-3267869 / 786-972-5642 / abchauling12@gmail.com	S, MBE- His	32						X					
Ault Enterprises LLC (MI) Primary Contact: Richie Ault 4351 D 15 Rd, Bark River, MI 49807 FEIN: 26-0507912 906-399-4302 / richieault12@gmail.com	S	13	X	X						X			X
Barnhart Debris Removal (AR) Primary Contact: Sean Barnhart 2765 Columbia Rd 61, Magnolia, AR 71753 FEIN: 20-3400894 870-907-5893 / barnhart057@gmail.com		12	X	X	X	X				X	X	X	
Beeghly Tree (PA) Primary Contact: Ryan Beeghly 458 Hillvale Rd, Somerset, PA 15122 FEIN: 20-352-4227 / 814-444-8733 / rbeeghly@beeghlytree.com	S	11	X	X	X	X	X	X		X	X		X
C & W Trucking, Inc (FL) Primary Contact: Kris Creeden 703 Hennis Road Winter Garden, FL 34787 FEIN: 26-2765790 / 407-877-2600 / KrisC@cwglobal.net		16						X					
Clinton Lumber Co. LLC (MO) Primary Contact: Dusty Clinton 4775 CR 3380, Willow Springs MO 65793 FEIN: 20-2001172 / 417-331-6067 / carlajo_83@yahoo.com	S	11		X									
Creel Brothers, Inc. (LA) Primary Contact: Scott Creel 26400 Buford Creel Road, Franklinton LA 70438 FEIN: 72-1095784 / 985-839-4372 / scottcreel@creelbrothers.com		18	X	X	X	X		X					
Crooked River LLC (MO) Primary Contact: Nicole or Isaac Dotson 18025 Hwy C, Trimble, MO 64492 FEIN: 81-273-8406 / 816-813-9007 / nikikedotson@gmail.com	S, WO	2	X	X		X							
DEH Disaster Recovery LLC (GA) Primary Contact: Dodd Hartley 10133 Highway 92 Fort Valley, GA 31030 FEIN: 238-47-4881 / 850-377-5221 / Rhondodd@yahoo.com		23	X	X	X	X	X						
Dawn Til Dusk Disaster LLC (MO) Primary Contact: Andrew Callaway 28692 W Hwy 69 Bethany, MO 64424 FEIN: 20-3254163 / 660-425-8137 / callawayfarms@live.com	S	38	X	X	X	X			X	X	X	X	
DM Bass Inc (LA) Primary Contact: Suzanne Rome 54691 Hwy 16, Bogalusa, LA 70427 FEIN: 64-0890602 / 985-570-3980 / suzanne.rome@dmbass.com	S, WO	6	X	X									
Dotson & Sons (MO) Primary Contact: Tim Dotson 4500 Gordon Road Sturgeon, MO 65284 FEIN: 33-1010934 / 573-682-7600 / loghardtd@hotmail.com	S	31		X	X	X				X		X	
Four Points Recycling (NC) Primary Contact: Carroll Raynor 309 King Rd, Jacksonville, NC 28540 FEIN: 46-1003850 / 910-346-2047 / carrollraynor@gmail.com	S, WO	9		X			X	X	X				
Four R Equipment (FL) / Coastline Energy Ventures Primary Contact: JR Ruiz 3701 Southwest 128 Avenue Miramar, FL 33027 FEIN: 20-2065643 / 954-347-0280 / fourrequipment@yahoo.com	S, MBE - His	15		X				X					
Gaston Tree / Wood Resource Recovery (FL) Primary Contact: Bill Gaston 6424 NW 19 th Dr Gainesville, FL 32653 FEIN: 59-3691567 / 352-378-3348 / bill@gastontdr.com	S	25	X	X	X	X	X	X					
Gotus Trucking LLC (PA) Primary Contact: Mark Claypoole 166 Allison Road Harrisville, PA 16038 FEIN: 45-4533297 / 724-822-5603 / claypod1@gmail.com	S	29		X	X	X							
Gulf Atlantic Construction & Marine (AL) Primary Contact: Chance McConnell 8391 Ramsey Rd, Grand Bay, AL 36521 FEIN: 47-4037747 / 251-233-0133 / chance@gulfatlanticcm.com		17	X	X		X	X	X	X	X		X	X

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
Gulf Services (AL) Primary Contact: Lyman Ramsay, 5540 Business Parkway, Theodore, AL 36582 FEIN: 63-0879907 / 251-653-5075 / lyman.ramsay@gulfservices.us		22	X	X	X	X	X	X		X	X	X	
H2 Construction LLC (MO) Primary Contact: Renee Hostetter 702 W Walnut, Waverly, MO 64097 FEIN: 20-3532955 / 660-493-2555 / h2construction@live.com	S	10	X	X	X	X							
Hauling Away, LLC (AL) Primary Contact: Sara Pratt 10150 Ben Hamilton Road Theodore, AL 36582 FEIN: 45-2428798 251-402-3058 / sara@haulingaway.net	S, WO	90	X	X	X	X	X	X	X	X	X	X	X
HDR Trucking LLC (SC) Primary Contact: Henry Scharber 6380 Char-Augusta Rd, Bamberg, SC 29003 FEIN: 41-2184579 803-571-1929 / hdrtrucking@yahoo.com	S, WO	22	X	X	X	X	X	X	X		X		
JTL&S Property Preservation (TX) Primary Contact: Lance Nifong 6718 Wilford Rd, Beaumont TX 77705 FEIN: 27-1520917 / 832-775-3749 / lancejts@yahoo.com	S	32	X	X	X							X	
Last Pass, Inc. (FL) Primary Contact: Adelaida Cesti 17890 SW 100th St, Miami FL 33196 FEIN: 88-1792476 / 786-237-9219 / lastpassinc1@gmail.com	S, WO His	10	X	X	X	X		X					
Lawn Rescue Plus (FL) Primary Contact: Giorgio Cesti 15700 SW 169 Ave Miami, FL 33187 FEIN: 46-5139503 786-446-2469 / lawnplusrescue@yahoo.com	S, MBE - His	34		X	X	X		X		X		X	X
McCombs Tree Service (FL) Primary Contact: Chuck McCombs PO Box 561004, Rockledge, FL 32956 FEIN: 59-2864291 / 321-636-2777 / cmccombs@cfl.r.com	S	9		X	X								X
Michael's Tree Services (TN) Primary Contact: Irvin Lucas 3800 Knight Arnold Rd, Memphis, TN 38118 FEIN: 30-0204358 901-331-8205 / ILucas@mtlmemphis.com	S	12	X	X	X	X	X	X		X		X	
New Gen Environmental Group / Bil-Jim Construction (NJ) Primary Contact: Timothy Johnson 1358 Hooper Ave, Toms River, NJ 08753 FEIN: 46-1578632 / 732-905-3830 / newgenenvironmentalinc@gmail.com	S	12	X	X	X	X			X	X		X	X
ReclaimIt Enterprises (TN) Prime Contact: Randy Ball 300 Kingsport Hwy, Greenville, TN 37745 FEIN: 62-1575384 / 423-552-0870 / reclaimitenterprises@gmail.com	S	19	X	X	X			X	X		X		
Riccelli Enterprises (NY) Primary Contact: Richard Riccelli 6131 E. Taft Rd, N. Syracuse, NY 13212 FEIN: 16-1404955 / 315-433-5115 / richr@riccellienterprises.com		15						X					
S. St. George Enterprises (NY) Primary Contact: Steve St. George PO Box 348 Fredonia, NY 14063 FEIN: 16-1305517 / 716-672-2488 / steve@sstgeorge.com	S	83	X	X	X	X	X	X	X	X	X		
Statewide Tub Grinding / WLW (FL) Primary Contact: John Wagner, III PO Box 2689 Apopka, FL 32704 FEIN: 01-0607747 / 407-774-1100 / john@statewidegrinding.com		17	X	X		X	X				X		
Steadfast Services / Slick Machines (GA) Primary Contact: Trey Davis 1625 Lakeside Trail, Cummings, GA 30041 FEIN: 45-5521983 / 404-695-7844 / davis.steadfast@gmail.com		5	X	X	X	X	X	X	X	X	X		
Waterfront Recovery LLC (FL) Primary Contact: Lisa McCombs PO Box 561004, Rockledge, FL 32956 FEIN: 81-5316398 / 321-636-2777 / cmccombs@cfl.r.com	S, WO	4			X								X

