

## PROPOSAL FOR DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

Town of Kiawah Island

disasterservices@pandj.com

**Tommy Webster** 

865.688.8342

Contact:

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



**Town of Kiawah Island** 4475 Betsy Kerrison Parkway Kiawah Island, SC 29455

DUE: April 18, 2022 @ 2:00 PM EST



## ELECTRONIC



**Town of Kiawah Island Attn: Petra Reynolds, Town Clerk** 4475 Betsy Kerrison Parkway Kiawah Island, SC 29455

## **RE:** Proposal for Debris Management and Emergency Response Management and Recovery Services Solicitation for Debris Management Services 2022

To Whom it May Concern:

Phillips & Jordan (P&J) thanks you for the opportunity to present our proposal for Debris Management and Emergency Response Management and Recovery Services in response to Request for Proposals (RFP) for Debris Management Services 2022 issued by the Town of Kiawah Island. P&J offers more than three decades of experience as a disaster debris management contractor, and we can provide the management team, equipment, personnel, and other necessary resources to respond rapidly and efficiently to a future disaster in the Town of Kiawah Island.

Critical expectations of the disaster debris management contractor selected by the Town of Kiawah Island should include demonstrated capabilities to immediately mobilize manpower and equipment, to coordinate and control all resources deployed to the impacted area, to implement robust quality control and safety programs, and the financial strength to support the necessary project operations. As demonstrated in this proposal, P&J offers these capabilities as validated through our successful past performance record responding to a wide variety of natural and man-made disaster events.

Our disaster recovery work will include the generation and collection of Federal Emergency Management Agency (FEMA) project documentation to validate the eligibility of work performed and ensure maximum reimbursement. The financial reimbursement that the Town of Kiawah Island will ultimately receive from FEMA through its Public Assistance (PA) Grant Program for disaster debris cost will be dependent on three major factors: (1) compliance with the U.S. Office of Budget and Management's Super Circular or the Code of Federal Regulations, Title 2, Chapter 200 (2CFR 200 [2016]); (2) eligibility of work performed; and (3) the documentation to support incurred cost. P&J's proven methodology and approach to execution of a disaster debris management project is based on these same three factors and incorporates mechanisms that ensure the highest priority is given to compliance with all applicable local, state, and federal regulations.

To ensure compliance with 2CFR 200, P&J provides the required bid, payment, and performance bonds along with rates that can support FEMA's reasonable cost criteria. As a project's scope and cost expand, we provide the increased bonding capacity necessary to reduce the financial risk to the Town of Kiawah Island. Our aggregate line of \$1 billion bonding capacity is testament to our ability to implement our Core Values and Priorities (Integrity, Safety, Quality, and Production) and demonstrates that we have the resources and experience to execute our contractual commitments regardless of the magnitude and/or profitability of the project.

Unlike other debris removal contractors, P&J has the capability to document and track our work with a proprietary Automated Debris Management System (ADMS). P&J assisted our partner firm, TAC Insight, with the development of FASTweigh ADMS<sup>TM</sup>, which has been used to support several major debris management missions including the U.S. Army Corps of Engineers' (USACE) responses to the 2011 tornado super-outbreak in

Alabama and the E-5 tornado that devastated Joplin, Missouri and is currently being used on P&J's Hazardous Tree Removal project for Pacific Gas and Electric in Northern California. FASTweigh ADMS<sup>TM</sup> is one of only two systems currently approved by the USACE. This debris management documentation tool can provide a second critical source of accurate grant-supporting documents.

P&J's capacity and capability to perform disaster debris management services includes a disaster core response group that offers more than 160 years of combined debris removal experience; extensive experience performing federally compliant disaster debris management; a solid equipment plan featuring a fleet of over 750 individual pieces of company-owned equipment; and standing master service agreements with experienced disaster subcontractors who are ready to mobilize immediately. **P&J is committed to providing Debris Management and Emergency Response Management and Recovery Services to the Town of Kiawah Island in a professional and timely manner.** 

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

Primary	Alternate	
Tommy Webster	Morgan Pierce	
Disaster Services Client Manager	President, Power	
10142 Parkside Dr. Ste. 500	10142 Parkside Dr. Ste. 500	
Knoxville, TN 37922	Knoxville, TN 37922	
Phone (828) 644-3222	Phone 919.740.3250	
Fax (865) 392-3090	Fax (865) 392-3090	
twebster@pandj.com	mpierce@pandj.com	

P&J would welcome the opportunity to discuss our proposal in further detail and demonstrate why we are the best choice for the Town of Kiawah Island. We look forward to continuing as a part of your disaster response and recovery team.

Sincerely

Morgan Pierce President, Power Phillips & Jordan, Inc.

Phillips & Jordan 10142 Parkside Drive, Suite 500 Knoxville, TN 37922 office 865.688.8342 fax 865.688.8369 pandj.com





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## I. ADMINISTRATIVE SUBMITTAL

- A. Drug Free Workplace Certification (Attachment A)
- B. Proposal Signature Form (Attachment C)
- C. Non-Collusion Oath (Attachment D)

## ATTACHMENT A

## Town of Kiawah Island Drug-free Workplace Certification (Contractor/Vendor Other Than Individuals)

This certification is required by the Drug-free Workplace Act, Section 44-107-10 et seq South Carolina Code of Laws (1976, as amended). The regulations require certification by Contractors/Vendors prior to award, that they will maintain a drug-free workplace as defined below. The certification set out below is a material representation of fact upon which reliance will be placed when determining the award of a contract. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of contract, or suspension or debarment from the right to submit bids for proposals for Town of Kiawah Island projects.

For purposes of this Certification, "Drug-free Workplace" is defined as set forth in Section 44-107019 (1), South Carolina Code of Laws (1976, as amended). The aforesaid Section defines workplace to include any site where work is performed to carry out the Contractor's/ Vendor's duties under the contract. Contractor's/Vendor's employees shall be prohibited from engaging in the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in accordance with the requirements of the Drug-free Workplace Act.

By signing this document, the Contractor/Vendor hereby certifies that it will provide a drugfree workplace by:

- Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Contractor's/Vendor's workplace and specifying the actions that will be taken against employees for violation of the prohibition;
- 2) Establishing a drug-free awareness program to inform employees about:
  - (a) The dangers of drug abuse in the workplace;
  - (b) The Contractor's/Vendor's policy of maintaining a drug-free workplace;
  - (c) Any available drug counseling, rehabilitation, and employee assistance programs; and
  - (d) The penalties that may be imposed upon employees for drug violations;
- Making it a requirement that each employee to be engaged in the performance of the contract be given a copy of the statement required by paragraph (1) above;
- 4) Notifying the employee in the statement required by paragraph (1) that, as a condition of employment under the contract, the employee will:
  - (a) Abide by the terms of the statement, and

- (b) Notify the employer of any criminal drug statue conviction for a violation occurring in the workplace no later than five (5) days after the conviction;
- 5) Notifying the using agency within ten (10) days after receiving notice under subparagraph (4) (b), from an employee or otherwise receiving actual notice of the conviction;
- 6) Taking one of the following actions, within thirty (30) days of receiving notice under subparagraph (4) (b) with respect to any employee who is convicted:
  - (a) Taking appropriate personnel action against the employee, up to and including termination; and
  - (b) Requiring the employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- 7) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (1), (2), (3), (4), (5), and (6) above.

Name and Address of Business:

Phillips and Jordan, Inc.

10142 Parkside Drive, Suite 500

Knoxville, TN 37922

WITNESSETH:

Samanthalhin

Signature of Authorized Agent

Print Name and Title:

Morgan Pierce

Date: April 12, 2022

President, Power

## Attachment C

## Proposal Signature Form

In Compliance with Request for Proposals, the undersigned hereby proposes to provide all services, materials, equipment, and labor, except as otherwise noted, for Debris Management and Emergency Response Management and Recovery Services.

NAME OF COMPANY: Phillips and Jord By: Signature	Morgan Pierce Print Name	
Title: <u>President, Power</u> Address: 10142 Parkside Drive, Suite	_ (i.e., Owner, Partner, Corporate Officer, etc.)	
City: Knoxville	State:TNZip: <u>37922</u>	
Telephone Number: <u>865-688-8342</u>	Business Fax Number: <u>865-688-8369</u>	
Is your firm a <u>X</u> Corporation,	Sole Proprietorship, or Partnership?	
If incorporated, please list state of incorporation: North Carolina		
FEIN or SSN: 56-0694573		

## Attachment D

## NON-COLLUSION OATH

COUNTY OF: Knox

STATE OF: TEnnessee

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared <u>Morgan Pierce</u> and made oath that the Offeror herein, his agents, servants, and/or employees, to the best of his knowledge and belief, have not in any way colluded with anyone for and on behalf of the Offeror, or themselves, to obtain information that would give the Offeror an unfair advantage over others, nor have they colluded with anyone for and on behalf of the Offeror, or themselves in the award of the contract herein.

SWORN TO BEFORE ME THIS 12 DAY OF ADDIN , 2022

Authorized Signature for Offeror

Please print Offeror's name and address:

Phillips and Jordan, Inc.

10142 Parkside Drive, Suite 500

Knoxville, TN 37922

Jamanicha /hien

Print Name: Samantha Kriews

NOTARY PUBLIC FOR THE STATE OF TENNESSEE

My Commission Expires: 11 23 2025





## **II. INFORMATION TO BE SUBMITTED**

## A. BACKGROUND & SIZE OF FIRM

Phillips & Jordan, Inc. (P&J), a Phillips Infrastructure Holdings, Inc. company, is a certified woman-owned, heavy civil and infrastructure contractor established in 1952. We build, maintain, and modernize resilient critical infrastructure, applying our decades of industry experience to the construction challenges of today. This work spans across three primary markets, Heavy Civil Construction (Power Generation, Water Resources, Mining, and Industrial & Commercial), Power (ROW Services, Foundations, Vegetation Management, and Pipeline Services), and Disaster Response, and our Core Values and Priorities--Integrity, Safety, Quality, and Production--guide our daily business practices. P&J is a People First company, and we hold safety above all other initiatives. We believe in a holistic approach to protecting our team, the environment, and our communities, and we carry this commitment with us as we strive to lead infrastructure development through innovation and flawless execution.

Our first major disaster recovery response was Hurricane Hugo in 1989, and in the following three decades we have worked with federal, state, and local governments and agencies, as well as private sector clients across the United States on a variety of disaster jobs. P&J has answered the call after virtually every federally declared disaster over the past three (3) decades, including hurricanes, tornadoes, floods, wildfires, rockslides, and ice storms. We have also supported recovery efforts following man-made disasters including acts of terrorism and environmental disasters.

Working with P&J means benefiting from our elite workforce, from management to craft, as well as our national reach. Our regional offices are strategically located across the country, and we have two full-service equipment shops to maintain our fleet of 750 heavy and specialized pieces of equipment, as well as national accounts with major equipment vendors to deploy and service equipment wherever the project is. We have built a reputation for taking on some of the most challenging and difficult projects and successfully completing them on, or even ahead of, schedule. We believe that excellent communication, cutting-edge technology, and a skilled workforce yield a quality project, while still placing the highest level of importance on safety for our employees and clients. Our long-standing relationship with key disaster response subcontractors ensures that we have the resources needed to respond to and successfully complete any emergency response mission in a timely and professional manner. Our crews can work in a wide range of terrains, from mountains to wetlands, and are very experienced in performing work within environmentally sensitive areas.

P&J is capable of meeting all the requirements of the RFP including all financial commitments. Working with P&J provides the following benefits to the Town of Kiawah Island:

**People First Safety Approach:** Our safety culture embraces individual accountability at all levels, starting with leadership and extending out to our people and our subcontract employees. It is our duty to prioritize concern for the public and the environment as well as compassion for the communities we are contracted to serve. Our program approach is based on our core values and implemented by personal accountability to our series of policies, procedures, and processes developed from best practices and lessons learned while executing hundreds of projects for government sectors, public utilities, and the commercial sector. As we strive to have an elite safety program, we pride ourselves on exceeding regulatory requirements and having a questioning attitude as we look for ways to continuously improve our program.

**National Reach:** P&J is a national contractor, registered to do business in all 50 states, that has performed its services in more than 40 states during the past decade on projects related to dam, levee, and reservoir construction; industrial and commercial development; power generation and delivery infrastructure; pipeline construction; landfill construction; and disaster debris management. Headquartered in Knoxville, Tennessee, P&J maintains regional offices in California, Florida, South Carolina, and Colorado.

**Elite Workforce:** At P&J our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third-generation employees that have chosen to build their careers with P&J. We currently employ approximately 1,000 individuals and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

**Extensive Fleet:** Through our sister company, National Fleet Services (NFS), P&J has access to an extensive fleet of more than 750 heavy and specialized pieces of equipment. This equipment has the latest grade control technology allowing us to move material faster, smarter, and with more accuracy. NFS has two equipment service centers, one in Tennessee and one in Florida, that are manned by a workforce of highly skilled mechanics and service technicians that maintain our equipment, whether in the field or in our shops, which enables our organization to control both costs and availability. P&J also maintains national accounts with major equipment vendors which provides us with the ability to acquire and rent equipment when required efficiently and cost-effectively.

**Financial Strength:** P&J possesses "best-in-class" financial ratios with respect to liquidity and leverage. We maintain our equity at approximately \$150M, our interest-bearing debt to equity ratio is approximately 35%, and we have in excess of \$90M in working capital. P&J brings an existing working capital line of credit is \$20M with JPMorgan Chase Bank. P&J's surety (Liberty Mutual Surety) currently has in place an aggregate bonding capacity line in excess of \$1.75B, with an individual contract line exceeding \$500M.

**Ethical Conduct Always:** We strive to maintain the highest ethical standards and comply with all applicable laws, rules, and regulations. It is our policy that adherence to the utmost ethical standards ensures our continued success, as well as earns and maintains the confidence of our clients and the community in which we work. In order to ensure that P&J operates pursuant to this policy, we have established and enforce a strict Code of Ethical Conduct.

## 1. P&J – KEY BENEFITS

As you review this proposal and the others submitted in response to the Town of Kiawah Island's Request for Proposal (RFP), you will find several similarities regarding the capabilities and experience offered by P&J and other established disaster debris contractors. These similarities include:

- Demonstrated disaster debris management past performance
- Highly qualified management teams
- A substantial cadre of supporting subcontractors
- Well-developed operational plans
- Robust equipment resources
- Commitment to maximize local and small/disadvantaged business participation
- Experience with preparation of documentation required for successful federal reimbursement



Along with providing the above to the Town of Kiawah Island, we offer several differentiators that separate us from other disaster debris management contractors.

## MINIMIZES Established Contractor with Extensive Resources: As a heavy civil and infrastructure contractor diversified across the power, water, pipeline, and industrial/commercial markets, P&J can leverage our vast resources to support disaster

response and recovery missions of any scale. And as mentioned above, our significant work within the area ensures that the Town of Kiawah Island will have the necessary equipment and personnel to rapidly mobilize as a result of a disaster event. We can reach into our deep pool of expertise and resources (financial, manpower, and equipment) to provide the necessary commodities, guidance, and assistance when our clients need it most following a disaster, and to help them prepare in advance.



RISK

STRENGTH Full-Time Key Personnel: Because we operate 52 weeks of the year, we can retain our more than 1,000 management, operations, and administrative personnel on a wide variety of construction projects at sites located throughout the Southeastern U.S. All

the critical personnel identified in this proposal are on the job site performing various construction management and operational functions in support of current projects, some of which present in high hazard conditions. If a disaster impacts the Town of Kiawah Island, P&J has the capability to re-assign personnel with disaster experience to support the response effort without affecting ongoing project work.

For example, during Hurricane Irma's massive impact on the state of Florida in 2017, Heath Stone was managing closeout of a water resources project, and Eric Hedrick was leading a hazardous tree removal project in California. Immediately following the impact of Hurricane Irma, and the receipt of notice to proceed (NTP) from several pre-positioned contracts in Florida, both individuals were deployed to Florida to manage hurricane-related debris removal efforts.

Long-Standing Subcontractor Relationships: All the pre-positioned subcontractors

STRENGTH identified in this proposal have supported major disaster debris

management missions conducted by P&J. In addition to disasterrelated projects, many of these subcontractors provide support for P&J construction projects and/or Kiawah Island on a year-round basis. The ongoing relationship between P&J and its key prepositioned subcontractors provides the Town of Kiawah Island with an experienced project team that has established lines of communication, a full understanding of each team member's core capabilities and operations approach, as well as the necessary financial, workforce, and equipment resources to address a disaster event of any size. P&J has agreements with All Green Landscape and Gary Otter Construction for Debris Management services. Both



**GARY OTTER** CONSTRUCTION

of these companies have extensive experience with the geography of Kiawah Island and have a long-standing history with the Town of Kiawah Island.



Automated Debris Management System (ADMS): P&J is the only disaster debris removal contractor in the country to deploy a comprehensive ADMS on a disaster debris management mission. This system was deployed by P&J to

augment our recovery response to the 2011 tornado super-outbreak in the State of Alabama during which 350



handheld devices were used to record and track 153,000 individual debris load tickets. Utilization of the ADMS simplified the effort required to audit field load data and thus substantially reduced the complexities and costs associated with post-event audits conducted by debris monitoring firms and/or the Federal Emergency Management Agency (FEMA). P&J's in-depth knowledge and experience regarding deployment and utilization of our partner firm's ADMS can translate into cost savings for the Town of Kiawah Island if it elects to use this tool during a future disaster response. Training can be provided to force account labor authorized by the Town to perform monitoring services.



**U.S. Army Corps of Engineers (USACE) Advance Contracting Initiative (ACI):** The ACI was created in 1999 to provide the USACE with pre-positioned prime contractors needed to fulfill its mandate to support FEMA during federal disaster

declarations. P&J has been selected to support multiple regions under the ACI contracts awarded since 1999. We were the first ACI contractor to be activated by the USACE to perform debris management and other support for recovery operations at the World Trade Center in 2001. P&J was subsequently activated to support three additional disaster events (Hurricane Ivan [2004], Hurricane Katrina [2005], and the State of Alabama tornado super-outbreak [2011]) – the most ACI activations of any disaster debris management contractor in the U.S. In recognition for our outstanding support provided during the World Trade Center recovery mission, P&J was named the 2002 Civil Works Contractor of the Year by the USACE – the only disaster debris management contractor ever to receive this award.



## MINIMIZES Demonstrated Achievement of Local and Small/Disadvantaged Business

**Participation:** All contractors within the disaster debris management community provide commitments to maximize location participation during debris removal and

reduction operations. P&J not only makes this commitment but backs it with results. During the 2011 disaster response to the tornado super-outbreak that impacted numerous areas throughout the Southeast U.S., more than 80% of P&J's first-tier subcontractors were local contractors. Additionally, P&J also met or exceeded participation goals with 97% for small businesses (goal was 73.7%), 11% for woman-owned small businesses (goal was 11%), and 13% for Historically Underutilized Business Zone (HUBZone) businesses (goal was 3.2%) during recovery efforts associated with Hurricane Katrina. These two examples demonstrate P&J's commitment and ability to achieve maximum local and socio-economic contracting participation goals during a disaster debris management mission for the Town of Kiawah Island.