Summary of Major 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	Ft. Myers Beach, FL
		Estero, FL	Lee County, FL
		Ft. Myers, FL	Sanibel, FL
	2022 FL Tornado	Lee County, FL	
	2021 Ida	Gulfport, MS	
	2020 Sally	AL DOT	Orange Beach, AL
ABC Hauling Services / RAL Services Corp. (Miami, FL) (HaulOuts) 32 Activations 10 Activations in FL Master Subcontract # 16_915	2020 Laura	Lake Charles, LA	
	2022 Ian	Ft. Myers, FL	Lee County, FL
		Ft. Myers Beach, FL	
	2021 Ida	St. John the Baptist Parish, LA	
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
		Lake Charles, LA	Calcasieu Parish, LA
		Dequincy, LA	Iowa, LA
	2020 Laura	West Lake, LA	Vinton, LA
	2020 Tornado	Nashville, TN	Chattanooga, TN
	2018 Michael	Bay Co, FL	Panama City, FL
		Jackson Co, FL	Panama City Beach, FL
		Lynn Haven, FL	
	2018 Florence	Duplin Co, NC	
	2017 Harvey	Aransas Co, TX	Corpus Christi, TX
		Aransas Co, TX (PPDR)	San Patricio, TX
Ault Enterprises LLC (Bark River, MI) (ROW Hauling, Waterway Debris Hauling) 13 Activations 5 Activations in FL (Master # 16_794)	2016 Matthew	Hilton Head Island, SC	Thunderbolt, GA
	2011 Tornado (MO)	Joplin, MO	
	2011 Irene	Dare Co, NC	
	2008 Ike	Bolivar Peninsula, TX	Manvel, TX
		League City, TX	
	2005 Wilma	Ft. Lauderdale, FL	
	2022 Ian	Lee County, FL	
	2020 Zeta	Gulfport, MS	
	2020 Laura	Sulphur, LA	
	2018 Michael	FL Dept. of Enviro. Protection	Panama City, FL
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	2018 Florence	Onslow Co, NC	Swansboro, NC
	2017 Irma	FL Dept. of Enviro. Protection	(Clay/Putnam, Duval, Volusia/Brevard)
	2017 Harvey	Corpus Christi, TX	
	2016 Matthew	FL Dept. of Enviro. Protection	Hilton Head Island, SC
	2022 Ian	Castleberry, FL	
	2021 Ida	Audubon Institute, LA	
	2020 Laura	Lake Charles, LA	Calcasieu Parish, LA
		Iowa, 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	Panama City, FL
		Carrabelle, FL	Washington Co, FL
		Franklin Co, FL	
	2017 Harvey	Brazoria Co, TX	
	2023 Tornado	Edgecombe Co, NC	Rocky Mount, NC
		Nash Co, 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
		AL DOT	Fairhope, AL
		Baldwin Co, 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
Clinton Lumber Co. LLC Willow Springs, MO) (ROW Hauling) 11 Activations 9 Activations in FL Master Subcontract # 17_1269	2023 Ice Storm TX	Jupiter, FL 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
	2023 Idalia	Thomas Co, GA
	2023 Ice Storm TX	Austin, TX Travis Co, TX
	2022 Ian	Bonita Springs, FL Ft. Myers, FL Lee County, FL Le Co Public Schools, FL Venice, FL Sanibel, FL
	2022 SC Ice Storm	SCDOT
Creel Brothers, Inc. (Franklinton, LA) (PUSH, ROW Hauling, L&H, Stumps, HaulOuts) 18 Activations 7 Activations in FL Master Subcontract # 20_1863	2021 Ida	St. John the Baptist Parish, LA
	2021 TX Demo	Friendswood, TX
	2021 TX Tornado	Friendswood, TX Sugar Land, TX
	2021 LA Tornado	Calcasieu Parish, LA
	2020 Laura	Calcasieu Parish, LA Lake Charles, LA
	2018 Michael	Panama City, FL
	2017 Harvey	Dickinson, TX
	2022 Ian	Ft. Myers, FL Lee Co, FL
	2020 Sally	Baldwin Co, AL Fairhope, AL
	2018 Michael	Decatur Co, GA Bainbridge, GA
Crooked River LLC (Trimble, MO) ROW Hauling 2 Activations – 1 in FL Master Subcontract # 17_1039	2018 Florence	Bald Head Island, NC Northwest, NC Bolivia, NC Oak Island, NC Brunswick Co, NC Shallotte, NC Caswell Beach, NC Varnamtown, NC
	2017 Harvey	Aransas Co, TX Nueces Co, TX Corpus Christi, TX
	2016 Matthew	Hilton Head Island, SC
	2016 Hermine	Leon Co, FL Tallahassee, FL
	2014 Ice Storm Pax	Berkeley Co, SC Dorchester Co, SC
	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
	2018 Florence	Jacksonville, NC Onslow Co, NC North Topsail Beach, NC
DEH Disaster Recovery LLC (Ft. Valley, GA) (ROW Hauling, L&H, Stumps) 23 Activations 4 Activations in FL Master Subcontract # 14_497	2017 Harvey	Aransas Co, TX Nueces Co, TX Corpus Christi, TX
	2016 Matthew	Hilton Head Island, SC
	2016 Hermine	Leon Co, FL Tallahassee, FL
	2014 Ice Storm Pax	Berkeley Co, SC Dorchester Co, SC
	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
	2018 Florence	Jacksonville, NC Onslow Co, NC North Topsail Beach, NC
	2017 Irma	Chatham Co, GA
DM Bass, Inc (Bogalusa, LA) (PUSH, ROW Hauling) 6 Activations 3 Activations in FL Master Subcontract # 18_1808	2016 Matthew	Currituck Co, NC Rose Hill, NC Duplin Co, NC Sunset Beach, NC Raleigh, NC
	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
Four Points Recycling (Jacksonville, NC) (ROW Haul) 9 Activations Master Subcontract # 16_833	2008 Ike	Bolivar Peninsula League City, TX Kemah, TX
	2005 Wilma	Pembroke Pines, FL
	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
Four R Equipment / Coastline Energy Resources (Miramar, FL) (ROW Hauling, HaulOuts) 15 Activations 8 Activations in FL Master Subcontract # 12_173 / 21_1880	2011 Irene	Newport News, VA
	2008 Ike	Bolivar Peninsula League City, TX Kemah, TX
	2005 Wilma	Pembroke Pines, FL
	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

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	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 St. Petersburg, FL Ormond Beach, FL Tarpon Springs
	2016 Matthew	Clay County, FL Flagler Beach, FL Flagler County, FL Orange Park, FL Ormond Beach, FL Palm Coast, FL
	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
Gotus Trucking (Harrisville, PA) (ROW Hauling, L & H, Stumps) 29 activations 7 Activations in FL Master Subcontract # 16_666	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
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	2016 Tornado	Essex Co, VA
	2005 Wilma	Ft. Lauderdale, FL Wilton Manors, FL Lazy Lakes, FL
	2005 Katrina	Pembroke Pines, FL
	2022 Ian	Bonita Springs, FL Ft. Myers Beach, FL Lee Co, FL Sanibel, FL
	2020 Sally	AL DOT SW Region Baldwin Co, AL Gulf Shores, AL Orange Beach, AL
	2020 Cristobal	Harrison Co, MS
	2018 Michael	Bay Co, FL Dauphin Island, AL Panama City, FL Mexico Beach, FL
	2017 Irma	Lake Co, FL
	2017 Harvey	Baytown, TX Brazoria Co, TX
	2017 Nate	Dauphin Island, AL
H2 Construction LLC (Waverly, MO) (ROW hauling, L & H, Stumps) 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
	2022 Ian	Kissimmee, FL Ocoee, FL
	2022 SC Ice Storm Izzy	SCDOT
	2020 Zeta	Harrison Co, MS Gulfport, MS
HDR Trucking LLC (Bamberg, SC) (PUSH, ROW Hauling, HaulOuts, L & H, Demo) 22 Activations 12 Activations in FL Master Subcontract # 14_219	2018 Michael	Bay Co, FL Decatur Co, GA Jackson Co, FL Bainbridge, GA
	2017 Irma	Brevard Co, FL Kissimmee, FL Polk Co, FL Lake Co, FL Sumter Co, FL
	2016 Matthew	Callawassie Island, SC Fripp Island, SC Hilton Head Island, SC Hilton Head (POA) SC Windmill Harbour, SC

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	2016 Hermine	Lean Co, FL	Tallahassee, FL
	2022 Ian	Bonita Springs, FL Estero, FL FDEM Ft. Myers, FL	Ft. Myers Beach, FL Lee Co, FL Sanibel, FL
	2021 Ida	St. John the Baptist Parish, LA	
	2021 May Flooding	Lake Charles, LA	Calcasieu Parish, LA
	2020 Laura	Dequincy, LA Lake Charles, LA West Lake, LA Vinton, LA	Calcasieu Parish, LA Iowa, LA Sulphur, LA
	2020 TX Winter Storm	Friendswood, TX	
	2020 Tree work	Galveston Co, TX	
	2019 Marine work	Clean Harbors	
	2019 Tornado	Montgomery Co, TX	
	2017 Harvey	Alvin, TX Brazoria Co, TX Dickinson, TX Clear Lake Shores, TX Friendswood, TX League City, TX	La Marque, TX Nassau Bay, TX Seabrook, TX Webster, TX West Columbia, TX
Last Pass Inc. (Miami, FL) (ROW Hauling, L & H, HaulOuts, PUSH) 10 Activations 9 Activations in FL Master Subcontract # 22_1883	2023 Idalia	Taylor Co, FL - Synergy	Ware Co, GA
	2022 Ian	Bonita Springs, FL Estero, FL Ft. Myers, FL FDEM	Ft. Myers Beach, FL Lee Co, FL Punta Gorda, FL Sarasota Co, FL
Lawn Rescue Plus (Miami, FL) (ROW Hauling, L & H, HaulOuts, Stumps) 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	Chattanooga, TN
	2018 Michael	FL Dept. of Enviro. Protection Lynn Haven, FL	Panama City, FL Parker, FL
	2018 Florence	Holly Ridge, NC Jacksonville, NC North Topsail Beach, NC	Onslow Co, NC Richlands, NC Swansboro, NC
	2017 Irma	Aventura, FL Brevard Co, FL Cocoa Beach, FL Collier Co, FL	FL Dept. of Env. Protection Miami, FL Miami Springs, 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
Michael's Tree Services (Memphis, TN) (ROW Hauling, L & H, DMS Site Work) 12 Activations 10 Activations in FL Master Subcontract # 17_1042	2016 Matthew	Brevard Co, FL	Cocoa Beach, FL
	2016 Hermine	Leon Co, FL	Tallahassee, FL
New Gen Environmental Group / Bil-Jim Construction (Toms River, NJ)	2015 Winter Strom	Raleigh, NC	
	2012 TS Beryl	Nassau Bay, FL	
	2022 Ian	Sarasota Co, FL	Venice, FL
	2020 Sally	Fairhope, AL	AL DOT SW Region
	2018 Michael	Jackson Co, FL	
	2017 Irma	Lauderdale by the Sea, FL Lazy Lakes, FL Plantation, FL	Polk Co, FL Sunrise, FL Tarpon Springs, FL Wilton Manors, FL
	2021 Ida	State of New Jersey	
	2020 Zeta	Gulfport, MS	
	2020 Laura	Calcasieu Parish, LA	
	2018 Michael	Bay Co, FL	Panama City, FL

Subcontractor	Storm Event	Work Location
(ROW Hauling, Dredging, Demo, Waterway) 12 Activations 3 Activations in FL Master Subcontract # 17_1024 / 13_479	2017 Irma	FL Dept. of Enviro. Protection
	2017 Harvey	Montgomery Co, TX Dickinson, TX
	2016 Matthew	Fayetteville, NC Raleigh, NC
	201-13 Sandy	State of New Jersey
ReclaimIt Enterprises (Greenville, TN) (PUSH, ROW Hauling, L & H, HaulOuts) 19 Activations 10 Activations in FL Master Subcontract # 18_362	2022 Ian	Apopka, FL Charlotte Co Public Schools Estero, FL Lee Co, FL Venice, FL Winter Garden, FL
	2020 Zeta	Audubon Institute, LA
	2020 Delta	Iowa, LA
	2020 Sally	Orange Beach, AL Spanish Fort, AL Gulf Shores, AL
	2020 Laura	Lake Charles, LA Sulphur, LA Calcasieu Parish, LA
	2018 Michael	Jackson Co, FL Lynn Haven, FL Panama City, FL Parker, FL
	2011 Irene	James City Co, VA
Riccelli Enterprises (North Syracuse, NY) (HaulOuts) 15 Activations 10 Activations in FL Master Subcontract # 17_1099	2022 Ian	Edgewater, FL Ft. Myers, FL Ft. Myers Beach, FL Lee County, FL Sanibel, FL Volusia Co, FL
	2020 Laura	Calcasieu Parish, LA Lake Charles, LA
	2020 TN Tornado	Nashville/Davidson Co, TN
	2018 Michael	Bay Co, FL Panama City, FL Parker, FL Washington Co, FL
	2017 Harvey	Aransas Co, TX San Patricio Co, TX
	2022 Ian	Venice, FL
	2018 Michael	Apalachicola, FL Franklin Co, FL Carrabelle, FL Parker, FL
Statewide Tub Grinding/ WLW (Apopka, FL) (PUSH, ROW Hauling, Stumps, HaulOuts) 17 Activations 13 Activations in FL Master Subcontract # 15_616	2017 Irma	Fort Myers, FL Lee Co., FL Sanibel, FL
	2016 Matthew	Lake Co., FL Brevard Co, FL Cocoa Beach, FL Ormond Beach, FL
	2008 Ike	Galveston Co, TX La Marque, TX Texas City, TX Tiki Island, TX
	2005 Wilma	Ft. Lauderdale, FL
	2022 Ian	Lee Co, FL
	2017 Harvey	Port Arthur, TX
	2011 Deep Water Horizon Oil Spill	Obrien's BP Oil Spill AL
Steadfast Services / Slick Machines (Cummings, GA) (ROW Hauling, Site Grinding, HaulOuts, Sand, Concrete) 5 Activations 1 Activation in FL Master Subcontract# 17_1031	2008 Ike	Bolivar, TX TX GLO
	2021 Laura -Waterways	Calcasieu Parish, LA
Waterfront Recovery LLC (Rockledge, FL) Waterway Debris 4 Activations 3 Activations in FL Master Subcontract # 17_966	2018 Michael	FL Dept. Of Enviro. Protection
	2017 Irma	FL Dept. Of Enviro. Protection
	2016 Matthew	FL Dept. Of Enviro. Protection

➤ Quality Control

The purpose of a Quality Control Plan is to provide guidance and consistent attention to workplace policies and procedures 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 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 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 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 is in lock step 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 always in place 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. 1218-0170

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 make 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.