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**MINIMIZES RISK Reasonable Subcontractor Compensation:** The fee proposal developed by P&J for the Town of Kiawah Island probably contains higher unit prices than those proposed by our competitors. The higher rates charged by P&J does not reflect an undue desire

to maximize our profit, but rather to ensure we can pay our subcontractor's reasonable compensation for their support. When subcontractors receive fair compensation, they are motivated to provide the best personnel and equipment possible and to ensure their work activities are conducted safely. P&J also pays subcontractors promptly, typically weekly, to ensure the highest commitment to the project. By selecting a disaster debris management contractor based solely on the lowest price, the Town may encounter project delays because of subcontractor availability/turnover which could place maximum federal reimbursement at risk and result in unfavorable criticism by the community.



**Proven Track Record of Success and Innovation:** Over the past three decades, P&J has managed more than 250 debris management missions for local, state, regional, and federal governments and agencies in 22 states across the nation. Our extensive history

providing debris management services for some of the largest and most complex disaster response missions is a testament to offering innovative solutions to unique challenges, to maintaining efficient documentation ensuring



our clients receive the maximum reimbursement from available funding sources, and our commitment to helping the communities execute an effective and efficient response.

## B. CHANGES IN MODE OF CONDUCTING BUSINESS

In 2018, Phillips Infrastructure Holdings, Inc. (PIH) was formed as a holding company for a family of companies that deliver unparalleled expertise and vast resources to infrastructure projects around the country. Controlled and operated by Avis A. Phillips, PIH is headquartered in Knoxville, Tennessee, and is the parent company to four wholly-owned subsidiaries: Phillips & Jordan, Inc., RowCon, LLC, National Fleet Services, LLC, and P&J Environmental Services, LLC.

PIH is certified as a Women's Business Enterprise (WBE) through the Women's Business Enterprise National Council (WBENC), the nation's largest third-party certifier of businesses owned and operated by women in the U.S.

## **Officers and Board of Directors:**

- Avis A. Phillips is the sole voting shareholder and Chairman of the Board
  - 57 years of experience
- William T. "Teddy" Phillips, Jr. CEO
- 29 years of experience
- Patrick McMullen President
  - 30 years of experience
- James F. Rose Secretary and Treasurer
  - $\circ$  30+ years of experience
- Ben R. Turner Director
  - 30+ years of experience
- Connie H. Nichols Director
  - $\circ$  45+ years of experience
- Lesa P. Whitson Director
- 29 years of experience
- Lamar Shuler, Jr.
  - $\circ$  25+ years of experience

Phillips & Jordan, Incorporated is a large and highly diversified construction firm and as such P&J is periodically named as a party to a lawsuit or participates in dispute resolution. P&J is engaged in claims, disputes, and litigation of the types and in amounts consistent with the size of the company and the services provided in the ordinary course of business. Most actions are dismissed without contribution from P&J or result in no finding of liability of our firm. In the past three years, P&J has not accumulated any charges, violations, fines, or convictions related to the services requested in this RFP.

## C. KEY PERSONNEL

The P&J management structure is designed to provide superior and seamless support to the Town of Kiawah Island and is based on a simple integrated organization with clear lines of authority, communication, responsibility, and accountability designed to minimize administrative costs and maximize responsiveness. P&J's

management structure is also designed to facilitate quick decisions and rapid responses to changing City requirements, and to assure the highest quality of service possible.

The project management team is led by a project manager who has the necessary control and autonomy to coordinate resources and align contract activities for the successful completion of all assigned tasks. The project manager provides management staff supervision and work control for all activities assigned under the contract. This approach assures that our project manager is fully accountable for all assigned work, has a direct interface with team personnel to facilitate information exchange, and has the authority to allocate resources based on the requirements and complexity of the assignment. The autonomy granted to the project manager is beneficial to the Town in that all team communications and work assignments are managed through a single point of accountability.

Upon activation of the contract by the Town, P&J's President, in coordination with P&J's senior management, selects a project manager who is deployed to the disaster location. The assigned project manager along with the mission manager and operations manager, if applicable, subsequently selects other disaster qualified P&J management and support personnel necessary to support the various field elements of the specific disaster debris management mission. Below is our recommended personnel in the event there is an activation in the Town of Kiawah Island.

Detailed resumes for Key Personnel can be found in Section C.3 followed by P&J's Corporate Resolution, identifying principals of the firm.

## 1. OPERATIONS PERSONNEL

**Morgan Pierce** – **Mission Executive:** Mr. Pierce offers 18 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storms. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm -(2017) Hurricane Irma – (2015) Calaveras County California Butte Wildfire – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne.

**Eric Hedrick – Mission / Operations Manager:** Mr. Hedrick offers 19 years of disaster experience and has participated in the following types of Emergency Response Missions: Emergency Response Missions that include Hurricanes, Flooding, Tornadoes, Wildfires, Winter Storm Events, and Man-made disasters. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm - (2017) Hurricanes Irma and Harvey- (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Dennis – (2004) Hurricane Ivan – (2001) 9/11 World Trade Center Forensic Recovery Mission.

**Tommy Webster – Client Manager:** Mr. Webster offers 19 years of disaster experience and has participated in the following types of Emergency Response Missions: Flooding, Tornadoes, Wildfires, Winter Storm Events, and Man-made disasters (BP Oil Spill, High-hazard Dam Breach). Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm - (2019) California Tree Debris Management Program – (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Hurricane Matthew, Multiple Louisiana Parish Floods – (2015) Hurricane Joaquin, Calaveras County California Butte Wildfire, Multiple County South Carolina Floods – (2014) City of Burlington North Carolina Ice Storm, Williamsburg/Florence County South



Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy – (2010) Deepwater Horizon Oil Spill – (2008) Hurricane Ike – (2003) San Diego County California Wildfire, San Bernardino California Wildfire, Hurricane Isabel – (2002) Multiple County North Carolina Ice Storm.

**Matthew Mooneyham – Client Manager:** Mr. Mooneyham offers 15 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events, Man-made disasters. Specific activations include the following significant projects: (2021) Hurricane Ida - (2020-2021) Hurricane Zeta – (2020-2021) Hurricane Sally – (2020-2021) Hurricane Laura – (2018-2020) Hurricane Michael [Bay County, FL] – (2018) Hurricane Florence – (2018) Hurricane Maria – (2017) Hurricane Irma [Polk and Highland Counties, FL] – (2014) Escambia County Severe Flooding and Ice Storm – (2010) Deepwater Horizon Oil Spill – (2008) Hurricane Gustav – (2004) Hurricane Ivan

**Dustin Haunhorst - Field Safety Manager:** Mr. Haunhorst offers 18 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm - (2017) Hurricane Irma – (2016) Harris County Texas Flood – (2015) Calaveras County California Butte Wildfire – (2012) Hurricane Sandy, West Liberty Kentucky Tornado – (2011) Alabama Spring Tornado Outbreak, City of Joplin Missouri Tornado, Hurricane Irene, City of Minot North Dakota Flood – (2008) Hurricane Ike – (2007) Cherokee County Oklahoma Ice Storm – (2006) City of Buffalo New York Ice Storm – (2005) Hurricanes Katrina, Wilma, and Dennis – (2004) Hurricane Ivan.

**Heath Stone – Operations / Project Manager:** Mr. Stone offers 8 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm - (2017) Hurricane Irma [Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park – (2014) Williamsburg/Florence County South Carolina Ice Storm.

## 2. CORPORATE RESOURCE PERSONNEL

In addition to the core response group discussed in the previous section, P&J corporate resource personnel that would also support execution of a disaster debris management mission for the City of Palm Bay are listed below.

**Steve Thompson - Corporate Environmental, Safety & Health Manager:** Mr. Thompson has been employed by P&J since 1990 and offers 22 years of disaster experience. He is responsible for the overall management of P&J's health and safety program, develops and administers policies and procedures regarding employee safety, investigates project accidents and develops preventative measures, and monitors safety programs implemented by subcontractors. Mr. Thompson served as the primary safety manager for the World Trade Center Staten Island Landfill Forensic Recovery Mission, and for recovery efforts associated with Hurricanes Katrina (2005), Gustav & Ike (2008), Irene (2011), and the tornadoes that occurred in Alabama and Joplin, Missouri (2011). To varying degrees, he has supported every disaster contract activation that P&J has managed over the past 22 years.

**Mike Teem – Quality Control Manager:** Mr. Teem has more than 23 years of disaster experience and has participated in the following disaster events: (2011) Alabama Spring Tornado Outbreak -- (2005) Hurricanes Katrina & Rita -- (2003) Southern California Bark Beetle Infestation Hazardous Tree Removal & Disposal -- (2003) Missouri Tornado Debris Management -- (2003) Hurricane Isabel Debris Management -- (2002) North



Carolina Severe Ice Storm Debris Management -- (2002) Hurricane Lili Debris Management -- (1999) Hurricane Floyd Collection, Incineration, & Disposal of Animal Remains.

## 3. RESUMES

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

- Morgan Pierce Mission Executive
- Tommy Webster Client Manager, Disaster Response
- Eric Hedrick Operations Manager
- Heath Stone Project Manager
- Matt Mooneyham Client Manager, Disaster Response
- Steve Thompson Environmental, Safety & Health Manager
- Mike Teem Quality Control Manager
- Dustin Haunhorst Field Safety Manager



Morgan Pierce Sr. Vice President | Mission / Operations Manager Home Office: Knoxville, Tennessee



## DISASTER EXPERIENCE

## Years of Relevant Experience: 19 Years at P&J: 18

Mr. Pierce has been employed by P&J since 2004 and offers 19 years of disaster response and debris management experience. In addition to his duties as a Senior Vice President of P&J, Mr. Pierce coordinates disaster response activities and serves in a leadership role for disaster debris management missions. His responsibilities in the role of Missions Executive have included executive level management of debris collection and reduction operations; interfacing with stakeholder representatives in support of operational goals; and acting as liaison between P&J and federal, state, and local government officials. Mr. Pierce has supported disaster debris management missions related to hurricanes, tornados, and animal carcass incineration.

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

## 2021 | Virginia Winter Ice Storm

VDOT Richmond District, VA

Project Role: Missions Executive

## 2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Missions Executive

## 2015-2019 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California Project Role: Missions Executive

## 2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Missions Executive

## 2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Missions Executive



## **Continued: Morgan Pierce**

#### 2004 | Hurricane Charley Debris Management

U.S. Army Corps of Engineers: Counties of Arcadia, Charlotte, DeSoto, Escambia, Hardee, Indian River, Lee, Martin, Okaloosa, Okeechobee, Palm Beach, Santa Rosa, Sarasota, and St. Lucie, Florida. Southwest Florida Water Management District: Hardee County and Cities of Alachua City and Charlie Creek, Florida. Collier County and Cities of Daytona Beach, New Smyrna Beach, Orlando, and Palm Beach, Florida

#### Project Role: Missions Executive

## EDUCATION

Bachelor of Science, North Carolina Central University

## TRAINING / CERTIFICATIONS

Certified Erosion Control Installer CPR / First Aid OSHA 10-Hour EHAT – Climbing & Chainsaw Training Confined Space Entry Competent Person USACE QA/QC Training



Tommy Webster Disaster Services Client Manager Home Office: Knoxville, Tennessee

## DISASTER EXPERIENCE

#### Years of Relevant Experience: 19 Years at P&J: 8

Mr. Webster has been employed by P&J since 2014 and offers over 30 years of construction experience, 19 years of which is related to disaster response and debris management. In 1999, he was the General Contractor in charge of the first Federal Emergency Management Agency (FEMA) Hazard Mitigation Elevation program in the United States. He has also served as project manager for multiple response and recovery projects, including disaster debris management missions, in response to a wide range of events across the nation including ice storms, hurricanes, flood events, wildfires, and environmental incidents.

Mr. Webster has worked in direct coordination with FEMA, local and state governments, public utilities, volunteer organizations, and the Departments of Transportation for North Carolina, Virginia, Florida, Texas, California, South Carolina, and Colorado. These engagements occurred during debris removal missions in order to aid in the overall recovery following disaster events, and to achieve maximum eligible reimbursement for clients. Mr. Webster is well versed in FEMA 325, FEMA Public Assistance Program and Policy Guide (PAPPG) regulations, applicable Code of Federal Regulations (CFR) guidelines, as well as being U.S. Army Corps of Engineers Construction Quality Management (CQM) for Contractors-certified. His responsibilities also include assisting contracted municipalities with the development of disaster preparedness plans, as well as developing and administering response and recovery training for these contracts.

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

## 2021 | Virginia Winter Ice Storm

VDOT Richmond District, VA

Project Role: Operations Manager

#### 2018 | Hurricane Florence Debris Management

Craven County, Cities of Boiling Spring Lakes and New Bern, Towns of River Bend and Trent Woods, North Carolina and City of Briarcliff Acres, South Carolina

Project Role: Operations Manager

## 2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Operations Manager

## 2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas **Project Role:** Operations Manager



## **Continued: Tommy Webster**

## 2016-2017 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California Project Role: Area Manager

#### 2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas Project Role: Project Manager

#### 2016 | Louisiana Historic Flood Debris Management

Louisiana Department of Transportation and Development, District 62: Livingston, Natchitoches, St. Helena, and Tangipahoa Parishes

Project Role: Superintendent

#### 2015 | Hurricane Joaquin Flood, Failed Dams Hazard Abatement

South Carolina Department of Health and Environmental Control **Project Role:** Superintendent

#### 2015 | Hurricane Joaquin Flood Debris Management

South Carolina Department of Transportation: Berkeley and Dorchester Counties Project Role: Superintendent

## 2014 | North Carolina Ice Storm Debris Management

Orange County; City of Burlington; and Towns of Alamance, Elon, Haw River, Hillsborough, and Mebane, North Carolina

Project Role: Operations Manager

## 2013 | Colorado Flood Right of Way and Waterway Debris Management

Colorado Department of Transportation: Boulder, Broomfield, Jefferson, Larimer, Logan, Morgan, and Weld Counties

Project Role: Operations Manager

## 2010 | BP Deepwater Horizon Oil Spill Oil Containment Boom Deployment and Monitoring

Escambia County, Florida

Project Role: Operations Manager

## 2008 | Hurricane Ike Land and Waterway Debris Monitoring

Chambers and Jefferson Counties, Texas

Project Role: Operations Manager, Client Liaison

## 2005 | Pre-Event Disaster Preparation

Horry County, South Carolina

Project Role: Project Manager



## **Continued: Tommy Webster**

#### 2003 | California Wildfires Debris and Grant Management

San Bernardino and San Diego Counties, California **Project Role:** Area Project Manager, Client Liaison, Grant Manager

#### 2003 | Hurricane Isabel Debris Removal Monitoring

Multiple Counties and Municipalities in Virginia Project Role: Area Project Manager, Client Liaison

#### 2002 | North Carolina Ice Storm Debris Removal Monitoring

Multiple Counties in North Carolina **Project Role:** Area Project Manager, Client Liaison

## EDUCATION

High School Diploma

## TRAINING / CERTIFICATIONS

North Carolina General Contractor's License

Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI):: FEMA 325 Public Assistance Debris Management Guide; FEMA E0202 Debris Management Planning Certified; FEMA Incident Command System (ICS)-100 Incident Command System Certified; FEMA ICS-200 Initial Action Incident Certified; FEMA IS-800 National Response Framework Certified; FEMA IS-700 National Incident Management System (NIMS)-Certified U.S. Army Corps of Engineers Construction Quality Management (CQM) for Contractors-Certified

Occupational Safety and Health Administration (OSHA): 40-Hour Hazardous Waste Operations Training and 30-Hour Training

Qualified Technical Tree Safety Supervisor

Electrical Hazard Awareness Training

First Aid and CPR Training



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



## DISASTER EXPERIENCE

## Years of Relevant Experience: 17 Years at P&J: 41

Mr. Hedrick has been employed by P&J since 1981 and offers over 30 years of disaster response and debris management experience. This experience includes segregation, removal, and disposal activities relating to complex debris streams on both the public right of way and private property. Most of Mr. Hedrick's debris management experience has been on U.S. Army Corps of Engineers (USACE) projects pursuant to indefinite delivery/indefinite quantity contract structures following disaster events that created some of the most complex debris streams in U.S. History including the 9/11 Terrorist Attacks and Hurricane Katrina. As operations manager on these projects, Mr. Hedrick had overall accountability for operations, safety, and quality and has demonstrated qualifications to manage complex contract and subcontract structures in high profile settings.

Since 2015, Mr. Hedrick has been P&J's program manager for the Pacific Gas & Electric Company Hazardous Tree Program. The scope of this work has included managing high hazard trees on public and private property and has involved removal and disposal, (primarily through beneficial reuse) of large volumes of debris in Northern and Central California. This work began in 2015 following Butte Fire response and has expanded to include 10 additional wildfire response missions (most recently the 2018 Camp Fire in Paradise, CA) in additional to ongoing wildfire fuels reduction work. Mr. Hedrick has directed these high-profile missions under intense public and regulatory scrutiny and is uniquely qualified to manage the statement of work included in this solicitation.

Mr. Hedrick supported numerous levee projects in the New Orleans vicinity for the USACE that involved rebuilding and upgrading the levee system that was damaged by Hurricane Katrina. He has also supported P&J's land clearing and civil earth moving operations, working with major water resource and environmental departments for the states of Alabama, Florida, Georgia, Louisiana, and Mississippi as well as Federal agencies which has provided him with experience in all aspects of performing environmentally sensitive projects.

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

#### 2021 | Virginia Winter Ice Storm

VDOT Richmond District, VA Project Role: Operations Manager

#### 2018 | Accelerated Wildfire Risk Reduction (AWRR) Program

Pacific Gas and Electric: 48 Counties in California

Project Role: Operations Manager

#### 2018 | Multiple Wildfires Debris Management

Pacific Gas and Electric: Camp, Carr, Ferguson, and Mendocino Complex Wildfire Responses Project Role: Operations Manager



## **Continued: Eric Hedrick**

## 2017 | Multiple Wildfires Debris Management

Pacific Gas and Electric: Atlas, Detweiler, Nuns, Pocket, Redwood Valley Complex, and Tubbs Wildfire Responses

Project Role: Operations Manager

## 2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas

Project Role: Project Executive

## 2016 | Louisiana Historic Flood Debris Management

Louisiana Department of Transportation and Development, District 62: Livingston, Natchitoches, St. Helena, and Tangipahoa Parishes

Project Role: Operations Manager

## 2015-2019 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California Project Role: Operations Manager

## 2015 | Butte Wildfire Response Debris Management

Pacific Gas and Electric: Calaveras County, California Project Role: Operations Manager

## 2015 | Butte Wildfire Response Debris Management

Calaveras County, California Project Role: Operations Manager

## 2015 | Hurricane Joaquin Flood Debris Management

South Carolina Department of Transportation: Berkeley and Dorchester Counties Project Role: Operations Manager

## 2014 | North Carolina Ice Storm Debris Management

Orange County; City of Burlington; and Towns of Alamance, Elon, Haw River, Hillsborough, and Mebane, North Carolina

Project Role: Operations Manager

## 2013 | Colorado Flood Land and Waterway Debris Management

Colorado Department of Transportation: Boulder, Broomfield, Jefferson, Larimer, Logan, Morgan, and Weld Counties

Project Role: Operations Manager

## 2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Operations Manager



## **Continued: Eric Hedrick**

## 2005 | Hurricanes Katrina and Rita Debris Management and Levee Repairs

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

#### Project Role: Operations Manager

## 2004 | Hurricane Ivan Debris Management

U.S. Army Corps of Engineers: Clark, Butler, Escambia, Mobile, Monroe, and Washington, Counties; Cities of Flomaton, Greenville, Mobile, and Opp; and Towns of Atmore, Dauphin Island; East Brewton, and Fort Deposit, Alabama. Alabama Department of Conservation: Baldwin County, Alabama. West Florida Electric COOP: City of Bonifay and several counties in Florida. Escambia County and Cities of Gulf Breeze and Pensacola, Florida

#### Project Role: Operations Manager

## 2001 | World Trade Center Terrorist Attacks Debris Management, Strategic Planning, and Forensic Recovery

U.S. Army Corps of Engineers: New York City and Richmond County, Staten Island, New York **Project Role:** Operations Manager

## EDUCATION

High School Graduate

## **TRAINING / CERTIFICATIONS**

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



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

## DISASTER EXPERIENCE

#### Years of Relevant Experience: 8 Years at P&J: 9

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

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

## 2021 | Virginia Winter Ice Storm

VDOT Richmond District, VA Project Role: Project Manager

## 2017 | Hurricane Irma Debris Management

Hillsborough County, Cities of Kenneth City and Pinellas Park, and Town of Belleair, Florida Project Role: Project Manager

## 2014 | South Carolina Ice Storm Debris Management

South Carolina Department of Transportation: Florence and Williamsburg Counties Project Role: Project Manager

## EDUCATION

Bachelor's Degree, Kinesiology, University of Tennessee

## TRAINING / CERTIFICATIONS

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



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



## DISASTER EXPERIENCE

## Years of Relevant Experience: 22 Years at P&J: 32

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

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

## 2018 | Hurricane Florence Debris Management

Craven County, Cities of Boiling Spring Lakes and New Bern, Towns of River Bend and Trent Woods, North Carolina and City of Briarcliff Acres, South Carolina

Project Role: Environmental Health and Safety Manager

## 2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Environmental Health and Safety Manager

## 2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas

Project Role: Environmental Health and Safety Manager

## 2016 | Hurricane Matthew Debris Management

South Carolina Department of Transportation: Williamsburg County. Horry County Solid Waste Authority, South Carolina. Cities of Briarcliffe Acres and North Myrtle Beach, and Belfair Property Owners Association, South Carolina. City of Tybee Island, Georgia

Project Role: Environmental Health and Safety Manager

## 2016 | Tax Day and Memorial Day Floods Debris Management

Harris County Flood Control District, Texas

Project Role: Environmental Health and Safety Manager



## **Continued: Steve Thompson**

#### 2015 | Butte Wildfire Response Debris Management

Calaveras County, California

Project Role: Environmental Health and Safety Manager

#### 2015 | Hurricane Joaquin Flood Debris Management

South Carolina Department of Transportation: Berkeley and Dorchester Counties **Project Role:** Environmental Health and Safety Manager

#### 2014 | South Carolina Ice Storm Debris Management

South Carolina Department of Transportation: Florence and Williamsburg Counties **Project Role:** Environmental Health and Safety Manager

#### 2014 | North Carolina Ice Storm Debris Management

Orange County; City of Burlington; and Towns of Alamance, Elon, Haw River, Hillsborough, and Mebane, North Carolina

Project Role: Environmental Health and Safety Manager

#### 2013 | Colorado Flood Land and Waterway Debris Management

Colorado Department of Transportation: Boulder, Broomfield, Jefferson, Larimer, Logan, Morgan, and Weld Counties

Project Role: Environmental Health and Safety Manager

#### 2012 | Hurricane Sandy Debris Management

U.S. Army Corps of Engineers: Fire Island, New York. Suffolk County and Town of Brookhaven, New York

Project Role: Environmental Health and Safety Manager

## 2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Environmental Health and Safety Manager

#### 2011 | Joplin, Missouri Tornado Debris Management

U.S. Army Corps of Engineers: City of Joplin in Jasper and Newton Counties, Missouri Project Role: Operations Manager

## 2011 | Hurricane Irene Debris Management

Southeastern Public Service Authority of Virginia: Cities of Chesapeake, Norfolk, Portsmouth, South Hampton, and Virginia Beach, Virginia. Virginia Department of Transportation: Counties of Brunswick, Dinwiddie, and Prince George, Virginia

Project Role: Environmental Health and Safety Manager

## 2010 | BP Deepwater Horizon Oil Spill Beach Clean-Up and Off-Shore Skimming

Miller Environmental Group, Inc. for BP (British Petroleum) in Florida and Mississippi

Project Role: Environmental Health and Safety Manager



## **Continued: Steve Thompson**

#### 2008 | Hurricane Ike Land and Waterway Debris Monitoring

Texas General Land Office; Harris County, Texas

Project Role: Environmental Health and Safety Manager

## 2008 | Hurricane Gustav Land and Waterway Debris Monitoring

Point Coupee Parish, Louisiana

Project Role: Environmental Health and Safety Manager

## 2005 | Hurricanes Katrina and Rita Debris Management and Levee Repairs

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi. Stennis Space Center

Project Role: Environmental Health and Safety Manager

## 2005 | Hurricanes Katrina and Rita Waterway Debris Management

Prairie Gregg Drainage District: Vermillion Parish, Louisiana **Project Role:** Environmental Health and Safety Manager

## 2004 | Hurricanes Frances and Jeanne Debris Management

Palm Beach County Solid Waste Authority, Florida Project Role: Environmental Health and Safety Manager

## 2004 | Hurricane Charley Debris Management

U.S. Army Corps of Engineers. Southwest Florida Water Management District. Cities of Orlando and Daytona Beach, Florida

Project Role: Environmental Health and Safety Manager

## 2004 | Hurricane Ivan Debris Management

U.S. Army Corps of Engineers: Clark, Butler, Escambia, Mobile, Monroe, and Washington, Counties; Cities of Flomaton, Greenville, Mobile, and Opp; and Towns of Atmore, Dauphin Island; East Brewton, and Fort Deposit, Alabama. Alabama Department of Conservation: Baldwin County, Alabama. West Florida Electric COOP: City of Bonifay and several counties in Florida. Escambia County and Cities of Gulf Breeze and Pensacola, Florida

## Project Role: Operations Manager

## 2003 | Southern California Bark Beetle Infestation Hazardous Tree Removal and Disposal

Southern California Edison Company: Los Angeles, San Bernardino, and Riverside Counties, California

Project Role: Environmental Health and Safety Manager



## **Continued: Steve Thompson**

## 2000 | Coal Slurry Sludge Spill Clean-Up

Martin County Coal Company: Inez, Kentucky **Project Role:** Environmental Health and Safety Manager

#### 1996 | Hurricane Fran Debris Management

U.S. Army Corps of Engineers: Wake County, North Carolina **Project Role:** Environmental Health and Safety Manager



## EDUCATION

Bachelor of History, University of Tennessee

## TRAINING / CERTIFICATIONS

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



Matthew Mooneyham Disaster Services Client Manager Home Office: San Antonio, Florida

## DISASTER EXPERIENCE

Years of Relevant Experience: 18 Years at P&J: 1

Matthew Mooneyham has more than 15 years of experience in disaster relief and debris removal services throughout the southeast and Puerto Rico. His expertise across various facets of local government infrastructure, federal government construction, and state government (FDOT/FDEP), including FEMA contract communications and facilitations. Mooneyham currently acts as the Client Manager for our Power group and our Disaster group. He works to maintain and facilitate current client relationships while expanding the regional client base and seeking opportunities for business development investments. Upon activation, Mooneyham uses his experience to aid on-site management and subcontractor relations as well as conflict resolution.

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

## 2021 | Hurricane Ida

Tangipahoa Parish, Louisiana **Project Role:** Regional Project Manager for Tetra Tech

## 2020-2021 | Hurricane Zeta

Multiple locations, Mississippi **Project Role:** Regional Project Manager Tetra Tech

## 2020-2021 | Hurricane Sally

Pensacola, Florida

Project Role: Regional Project Manager for Tetra Tech

## 2020-2021 | Hurricane Laura

Lake Charles, Louisiana **Project Role:** Regional Project Manager for Tetra Tech

## 2018-2020 | Hurricane Michael

Bay County, Florida

Project Role: Regional Project Manager for Tetra Tech

#### 2018 | Hurricane Florence

New Bern, North Carolina Project Role: Project Manager for Tetra Tech

## 2018 | Hurricane Maria

Puerta Rico Project Role: Project Manager for Tetra Tech



## **Continued: Matthew Mooneyham**

#### 2017 | Hurricane Irma

Polk and Highlands Counties, Florida Project Role: Project Manager for Tetra Tech

#### 2014 | Severe Flooding and Ice Storm

Escambia County, Florida **Project Role:** Project Manager for Escambia County Public Works

#### 2010 | Deepwater Horizon Oil Spill

Pensacola Beach, Florida **Project Role:** Director of Development for Santa Rosa Island Authority

#### 2008 | Hurricane Gustav

Pensacola Beach, Florida **Project Role:** Director of Development for Santa Rosa Island Authority

## 2004 | Hurricane Ivan

Pensacola Beach, Florida

Project Role: Director of Development for Santa Rosa Island Authority

## EDUCATION

Associates Degree - School, High School Graduate



## **TRAINING / CERTIFICATIONS**

Xactimate Level 1 ICS-100 – Intro to ICS ICS-200 – ICS for Single Resources and IAI ICS-700 – Intro to NIMS ICS-703 – NIMS Resource Management ICS-706 – Intro to NIMS Mutual Aid ICS-800 – Intro to National Response Framework



Mike Teem Quality Control Manager Home Office: Knoxville, Tennessee

## DISASTER EXPERIENCE

## Years of Relevant Experience: 23 Years at P&J: 21

Mike Teem offers 12 years of disaster response and debris management experience. As QC Manager, his responsibilities include developing mission specific QC plans and assigning quality control monitors to ensure all work is performed in accordance with contract specifications and task order statements of work, identifying deficiencies for immediate corrective action and assuring the corrective action is implemented properly, and maintaining all mission QC system records and reports. Additionally, Mr. Teem ensures seamless communication between key representatives, subcontractors, and P&J to actively address project issues and recommendations, ensures the competence, development, professionalism and safety of our employees, and he continually monitors and analyzes the team's performance to identify and implement process improvements.

Mr. Teem has served as the QC manager for all debris management task orders issued by USACE within the state of Alabama for the 2011 Tornado Super Outbreak and within Sector 1 (New Orleans) following Hurricane Katrina. He has also supported numerous other disaster response projects including the Southern California Edison Bark Beetle Tree Removal project and tornado, hurricane, and ice storm debris management missions.

NOTE: Mr. Teem was previously employed by P&J. In the event of a large-scale disaster, he can be called upon to assist our disaster response operations team as needed.

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

## 2011 | Alabama Tornado Super-Outbreak Debris Management

U.S. Army Corps of Engineers: 24 counties in Northern and Central Alabama; City of Tuscaloosa, Alabama County Public Works; and Monroe County, Mississippi

Project Role: Quality Control Manager

## 2005 | Hurricanes Katrina and Rita Debris Management

U.S. Army Corps of Engineers: Sector 1 - Orleans Parish, Louisiana and Sector 4 – Allen, Beauregard, Cameron, Jefferson Davis, Lafayette, St. Landry, and Vermillion Parishes, Louisiana. Alabama Department of Conservation: Baldwin and Mobile Counties and Cities of Dauphin Island, Gulf Shores, Orange Beach, and Perdido Bay, Alabama. City of Gulfport, Mississippi

Project Role: Operations Manager

## 2003 | Southern California Bark Beetle Infestation Hazardous Tree Removal and Disposal

Southern California Edison Company: Los Angeles, San Bernardino, and Riverside Counties, California

Project Role: Quality Control Manager



## **Continued: Mike Teem**

#### 2003 | Missouri Tornado Debris Management

Cities of Carl Junction and Pierce City, Missouri Project Role: Quality Control Manager

## 2003 | Hurricane Isabel Debris Removal Monitoring

Southeastern Public Service Authority of Virginia Project Role: Quality Control Manager

## 2002 | North Carolina Severe Ice Storm Debris Management

North Carolina Department of Transportation Project Role: Quality Control Manager

## 2002 | Hurricane Lili Debris Management

Terrebonne, St. Landry, and St. Mary Parishes, Louisiana Project Role: Quality Control Manager

## 1999 | Hurricane Floyd Collection, Incineration, & Disposal of Animal Remains

North Carolina Department of Public Safety Project Role: Quality Control Manager

## **TRAINING / CERTIFICATIONS**

USACE Construction Quality Management for Contractors Asbestos Awareness Respirator Fitness Fire Rescue OSHA 30-Hour OSHA 40-Hour HAZWOPER First Aid / CPR



Dustin Haunhorst Site Safety and Health Officer Home Office: Knoxville, Tennessee

## DISASTER EXPERIENCE

#### Years of Relevant Experience: 14 Years at P&J: 18

Mr. Haunhorst has been employed by P&J since 2004 and offers 14 years of disaster response and debris management experience. Serving as a lead safety manager, Mr. Haunhorst has performed site safety inspections and monitored site operations to ensure compliance with employee safety requirements and environmental regulations for various projects located throughout the Southeast and Mid-Atlantic regions of the United States. Mr. Haunhorst served as the lead safety manager for a large tree removal project in California and was responsible for the daily monitoring of operations including subcontractor safety meetings, incident and injury/illness reporting, and monitoring of damage claims. Mr. Haunhorst also served as the lead safety manager for disaster debris management missions implemented in response to several hurricanes. His responsibilities for these missions included daily safety monitoring of operations and personnel; interface with the U.S. Army Corps of Engineers, Occupational Safety and Health Administration (OSHA), and Federal Emergency Management Agency inspectors; and new employee safety orientation and job specific training.

## NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

#### 2021 | Virginia Winter Ice Storm

VDOT Richmond District, VA **Project Role:** Environmental Health and Safety Director

#### 2017 | Hurricane Irma Debris Management

Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida

Project Role: Environmental Health and Safety Director

## 2017 | Hurricane Harvey Land and Waterway Debris Management

Harris County Flood Control District, Texas **Project Role:** Environmental Health and Safety Director

## 2016 | Hurricane Matthew Debris Management

South Carolina Department of Transportation: Williamsburg County. Horry County Solid Waste Authority, South Carolina. Cities of Briarcliffe Acres and North Myrtle Beach, and Belfair Property Owners Association, South Carolina. City of Tybee Island, Georgia

Project Role: Environmental Health and Safety Director



## **Continued: Dustin Haunhorst**

## 2015-2019 | Catastrophic Event Memorandum Account (CEMA) Expanded Wood Debris Management Program

Pacific Gas & Electric: 12 Counties in Northern and Central California **Project Role:** Environmental Health and Safety Director

2015 | Butte Wildfire Response Debris Management Pacific Gas and Electric: Calaveras County, California Project Role: Environmental Health and Safety Director


4. PRINCIPALS OF THE FIRM



#### UNANIMOUS WRITTEN CONSENT OF THE BOARD OF DIRECTORS

#### January 1, 2022

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

#### **Appointment of Officers**

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

Avis A. Phillips	Chairman
William T. Phillips, Jr.	Vice Chairman and Chief Executive Officer
J. Patrick McMullen	President
Bryan McIsaac	Chief Financial Officer
Morgan Pierce	President, Power
Gerry Arvidson	President, Heavy Civil
Art Phelps	Senior Vice President
Eric Hedrick	Senior Vice President of Operations
Pat Williams	Vice President of Operations
Robert Ertle	Vice President of Operations
Scotty Orr	Vice President of Operations
Mario Vir	Vice President of Operations
Russell Page Riley	Vice President
Jeremy Best	Vice President
Michael P. Hoke	Vice President
Matthew Wagley	Vice President
David Lyle	Vice President
Jason Garner	Vice President, Controller, Secretary Treasurer
Christina M. Eddings	Assistant Secretary



#### Officers Authorized to Execute Contracts on Behalf of the Corporation

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

Chairman
Vice Chairman and Chief Executive Officer
President
President, Power
President, Heavy Civil
Senior Vice President
Vice President
Vice President

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

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

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

Avis A. Phillips

McMullen

C. Lamar Shuler.

MUL

William T. Phillips, Jr.

Philips)

Lesa P. Whitson

James F. Rose



#### 5. SUBCONTRACTOR LIST

Company Name	Location	Designation	Type of Work					
Proposed Subcontractors:								
Gary Otter Construction	Johns Island, SC	SB	Hauling, TDSR Management					
All Green Landscape	Charleston, SC	SB	Hauling, TDSR Management					
Land Clearing Services	Blythewood, SC	None	Hauling, TDSR Management					
State Tree Service	Sumter, SC	None	Hauling, TDSR Management					
Carolina Site Logistics	Ridgeville, SC	SBE	Hauling					
Parkman Tree Service	Lancaster, SC	SBE	Hauling					
Additional Subcontractors:								
Thunder Disaster Services, Inc.	Waynesville, NC	VO, WBE	Hauling					
Metrolina Landscape Co, Inc.	Charlotte, NC	None	Hauling					
BKW, Inc.	Pensacola, FL	WBE	Hauling					
Emerald Coast Site Construction	Panama City, FL	SBE	TDSRS Management					
H & R of Belle Glade, LLC	Belle Glade, FL	HZ, MBE, SBA	Hauling					
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling					
Rio-Bak Corporation	Wellington, FL	SBE (Federal)	Hauling					
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling					
Terry Tree Service South, LLC	Rochester, NY	None	Hauling					
E3 Environmental	Pensacola, FL	None	Haz-Waste, Environmental					
EE&G Disaster Response, LLC	Miami Lakes, FL	None	Environmental					
Golder Associates	Atlanta, GA	None	Environmental					
Grillot Construction, LLC	Belle Chase, LA	None	Hauling					
Terry Bucks Contracting, LLC	Gainesville, GA	None	Hauling					

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



### 6. SUBCONTRACTOR PLAN

#### A) SUBCONTRACTOR UTILIZATION

P&J anticipates that approximately 60% of the work performed for the Town of Kiawah Island during a disaster debris management mission would be subcontracted in the event of a contract activation. Subcontractors typically perform or partially support the following requirements on an as-needed basis:

- Collection and transportation of debris
- Reduction and disposal of vegetative debris
- Sorting, decommissioning, packaging, and transportation of household hazardous waste, construction & demolition debris, white goods, electronic waste, small-motorized equipment, or other non-vegetative debris
- Performing traffic control
- Performing structural demolition
- Hazardous tree, limb, and stump removal
- General labor for miscellaneous work

#### B) SUBCONTRACT PROCUREMENT POLICY

P&J's subcontract procurement policy has always involved efforts beyond simply identifying and offering opportunities to subcontractors including small and disadvantaged business concerns. P&J has historically provided technical, financial, and equipment support to subcontractors who need such assistance to procure and successfully perform subcontracts. As a prime contractor, on every disaster debris management project that we perform, P&J pays our subcontractors on a weekly basis well in advance of payment receipt from our clients. It is P&J's intent to continue this policy and expand our assistance to subcontractors as a prime contractor during future disaster debris management missions. P&J routinely reviews information sources to determine the competence, ability, experience, and capacity of small and disadvantaged business concerns to perform additional, more complex, or higher compensated work. P&J also identifies areas in which it may be able to provide technical or other assistance to small and disadvantaged business concerns which will increase their competency and therefore become eligible for more sophisticated work assignments.