Facility Information:

Establishment name: CrowderGulf
Street: 5029 Commerce Blvd East
City: Mobile
State: AL Zip: 36541

Industry description:
Standard Industrial Classification (SIC) if known: 23600

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: 60
Total hours worked by all employees last year: 114,400

Sign here
I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Safety Manager

251-506-9422
1/10/2024

Number of Cases

Total number of deaths: 0 (3)
Total number of cases with days away from work: 0 (6)
Total number of cases with job transfer or restriction: 0 (7)
Total number of other recordable cases: 0 (1)

Number of Days

Total number of days away from work: 0 (8)
Total number of days of job transfer or restriction: 0 (9)

Injury and Illness Types

Total number of... (4)

(1) Injuries: 1
(2) Skin Disorders: 0
(3) Respiratory conditions: 0
(4) Poisonings: 0
(5) Hearing loss: 0
(6) All other illnesses: 0

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

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any other aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3044, 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 | • Air Quality |
| • Ground and Surface Water | • Forestry |
| • Local Health Department Permits | • 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) | • Department of Health |
| • Federal Highway Administration (FHWA) | • Department of Transportation |
| • Environmental Protection Agency (EPA) | • United States Coast Guard (USCG) |
| • United States Army Corps of Engineers (USACE) | |

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. 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.



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

➤ 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

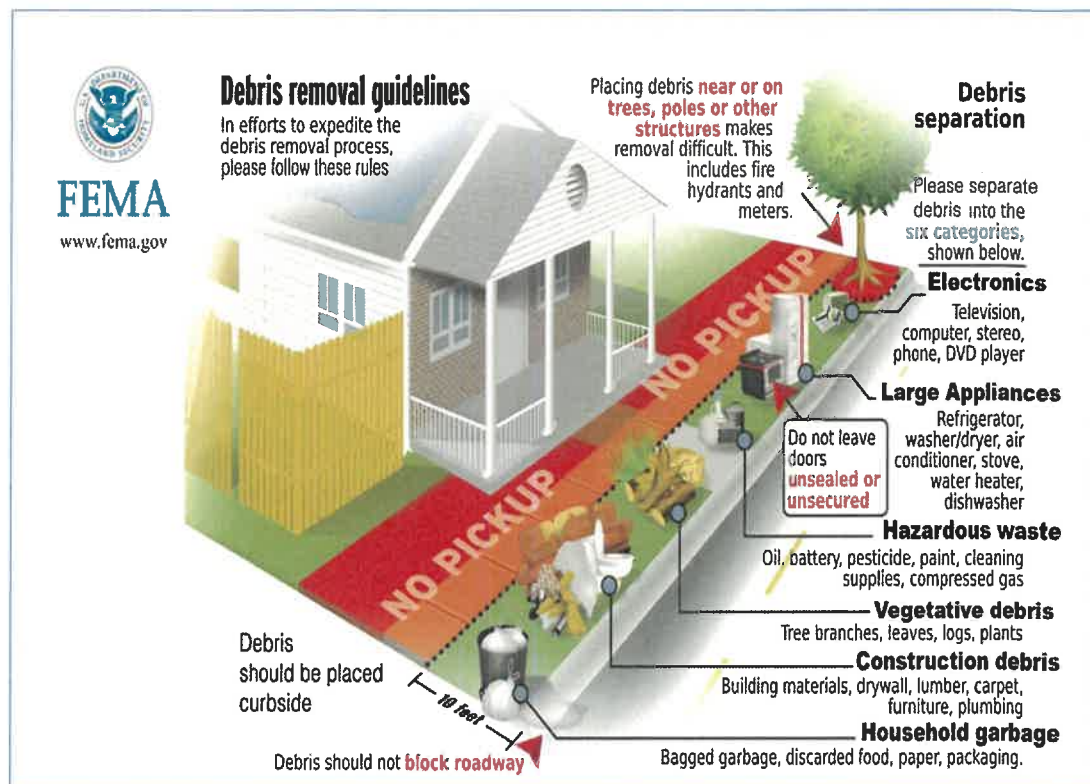
The following are suggested vehicles for distributing the information:

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

Updates and Redistribution

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

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



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.



2.9 Cost Proposal & Required Documents

Pictured: 2018 Hurricane Michael Bay County, FL



City of Sanibel, FL
RFP – PW-0-2024/SK
Disaster Debris Removal / Emergency Services

SECTION III

PROPOSAL

I have read and understand the requirements of this proposal, and agree to provide the required services in accordance with this proposal and all attachments, exhibits, etc. I agree to furnish the services as described in RFP except where specific exception has been taken.

The rates shall include all applicable overhead and profit. All non-labor related project costs (including travel, lodging, per diem, communications, supplies, rental equipment, and other direct project expenses) will be billed to the City at cost without mark-up.

Detailed pricing to be provided in Exhibit B(2) Unit Rate Schedule.

OTHER REQUIRED POSITIONS:

Proposer may include other positions, with hourly rates, as needed.

Positions:

Hourly Rates:

n/A

ADDENDA

Receipt of Addenda Nos. 1 is hereby acknowledged.

Respectfully submitted,

CrowderGulf Joint Venture, Inc.

Contractor
(Individual____)(Partnership____)
or (Corporation X)

(SEAL)

Signed

Ashley Ramsay-Naile

Name (print) Ashley Ramsay-Naile

Address 5629 Commerce Blvd. E

City/State Mobile, AL 36619

Telephone 800-992-6207

Fax 251-459-7433

Email jramsay@crowdergulf.com

DATE: 04/26/2024

NOTE: The legal status of the bidder, whether as an individual, partnership or corporation, must be indicated above, and all pertinent information as required of the Specifications must be furnished.



City of Sanibel

ADDENDUM NO. 1
April 25, 2024

RE: Disaster Debris Removal/Emergency Services (RFP-PW-0-2024/SK) Proposal due date: May 2, 2024 @ 5:00PM

FROM: City of Sanibel
800 Dunlop Road
Sanibel, FL 33957

TO: Prospective Bidders and Others Concerned

This addendum is hereby incorporated into the bid documents of the project referenced above. The following items are clarifications, corrections, additions, deletions, and/or revisions to and shall take precedence over the original document.

A. Questions and Answers

Question No. 1: In the description of the reduction pay items (items 18, 19, 20, and 21) each item states that DMS Management along with the actual reduction method (i.e. grinding, air curtain burning, etc.) is to be included in the in that pay item. However there is a separate pay item for DMS management and Operations (pay item no. 17). Typically the cost to manage the DMS would not be included in the reduction pay items when there is a separate pay item just for DMS Management. Can the city please clarify/confirm that the DMS management cost should be included only in pay item 17 (DMS Management) and not also in the reduction pay items (items 18, 19, 20, and 21).

Response No. 1: Pay item no. 17 is for overall management and operations of DMS site. Pay items no. 18 through 21 are additional pay items for reduction method utilized.

Question No. 2: The description for pay items 26, 27, 28, 29, 30, and 31 seem to indicate that the debris resulting from the removal of hazardous trees and hanging limbs will have a unit rate per tree which includes hauling the resulting debris to DMS or final disposal site. This would require collection trucks to follow the tree removal crews and ONLY pick up debris from their work, thereby skipping piles of debris and leaving it on the street to be picked up by another collection truck. The typical method is to price hazardous trees and hanging limbs as a "cut only" rate and to place the resulting debris in the ROW for collection as vegetative debris. This method frees up collection trucks and expedites the collection process. Will the City consider changing or clarifying the scope to allow for the debris from removing hazardous leaning trees and hanging limbs to be placed in the ROW to be collected and paid for as regular vegetative debris (items 1, 2, 3, or 4)?

Response No. 2: These items (26,27,28,29,30 and 31) are for cut only and placement of debris safely in the right-of-way for collection.