Upon activation of the contract by The Town of Kiawah Island, P&J will initiate agreements with two local subcontractors, Gary Otter Construction and All Green Landscaping to support debris management operations. If needed, we will also include qualified local subcontractors in accordance with the Stafford Act. P&J then issues a master work order to each subcontractor. P&J requires each subcontractor to provide a single point of contact for their subcontract to ensure accountability and clear channels for communication between the companies.

#### C) SUBCONTRACTOR MANAGEMENT APPROACH

P&J's approach to managing subcontractors is based on the following guiding principles:

- Effective channels of communication are clearly defined and established
- Responsibilities and authorities are clearly defined in the master work order
- Required documentation is clearly defined in the master work order
- Specific services are clearly defined in the master work order
- Any constraints imposed on a subcontractor, including schedule and budget constraints, are clearly defined in the master work order

- Safety, quality, and insurance requirements are clearly defined in the master work order
- Appropriate terms and conditions are clearly defined in the master work order

#### D) SUBCONTRACTOR PERFORMANCE & MONITORING

To ensure that a disaster debris management mission is executed at the highest level of effectiveness and efficiency, the individual work scopes for all involved subcontractors are integrated into a cohesive mission plan so that each subcontractor understands how their role fits into the overall operational approach.

Subcontractor employees assigned to support activities are directly accountable to the P&J Operations Manager for their overall job performance. The P&J Operations Manager serves as an interface between Town representatives and subcontractor employees in matters related to task assignments, job performance issues, and any other concerns or issues that may arise. The P&J Operations Manager works closely with each subcontractor point of contact to ensure that all necessary support and resources are provided, that all identified issues are resolved, and to conduct performance reviews as needed. Daily monitoring of subcontractor crew activities is conducted by P&J field managers who are responsible for assessing performance and identifying issues that require corrective measures. Each field manager reports observed subcontractor crew performance to the operations manager daily.

#### E) SUBCONTRACTOR AVAILABILITY & RETENTION

Regarding subcontractor availability, P&J maintains executed enforceable master subcontracts for disaster response services with each of our key pre-positioned subcontractors – rather than just letters of commitment. All the key pre-positioned subcontractors identified in this proposal have supported major disaster debris management missions conducted by P&J in the past. In addition to disaster related projects, many of these subcontractors provide support for P&J construction projects that are conducted on a year-round basis.

Additionally, P&J's subcontractor compensation philosophy ensures that we can pay our subcontractors reasonable compensation in a timely manner for their support. This helps to ensure the highest commitment to the project. The ongoing relationship between P&J and our key pre-positioned subcontractors along with our compensation philosophy ensures that our subcontractors are motivated to assist P&J on disaster response projects, provide the best personnel and equipment possible, ensure that their work activities are conducted in a safe manner and are of the highest quality possible, and remain committed throughout the duration of the project.

#### F) LOCAL & DISADVANTAGED BUSINESS SUBCONTRACTING

It is the policy of P&J, regardless of the project type, to actively seek and contract with local small and disadvantaged businesses including, but not limited to, Small Business, certified Small Disadvantaged Business, Women-Owned Small Business, Historically Underutilized Business Zone, Veteran-Owned Small Business, and Service-Disabled Veteran-Owned concerns. This policy will be affirmatively enforced with respect to execution of work for The Town of Kiawah Island. P&J's senior managers personally oversee the implementation of existing corporate policies to ensure that small business participation goals are achieved, and periodically consult with operations managers and contract administrators to measure progress toward achieving established goals. P&J has institutionalized a buying practice that encourages identifying and contracting with local small and disadvantaged businesses for both services and supplies. In addition, the company requires all retained large business subcontractors to comply with the small business participation goals established by P&J.

P&J typically utilizes a combination of key prepositioned subcontractors with whom we have executed master service agreements, pre-registered subcontractors who are documented in our internal subcontractor database, and

small and disadvantaged business concerns identified following a disaster event. P&J has a proven track record of meeting the socioeconomic subcontracting goals of our clients and ensuring that our subcontracting efforts are in compliance with all applicable federal regulations. Furthermore, to support our clients' efforts to comply with the procurement requirements as stated in 2 C.F.R. 200.321, P&J actively encourages participation of minority businesses, women's business enterprises and labor surplus area firms as a part of disaster debris management projects whenever possible. P&J solicits certified socio-economically disadvantaged businesses to provide collection and transportation of debris; reduction and disposal of vegetative debris; sorting, decommissioning, packaging, and transportation of household hazardous waste (HHW), construction and demolition (C&D), white goods, electronic waste, or other non-vegetative debris; performing traffic control, demolition activities, hazardous tree removal, or installation of erosion control; and general labor for miscellaneous work. P&J is committed to incorporating the following acts of good faith:

- Assisting interested minority/woman-owned business enterprises (M/WBEs) in obtaining bonding, lines of credit, and insurance
- Providing interested M/WBEs technical assistance or information related to the plans, specifications and requirements for work to be subcontracted or supplied by M/WBEs
- Assisting interested M/WBEs in obtaining necessary equipment, supplies, materials or related assistance or services
- Sub-dividing bid items into economical feasible work units to allow M/WBEs every advantage to quoting the project
- Negotiating in good faith with interested M/WBEs

# D. MANNING LEVEL STATEMENT

P&J currently has 1,284 full time employees and does not classify any employees as temporary, seasonal, or parttime. Because we operate 52 weeks of the year, we can retain our more than 1,000 management, operations, and administrative personnel on a wide variety of construction projects at sites located throughout the U.S. All the critical personnel identified in this proposal are on the job site performing various construction management and operational functions in support of current projects, some of which present in high hazard conditions. If a disaster impacts the Town, P&J has the capability to re-assign personnel with disaster experience to support the response effort without affecting ongoing project work.

# E. APPROACH TO SCOPE OF SERVICE

P&J is currently a proud member of the Town of Kiawah Island's Emergency Management Team and has a very successful history of communicating with the Town's representatives. Although throughout our present contract term there has not been a need for a contract activation, we have maintained excellent communication over the years through annual exercises, trainings, and preparation for potential event impacts. Throughout this "Approach to Scope of Service" section, we will outline the path for determining our means and methods in responding to any disaster event that may impact the Town of Kiawah Island. P&J's disaster event response is the result of over three decades of successful activation and completion of disaster response missions. More exacting operational detail is described in the "Project/Work Plan" section.

### A) POST CONTRACT AWARD – NEXT STEPS

Following the contract award to P&J, members of our senior disaster debris management team will arrange to conduct a post-award teleconference, or in-person site visit with the Town of Kiawah Island representatives. During this meeting, key elements of the Town's disaster response preparedness will be discussed including, but

not limited to, proposed equipment staging areas and Temporary Debris Storage and Reduction Sites (TDSRSs), area landfills authorized to receive debris for final disposal, identification of points of contacts for stakeholders that would participate during a disaster response (public works department, Town of Kiawah Island administration offices, local power companies, etc.), and educational enhancements required by the Town to increase its disaster response preparedness.

P&J also understands the sensitive nature of the private property issues surrounding privately held properties "behind the gate" at Kiawah Island Community Association, Kiawah Island River Estates, etc. We currently hold existing contracts with these entities as well and are prepared to assist the Town in developing the best plan for debris management to present to all entities involved in an emergency recovery mission, in order to not jeopardize the Town of Kiawah Island's eligibility for potential federal reimbursement.

#### B) PRE-EVENT PLANNING & TRAINING

P&J takes an active role in planning for efficient and cost-effective response and recovery efforts for all our clients. We are prepared to provide up to two representatives to participate in the Town's directed disaster recovery planning, training, or exercises during the year and we offer additional annual training to Town of Kiawah Island's emergency response teams regarding current federal, state, and local guidelines and regulations.

More importantly, we will invest resources to help Town maintain operational response plans and identify potential gaps. We can assist in preparing a State/FEMA-approved Debris Management Plan that will allow Town to obtain additional federal grant funds and ensure a successful recovery for the Town following a disaster. As the designated debris removal contractor for Town of Kiawah Island, P&J will coordinate with Town officials to verify the specific needs of the Town regarding training and planning schedules. Specifically, we will immediately coordinate the following:

- Planning for preliminary TDSRS selections
- Pre-permitting of TDSRS selections if applicable
- Review and update debris collection zone maps
- Review and update of primary road clearance routes
- FEMA regulations and requirements updates
- Client training that may be needed or requested
- Local subcontractor coordination
- Hazardous waste handling policies, procedures, locations, etc.
- Force account documentation evaluation and recommendations
- Coordination with the Town's debris monitoring firm and other third-party contractors

Our annual training is customized based on the Town's specific needs for information regarding all phases of emergency management. P&J will coordinate with Town emergency management staff regarding criteria, agenda, and scheduling.

Participating in planned pre-event training allows the Town staff and P&J staff the opportunity to interact in a non-event environment and encourages an open and informative exchange of ideas, expectations, and common goals that will assist in planning for a successful recovery effort. It is P&J's belief that these are all necessary tools to prepare the Town's entire emergency management team for response to a future disaster. In addition, P&J has the capability to conduct pre-event outreach and training programs in coordination with Town of Kiawah Island. These are aimed at local subcontractors/vendors/ suppliers and their personnel to strengthen local business participation and to develop a unified team in the event disaster does strike. Previous training of this nature has



been beneficial in improving the coordination of the response and recovery effort, as well as improving the overall efficiency and effectiveness of these efforts.

#### C) PRE-EVENT COORDINATION

P&J will initiate pre-event communication with Town of Kiawah Island during teleconferences conducted at intervals of 96 hours, 48 hours, and 24 hours prior to the anticipated landfall of a hurricane (the most likely disaster event for which contract activation would be required).

During these teleconferences, the team will review the availability and preparation of TDSRSs for post-event operations, discuss details of P&J's mobilization approach based on the anticipated severity of the storm, and discuss pre-positioning of resources needed for event response. During this time period, we will also activate our pre-positioned subcontractors and vendors that will support the disaster recovery effort. In addition, P&J will assist with other pre-planning efforts including:

- Location Identification for check-in of personnel and equipment
- Refinement of the debris volume estimate based on anticipated storm conditions
- Development of recommended debris segregation guidelines for the general public
- Development of a sectoring plan for the management of debris crews and communication with the general public regarding progress and scheduled passes
- Coordination with the Debris Monitoring Firm retained by Town of Kiawah Island
- Coordination with stakeholders and FEMA

#### D) POST-EVENT RESPONSE

It is not always necessary to wait to activate the Town's disaster response contracts after an event impact. If the contract is activated prior to an impact, it will ease a considerable amount of confusion that occurs after the initial impact and could save much needed time that could be better used for community issues. There is no cost impact to the Town for activating a contract that a Notice To Proceed is not issued for. It simply gets the documentation pipeline on track and sets preparations in motion. Once the impact from an impending disaster event is either predicted or has already occurred, and the Notice-To-Proceed (NTP) from the Town has been issued, P&J will immediately take the following actions:

- Within twelve (12) hours of NTP by the Town's Debris Manager (or designee), P&J will have a representative on site at the Town's Public Works Operations Center to coordinate the initial cut and toss response operations.
- Coordinate with Town of Kiawah Island regarding the priority of routes and areas to be cleared by cut-and-toss crews
- Finalize all project personnel
- Work with Town representatives to provide damage assessments and actual debris estimates
- Modify sectoring plan to fit actual field conditions and degree of storm damage
- Determine the frequency of project meetings and reporting schedule
- Prepare and implement project-specific safety work plans for all required activities
- Work with Town of Kiawah Island representatives to initiate communication with the general public concerning segregation of debris and other project information
- Mobilize sub-contractor personnel and equipment
- Debris management site identification/permitting/preparation
- Perform TDSRS baseline environmental screening

- Prepare TDSRSs for debris reduction and processing operations
- Initiate public right-of-way debris segregation, collection, removal, and disposal
- Implement final disposal/recycle plan for all storm-related debris
- Commence Project Closeout activities
- After-action meeting/debriefing with the Town of Kiawah Island

#### E) ABILITY TO MANAGE MULTIPLE CREWS & TASKS

At P&J our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third-generation employees that have chosen to build their careers with P&J. P&J currently has in excess of 1,000 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

P&J currently employs an extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a highly qualified team to support the Village of Wellington during a future disaster event. Our knowledgeable and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions and have numerous FEMA, USACE, and OSHA certifications.

The team that would be deployed for most typical, isolated, small disaster events would only consist of a project manager, several ASZ managers (typically 1 per 10 crews), and a field safety manager. However, a larger, more complex team with additional specialized expertise would be assembled and deployed for a larger, or even catastrophic disaster event. Selection of the specific key personnel that would support a disaster debris management mission for the Town of Kiawah Island is noted in the org chart in the previous section. Identifying all personnel for the project is not realistic at this time given the fact that the timing and magnitude of a future disaster is not known. However, for a typical response scenario the team would primarily consist of individuals selected from P&J's core response group. Detailed resumes for P&J's core response group are provided in Section C.3.

# F. PROJECT/WORK PLAN

### 1. DEBRIS REMOVAL AND DISPOSAL OPERATIONS

P&J understands that disaster response can be a costly yet necessary expense that can often be unforeseen, appear quickly, and overwhelm the resources of local communities. For this reason, the Town of Kiawah Island wishes to establish a pre-positioned contract with an experienced firm to manage the removal, reduction, and disposal of disaster-generated debris if the Town is affected by a disaster. P&J stands ready to assist the Town in addressing the daunting task of disaster response. Our extensive experience providing similar services throughout South Carolina and across the nation over the past three decades is a testament to our ability to support the Town of Kiawah Island's unique debris management needs. Our proven project approach is scalable to meet the individual needs of our clients who are faced with varying circumstances associated with each disaster type. Furthermore, P&J understands the importance of ensuring compliance with federal, state, and local laws and regulations to maximize and expedite the Town of Kiawah Island's reimbursement from available federal grant sources and minimize the Town's cost for response and recovery services. P&J is an established and experienced debris management firm that offers the Town of Kiawah Island the following key qualifications and capabilities:

- We are committed to assisting the Town of Kiawah Island if the need for debris management services should arise.
- We are knowledgeable of applicable laws and regulations.
- We understand how to manage debris removal in the most efficient and effective manner.
- We have the financial, equipment, and personnel resources to manage a disaster response mission regardless of magnitude.

#### A) PROFESSIONALISM AND CONDUCT

P&J understands that while working in a disaster area it is extremely important to always conduct yourself in a safe and professional manner. The safety of the Town of Kiawah Island and its residents is of utmost importance to P&J and we have put the following policies and procedures in place to insure a clean, comfortable and safe working environment not only for our employees but the citizens and residents of the Town of Kiawah Island. P&J, our employees and our subcontractors will abide by the following as indicated in the RFP documents:

- All P&J employees and subcontractors will be neat, clean, and well-groomed in appearance
- All P&J employees and subcontractors will conduct themselves in a respectable manner while performing the duties as outlined in this proposal and while on Town property
- P&J will provide, upon activation, a list of names of all P&J and subcontractor employees that will be working in the Town
- All P&J and subcontractor employees are subject to random and periodic drug and alcohol testing
- P&J and subcontractor employees will always wear uniforms while working within the Town of Kiawah Island. These uniforms will be clearly marked with the P&J name and logo
- Employees will always wear appropriate PPE for the duties they are performing. This includes safety vests (SCDOT approved) while working within roadways or rights-of-way
- Vehicles and equipment will be clearly marked with the P&J name and logo
- All crews will be supervised by a qualified foreman. This foreman will be capable of making on-site decisions and will ensure all work performed is in accordance with the specifications contained within the RFP and related contract documents
- At least one member of each crew will be capable of understanding and communicating in English
- All equipment used on the job will be commercial grade and will be maintained in good, safe operating condition

#### B) PRELIMINARY DAMAGE ASSESSMENT

P&J has found it favorable for both our clients and our project managers to be involved and participate in preparations prior to an event, and in the initial damage assessment (IDA) immediately following an event. P&J has experienced staff that can assist in training the Town of Kiawah Island's staff on how to perform an IDA that will collect and document the information that will later be required to validate the threshold of damages. In Kiawah Island's particular situation, this may even include providing access to the Island in the case of damage to bridge access that would limit the traveling public. We will assist the Town in the decision to utilize barges, and/ or even temporary emergency bridges to allow access until a permanent solution can be achieved.

Proper documentation during the IDA is critical to providing validation during the preliminary damage assessment that will also involve FEMA, SCDOT and the South Carolina Division of Emergency Management. Being aware of the relevant thresholds is helpful to understanding the likelihood of a federal disaster declaration and to knowing when to move forward with debris management task orders. P&J's clear understanding of the

requirements of the declaration process will be valuable to the Town during this process after the impact of any event.

#### C) MOBILIZATION/DEPLOYMENT

P&J stands ready to mobilize upon receipt of notice to proceed (NTP) from the Town of Kiawah Island. Our Disaster Services Division regularly monitors predictable weather events and prepares to activate response personnel and key subcontractor contracts for our pre-positioned contract clients as soon as a threat is identified.

P&J deploys disaster services personnel to affected locations in advance of predictable events and can begin deployment within 12 hours of non-predictable events. P&J employs over 500 full-time management personnel throughout the Southeastern United States. Many of these capable individuals have been cross trained in Emergency Response Deployments and have extensive disaster debris management



**P&J Mobile Command Trailer** 

experience. Upon a contract activation by the Town of Kiawah Island, an appropriate combination and number of P&J employees will deploy to the area within 12 hours of an NTP. P&J's Primary Contact for the Town of Kiawah Island will have already been in communication with the Town of Kiawah Island representatives prior to event impact. That communication will remain in effect throughout the NTP process, as well as the life of the project. Once the NTP is issued, a Project Manager will be assigned to the project and will be available for communication to the Town of Kiawah Island 24/7.

When a threat is identified in advance, P&J's Disaster Services personnel will immediately contact all our prepositioned contract clients who could potentially be impacted to gain an understanding of each client's specific needs and requirements if an activation is possible. The P&J team will reach out to the Town of Kiawah Island as soon as a potential event's impact is identified to have the Town in the "cone of uncertainty" to initially discuss expected resource needs based on the unique circumstances of the event. These conversations typically happen in intervals starting at 96 hours and in sequentially every 24 hours after. Therefore, P&J will be aware of Town's mobilization requirements and will be planning to meet these requirements well in advance of NTP.

P&J also maintains Master Service Agreements with all our Emergency Response Debris Removal subcontractors. Six of our key Debris Removal Subcontractors are based in the State of South Carolina and represent 95 - 150 immediately available debris hauling vehicles, with more available if necessary. The advantage of these subcontractors being based in SC will significantly shorten the amount of time necessary for mobilization to the Town of Kiawah Island. If the Town anticipates P&J to be assigned emergency clearance operations (push / cut and toss) following a predictable event, our Emergency Roadway Clearance crews and equipment can also be pre-positioned out of harm's way to immediately deploy to the affected area work zones upon the "All Clear" given by the Town of Kiawah Island.

The timeline of any disaster debris management project is determined by the circumstances and magnitude of the event, as well as the unique needs of each individual client following an event. P&J typically aims to complete the debris removal process within 60 days and debris reduction and disposal operations within 90 days. Regardless of the specific project goals, all work must be completed within 180 days to be eligible for reimbursement through the FEMA Public Assistance Grant Program. If additional time is needed, which is rare, P&J can assist with filing for an extension.



#### D) DEBRIS CLEARANCE FOR ACCESS (EMERGENCY PUSH/CUT AND TOSS)

Opening roadways within the first 70 hours following a disaster is a priority to allow emergency vehicles access to critical facilities. P&J has substantial experience providing crews and equipment to assist local governments with Emergency Debris Road Clearance (Push/Cut-and-Toss) operations to clear debris from roadways. P&J's Operations Manager will coordinate with the Town of Kiawah Island Contract Coordinator and the EOC to identify the "critical routes" and coordinate resource requirements. Emergency roadway clearance operations are typically conducted on primary transportation routes pre-specified by the Town as well as entrances into police stations, hospitals, fire stations, and other critical facilities.

To ensure the road clearance operations can begin as soon as the event passes, P&J will provide sufficient resources, including an appropriate number of emergency roadway clearance crews, according to prior communication and determination by the Town of Kiawah Island. These crews will be mobilized and on-site within 12-hours after receiving the NTP. Road clearance operation services will include cutting and removing vegetative debris and other debris to a point 2' beyond the curb and gutter section or to a point 2' beyond the edge of pavement (i.e., 2' beyond the paved shoulder or edge of turn lane (s) whichever is further) and a vertical clearance of 16' as needed. P&J will make every effort to push debris into areas where no utilities are present. Emergency roadway clearance crews begin clearance operations working 24-hour shifts with rotating personnel until emergency clearance operations are completed.

Each road clearance crew typically consists of: (1) foreman w/ truck and cell phone, (1) equipment operator, (2) laborers equipped with chain saws and rakes, (2) certified flaggers, (1) rubber-tired loader/skid steer, and is supported, if necessary, by several transport trucks. Work activities are supervised by P&J's operations manager, field safety managers, and field crew managers. The number of push crews deployed is dictated by the Town of Kiawah Island based upon the severity of the storm. Emergency roadway clearance crews work together with local government representatives and local/regional power companies to maximize public safety and minimize further damage to utility systems and public infrastructure (i.e., sidewalks, drainage structures, traffic signals, signage, etc.). All personnel will be outfitted with proper personal protective equipment (PPE) and approved traffic control devices.

#### E) DEBRIS REMOVAL OPERATIONS

Personnel and equipment provided by both P&J and its subcontractors begin arriving in the area near the conclusion of the emergency roadway clearance operation. All operational equipment for the debris collection, debris site management, and reduction is initially directed to equipment inspection areas where it undergoes safety inspection by P&J equipment certification specialists. The inside bed dimensions of debris hauling trucks are accurately measured by the Town's representative, and all safety devices are checked and approved. Each piece of equipment is assigned a unique identification number, and information regarding the equipment (including capacity, description, driver's name, license number, and identification number) is recorded on a FEMA-compliant certification form. The original copy of each form is retained by the Town of Kiawah Island, and copies are provided to a P&J quality control representative, the Town of Kiawah Island and the truck driver. The driver's copy always remains in the truck, and a placard labeled with the truck's identification and measurement information is displayed on both sides of the truck. After completion of the inspection/certification process, equipment is moved to an assigned staging site.

Debris Removal/Hazard Tree crews will typically consist of: (1) foreman w/ truck and cell phone, (2) equipment operators, (2) laborers equipped with chain saws and rakes, (2) certified flaggers, (1) bucket truck, (1) rubber-tired loader/skid steer, and is supported, if necessary, by several transport trucks. Work activities are supervised by P&J's operations manager, field safety managers, and field crew managers. The number of Debris



Removal/Hazard Tree crews deployed is dictated by the Town of Kiawah Island based upon the impact of the event.

Debris Management Site crew will typically consist of: (1) TDSRS Manager w/ truck and cell phone, (3) equipment operators, (2) 1.5-2.5 CY excavators, (1) horizontal grinder (1) 3-5 CY rubber-tired wheel loader, (1) water truck w/fire suppression equipment, (1) mechanic truck. Work activities are supervised by P&J's project manager, operations manager, and field safety managers. The number of Debris Management Site crews deployed is dictated by the number of active TDSRS locations. This crew and equipment configuration is based on a grinding site operation. If burning were to be utilized the method of reduction, we would add air curtain burners or incineration boxes.

Operational personnel report to a resource staging area for processing, assignment of living quarters if required, verification of valid commercial driver's license (if applicable) by the P&J logistics manager, and distribution of required personal protective equipment (PPE) supplies. A job bulletin board is constructed at the staging area and used to post legal notices (Equal Employment Opportunity, sexual harassment, safety and health information, prevailing wages, grievance procedures, etc.), contract information, and the project safety performance record. Operational personnel also participate in an orientation that addresses the scope of work to be performed, site-specific health and safety requirements, P&J ethics and anti-kickback policy training, and emergency contact telephone numbers. After each work crew has completed its mobilization to the project site, the P&J operations manager assigns the work crew to a specific operational area. Once assigned, the work crew will only work in the assigned operational area until released by the operations manager.

At the inception of the project, P&J establishes a centralized staging area in a discrete geographical area. Work crew supervisors report to this staging area for a daily planning meeting. This meeting is conducted by the operations manager and serves as a forum to identify and correct any problems encountered during operational activities. The general format of these meetings is as follows:

- Problems encountered
- Resources needed
- Safety and health issues
- Production concerns
- Establishment and tracking of benchmarks (i.e., loads hauled)
- Subcontractor announcements
- Town of Kiawah Island and other stakeholder issues
- Local issues and complaints
- Coordination issues with vendors including local waste haulers and tree trimming contractors
- Assignments for the day

The primary objective of the daily planning meeting is to produce a coordinated effort among all operational personnel. Information is exchanged between supervisors, priorities established, and problems resolved. These meetings have been conducted by P&J during previous disaster debris management missions and have resulted in extraordinary results and camaraderie among project participants.

#### (1) DEBRIS COLLECTION AND REMOVAL

Debris collection and removal involves the collection and transport of all eligible storm-related debris from the public right of way. Vegetative debris generally consists of trees, shrubs, limbs, and stumps while C&D debris generally consists of lumber, steel, glass, brick, concrete, asphalt material, pipe, and gypsum wallboard.



P&J will meet all mobilization expectations as dictated by the Town, including mobilization, within 72 hours of NTP with a minimum of 5 -25, 50+-CY removal trucks (dictated by event impact) and an adequate number of TDSRS operations crews to the area for a "first pass" and subsequent passes as directed by the Town of Kiawah Island.

P&J utilizes a "Clean As You Go" policy in all work orders and service agreements with all debris removal crews. This ensures that while crews are making passes collecting specific storm-related debris streams (vegetation, C&D, HHW, etc.) they will clean the roadway/area as they come to debris piles, not skipping any piles of the same debris type they are currently collecting. Subsequent passes will be made with the same "Clean As You Go" philosophy for all debris stream types. The debris removal crews will not move from one designated debris management zone to another without prior approval from the Town of Kiawah Island Contract Coordinator. This helps to track project progress and provide consistent messaging to the Town of Kiawah Island's residents more efficiently.

P&J will look to the Town of Kiawah Island for direction on their goals and priorities, then work to execute. The Town of Kiawah Island Contract Coordinator will provide direction to P&J including identifying critical roads and infrastructure, work eligibility, and other key components that will affect the development of the work plan. We are committed to providing high-quality services to the Town of Kiawah Island and will remain flexible throughout the process to ensure that the disaster debris mission is managed efficiently, that all requirements from FEMA 325/PAPPG & SCDOT are met, and that the needs of the Town of Kiawah Island are addressed throughout the project.

All operations involving trucks will comply with applicable federal, state, and local rules and regulations including tarping requirements. In addition, trucks are not overloaded, and overhanging debris is trimmed at the loading site. Because tracked equipment is prohibited on roadways and all hauling units are mechanically loaded

and capable of dumping their loads and handloading is not permitted following FEMA guidelines. By implementing these practices, the opportunity for debris to be dislodged during transportation is minimized.

All trucks and trailers that are utilized in hauling debris will be equipped with a functioning tailgate that will permit the vehicle to be loaded to capacity while also effectively containing all of the material. Any sideboards that are installed will not extend more than 2-feet above the metal sides. All sideboards will remain in place throughout the project operations. If the sideboards do not remain on the vehicle, it will immediately be re-measured and re-marked to reflect the new cubic yardage certification.



Prior to commencement of work, all trucks, trailers and/or equipment will be

clearly marked with signage and/or markings. This signage will include the P&J logo and a unique vehicle/equipment identification number. For trucks and trailers that will be utilized to haul debris, the cubic yardage volume will be clearly marked. All signage will be maintained in a readable fashion with a minimum letter size of 3" throughout the duration of the project.



Vegetative debris is typically transported to a designated TDSRS for reduction while C&D debris is typically transported directly to an authorized landfill for disposal. Traffic control devices used for operations comply with

the latest Manual of Uniform Traffic Control Devices, and include sufficient signs, cones, and barricades to ensure the safety of vehicular and pedestrian traffic within work zones.

#### (2) HAZARDOUS TREE, LIMB, AND STUMP REMOVAL

This task involves removal of hazardous trees/limbs/stumps identified by the Town of Kiawah Island from the public right of way and other public properties (schools, parks, golf courses, etc.). Hazardous trees are identified and marked in the field by Authority representatives in accordance with FEMA guidelines and are

categorized based upon the diameter at breast height (DBH) applicable to a given tree. Only those trees marked by the Town of Kiawah Island's representative are cut by P&J. The Town of Kiawah Island would have to request the removal of trees located on private property or leaning on structures. These specific items are subject to the requirements of FEMA's private property debris removal program (PPDR).

Certified chainsaw and bucket truck operators will perform Hazardous tree/limb removal in the safest manner possible. This work will be accomplished while utilizing all required personal protective equipment and all necessary traffic control devices. Felled trees/limbs are subsequently placed in the public ROW and transported to a designated TDSRS with other storm-related vegetation.

Hazardous stumps located in the public right-of-way and other public

properties (schools, parks, etc.) are identified and marked in the field by the Town of Kiawah Island representatives in accordance with FEMA guidelines. Each stump is photographed and located via GPS by a Town representative prior to removal by P&J. All stumps are transported to a designed TDSRS for reduction.

### (3) WHITE GOODS

This task involves curbside collection and transport of white goods. White good examples include, but are not limited to, refrigerators, freezers, stoves, air conditioning units, and other large appliances. White goods are collected at the public ROW and transported by the crews to a central debris processing site where they are quantified, processed, refrigerants removed and prepared for final disposal. Eligible items are then transported to an approved recycling facility. Any proceeds from salvage will be reported and returned to the Town of Kiawah Island for project documentation and ultimately FEMA project worksheets.

### (4) VEHICLE & VESSEL REMOVAL

This task involves collection and transport of damaged cars/trucks and vessels from the public right-of-way and public lands. If a particular vehicle or vessel is found to show signs of a leak or fluid, removal of gas, oil, and/or other lubricants may be required before removal of the vehicle or vessel. In this case, hazardous fluids are drained into approved containers which are subsequently transported to a central HHW processing site for final disposition.

All vehicles and vessels are transported to storage sites designated by the Town of Kiawah Island. The sites for vehicle and vessel storage will be secured with stormwater pollution prevention measures, site supervision, and

P&J Experience

P&J removed and reduced approximately 52,600 hazardous limbs following a 2014 ice storm that impacted South Carolina, and over 1,200 hazardous trees and 52,300 hazardous limbs during the 2017 Hurricane Irma disaster debris management mission.

### **P&J Experience**

P&J removed and reduced over 320 hazardous stumps during the 2017 Hurricane Irma disaster debris management mission.



secured fencing. Proper authorities will be notified of every vehicle/vessel for identification to find owner contact information and ensure all applicable Charleston County, SC laws, codes, and ordinances are followed. Following delivery to storage sites, each vehicle/vessel is decommissioned (removal of all fluids, batteries, etc.) and prepared for recycling or refurbishing if practical.

#### (5) MARINE DEBRIS REMOVAL

P&J maintains insurance as required by the U.S. Longshoreman & Harbor Workers' Compensation Act to perform waterway debris removal services in



Stranded Vessels 2005 - Hurricane Rita

marine environments including navigable waterways. The location of marine debris is initially determined through visual observation from land, boats and/or aircraft and using sonar equipment.

Loading and transport of the debris is accomplished by marine debris removal crews, which typically consist of boats, barges, and removal equipment. All marine debris is monitored as it's lifted onto the barge deck and then placed at various off-loading sites on land. Haul trucks rotate to each of the off-loading sites during the duration of marine operations to load accumulated debris and either transport it to a designated TDSRS (vegetative debris) for quantification and reduction or to an authorized landfill (C&D debris) for disposal.

#### (6) SAND REMOVAL & REPLACEMENT

This task involves removal of sand from public lands or the right-of-way (streets, beaches, and parks); transport of the sand to a central sand processing site; screening of debris from the sand; and finally, replacement of the clean sand on beaches or along waterways as directed by the Town.

After collected sand is screened at the sand processing site, the clean sand is transported to a staging area as close to the original location as possible until final disposal or reuse has been determined by the Town. Four (4) separate crew types (sand removal crews, sand screening crews, debris support crews, and sand replacement crews) work simultaneously to accomplish sand removal and replacement. All debris removed from sand during screening operations is collected by debris support crews and either transported to a designated TDSRS (vegetative debris)



Marine Debris Removal 2011 - Alabama Tornadoes Super-Outbreak



Beach Renourishment 2013 – Collier County, FL

for reduction or transported directly to an authorized landfill (C&D debris) for disposal. Sand that is contaminated



with any hazardous waste will be properly segregated and properly handled in accordance with applicable federal, state, and local rules, regulations, and laws

#### (7) ANIMAL CARCASS REMOVAL

This task involves the removal of livestock, wildlife, and other animals that perished during the disaster event. Animal carcass collection, transportation, and disposal are accomplished in accordance with applicable local, state, and federal laws, standards, and regulations. P&J generally utilizes air curtain refractory incinerators ("box burners") for animal carcass reduction with subsequent landfill disposal of the rendered burn product or direct disposal of carcasses at a landfill approved to accept this specific type of waste. Removal of animal carcasses is accomplished by carcass removal crews. The per-day removal rate for animal carcasses is highly variable and dependent upon the type, condition, and concentration of the dead animals.

### (8) AUTHORIZED PRIVATE PROPERTY DEBRIS REMOVAL & DEMOLITION

In certain instances, if requested, FEMA public assistance can be extended to private road and private property

debris removal. A perfect example of this is the relationship that the Town has with Kiawah Island Community Association. Right-of-Entry (ROE) access must be granted by the property owner(s) before entering the property. Typically, this documentation, in the form of a ROE packet, is provided by the Town of Kiawah Island to P&J. In over thirty years of disaster response missions P&J has been responsible for the successful debris removal from countless private properties.

A central feature of the private property debris removal process is documentation of the property condition immediately preceding the work and following completion. P&J utilizes both digital camera and digital video recorders to accommodate these requirements. Imagery is electronically archived and can be retrieved based upon the physical address or date the work was performed.

P&J also anticipates that demolition of structures may be required as part of a disaster debris management mission if authorized by the Town of Kiawah Island. Demolition services for a typical debris response include the following:

- Asbestos survey
- Asbestos Abatement if required (per survey above)
- Structure Decommissioning
- Utility disconnects
- Demolition permitting
- Structural demolition and debris disposal



Private Property Debris Removal 2005 - Hurricane Katrina



Asbestos Containing Materials Separation New Orleans, Louisiana



#### (9) DAILY OPERATION REPORTS

Daily operation reports are prepared by P&J and submitted to the Town of Kiawah Island as directed in the reporting section of the RFP and in accordance with contract requirements. These daily reports are organized by sector, zone, and TDSRS, and are submitted electronically to the designated Contract Coordinator by the close of business every day for the term of the task order. Daily reports include, but are not limited to, contract name, contract number, daily and cumulative hours for each piece of equipment (if appropriate), daily and cumulative hours for personnel by position (if appropriate), details regarding locations where passes for debris removal were conducted, the quantity (volumes) and types of debris removed, the quantity of debris reduced, safety incidents, private property damage caused during debris removal operations or damage claims made by citizens, and other relevant information regarding P&J's daily conduct of operations.

#### 2. TEMPORARY DEBRIS STORAGE & REDUCTION SITE OPERATIONS

#### a) TDSRS IDENTIFICATION & SITE PREPARATION

During the implementation of the Emergency Roadway Clearance (Push/Cut-and-Toss) phase of the recovery, it is advantageous to the success of the project to commence preparing the TDSRS site that has been identified by the Town of Kiawah Island. Depending on the size of the event's impact, it may be necessary to activate more than one TDSRS.