- Question No. 3 The description for pay items 32, 33, and 34 all state that price per stump is to be an all-inclusive price. Please confirm that the contractor does not need include the disposal cost/ tipping fee for the stumps, given the following statement from Exhibit B1: "Disposal costs (Tipping Fees) shall be invoiced to the CITY by the CONTRACTOR based on the Lee County Landfill's actual tipping fee, regardless of final disposal location, at the time of disposal".
- Response No. 3 Confirmed these costs do not include disposal costs/tipping fees to Lee County Landfill. Lee County disposal costs are a pass through and shall be invoiced separately.
- Question No. 4 Will annual contract price increases based on Consumer Price Index (CPI) be allowed?
- Response No. 4 Yes.
- Question No. 5 Would the City of Sanibel please provide the previous Disaster Debris Removal Services contract with unit prices included?
- Response No. 5 See attached.
- Question No. 6 When was the last storm that the City of Sanibel activated a debris removal contractor? Can the City of Sanibel please provide the final quantities of items performed for that specific storm?
- Response No. 6 Contract last activated on September 27, 2022 for Hurricane Ian. Right-of-Way vegetation debris totaled 958,384 cubic yards and right-of-way construction and demolition debris totaled 965,063 cubic yards.
- Question No. 7: We are an LLC. May we write this in on the Proposal form on page 15?
- Response No. 7: Yes.
- Question No. 8: Does the Sample Contract need to be signed within our proposal?
- Response No. 8: No.
- Question No. 9 Please confirm a surety bond is only required from the awarded bidder.
- Response No. 9 Confirmed.
- Question No. 10 Can you please provide the bid tabulations from the previous bidding cycle?
- Response No.10 See attached.
- Question No. 11 Will the payment for hazardous trees and limbs be for the cut only and placement of debris safely onto the ROW for collection?
- Response No. 11 Yes.
- Question No. 12 Will the payment for Hazardous Stumps include hauling?
- Response No.12 Yes.
- Question No. 13 Will annual contract price increases based on Consumer Price Index (CPI) be allowed?

Response No. 13 Yes.

Ashley Ramsay-Naile

**SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A
NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to:

Ashley Ramsay-Naile

(print name of the public entity)

by President

(print individual's name and title)

For CrowderGulf Joint Venture, Inc.

(print name of entity submitting sworn statement)

whose business address is:

5629 Commerce Blvd. E

Mobile, AL 36619

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

01-0626019

(If the entity has no FEIN, include the Social Security Number of the individual
signing this sworn statement:

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or

information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime; or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (indicate which statement applies.)
- X Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
- The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Ashley Ramsay-Naile
(signature)

Sworn to and subscribed before me this 26th ^{April} day of April, 2024.

Personally known X

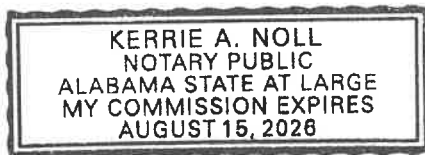
Kerrie A Noll

OR Produced identification _____

Notary Public - State of Florida

(type of identification)
expires 08/15/2026

My commission



Ashley Ramsay-Naile

(printed, typed or stamped
commissioned name of notary
public.)

END OF
SECTION

Contractor Litigation Disclosure Form

Instructions: Please fill out the following form accurately and completely. Failure to disclose any current or past litigation may result in disqualification from the bidding process.

Contractor Information

Company Name: CrowderGulf Joint Venture, Inc.

Contact Person: Ashley Ramsay-Naile

Phone Number: 800-992-6207

Email Address: jramsay@crowdergulf.com

Address: 5629 Commerce Blvd. E Mobile, AL 36619

Litigation Disclosure

Have you or your company been involved in any litigation or binding arbitration (collectively "litigation") within the past 5 years? (Please check one)

Yes ☐

No ☒

If "Yes," please provide details below for each litigation case using the forms that follow.

[See attached litigation summary.](#)

Contractor Litigation Disclosure Form
(continued)

Case Style or Title: _____

Court or Arbitration Name and Venue of Litigation: _____

Case Number: _____

Nature of Litigation: _____

Status of Litigation: _____

Outcome of Litigation (if resolved): _____

Please provide any additional details you believe are relevant to the disclosed litigation:

**Contractor Litigation Disclosure Form
(continued)**

Case Style or Title: _____

Court or Arbitration Name and Venue of Litigation: _____

Case Number: _____

Nature of Litigation: _____

Status of Litigation: _____

Outcome of Litigation (if resolved): _____

Please provide any additional details you believe are relevant to the disclosed litigation:

**Contractor Litigation Disclosure Form
(continued)**

Case Style or Title: _____

Court or Arbitration Name and Venue of Litigation: _____

Case Number: _____

Nature of Litigation: _____

Status of Litigation: _____

Outcome of Litigation (if resolved): _____

Please provide any additional details you believe are relevant to the disclosed litigation:

Contractor Litigation Disclosure Form
(continued)

Case Style or Title: _____

Court or Arbitration Name and Venue of Litigation: _____

Case Number: _____

Nature of Litigation: _____

Status of Litigation: _____

Outcome of Litigation (if resolved): _____

Please provide any additional details you believe are relevant to the disclosed litigation:

Contractor Litigation Disclosure Form
(continued)

Case Style or Title: _____

Court or Arbitration Name and Venue of Litigation: _____

Case Number: _____

Nature of Litigation: _____

Status of Litigation: _____

Outcome of Litigation (if resolved): _____

Please provide any additional details you believe are relevant to the disclosed litigation:

Contractor Litigation Disclosure Form
(continued)

Certification

By submitting this form, I certify that all information provided is true and accurate to the best of my knowledge.

Printed Name: Ashley Ramsay-Naile

Signature: Ashley Ramsay-Naile

Date: 04/26/2024

Submission Instructions

Please submit this form along with your bid documents. Incomplete or inaccurate forms may result in disqualification from the bidding process.

This form is designed to gather essential information from contractors regarding their involvement in any litigation, ensuring transparency and compliance with state regulations during the bidding process in Florida.



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 al. 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.

EXHIBIT B(1)

The following is a listing of costs for technical services and/or tasks to be provided by CONTRACTOR to Government (hereinafter "CITY") upon issuance to the CONTRACTOR of a Notice to Proceed. Costs denoted by an hourly dollar amount represent an hourly rate for personnel and/or equipment services. Costs denoted by a unit price denote the cost per Cubic Yard or cost per Ton to provide the appropriate services of debris removal.

1. CONTRACTOR INVOICING

The CONTRACTOR may invoice the CITY not more than once every fifteen (15) days. Fifteen (15) days after beginning work and/or providing services described in a Notice to Proceed, the CONTRACTOR shall submit the first payment request to the CITY. The payment request shall be properly completed and signed by the CONTRACTOR covering the work performed during the period covered by the payment request and supported by such data as the CITY may reasonably require. The CITY shall, consistent with its Prompt Payment Policy, make payment to CONTRACTOR within forty-five (45) days from the date of receipt of a properly completed payment application. CONTRACTOR will be subject to audit by Federal, State and local agencies pursuant to this Contract.

The invoice must contain the following items as applicable to individual task orders:

2. COSTS FOR SCOPE OF SERVICES ONE - DEBRIS REMOVAL

- (a) Measurement and Payment for Gathering, Pick-up, Hauling and Processing of Debris from Public Property**

The CONTRACTOR will not be compensated for disposing of any material not defined as eligible debris. The CONTRACTOR and CITY will inspect each load to verify the contents are in accordance with the accepted definition of eligible debris. If any load is determined to contain material that does not conform to the definition of eligible debris, the load will be ordered to be deposited at another landfill or receiving facility and no payment will be allowed for that load, and the CONTRACTOR will not invoice the CITY for such loads. For each suitable load picked up, hauled and processed, a record of the cubic yards will be recorded by the CONTRACTOR and CITY on numbered tickets supplied by the CONTRACTOR. Copies of each load record will be available to the CONTRACTOR and the CITY'S designee on site. Each invoice shall contain verification of each cubic yardage load ticket and also contain a summary sheet indicating by day, the individual verified load receipt and invoice amounts. The CITY may temporarily remove any disputed amount line items in the bill from the

invoice for review. Disposal tickets disputed will be returned to the CONTRACTOR within five (5) working days of invoice date, for additional clarification prior to payment of those tickets. For debris removal and hauling, the CONTRACTOR shall receive payment for those prices listed in Exhibit B(2), Pricing Schedule. Disposal costs (Tipping Fees) shall be invoiced to the CITY by the CONTRACTOR based on the Lee County Landfill's actual current tipping fee, regardless of final disposal location, at the time of disposal.