P&J has more than 30 years of experience constructing and operating TDSRSs. Establishing multiple TDSRSs that can accept debris early in the mission schedule significantly improve the efficiency of debris removal while reducing costs. At the beginning of each disaster debris management mission, P&J determines or verifies TDSRS locations along with the feasibility, operational limitations, and environmental characteristics of each site. Selection of an appropriate TDSRS considers the following criteria:

- Acreage of site
- Presence of wetlands, endangered species, sensitive plants, etc.
- Presence of historical or archeological significant sites
- Presence of adjacent surface water bodies, stormwater conveyance systems, drainage structures, retention ponds, etc.
- Presence of wellfield protection areas
- Human population density in the downwind direction of the prevailing winds (i.e., dust and smoke nuisances)
- Ingress and egress to the property and ability to control traffic
- Sensitivity of area to noise and light nuisances that would be generated from site operations for 24 hours per day, 7 days per week
- Avoid sites near residential communities, hospitals, churches, daycares, etc.
- Proximity to the debris to be collected, nearby sanitary landfills for debris disposal, and recycling options (i.e., mulch and chip disposal, steel, concrete crushing, etc.)



**Debris Management Site Operations** Palm Beach County, Florida



- Public versus private property use of publicly owned lands is preferable and will avoid costly and timeconsuming leases.
- Bridges with weight limits that would preclude debris collection and debris removal trucks from traveling efficiently to and from the site, will be evaluated when selecting an alternative disposal site or recycling center.

The timely preparation and construction of the site will ensure that there is not a lag in operations, once the 70-hour clearance phase is complete and debris removal operations begin.

#### b) SITE CONSTRUCTION

Debris management site construction involves all construction activities necessary to prepare TDSRSs for operations including but not limited to the construction of inspection towers, placement of gravel-covered roadways, and installation of erosion control devices. As directed in the scope of work, the site locations will be provided by the Town and the Contract Coordinator must approve all site improvements before any work begins. In addition, a baseline environmental screening is conducted for each TDSRS prior to the initiation of construction activities. TDSRS construction is accomplished by P&J site construction crews.

The general layout for a TDSRS is illustrated in the graphic that follows:



Inspection Tower Construction - P&J presents below a construction drawing for temporary inspection towers that may be constructed at TDSRSs. These towers meet the requirements as set forth in the scope of work from the Town of Kiawah Island and they are also OSHA compliant.



Hazardous Waste Containment Area Construction – P&J will construct at each debris management site a proper hazardous material containment area. These areas will include signage, safety equipment and all other necessary requirements for proper containment to ensure personal and environmental protection.

#### c) TEMPORARY DEBRIS STORAGE & REDUCTION SITE OPERATIONS

Following confirmation of the TDSRSs to be utilized for the temporary storage and reduction of debris, P&J will develop a TDSRS Operations Plan for each site. The plan will be drawn to a scale of  $1^{"} = 50$ ' and will address the following information and functions:

- Debris Management Site Foreman Responsible for management of all operations of the site to include traffic control, dumping operations, segregation of debris, grinding and safety. The site foreman will be responsible for monitoring and documenting equipment and labor time.
- Access to the site site ingress and egress
- Site preparation including clearing, erosion control, and grading
- Traffic control procedures
- Site security and safety
- Segregation of debris/Site layout
- Location of disposal areas, hazardous material containment area, contractor work area and inspection tower, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations, and 1,000-foot clearance area from structures)
- Location of mechanical chipping/grinding operation
- Location of existing structures or sensitive areas requiring protection
- Environmental mitigation plan including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate.



As indicated in the scope of work, the Town plans to utilize one type of debris management site. This vegetative debris management site will be devoted to the reduction of clean woody debris by grinding. The haulers will be directed to deliver C&D directly to a Town of Kiawah Island approved final disposal facility.

Construction of a TDSRS can be accomplished within a 2-day period during which inspection towers are constructed, gravel is delivered to the site to establish all-weather roadways, equipment required for debris reduction and management is installed, and site improvements (if required) are completed. However, the availability of locally procured materials required to accomplish site preparation activities will dictate the actual timeframe for completion.

Baseline environmental screening is performed for each TDSRS established for the disaster debris management mission. Screening activities focus on-site areas where debris reduction operations pose the potential for the release of hazardous or petroleum substances.

Baseline environmental screening data is used for comparison with closeout sampling performed following TDSRS restoration. As a rule, there will typically be some constituents of concern existing on a property from its prior use, unless the site selected is pristine, virgin land that has never been developed or used for commercial or agricultural purposes. The goal of the baseline environmental screening is to collect sufficient representative

environmental samples to document the environmental quality of a TDSRS prior to the initiation of site operations. The scope of work for a TDSRS baseline environmental screening is developed based on a sitespecific Operations Plan prepared by P&J.

#### (1) VEGETATIVE DEBRIS REDUCTION

This task involves the reduction of vegetative debris transported to TDSRSs by public right of way and residential debris removal crews. Reduction of the debris is accomplished by Debris Management Site operations crews. In addition, appropriate equipment and the required mechanics are assigned to maintain, and fuel equipment used for operations at all TDSRSs. At TDSRSs where tub/horizontal grinders are installed, each crew can reduce approximately 1,500 cubic yards of vegetative debris per grinder per day.



Vegetative Debris Reduction via Chipping 2017 - Hurricane Irma

P&J's philosophy is simple concerning debris reduction, recycling, and disposal; "keep the debris stream that must be placed into a lined landfill to an absolute minimum". P&J utilizes the FEMA PAPPG/325 guiding principles of striving to handle the debris only once, segregation of waste streams at the public right of way and curbside is critical, and do not intentionally place C&D debris in a TDSRS to avoid additional handling.

Balance of vegetative reduction by using a combination of grinding and incineration is also important. In large scale disasters the markets for wood chips are quickly overwhelmed by the volume of woody material available. This market glut often leaves disaster-stricken areas with large amounts of mulch type material with no market for disposal. Large stockpiles of chips and mulch produce an undesirable leachate over time and become a fire hazard due to fermentation. This situation in the past has forced communities to haul chips to a landfill for use as cover, or incinerate the chips, both of which are expensive options.



Beneficial reuse of vegetative debris reduced via the chipping/grinding method includes, but is not limited to, the following: horticultural mulch, manufacture of engineered wood products using chips, wood fuel for co-generation plants and/or industrial boilers, landfill cover, and fertilizer for croplands. Marketable trees transported to TDSRSs can be segregated rather than reduced and beneficially reused to produce dimensional lumber, firewood, and landscape timbers.

### (2) CONSTRUCTION & DEMOLITION DEBRIS

In a commingled debris stream that is being managed curbside, which is the typical approach for a disaster debris management mission, it is generally more labor intensive and time consuming to separate recyclable building material from the debris stream. Conversely, at sites where large commercial or industrial structures have been damaged, it may be cost effective to segregate recyclable building material at the location as part of the debris

removal activities. In all cases, recycling viability is determined through a cost benefit analysis that assesses costs of performing the recycling versus the costs of landfill disposal, coupled with the time allowed to implement an effective recycling program during the disaster debris management mission.

Two basic approaches are employed for recycling of C&D debris. One involves segregating recyclable building material at the curbside for direct transport to locations for recycling. The other involves loading and transport of mixed C&D debris to authorized landfills where it undergoes sorting to segregate recyclable building material. Either of these approaches offers distinct advantages and disadvantages, and both curbside and centralized segregation are considered by P&J when evaluating recycling opportunities during a disaster debris management mission.



**C&D Loading and HHW Separation** 2011 - Joplin, Missouri Tornado

Beneficial reuse of C&D debris includes, but is not limited to, the following:

- Metals including aluminum, copper, steel, brass, and tin can be sold to scrap metal recycling companies.
- Bricks, blocks, and concrete can be crushed into aggregate and reused for road construction or as fill material for non-construction applications. In addition, whole bricks and blocks can be sold to masonry recycling companies. During a flood event disaster debris management mission completed by P&J for the Colorado Department of Transportation (CDOT), approximately 5,000 cubic yards or rock and sediment was crushed into aggregate for reuse by the CDOT.
- Scrap lumber can be processed and used for landscaping, wood fuel for co-generation plants and/or industrial boilers, and engineered building products.
- Cardboard can be collected in cardboard-only dumpsters and used by paper recycling companies to produce new paper products.
- Glass can be collected in glass-only dumpsters and used by glass recycling companies to produce new glass products.
- Gypsum drywall can be used to produce new drywall, cement, and for agricultural applications.
- Asphalt shingles can be used to produce asphalt pavement mixes or in cement production.



### (3) SPECIALTY DEBRIS PROCESSING

This task involves processing of non-wood items (including white goods, HHW, residual C&D debris, SMEs, and e-waste) transported to a central debris processing site by debris segregation and white goods crews. Processing of these items is accomplished by debris processing site crews.

Upon receipt of each debris load at a TDSRS, items that were not previously segregated are separated for alternate disposal. HHW is placed into a plastic lined temporary storage area at the TDSRS until it is transported to the central HHW processing site. Ewaste is consolidated on wooden pallets and shrinkwrapped for final disposal. SME items are drained of gasoline/oil and placed into roll off dumpsters for final disposal. Liquids drained from SME items are transported to a central HHW processing site for final disposal. White goods are decontaminated, drained of



White Goods Removal 2005 - Hurricane Katrina

oil and freon, and finally bailed. E-waste and SME items are transported to an authorized landfill for final disposal while white goods are transported to a recycling facility approved by the Town of Kiawah Island.

Vehicles & Vessels are transported from the field to staging locations where they are processed for final disposition. Metal sold to scrap metal recycling companies, undamaged components used as replacement parts, waste oil removed and drummed for oil recycling companies, and tires removed and packaged for tire recycling companies. Proceeds from salvage will be returned to the Town of Kiawah Island.

#### D) DEBRIS FINAL DISPOSAL AND HAULOUT

Once reduced or processed, P&J will haul all debris materials to their final disposal location, as determined by the Town of Kiawah Island and the Contract Coordinator. In some cases, recyclable debris can be hauled directly to the recycler, while in other cases it would have to be processed prior to delivery. In the latter case, P&J would stage and process the material at a TDSRS prior to delivery. Beneficial reuse options such as agricultural land application of mulch or delivering vegetative debris to be used as fuel at a power production facility will be evaluated to determine a viable option for the Town of Kiawah Island.

#### (1) MULCH PLAN - UNDERSTANDING

P&J demonstrates a commitment to recycling and/or beneficial re-use of mulch and is prepared to support this commitment through implementation of a Beneficial Re-Use Plan. In addition to providing a positive re-use alternative to disposal at landfills, reducing and/or recycling of disaster-related vegetative debris will also have financial and environmental advantages for the Town. These operations can decrease the overall cost of a debris removal operation by reducing the amount of material transported to a landfill and thus reducing the associated tipping fees. With diminishing landfill space, it is critical to implement alternative disposal methods and investigate other possibilities for both the reduction of debris and for recycling and reuse of recovered materials. These alternatives could include the utilization of chipped vegetative debris as natural retaining areas for wetland restoration, landfill cover, slope retention and stabilization under power lines, and as biofuel. In addition, vegetative debris can be permitted for use as a fertilizer for croplands and in some areas, it may even be possible to use chips as a base to restore storm damaged dunes.



On previous disaster recovery projects, P&J has been able to recover and process disaster-related vegetative debris resulting in zero impact on local landfills. We will apply this zero-impact concept during the response to a future disaster event that impacts the Town of Kiawah Island. During our response to Hurricanes Frances, Jeanne, and Wilma in 2004 and 2005, P&J was successful in recycling 100% of the mulch produced from the reduction of vegetative debris for re-use by spreading on local agricultural fields.

#### (2) DEBRIS RECYCLING AND / OR ALTERNATIVE END USE

As one of the largest disaster debris management firms in the U.S., P&J constantly evaluates the efficacy of new and innovative technologies and applications for the recycling or alternative end use of vegetative and C&D debris generated from disaster events. Waste reduction and recycling are key components to P&J's strategy for disaster debris management. P&J understands and supports an effective and efficient recycling program that maximizes the benefits of an overall disaster debris management mission.

Options that reduce waste disposal costs, save energy, support environmental conservation, and reduce landfill impacts must be examined and incorporated into the disaster debris management approach. P&J has always provided clients with viable options for recycling, along with the potential pitfalls associated with these options, to ensure that decision makers have the best possible information required to make a final program determination.

One example of P&J's past success in accomplishing disaster debris reduction involved the Hurricanes Frances and Wilma event response in Palm Beach County during which P&J hauled mixed debris piles from the streets to TDSRSs and segregated vegetative debris from other debris greatly decreasing the amount of C&D debris that was hauled to the landfill for final disposal. The vegetative debris was reduced to mulch and recycled. As part of our response during Hurricane Fran, P&J successfully recycled a large quantity of wood chips for use as boiler fuel, and during the Hurricane Katrina response commissioned a recycling vendor to crush, bale, and sell white goods collected during the disaster debris management mission.

### 3. PROJECT CLOSEOUT ACTIVITIES

Project closeout activities include, but are not limited to, the following:

- Equipment removal and site restoration at the debris processing site and the sand processing site (if utilized)
- Demobilization of company and subcontractor equipment/personnel
- Preparation of final reports and payment of outstanding subcontractor invoices
- Closure of TDSRSs (tower/equipment removal, site restoration, closeout environmental screening)

Upon removal of all debris transported to TDSRSs for reduction, P&J removes equipment; demolishes inspection towers; removes fencing, erosion control devices installed at each site, and signage; and completes restoration of each site (removal of stone used for temporary access roads, grading of disturbed areas, seeding of disturbed areas, etc.). TDSRS closure is generally accomplished within 30 days after receipt of the last load of vegetative debris. P&J's operations manager conducts a final closeout inspection of each site with a Town of Kiawah Island representative and obtains a final release if the site condition is determined to be acceptable. In the event deficiencies are identified during the final closeout inspection, additional site restoration is performed to correct the deficiencies.

In addition, closeout environmental screening is performed for each TDSRS after initial site restoration is accomplished to assess if operations significantly impacted the soils and/or groundwater compared to the baseline



data. The closeout screening is similar in scope to the baseline screening to provide for comparison of preoperation and post-operation soil and groundwater quality. If significant differences are found, additional site restoration is completed to the greatest extent feasible.

### 4. TIME/TASK SCHEDULE & OVERALL SEQUENCE OF EVENTS

P&J stands ready to mobilize upon receipt of notice to proceed (NTP) from the Town of Kiawah Island. Our Disaster Services Division regularly monitors predictable weather events and prepares to activate response personnel and key subcontractor contracts for our pre-positioned contract clients as soon as a threat is identified. P&J deploys disaster services personnel to affected locations in advance of predictable events and can begin deployment within 12 hours of non-predictable events. The timeline of any disaster debris management project is determined by the circumstances and magnitude of the event, as well as the unique needs of each individual client following an event. P&J typically aims to complete the debris removal process within 90 days and debris reduction and disposal operations within 120 days. Regardless of the specific project goals, all work must be completed within 180 days to be eligible for reimbursement through the FEMA Public Assistance Grant Program. If additional time is needed, which is rare, P&J can assist the Town with filing for an extension.

When a threat is identified in advance, P&J's Disaster Services personnel will contact all our pre-positioned contract clients who could potentially be impacted to gain an understanding of each client's specific needs and requirements if an activation is possible. The P&J team will reach out to the Town of Kiawah Island to initially discuss expected resource needs based on the unique circumstances of the event. Therefore, P&J will be aware of the Town of Kiawah Island's mobilization requirements and will be planning to meet these requirements well in advance of NTP.

A guaranteed timeline for 100% of all resources to be mobilized is not realistic at this time since the complexity and magnitude of the event is unknown. However, P&J will plan to begin mobilization within 12-24 hours following NTP and can typically have hauling units mobilized to the project and checked in to begin debris removal operations within 72 hours of NTP, or sooner. If Town of Kiawah Island anticipates for P&J to be assigned emergency clearance operations (push / cut and toss) following a predictable event, equipment to perform this work will be positioned in the area prior to impact and will be ready to go following the all-clear notice after the event. Usually, P&J can mobilize ~50% of the hauling units within the first 72 hours and ~100% within 96 hours. Debris reduction equipment including grinders / incinerators will arrive to the site within the first week of the TDSRS site set up. In all cases, P&J will comply with specific mobilization obligations as dictated by contractual requirements.

#### Figure 1: Predictable Event Mobilization Timeline



Figure 2: Non-Predictable Event Mobilization Timeline



The following table provides additional detail regarding P&J's typical response timeline for a predictable event. Please note that every event is different, and this timeline can be tailored to meet the individual needs of our clients. This comprehensive event schedule is based on a "worst case scenario" Category 4 or stronger event.

Activity	<b>3 Days Prior</b>	2 Days Prior	1 Day Prior	Day of Event	1 Day Post	2 Days Post	<b>3 Days Post</b>	7 Days Post	30 Days Post	120 Days Post	<b>Project Completion</b>
Pre-avant activities											
Public Information Officer discomination of information										$\vdash$	_
Pre-event advance notice to contractors and monitors (or sooner)										$\vdash$	_
Activation of Emergence Management Center (or sooner)											
Evaluation/decision on evacuation of non-critical staff									$\vdash$		
P&J representative(s) mobilization to affected area (or sooner)									$\vdash$	$\vdash$	
Evaluation/decision on evacuation of critical staff and equipment									$\vdash$	$\vdash$	_
P&J equipment and personnel resources staged in proximity											
Dav-of-Event Activities											
Debrief from Emergency Operations Center (EOC), fire, police, power/gas utility, and 911-identified damaged areas, modifications if required to established critical facilities route clearance plan											
Debris clearance strategy confirmed or modified with debris monitor, review and modify as required by the site-specific Site Health and Safety Plan (SHSP)											
Post-Event Activities											
Generate reports as required in Emergency Communications Plan											
Search and rescue, assist if requested by separate task order										Ц	
Initial Damage Assessment (IDA), assist if requested, task order required										Ш	
Receive all-clear from EOC on search and rescue, start emergency road clearance activity										Ш	
P&J resources and debris monitor representative mobilize to debris clearance priorities as assigned by task order and begin work NOTE: Start of FEMA 70-hour debris clearance documentation period											
Emergency road clearance operations											
As emergency road clearance operations are completed, transition crews to debris removal operations											_
Disaster Debris Management Site (DDMS) preparation begins									$\square$		_
Evaluate if debris removal can be accomplished within 180-day time line, submit request for extension if required											
Transition all remaining emergency road clearance crews to debris removal operations NOTE: End of FEMA 70-hour debris clearance documentation period											
Debris Removal Activities											
Debris removal resources evaluated and adjusted accordingly											
Debris removal operations continues with resources evaluated and adjusted accordingly											
Debris Disposal and Reduction Strategy is modified to accomplish most effective and efficient recovery											
DDMS operations begins, with maintenance and operations continuing until all debris has been reduced and transported off site for final disposal											
Evaluate the progress of debris removal and establish the last pass start date											
Debris Reduction and Disposal Activities											
DDMS operations NOTE: Continues until all debris has been reduced and transported off site for final disposal											
Research final disposal facilities for current and past Notice of Violations (NOVs) from regulatory agencies prior to transporting debris											
Debris Disposal and Reduction Strategy is modified as required to facilitate both maximum revenues for the client and prevent any National Environmental Policy Act (NEPA) violations											
Obtain permits if not already permitted sites											
Debris reduction NOTE: The goal is to have all debris received into the DDMS, reduced, and transported to the final disposal facility within 30 days of the date recorded on the last load ticket.											
All eligible debris is collected and staged on-site for reduction or reduced and staged for transport to the final disposal facility											
Reduced vegetation is moved off the DDMS to the final disposal facility											
DDMS Closeout											
Confirm all debris removal can be accomplished within 180-day time line, submit request for extension if required											
All debris is removed from the DDMS											
Post-closure soil samples collected and submitted for analysis											
Site restored to its original condition and use											
Owner provides a signed release accepting the site restoration											



#### 5. ADDITIONAL SERVICES

#### A) LOGISTICS SUPPORT

P&J maintains a logistical group that is responsible for identifying and fulfilling the following requirements during disaster debris management missions:

- Identification and preparation of equipment required to address immediate and near-term operational activities.
- Deployment of safety and environmental control equipment and supplies required to address known or presumed job site hazards.
- Identification of requirements and restrictions associated with mobile communication devices used during operational activities.
- Coordination of fuel supplies necessary for all operational equipment.
- Identification and preparation of personnel and equipment staging areas.