This reference of cost does not preclude the CONTRACTOR from utilizing alternative disposal sites as agreed upon by both parties (See Exhibit A, Page 4, Debris Disposal, of this Agreement). The CONTRACTOR at no additional charge to the CITY shall accomplish Temporary Debris Staging and Reduction Site (TDSRS) Reclamation, since the cost of this service is included in the cost listed above in this paragraph and Exhibit B(2).

(b) Measurement and Payment for Emergency Road Clearance, Demolition of Structures and Debris Removal from Private Property

Measurement of these services utilizing other than an hourly rate is difficult at best and would potentially lend itself to unnecessary disputes. Therefore, the CITY and the CONTRACTOR agree that the CONTRACTOR shall invoice the CITY utilizing the hourly rates listed in Exhibit B(2) to this Agreement. A not-to-exceed amount shall be placed upon any specific work performed at an hourly rate at time of issuance of a Notice to Proceed by the CITY to the CONTRACTOR as agreed upon by both parties.

The CITY and the CONTRACTOR shall have inspectors in the field with each work crew to monitor, record, and sign time sheets for the actual times worked for each piece of equipment and crew-member present at a particular work site. These signed records shall be the basis for the CONTRACTOR'S invoice to the CITY.

(c) Hazardous Stumps (Removal, Back-Fill, Haul to TDSRS)

The removal and hauling of hazardous stumps is a unique process requiring specialized equipment. As such, this process requires a unique documentation and costing. Each stump will be measured by the CITY and CONTRACTOR inspector assigned, two (2) feet above normal ground level, to determine the diameter of the trunk. Once the diameter is established, the stump will be physically numbered by the best means available, photo documented by the CITY and recorded by the inspector on a specified record provided by the CONTRACTOR.

The CONTRACTOR shall invoice the CITY for hazardous stump removal and hauling to the TDSRS at the prices set forth in Exhibit B(2).

The CONTRACTOR shall invoice the CITY on a per cubic yard basis at the prices set forth in Exhibit B(2) for acquiring, hauling and placing clean back-fill material in holes left by hazardous stumps.

(d) Sand Screening

The CONTRACTOR shall invoice the CITY on a per cubic yard basis at the prices set forth in Exhibit B(2) for sand screened, to remove eligible debris deposited by an Event. This cost includes pick-up of debris laden sand, hauling to the processing screen located on the beach, processing the sand through the screen and returning clean sand to the beach as directed by the CITY. Debris removed from sand will be picked-up, hauled and processed utilizing the costs set forth for Debris Removal from Public Property on Exhibit B(2).

3. COSTS FOR SCOPE OF SERVICES TWO - TECHNICAL DISASTER RECOVERY ASSISTANCE

ITEM I: PROGRAM MANAGEMENT ASSISTANCE

All costs associated with this service are included in the costs listed above. There will be no additional cost for this service.

4. COSTS FOR MISCELLANEOUS SERVICE

In addition to the other services described in this Agreement, Exhibit B(2) also sets forth rates for various miscellaneous services and equipment.

5. COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

CONTRACTOR will assist the CITY in preparing its comprehensive Emergency Management Plan for \$ 125.⁰⁰ per hour.

EXHIBIT B (2) - Unit Rate Schedule

ROW Debris				
Item No.	Description	Haul Distance	Unit of Measure	Unit Price
1	Eligible ROW Vegetative Debris Removal (Collect & Haul) - Work consists of removal and transport of vegetative debris on the ROW to an approved DMS or other designated disposal facility.	0-10 Miles	PER CY	\$8.25
2		10.1 - 20 Miles	PER CY	\$8.90
3		20.1 - 30 Miles	PER CY	\$10.00
4		30.1+ Miles	PER CY	\$11.50
5	Eligible ROW C&D Debris Removal (Collect and Haul) - Work consists of removal and transport of C&D debris on the ROW to a designate disposal facility.	0-10 Miles	PER CY	\$8.25
6		10.1 - 20 Miles	PER CY	\$8.90
7		20.1 - 30 Miles	PER CY	\$11.00
8		30.1+ Miles	PER CY	\$12.50
9	Eligible Demolition, Removal and Transport of Non-RACM Structures - Work consists of all labor, equipment, fuel and miscellaneous costs necessary to demolish structures on public or private property and transpotation to an approved final disposal site.	0-10 Miles	PER CY	\$18.00
10		10.1 - 20 Miles	PER CY	\$20.00
11		20.1 - 30 Miles	PER CY	\$24.00
12		30.1+ Miles	PER CY	\$28.00
13	Eligible Demolition, Removal and Transport of RACM Structures - Work consists of all labor, equipment, fuel and miscellaneous costs necessary to demolish structures on public or private property and transpotation to an approved final disposal site.	0-10 Miles	PER CY	\$18.00
14		10.1 - 20 Miles	PER CY	\$24.00
15		20.1 - 30 Miles	PER CY	\$38.00
16		30.1+ Miles	PER CY	\$44.00
DMS Management and Reduction				
Item No.	Description	Haul Distance	Unit of Measure	Unit Price
17	DMS Management and Operations	N/A	PER CY	\$1.35
18	Reduction Through Grinding - Work consists of the management and operation of DMS(s) for acceptance, management, segregation, staging and reduction of disaster related debris through grinding.	N/A	PER CY	\$3.15
19	DMS Management and Operation and Reduction Through Air Curtain Incineration - Work consists of management and operation of DMS(s) for acceptance, management, segregation, staging and reduction of disaster related debris through air curtain incineration.	N/A	PER CY	\$2.20
20	DMS Management and Operations and Reduction Through Controlled Open Burning - Work consists of management and operation of DMS(s) for acceptance, management, segregation, staging and reduction of disaster related debris through controlled open burning.	N/A	PER CY	\$1.60
21	DMS Management and C&D Reduction by compaction.	N/A	PER CY	\$3.00
22	Haul-Out of Reduced Debris to a Designatd Final Disposal Site - Work consists of loading and transport of reduced debris from DMS to a final disposal facility	0-20 Miles	PER CY	\$4.25
23		20.1 - 40 Miles	PER CY	\$6.10
24		40.1 - 60 Miles	PER CY	\$6.90
25		60.1+ Miles	PER CY	\$7.90

CITY OF SANIBEL - DISASTER DEBRIS REMOVAL/EMERGENCY SERVICES

Tree Work

Item No.	Description	Haul Distance	Unit of Measure	Unit Price
26	Removal of Eligible Hazardous Trees - Work consists of removing hazardous trees. 6 inch - 12.99 inch diameter	N/A	PER TREE	\$60.00
27	Removal of Eligible Hazardous Trees - Work consists of removing hazardous trees. 12 inch - 23.99 inch diameter	N/A	PER TREE	\$115.00
28	Removal of Eligible Hazardous Trees - Work consists of removing hazardous trees. 24 inch - 35.99 inch diameter	N/A	PER TREE	\$195.00
29	Removal of Eligible Hazardous Trees - Work consists of removing hazardous trees. 36 inch - 47.99 inch diameter	N/A	PER TREE	\$260.00
30	Removal of Eligible Hazardous Trees - Work consists of removing hazardous trees. 48 inch or larger diameter	N/A	PER TREE	\$360.00
31	Removal of Eligible Hazardous Limbs - Work consists of removing (cutting) hazardous limbs from trees - unit price per tree.	N/A	PER TREE	\$85.00
32	Removal of Hazardous Stumps - Work consists of the removing hazardous stumps, backfill, transport and final disposal - all inclusive price. 24 inch to 36.99 inch diameter	N/A	PER STUMP	Typical here \$250.00
33	Removal of Hazardous Stumps - Work consists of the removing hazardous stumps, backfill, transport and final disposal - all inclusive price. 37 inch to 48.99 inch diameter	N/A	PER STUMP	\$350.00
34	Removal of Hazardous Stumps - Work consists of the removing hazardous stumps, backfill, transport and final disposal - all inclusive price. 49 inch and larger diameter	N/A	PER STUMP	\$450.00