Additionally, we take great pride in offering the types of services necessary to give the Town and its residents the support needed to get you through those difficult times. Through our efforts, as well as the Master Services Agreements we hold with our partners at SafeSide Global, QualTek Recovery Logistics, Granny's Alliance, and our National Rental agreement with Sunbelt Rental, we can provide the following services:

- Ice & Water delivery If requested, P&J can provide potable water and bagged ice as needed throughout the Town's recovery effort. Whatever service option would be deemed the most efficient and effective, we can provide pallets of water in bottles/gallons, bulk water in potable water trucks, bagged ice (20 lb., 50 lb. 100 lb.) as well as refrigerated trucks for storage as necessary.
- Mobile and Portable Generators/Light Plants Appropriate wattage generators from temporary power to more semi-permanent, critical infrastructure power generation can be delivered and set up within hours of the request. Our available generators range in multiple increments from smaller 100kw units to tow behind diesel-powered 2000kw generators. We can supply stand-alone light plants to various locations in concert with power generation as needed. Along with delivering these components, P&J will also provide the fuel and service personnel needed to maintain the operation of all power generation and lighting options.
- Mobile Kitchens & Food Service Through P&J's partners at SafeSide Global and local caterers, we can provide full-service breakfast, lunch and dinner services, and MREs to the workforce, Town representatives as well as the community at large. Two mobile units on a chassis can be fully functional in under an hour after delivery and can serve 1,000 people per meal. For more extensive requirements or

extended durations, units can be placed directly on the ground adjacent to the dining area to allow easy access between the dining facility and kitchen. A four-unit configuration can serve 2,000 people per meal. Units can be expanded as necessary.

- Temporary Housing/Shelter All types of secured temporary housing and shelters are available and can be utilized for sheltering Town of Kiawah Island representatives, volunteers, workers, as well as displaced Town residents. Multiple configurations of these units such as base-camp facilities, community shelters, separate sleeping units, construction covers, lunch & break areas, life support areas. And temporary warehouse & storage space can be provided as requested.
- Multiple Mobile Unit Services- In conjunction with the temporary housing element, and through our partnership with QualTek Recovery Logistics, Mobile units can be immediately delivered and set up to provide laundry, ADA restrooms, ADA showers, hand washing stations, potable water vehicles, and decontamination showers.
- Mobile office units Containerized office units come equipped with two desks, four storage lockers, two beds (can be removed for the additional workspace), remote-controlled heating and cooling, four-drawer file cabinet, fire alarm & fire extinguisher, and ample outlets. Optional satellite connectivity can also be added to provide phone and internet capabilities.
- Emergency Fuel Service One of the advantages of operating a full-time heavy civil division headquartered in the South Eastern US, is that our multiple ongoing projects require strong relationships with fuel suppliers. We have access to on-road, as well as off-road diesel fuel. This fuel can be utilized by Town of Kiawah Island vehicles as well as the vital equipment necessary to complete disaster project tasks. P&J owns and uses multiple fuel storage containers (gasoline & diesel) that can be strategically and beneficially placed throughout the Town as needed.
- Temporary Bridges and Barges Through our partnership with Sunbelt Rental, we can deliver and construct FHWA compliant temporary bridges when existing bridges are unusable. We also have access to multiple sizes of barges that can be utilized to transport vehicles and heavy equipment when no other means of crossing is available.
- Satellite Telephone Communications Communications are critical to completing any Emergency Response Mission. During the most severe event impacts, there may be an interruption and perhaps a total loss of the area's cellular phone service and wireless communications. P&J can offer the Town of Kiawah Island the use of our maintained network of satellite telephones.
- Data Management Assistance Also, through our Corporate Services personnel in Knoxville, TN, and San Antonio, FL, P&J will support the Town in whatever means necessary to help ensure the integrity of the collected project data for an accurate record of all project activity to be included for submittal for Federal reimbursement upon the project completion.

#### B) BLUE-SKY SERVICES

Outside of any disaster contract activations, throughout the year P&J provides certain services to our prepositioned clients during "blue-sky days" that will benefit any future contract activation if/when a debris generating disaster strikes. These services will be provided to the Town of Kiawah Island at no additional cost and are essential for the Town staff's preparedness, keeping us aware of the expectations that the Town has for us,



FEMA eligibility requirement changes, as well as the changes that may have taken within the two organizations. Some of P&J's blue-sky services are as follows:

- Contract Review & Client Maintenance
- FEMA Regulations and Requirements Updates
- Readiness & Responsiveness
- Debris Management Planning Assistance
- **Client Training and Continuing Education** Improvement
- Participation in The Town of Kiawah Island/Regional Exercises
- **Community Relations Program Assistance**
- **TDSRS Site Assessment & Identification** Assistance
- USACE Debris Estimate Model-Based **Projections and Planning Support**
- Coordination with appointed Contract Coordinator and/or Debris Monitoring Firm

#### **COMMUNICATION AND COMMUNITY** C) **OUTREACH**

Educating citizens about their role in post-disaster debris operations play an important part in the execution of a timely, coordinated, and fiscally responsible disaster debris management mission.

A community relations program should be developed and put in place before an event occurs to ensure effective communication with the public and efficient implementation of the disaster recovery effort. The community relations program should be tailored to the needs, demographics, and area in which it will be implemented.

Keeping the public informed through post-disaster public communications also demonstrates effective management and control of the situation by government officials and thus fosters positive recognition. P&J can support The Town of Kiawah Island's Community Relations Program by assisting with the development of public service announcements (PSA) both prior to and during disaster response operations. PSAs can aid in accomplishing expedient and coordinated debris removal by informing the community about debris placement regulations, debris pick-up schedules, locations of citizen drop-off sites, and other important

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



March 25 at 5:12 PM · 🕲

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

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





information. Channels of communication of PSAs can include television, radio, newspaper, direct mail, billboards, signs, handbills, websites, and social media posts. The communication method is contingent upon the audience and the timing of the message (i.e., preevent versus post-event). For example, depending on the magnitude of the disaster a post-event communication may be as basic as the distribution of handbills or direct mail, or it may involve a full-media campaign.

P&J can assist The Town of Kiawah Island's public information officer or similar official with the development of disaster response and recovery communications. Assistance provided by P&J can include the following:

- Developing graphics for television and newspaper advertisements related to the schedule and progress of debris removal operations, the location of citizen debris dropoff points, and how debris is to be segregated when brought to the edge of the right of way by citizens for collection.
- Developing handbills for posting throughout the community.
- Developing audio/visual presentations for public meetings.
- Developing and routinely updating a web site for real time schedules, progress, and collection locations.
- Developing print media inserts for early season educational efforts concerning disaster debris.
- Participating in the development and presentation of educational programs for civic associations, community social groups, and other community meetings.

### DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

#### Atlantic Hurricane Season: June 1 – November 30



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

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

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



• Creating social media posts (Facebook, Twitter, Instagram) to effectively communicate real-time updates to the public, including weather alerts, evacuation routes, road closures, project progress, debris passes, drop off sites, etc.

#### 6. PROJECT SAFETY

P&J understands the complexity of the diverse types of activations in which we could be requested to deploy. Personal protective equipment, commonly referred to as PPE, is equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses. These injuries and illnesses may result from contact with chemical, physical, electrical, mechanical, or other workplace hazards. Specialized PPE requirements will be addressed in more specific procedures. Once specific hazards are identified. The following items are addressed, training provided, and ANSI-specified PPE is issued for:

- Eye and Face Protection
- Protective Clothing
- Hand & Foot Protection
- Head and Hearing Protection
- Fall Protection
- Personal Floatation Devices
- All necessary and appropriate Fire Prevention/Suppression Tools

#### A) MEDICAL MONITORING

P&J utilizes several programs and practices to monitor the medical status of all of our workforce. Throughout the emergency response deployment, project personnel can have different cycles and the conditions surrounding project personnel are constantly changing. It is important for emergency response project management to keep aware of potential situations they can bring harm to individuals or the project as a whole. The following is a list of some of the procedures and practices that P&J utilizes to ensure that all project personnel are safely ready to be deployed to a job site.

Fitness in Task (FIT) - One of the first steps to ensure the overall safety and health of the P&J workforce is to put individuals who have been extended offers of employment through a comprehensive medical evaluation process called Fitness in Task. The FIT process screens candidates who may have current or potential medical issues that would subject the individual to an injury during the normal course of their employment, prevent a candidate from performing essential job duties, and identify strategies for improved employee wellness.

FIToday is a program in which employees who are identified to have physical, chemical, and emotional concerns are evaluated to determine the course of action that is best suited to the employee's health and wellness, both on and off the job. The FIToday process will involve intervention by either the P&J Medical Team or P&J Human Resources.

Signs of inability to perform work duties may include:

- Apparent weakness
- Illness/signs of injury
- Disorientation
- Memory loss
- Erratic behavior
- Inability to successfully complete any individual performance standard associated with their position or a fitness assessment.

#### B) RANDOM AND PERIODIC DRUG TESTING

P&J adheres to a zero-tolerance policy, even for first offenders. P&J has instituted a Drug Free Workplace Program to:

- Ensure a safe, healthy, and productive work environment for employees and others we encounter
- Protect company property and assets
- Assure efficient operations



• Ensure compliance with the Federal Motor Carrier Safety Administration (FMCSA) and drug testing requirements, as applicable.

P&J's Drug-Free Workplace Program, which was originally implemented on December 1, 1990, outlines drug testing requirements and protocols, employee assistance, impacts on benefits, confidentiality, training, and other program elements. It is mandatory that all employees, including management, accept and participate in the P&J Drug-Free Workplace Program.

P&J utilizes an instant drug screening process in which the results indicate a negative or non-negative result when a potential substance is identified. This pre-screening process allows employees with a negative screen to begin work before the results are received on the sample analyzed by the laboratory.

#### C) ALCOHOL TESTING

Alcohol testing will be performed for any P&J employee when it is suspected as a part of reasonable suspicion, post-incident drug test, or when required by a client. The EBT alcohol collection will be performed at sites providing visual and aural privacy by a trained Breath Alcohol Technician (BAT). A driver registering .02% or greater, but less than .04% will be considered positive and will not be permitted to perform safety-sensitive duties for a minimum of 24 hours. A driver registering .04% or greater on a confirmation alcohol test will be subject to disciplinary action, which may include immediate termination without notice at the Company's discretion.

The Medical Review Officer will review and interpret each confirmed positive and interview the donor to determine if there is an alternative medical explanation for the positive test result. If an employee's or job applicant's explanation is unsatisfactory to the MRO, the MRO will report a confirmed positive test result to the Company.

Drug and/or alcohol testing will be conducted if there is a reasonable possibility that the use of drugs and/or alcohol by an employee could have caused or contributed to an incident, an employee is found in possession of suspected illicit or unauthorized drugs and/or alcohol, or when any of these items are found in an area controlled or used exclusively by designated employees. All employees must have annual drug and alcohol awareness training. Supervisors must receive annual training on the Drug-Free Workplace Program including recognizing signs and symptoms of abuse, reasonable suspicion testing, employee referral to Human Resources, and other substance abuse related topics as deemed appropriate.

Medical & First Aid - P&J is responsible for ensuring the availability of adequate first aid supplies, periodically re-assessing the availability of supplies, and adjusting supply inventories, as necessary. First aid kits are to be inspected as follows:

- On the first working day of each week to verify that they are fully stocked and that no expiration dates have been exceeded.
- Before being sent out to each job site.

In addition to first aid kits, at least one (1) "remedy bag" will be available with each P&J Supervisor. An assessment should be performed to determine if additional bags are needed. The remedy bag contains over the counter first aid items identified by the Corporate Medical Director as essential for additional first aid measures. Once used, contents must be replaced at the earliest opportunity. The contents of the remedy bag may only be used at the direction of the medical provider taking the MedLine call. Whenever an employee injury occurs, regardless of the severity of the injury, all project personnel are instructed that MedLine protocol should be followed. If the injury is life threatening, call 911 immediately. A Supervisor or Foreman will never be questioned



when he/she makes the decision to call 911. They should render care and have someone contact MedLine for further instructions while awaiting EMS.

# G. REFERENCES

The following table provides client contact information for projects for which P&J has completed disaster debris removal work. P&J encourages the Town of Kiawah Island to contact the references provided herein to obtain feedback on the high quality of our work.

Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
Virginia Winter Storm Recovery	March – June 2021	414,637 CY Veg Debris Removed 124,577 Hazard Trees/Limbs Removed	\$15,936,421	Virginia Department of Transportation Sean Nelson, P.E. 804-921-5422   sean.nelson@vdot.virginia.gov
Hurricane Florence	September 2018 - January 2019	59,729 CY Veg Debris Removed, Hauled and Ground	\$1,335,830	Craven County, North Carolina Gene Hodges, Assistant County Manager 252-671-7326   mhodges@cravencountync.gov
Hurricane Florence	October – December 2018	55,911 CY Veg Debris Removed, Hauled & Ground 3,160 lbs. HHW Removed and Disposed	\$1,240,337	City of Boiling Spring Lakes, North Carolina David Andrews, City Manager 910-363-0025   <u>dandrews@cityofbsl.org</u>
Hurricane Florence	September 2018 - January 2019	\$2,109,498	\$2,109,498	City of New Bern, North Carolina David Cox, Solid Waste Superintendent 252-637-7310  coxd@newbernnc.gov
Hurricane Irma	September – December 2017	903,199 CY Veg 1,105,424 CY Processed 14,068 CY C&D 59 Trees 6,458 Limbs	\$17,519,625	Solid Waste Authority of Palm Beach County, Florida Mariana Feldpausch, CIS Operations Manager 561-640-4741   mfeldpausch@swa.org
Hurricane Irma	September 2017 - January 2018	774,780 CYs Veg 14,544 CYs C&D 293 Trees 126 Limbs 43 Stumps	\$10,742,307	Volusia County, Florida Arden Fontaine, Public Works Deputy Director 386-736-5965   afontaine@volusia.org



Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
Hurricane Irma	September - December 2017	874,712 CY Veg 27,318 CY C&D 358 Trees 19,006 Limbs 35 Stumps	\$11,438,240	Highlands County, Florida Clinton Howerton, County Engineer 863-402-6877   chowerton@highlandsfl.gov
Hurricane Matthew	October 2016 - February 2017	185,713 CY	\$4,693,358	Horry County Solid Waste Authority, South Carolina Mike Bessant, Material Recycling Facility Operations 843-347-1651   mbessant@solidwasterauthority.org
Hurricane Matthew	October 2016 - March 2017	128,639 CY	\$1,626,557	South Carolina Department of Transportation David Cook, State Maintenance Engineer 803-737-1290   cookdb@scdot.org
Butte Wildfire	October 2015-May 2016	26,995 Trees	\$44,861,234	Pacific Gas & Electric, California Pete Dominguez, Planning Manager 415-972-5350   PFD1@PGE.com
South Carolina Ice Storm	February - May 2014	255,661 CY 262 Trees 52,659 Limbs	\$9,821,879	South Carolina Department of Transportation David Cook, State Maintenance Engineer 803-737-1290   cookdb@scdot.org

# H. PRE-POSITIONED CONTRACTS

P&J currently holds 9 pre-positioned contracts for disaster debris management services throughout South Carolina, several of which are close in proximity to the Town of Kiawah Island. This allows P&J to provide streamlined project management, manpower, and equipment resources to the Town and our other contracts in the region.