Demolition

Item No.	Description	Haul Distance	Unit of Measure	Unit Price
35	Eligible Demolition, Removal and Transport of Non-RACM Structures - Work consists of all labor, equipment, fuel and miscellaneous costs necessary to demolish structures on public or private property and transportation to an approved final disposal site. Resulting debris to be hauled at ROW rates.	N/A	PER CY	\$18.00
36	Eligible Demolition, Removal and Transport of RACM Structures - Work consists of all labor, equipment, fuel and miscellaneous costs necessary to demolish structures on public or private property and transportation to an approved final disposal site. Resulting debris to be hauled at ROW rates.	N/A	PER CY	\$24.00

Waterway and Beach Debris

Item No.	Description	Haul Distance	Unit of Measure	Unit Price
37	Eligible Water Based Vegetative Debris Removal - Work consists of all labor, equipment, fuel and miscellaneous costs for removal staging, segregation, loading / transportation of water based debris at an approved DMS or Final Disposal Facility.	0 - 5 Miles	PER CY	\$100.00
38		5.1 - 10 Miles	PER CY	\$105.00
39		10.1 - 20 Miles	PER CY	\$115.00
40		20.1+ Miles	PER CY	\$125.00
41	Eligible Water Based C&D Debris Removal - Work consists of all labor, equipment, fuel and miscellaneous costs for removal staging, segregation, loading / transportation of water based debris at an approved DMS or Final Disposal Facility.	0 - 5 Miles	PER CY	\$100.00
42		5.1 - 10 Miles	PER CY	\$105.00
43		10.1 - 20 Miles	PER CY	\$115.00
44		20.1+ Miles	PER CY	\$125.00
45	Eligible Beach Debris Removal - Work consists of all labor, equipment, fuel and miscellaneous costs for removal staging, segregation, loading / transportation of beach based debris at Client Provided access points and hauled to DMS or Final Disposal Facility. Mileage is measured from access point to DMS or Final Disposal Facility.	0 - 5 Miles	PER CY	\$28.00
46		5.1 - 10 Miles	PER CY	\$32.00
47		10.1 - 20 Miles	PER CY	\$36.00
48		20.1+ Miles	PER CY	\$40.00

For all tree removal operations (line items 26-31), our rate is for cut and drop only. All remaining debris will be hauled under ROW rates.

CITY OF SANIBEL - DISASTER DEBRIS REMOVAL/EMERGENCY SERVICES

Silt and Sand Removal

Item No.	Description	Haul Distance	Unit of Measure	Unit Price
49	Eligible Sand, Silt and Debris Removal from Detention / Retention Structures - Work consists of the removal and disposal of eligible sand, silt and debris from detention / retention structures.	0 - 5 Miles	PER CY	\$23.00
50		5.1 - 10 Miles	PER CY	\$26.00
51		10.1 - 20 Miles	PER CY	\$34.00
52		20.1+ Miles	PER CY	\$38.00
53	Eligible Sand Removal - Work consists of the removal of eligible sand removal from ROW or public property, hauling to a processing screen, screening sand and stockpiling sand at processing site or hauling to a designated area.	0 - 5 Miles	PER CY	\$23.00
54		5.1 - 10 Miles	PER CY	\$25.00
55		10.1 - 20 Miles	PER CY	\$27.00
56		20.1+ Miles	PER CY	\$32.00
57	Eligible Private Property Sand Removal - Work consists of the removal of eligible sand removal from private property, hauling to a processing screen, screening sand and stockpiling sand at processing site or hauling to a designated area.	0 - 5 Miles	PER CY	\$23.00
58		5.1 - 10 Miles	PER CY	\$25.00
59		10.1 - 20 Miles	PER CY	\$27.00
60		20.1+ Miles	PER CY	\$32.00

Specialty Debris

Item No.	Description	Haul Distance	Unit of Measure	Unit Price
61	Eligible Household Hazardous Waste Removal, Transportation and Disposal - Work consists of the removal, transportation and disposal of eligible household hazardous waste (HHW).	N/A	PER POUND	\$8.00
62	Eligible Passenger Vehicle Removal from ROW and hauled to Client provided site (2 Axel Vehicle)	N/A	PER UNIT	\$300.00
63	Eligible Small Motorized Equipment Removal and Disposal - Work consists of collection, oil and fuel recovery and disposal and recycling at an approved facility	N/A	PER UNIT	\$50.00
64	Eligible White Goods Removal and Recycling - Work consists of all labor, equipment, fuel and miscellaneous costs for removal, transportation and recycling of white goods.	N/A	PER UNIT	\$45.00
65	Refrigerant recovery and decontamination.	N/A	PER UNIT	\$35.00
66	Eligible Electronic Waste (E-Waste) - Work consists of the removal, transportation to approved staging area and packaging for recycling.	N/A	PER UNIT	\$40.00
67	Eligible Dead Animal Carcasses - Work consists of the recovery and disposal of dead animal carcasses.	N/A	PER POUND	\$1.50
68	Fourth and Final Pass (LAST PASS) / Small Debris Pile (leaves and twigs)	N/A	PER CY	\$14.50

All disposal / tipping fees for all line items shall be a pass through cost at no markup.

PPDR and CPDR rates can be provided upon request from the City.

CITY OF SANIBEL - DISASTER DEBRIS REMOVAL/EMERGENCY SERVICES

Barge Services				
Item No.	Description		Unit of Measure	Unit Price
69	45'x165' Barge with Tug or Equivalent	Mobilization	LUMP SUM	\$40,000.00
70		Demobilizatoion	LUMP SUM	\$40,000.00
71		Daily Rate	PER DAY	\$12,500.00
72	50'X70' Barge with Tug or Equivalent	Mobilization	LUMP SUM	\$30,000.00
73		Demobilizatoion	LUMP SUM	\$30,000.00
74		Daily Rate	PER DAY	\$11,000.00
75	Fuel Barge with Tug	Mobilization	LUMP SUM	\$30,000.00
76		Demobilizatoion	LUMP SUM	\$30,000.00
77		Daily Rate	PER DAY	\$7,500.00
78	110'x30' Barge with Tug or Equivalent	Mobilization	LUMP SUM	\$30,000.00
79		Demobilizatoion	LUMP SUM	\$30,000.00
80		Daily Rate	PER DAY	\$12,500.00
81	30'x40' Excavator Barge or Equivalent	Mobilization	LUMP SUM	\$20,000.00
82		Demobilizatoion	LUMP SUM	\$20,000.00
83		Daily Rate	PER DAY	\$4,000.00
84	28'x55' Barge wth Tug or Equivalent	Mobilization	LUMP SUM	\$20,000.00
85		Demobilizatoion	LUMP SUM	\$20,000.00
86		Daily Rate	PER DAY	\$7,500.00
Fuel Services				
Item No.	Description		Unit of Measure	Unit Price
87	Fuel Tanker (2,500 gal. to 5,000 gal. Capacity)		PER HOUR	\$275.00

CITY OF SANIBEL - DISASTER DEBRIS REMOVAL/EMERGENCY SERVICES

Hourly Rates and Personnel Description				
Item No.	Description		Unit of Measure	Unit Price
88	Operations Manager		PER HOUR	\$90.00
89	Superintendent with truck, phone & radio		PER HOUR	\$80.00
90	Foreman with truck, phone & radio		PER HOUR	\$65.00
91	Safety/Quality Control Inspector with vehicle, phone & radio		PER HOUR	\$65.00
92	Inspector with vehicle, phone & radio		PER HOUR	\$55.00
93	Climber with gear		PER HOUR	\$95.00
94	Saw Hand with chainsaw		PER HOUR	\$48.00
95	Laborers & Flagmen		PER HOUR	\$42.00
96	Timekeeper		PER HOUR	\$38.00
97	HazMat Professional		PER HOUR	\$125.00
97	Household HazMat Inspection & Removal Crew		PER HOUR	\$295.00
98	0' to 21' Work Boat with Captain (canal and waterway work)		PER HOUR	\$220.00
98	22' to 31' Work Boat with Captain (canal and waterway work)		PER HOUR	\$290.00
99	32' to 41' Work Boat with Captain (canal and waterway work)		PER HOUR	\$325.00
99	Please include additional personel as necessary		PER HOUR	
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Materials Description				
Item No.	Description		Unit of Measure	Unit Price
106	Fill Dirt for Holes (Stumps) - Purchased, Placed and Shaped		PER CY	\$18.00
Push Crew				
Item No.	Description		Unit of Measure	Unit Price
107	Wheel Loader, 2.5 CY or similar w/Operator, Foreman with - Support Vehicle and Small Equipment, Laborer w/Chain Saw, and 2 Laborers w/ Small Tools		PER HOUR	\$375.00

CITY OF SANIBEL - DISASTER DEBRIS REMOVAL/EMERGENCY SERVICES

Hourly Equipment Rates - Descriptions				
Item No.	Description		Unit of Measure	Unit Price
108	Please include all equipment necessary for disaster recovery event, such as pick up trucks, wheel loaders, forklifts, skid steer, tractor, dozer, dump trucks, etc.)		PER HOUR	
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Hourly Equipment Rates - Description	Unit	Price
JD 544 Wheel Loader with debris grapple	Hour	\$150.00
JD 644 Wheel-Loader with debris grapple	Hour	\$175.00
Extendaboom Forklift with debris grapple	Hour	\$120.00
753 Bobcat Skid Steer Loader with debris grapple	Hour	\$100.00
753 Bobcat Skid Steer Loader with bucket	Hour	\$100.00
753 Bobcat Skid Steer Loader with street sweeper	Hour	\$100.00
30 - 50 HP Farm Tractor with box blade or rake	Hour	\$55.00
2 - 2 1/2 cu. yd. Articulated Loader with bucket	Hour	\$150.00
3 - 4 cu. yd. Articulated Loader with bucket	Hour	\$165.00
JD 648E Log Skidder, or equivalent	Hour	\$120.00
CAT D4 Dozer	Hour	\$100.00
CAT D6 Dozer	Hour	\$125.00
CAT D8 Dozer	Hour	\$200.00
CAT125 - 140 HP Motor Grader	Hour	\$110.00
JD 690 Trackhoe with debris grapple	Hour	\$100.00
JD 690 Trackhoe with bucket & thumb	Hour	\$100.00
Rubber Tired Trackhoe with debris grapple	Hour	\$100.00
JD 310 Rubber Tire Backhoe with bucket and hoe	Hour	\$100.00
Rubber Tired Excavator with debris grapple	Hour	\$120.00
210 Prentiss Knuckleboom with debris grapple	Hour	\$130.00
Self-Loader Scraper Cat 623 or equivalent	Hour	\$195.00
Hand Fed Debris Chipper	Hour	\$25.00
300 - 400 Tub Grinder	Hour	\$420.00
800 -1,000 HP Diamond Z Tub Grinder	Hour	\$600.00
30 Ton Crane	Hour	\$180.00
50 Ton Crane	Hour	\$200.00
100 Ton Crane (8 hour minimum)	Hour	\$400.00
40 - 60' Bucket Truck	Hour	\$100.00
Service Truck	Hour	\$95.00
Water Truck	Hour	\$70.00
Portable Light Plant	Hour	\$35.00
Equipment Transports	Hour	\$130.00
Pickup Truck, unmanned	Hour	\$20.00
Self-loading Dump Truck with knuckleboom & debris grapple	Hour	\$190.00
Single Axle Dump Truck, 5 - 12 Cu. Yd.	Hour	\$50.00
Tandem Dump Truck, 16 - 20 Cu. Yd.	Hour	\$75.00
Trailer Dump Truck, 24-40 Cu. Yd.	Hour	\$85.00
Trailer Dump Truck, 41-60 Cu. Yd.	Hour	\$105.00
Trailer Dump Truck, 61 - 80 Cu. Yd.	Hour	\$130.00
Power Screen	Hour	\$225.00
Stacking Conveyor	Hour	\$40.00
Off Road Trucks	Hour	\$190.00

Hourly Labor Rates and Personnel Description	Unit	Price
Operations Manager	Hour	\$75.00
Superintendent with truck, phone & radio	Hour	\$65.00
Foreman with truck, phone & radio	Hour	\$60.00
Safety/Quality Control Inspector with vehicle, phone & radio	Hour	\$55.00
Inspector with vehicle, phone & radio	Hour	\$38.00
Climber with gear	Hour	\$125.00
Saw Hand with chainsaw	Hour	\$40.00
Laborers & Flagmen	Hour	\$35.00
Timekeeper	Hour	\$35.00
HazMat Professional	Hour	\$200.00
Household HazMat Inspection & Removal Crew	Hour	\$135.00
Materials Description	Unit	Price
Fill Dirt for Stump Holes - Purchased, Placed, and Shaped	CY	\$18.00

NOTES:

1. The equipment, labor and material rates shown above are for tasks requested by the Client which are not covered in the rates (per cubic yard) for normal debris removal and reduction.

To be completed at activation.

NOTICE TO PROCEED

TO:

FROM: City of Sanibel

Consistent with the Agreement for Disaster Recovery Services executed by the
aforementioned parties on _____ the City hereby executes a Notice to
Proceed to _____. for Hurricane _____ Disaster Recovery
Services. The City's representative for coordinating with _____ is
_____, Director of Public Works.

AUTHORIZATION:

-
City Manager

Date

To be completed at activation.

RIGHT-OF-ENTRY AND LICENSE AGREEMENT

I, _____, as Owner(s) of the property located at _____, Sanibel, Florida, 33957 (hereinafter Property Owner(s)), am authorized to grant and do hereby grant this Right of Entry and License to the City of Sanibel, it's officials, employees, agents, contractors and subcontractors (hereinafter "City of Sanibel"). This Right of Entry and License Agreement is for the purpose of accessing and clearing, substantially or in part, the above-referenced property of disaster-related debris determined by the City of Sanibel to be an imminent threat to life, safety or health of the general public, which may include, but is not limited to:

- (1) Structures, if such structures have been irreparably damaged or destroyed based upon an evaluation by the City's Building Official or designated and licensed appointee; and
- (2) Vegetative debris, including downed trees, limbs, etc.; and
- (3) Miscellaneous debris originating from other lots or the above-referenced property but which are located on the above-referenced property at the time of disaster recovery.

In consideration of the above-described debris removal efforts and activities, Property Owner(s) does hereby release and hold harmless the City of Sanibel, including all contractors and subcontractors, from any and all liabilities, claims, demands, action, losses or damages and/or expenses including, without limitation, reasonable attorney's fees and costs arising from or in any way connected to the entry by the City of Sanibel onto the Property Owner(s) property or any and all debris removal activities conducted thereon.

This Right of Entry and license is of a temporary duration and shall expire upon the total completion of the debris removal and clean-up efforts and activities associated with the above-referenced property.

This Right of Entry and License is hereby granted this ____ day of _____, 20__.

Owner Signature

Print Name

Address

Phone

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



Department of Business
& Professional Regulation

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[View Application Status](#)

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[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
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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

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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>

Once logged in, select "View" for the most recently approved application, and then click the "Manage" and "Application Summary" tabs.

The company may apply for a Revised Certificate of Qualification at any time prior to the expiration date of this certificate according to Section 14-22.0041(3), Florida Administrative Code (F.A.C.), by accessing the most recently approved application as shown above and choosing "Update" instead of "View." If certification in additional classes of work is desired, documentation is needed to show that the company has performed such work.

All prequalified contractors are required by Section 14-22.006(3), F.A.C., to certify their work underway monthly in order to adjust maximum bidding capacity to available bidding capacity. You can find the link to this report at the website shown above.

Sincerely,

James E. Taylor II, Prequalification Supervisor
Contracts Administration Office

JTII:cg

Improve Safety, Enhance Mobility, Inspire Innovation

www.fdot.gov



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 M
Perkins**

Digitally signed by Ralph M
Perkins
Date: 2022.08.04 14:31:26
-04'00'

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