Account Name	State	Current Expiration
Horry County Solid Waste Authority (SWA) (Includes CPAs for Town of Briarcliffe Acres, Town of Surfside Beach, McLeod Health, Town of Aynor, City of Conway, Horry County, City of Myrtle Beach, City of North Myrtle Beach)	SC	4/11/2023
Beaufort-Jasper Water and Sewer Authority	SC	6/30/2022
The Seabrook of Hilton Head	SC	6/30/2023
Town of Kiawah Island	SC	8/31/2022
Town of Seabrook Island	SC	8/31/2023
Charleston County	SC	7/1/2025
Greenville County	SC	7/30/2024
Account Name	State	Current Expiration
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South Carolina Department of Health and Environmental Control (DHEC)	SC	3/22/2023
South Carolina Department of Transportation (SCDOT)	SC	9/8/2025
Palm Beach County Solid Waste Authority (Includes CPAs for City of Atlantis, City of Belle Glade, Town of Cloud Lake, Town of Glen Ridge, Town of Highland Beach, Town of Lake Clarke Shores, Town of Mangonia Park, Town of Ocean Ridge, Town of Palm Beach Shores, Town of South Palm Beach, Village of North Palm Beach, Village of Tequesta, City of Boynton Beach, Northern Palm Beach County Improvement District, Indian Trail Improvement District, City of Riviera Beach, City of South Bay, Town of Briny Breezes, Town of Juno Beach, Town of Lake Park, Village of Palm Springs)	FL	5/7/2022
Pinellas County (Includes CPAs for City of Indian Rocks Beach, City of Pinellas Park, City of Treasure Island, Kenneth City, Town of Belleair, Town of North Redington Beach, City of Oldsmar, City of St. Petersburg, City of Dunedin)	FL	12/31/2022
City of Holly Hill	FL	6/10/2029
City of Tampa	FL	9/1/2023
City of New Smyrna Beach	FL	6/10/2029
City of South Daytona	FL	6/10/2029
Coral Springs Improvement District	FL	12/31/2023
Hillsborough County	FL	6/30/2022
Nassau County	FL	9/23/2023
DeSoto County	FL	6/17/2028
Highlands County	FL	6/30/2023
Pasco County	FL	12/13/2023
Seabring Airport Authority	FL	9/18/2024
Sunshine Water Control District	FL	12/13/2023
Town of Cutler Bay	FL	7/7/2022
City of Rockledge	FL	3/31/2023
City of Port Orange	FL	7/22/2023
Escambia County	FL	5/6/2025
Manatee County	FL	2/1/2026
City of Winter Garden	FL	8/8/2024
City of Orlando	FL	1/31/2026
City of Panama City Beach	FL	8/13/2024

Account Name	State	Current Expiration
City of Coral Gables	FL	8/13/2023
City of Pensacola	FL	8/12/2024
Lake County	FL	4/15/2023
City of Cape Coral	FL	10/29/2024
Town of Palm Beach	FL	5/8/2023
The Villages	FL	7/1/2024
Village of Pinecrest	FL	2/21/2023
South Florida Water Management District (SFWMD)	FL	Indefinite
Craven County (Includes CPAs for City of New Bern, Town of River Bend, Town of Trent Woods, Town of Vanceboro)	NC	9/2/2025
Camden County	NC	10/23/2023
City of Boiling Spring Lakes	NC	6/7/2023
City of Elizabeth City	NC	10/23/2023
Pasquotank County	NC	10/23/2023
Town of Elon	NC	6/30/2022
Town of Williamston	NC	6/17/2022
Virginia Peninsulas Public Service Authority (VPPSA) (Includes CPAs for James City County, City of Chesapeake)	VA	6/4/2023
City of Newport News	VA	6/30/2023
Commonwealth Regional Council	VA	4/10/2024
Matagorda County	ТХ	7/1/2023
New Orleans Downtown Development District	LA	5/31/2023
SE Louisiana Flood Protection Authority	LA	7/12/2022
Jefferson Parish	LA	7/25/2023
Athens-Clarke County	GA	7/1/2024
Fannin County	GA	3/12/2024
Gwinnett County	GA	4/1/2023
Knox County	TN	1/31/2025
Blount County	TN	7/1/2025
Madison County	TN	4/25/2024

Account Name	State	Current Expiration
State of Rhode Island (Includes CPA for New York State Office of General/Procurement Services)	RI/NY	2/28/2023
Town of Westerly/Westerly Public Schools	RI	11/21/2022
Oklahoma Office of Management and Enterprise Services (OMES)	ОК	9/23/2024

# I. PREVIOUS DEALINGS WITH FEMA & SCDOT

Over the past three decades, P&J has been on the forefront of many groundbreaking projects involving FEMA, US Army Corps of Engineers (USACE), and various Departments of Transportation (including completing several projects with SCDOT). Our side-by-side interaction with FEMA started back in 1992 with Hurricane Andrew. Many of the administrative guidelines that FEMA now utilizes, began development on that project. This interaction with FEMA, state, and local governments has continued over the years with countless federally declared projects from hurricanes and tornadoes, to ice storms and wildfires. We have been deployed to some of the largest disaster responses in recent history, including the World Trade Center Terrorist Attack; Hurricane Katrina; the 2011 Alabama Tornado Outbreak; Hurricane Irma-FL; and numerous ice storms throughout the Mid-Atlantic.

Along with debris removal and reduction, P&J also has the experience and technology to track and document disaster debris missions. In Tuscaloosa, AL, after the severe tornado outbreak in 2011, USACE tasked P&J with the debris removal, disposal, project monitoring, and the generation of all project documentation. We accomplished this by utilizing Automated Debris Management Systems (ADMS). This was the first time this technology had been utilized on a federally funded project, and it was an overwhelming success. More details of this ADMS technology is found in Section M of this proposal.

In 2014 P&J worked closely with SCDOT to provide debris management for a severe winter storm that created 255,661 CY of debris at a total project cost of \$9,821,879. This was a FEMA-eligible, federally declared disaster project, and P&J worked closely with SCDOT to ensure that only FEMA eligible debris was collected, reduced and disposed of, as stated in the scope of work and as directed by SCDOT. Successful completion of this project ensured that SCDOT was reimbursed 100% of all eligible funding in regard to the work completed by P&J. We also worked again with SCDOT as recently as February of 2022. On two separate ice storm events just a week apart from each other, P&J was tasked with staging emergency road clearance crews ahead of the impending forecast of ½" - 3/4" of ice. This could wreak havoc on the tree canopy and threaten public health & safety on the roadways. P&J provided personnel and equipment for around the clock coverage to SCDOT to provide emergency road clearance service to six SC counties.

These, along with all of P&J's other federally declared projects, had to be administered and completed with the utmost professionalism, and all had to obtain the ultimate approval from FEMA. Maintaining positive working relationships with FEMA, SCDOT, SCEMD and SCDHEC is paramount to the success of any debris mission. No P&J client has ever been denied federal reimbursement due to negligent work provided by P&J.



# J. MANAGEMENT APPROACH

### 1. MANAGEMENT STRUCTURE

The P&J management structure is designed to provide superior and seamless support to the Town of Kiawah Island and is based on a simple integrated organization with clear lines of authority, communication, responsibility, and accountability designed to minimize administrative costs and maximize responsiveness. P&J's management structure is also designed to facilitate quick decisions and rapid responses to changing Town requirements, and to assure the highest quality of service possible.

The disaster response activation is led by an operations manager who has the necessary control and autonomy to coordinate resources and align contract activities for the successful completion of all assigned tasks. The operations manager provides management staff supervision and work control for all activities assigned under the contract. This approach assures that our operations manager is fully accountable for all assigned work, has a direct interface with team personnel to facilitate information exchange, and has the authority to allocate resources based on the requirements and complexity of the assignment. The autonomy granted to the operations manager is beneficial to the Town of Kiawah Island in that all team communications and work assignments are managed through a single point of accountability.

Upon activation of the contract by the Town of Kiawah Island, the key personnel (see the organizational chart presented in Section J.1.A, in on-site roles deploy to the disaster location. The assigned operations manager along with the project manager and mission manager, if applicable, subsequently selects other disaster qualified P&J management and support personnel necessary to support the various field elements of the specific disaster debris management mission.

After being deployed to the field, the project manager is responsible for coordinating project operations, ensuring compliance with contract specifications and established work plans, and has the authority to commit P&J resources for all assigned tasking. This individual is also responsible for oversight of field work performed by subordinate management staff that are deployed in response to a disaster event including some or all the following: area/sector/zone (ASZ) managers, field safety managers, field quality control managers, equipment certification specialists, logistics managers, temporary debris storage and reduction site (TDSRS) managers, and environmental compliance specialists.

In addition to P&J's understanding of the management structure required to efficiently perform a disaster debris management mission, we also offer experience related to staffing of project management teams for simultaneous contract activations and/or disaster events.

### A) PROJECT TEAM ROLES & RESPONSIBILITIES

The roles and responsibilities fulfilled by key P&J field personnel include those presented below. All of these duties will be fulfilled. On a project with a more limited scope, project personnel may perform multiple roles.

- **Mission Manager:** Coordinates event mission operations, oversees development of mission-specific plans, ensures effective allocation and delegation of resources for the overall event (staffing and subcontractors), and serves as direct liaison between event staff and corporate staff.
- **Operations Manager:** Coordinates mission operations on a regional level, develop and implement mission-specific plans, assists with identification of potential TDSRSs including site plan(s) and

reduction / disposal options, defines appropriate equipment and specific personnel to be utilized, reviews project progress reports, conducts project planning meetings, and ensures compliance with contract requirements and specifications.

- Client Manager/Primary Contact: Coordinates year-round communications with our client during "Blue-Sky" times and is the primary contact for the client when there are any inquiries; provides annual Emergency Management training and participates in any annual exercises required to ensure the client's emergency preparedness; during an activation, acts as the initial liaison between the Project Manager, the Client, and the Client's Representative.
- **Project Manager:** Coordinates contract-specific project operations, supervises all project-specific personnel and tasks (including safety and quality plans / programs), implement project-specific plans, assists with identification of potential TDSRSs, implements site plan(s) and reduction / disposal options, provides project progress reports, conducts project planning meetings, and ensures compliance with contract requirements and specifications, and serves as the primary event liaison to The Town of Kiawah Island.
- **ASZ Manager:** Coordinates mission operations at the area, sector, or zone level; assists with development of task-specific operational and geographic area management plans; provides task progress reports; supervises crew foremen; and implements assigned quality control program requirements.
- Field Safety Manager: Coordinates implementation of the mission environmental, safety & health program; assists with development of task-specific and/or site-specific health and safety plans and activity hazard analyses; performs training, inspections, and accident/incident investigations; supervises environmental compliance specialists; and serves as a liaison to the Town of Kiawah Island and other stakeholder safety representatives.
- Field Quality Control Manager: Coordinates implementation of the mission quality control program, assists with development of task-specific quality control plans, ensures that ADMS technology is properly deployed and functioning, and serves as a liaison to Town of Kiawah Island and other stakeholder quality representatives.
- Equipment Certification Specialist: Performs safety inspection of debris hauling vehicles, measures debris haul truck capacity, and completes vehicle/equipment registration forms.
- **Logistics Manager:** Ensures that safety and environmental control equipment and supplies are available, ensures that mobile communication devices are available and comply with requirements and restrictions, coordinates operational equipment fuel supplies, identifies and oversees preparation of personnel/equipment staging areas, oversees processing of operational personnel reporting to the mission, assigns living quarters if required, and ensures the validity of commercial driver's licenses (if applicable).
- **TDSRS Manager:** Coordinates operations at TDSRSs, assists with development of TDSRS operational plans, supervises debris separation and reduction crews, ensures proper containment and categorization of hazardous material discovered in the debris stream, ensures adherence to safety work rules and environmental monitoring guidelines, oversees loading of reduced debris for transport to final disposal location, ensures debris haul vehicles are loaded in compliance with mission requirements, and implements assigned quality control program requirements.

- Environmental Compliance Specialist: Manages special waste operations including waste segregation and HHW collection and transportation, oversees processing of collected white goods, implements special waste health and safety monitoring, ensures adherence to environmental monitoring guidelines, and implements assigned quality control program requirements.
- **Crew Foreman:** Supervises operations at a specific site, ensures adherence to safety work rules and environmental monitoring guidelines, oversees loading of debris for transport to TDSRSs, ensures debris haul vehicles are loaded in compliance with mission requirements, and implements assigned quality control program requirements.
- Claims Manager: Addresses all claims and/or complaints; meets with the property owner and inspects any damage; facilitates a resolution agreement and claim release with the property owner; and coordinates the distribution of a claims report to Town of Kiawah Island on a regular basis as dictated by contractual reporting requirements.

\*Denotes Personnel Assigned Once Notice to Proceed is Issued.



### B) EXPERIENCE & QUALIFICATIONS OF THE CORE RESPONSE GROUP

At P&J our greatest resource is our employees, from our operational managers and supervisors with years of experience who keep our crews safe and productive, our crafts who perform the work, to our corporate service teams that manage our fleet, financial and administration, information, and technology systems. We are proud to have many second and third generation employees that have chosen to build their careers with P&J. P&J currently has in excess of 1,000 employees and sufficient bench strength to provide multiple layers of redundancy to a project workforce.

P&J currently employs an extensive cadre of management and field personnel that have supported disaster debris management missions thus providing our organization with a highly qualified team to support the Town during a future disaster event. Our knowledgeable and experienced workforce includes a core response group of individuals that offer demonstrated disaster response experience on multiple missions and have numerous FEMA, USACE, and OSHA certifications.

The team that would be deployed for most typical, isolated, small disaster events would only consist of a project manager, several ASZ managers (typically 1 per 10 crews), and a field safety manager. However, a larger, more complex team with additional specialized expertise would be assembled and deployed for a catastrophic disaster event. Selection of the specific key personnel that would support a disaster debris management mission for the Town is not realistic at this time given the fact that the timing and magnitude of a future disaster is not known. However, for a typical response scenario the team would primarily consist of individuals selected from P&J's core response group. Detailed resumes for P&J's core response group are provided in Section C.3.

### C) WORK HOURS & FIELD SUPERVISOR RATIO

Debris removal crews will typically work 12-hour shifts, seven days per week unless otherwise specified or restricted by contractual requirements. Crews will only work during daylight hours to ensure maximum safety of operations. TDSRS operations will typically be conducted on a 24-hour basis, seven days per week using light plants for illumination during evening hours unless otherwise specified or restricted by contractual requirements.

The ratio of field supervisors (i.e., zone monitors) to debris removal crews will vary depending upon the geography of specific areas within which operations are being conducted, and the severity of the disaster event. However, in general one zone monitor is responsible for the supervision of no more than two debris removal crews. Each zone monitor reports directly to his/her assigned section manager who in turn reports directly to the project manager.

### 2. EMPLOYEE TRAINING PROGRAM

Training is the foundation of the P&J safety culture. As such, P&J is committed to providing the most up-to-date training for its employees, so they have the knowledge necessary to complete projects safely and maintain our "People First" approach. P&J maintains an effective employee training program and we track employee training certifications to ensure that required skill proficiencies are current.

Minimum training requirements for all P&J field employees include the following:

- P&J General Safety Orientation
- CPR/First Aid (Supervisors)
- 30-Hour Occupational Safety and Health Administration (OSHA) Training (Supervisors)

- 10-Hour OSHA Training (Operators/Laborers)
- Electrical Hazard Awareness Training
- Hazard Communications

P&J also provides annual training to all personnel according to the worker's specific work process. Depending on the nature of the work, employees and subcontractors receive the following specific training:

- **Basic Requirements for all Supervisors:** OSHA 30 Hour Within 90 Days, New Hire/Site Orientation, Hazcom/GHS, Standard Operating Procedures, Cutting Tool Training, Serious Incident and/or Fatality Training for JSA, Supervisor Training, Drug Free Workplace for Supervisors Annual Training, Spotter Training, and FIT Today
- Clearing and Tree Trimming/ROW Supervisor: Normal Supervisory Training, Logging Training, Electrical Hazard Awareness Training (EHAT) and First Aid/CPR Trained
- **Basic Heavy Equipment Operator Clearing and Tree Removal**: OSHA 10 Hour, First Aid/ CPR (for all clearing operators), New Hire Orientation, Hazcom/GHS, Mechanical Felling Training 1910.266; Logging eTools, EHAT, Cutting Tool, and Spotter Training
- General Laborer: OSHA 10 Hour, First Aid/CPR (For all Clearing operations), Logging Training (Clearing operations), New Hire/Site Orientation, Cutting Tool Training, Hazcom/GHS, and Spotter Training Job Specific
- Sawman (Qualified Feller): OSHA 10 Hour, First Aid/CPR, New Hire/Site Orientation, Cutting Tool Training, Spotter Training, Hazcom/GHS, Chainsaw Qualification: Either internal qualification or NATS based qualification, Logging Training, and EHAT.
- **Over-the-Road Truck Driver:** New Hire/Site Orientation; Debris Hauling Safety Procedures; Verification of Medical Card, CDL, and Driver File

Years ago, P&J began to develop an innovative process for providing extensive training for both employees and subcontractors specifically for emergency/disaster response so that we stand ready to respond appropriately to each new mission. Disaster-specific training covers FEMA 325 Public Assistance Debris Management Guidelines, U.S. Army Corps of Engineers (USACE) concept of operations, USACE safety, and the FEMA Public Assistance program. This team training has augmented P&J's impressive response history.

Employees assigned to support a debris removal mission will receive or already have received the following training, as needed:

- Ongoing safety training and briefings to field personnel
- Specialized task training as appropriate. Examples of special training programs included in a debris management safety program include, but are not limited to:
- Loading and Hauling of C&D and Vegetative Debris
- Tree Trimming Operations (Select Tree Removal, Leaners, Hangers and Line Clearance Tree Trimming)
- Debris Disposal Training to Include Site Set-Up and Maintenance, Vegetative Debris Grinding, Vegetative Debris Burning, Disposal Site Safety and Environmental Management
- Residential Clean-Up Operations
- Household Hazardous Waste Separation Operations
- Ineligible Waste Inspection Management
- Project Asbestos Management
- Traffic Control
- Sand and Mud Operations

- White Goods Transportation and Processing
- Proper Work Zone Set-Up
- Hazard Identification and Reporting Training
- Electrical Hazard Awareness
- Project Quality Assurance (Project Quality Assurance/Control Personnel)

No regulatory licenses are required to perform disaster debris removal services. However, P&J maintains a robust training program that ensures that our disaster debris management clients are provided with knowledgeable and capable project teams. In addition to the job-specific training explained previously, some of the industry-specific certifications held by our staff include the following:

- FEMA Emergency Management Institute Training:
  - o FEMA 325, Public Assistance Debris Management Guide
  - o E0202, Debris Management Planning
  - o IS-100.b, Introduction to Incident Command System (ICS)
  - o IS-200.b, ICS for Single Resources and Initial Action Incident
  - o IS-230.d, Fundamentals of Emergency Management
  - IS-235.c, Emergency Planning
  - o IS-700.a, National Incident Management System
  - o IS-800.b, National Response Framework
- U.S. Army Corps of Engineers: Contractor Quality Control Certification

Additional information regarding the specific certification of individuals can be found on the resumes provided in Section C.3.

### 3. QUALITY MANAGEMENT

#### A) CORPORATE QUALITY CONTROL PROGRAM

We believe that our long-term success can only be achieved by fully satisfying and striving to exceed our clients' expectations regarding the quality of our services and the timeliness and dependability of our delivery. It is our goal to provide our clients with quality services that are delivered in a safe and timely manner. Specifically, we aim to supply to our clients the highest quality construction services that meet or exceed stated requirements and expectations. To accomplish these goals, we maintain a Quality Control Program (QCP) to continuously improve the quality of our services through appropriate quality-enhancing techniques until the level of client satisfaction described is achieved.

A central element for effective quality control is to establish a quality control organization that will work closely with the work crew but, has the authority to take actions (including STOP WORK authority) necessary to ensure work quality independent of those persons performing the work.

P&J, as the prime contractor, is responsible for the development, implementation, and management of the QCP. The P&J personnel assigned QC responsibilities will be responsible for observing, measuring, recording, and documenting the work performed and for controlling quality by providing timely feedback (in the form of a Daily Quality Control Report – DQCR) to the client.

When changes in the organizational structure affect the project, P&J will communicate with the Town and submit the credentials of equally qualified personnel to the Town for review and acceptance.



#### B) PROJECT SPECIFIC QUALITY MANAGEMENT FOR DEBRIS REMOVAL MISSIONS

P&J's corporate quality standards and policies are ingrained into our key management and supervisory personnel and actively communicated with our project teams (including our client and their authorized representatives) at the start of the project. The project-specific quality control plan is regularly monitored and updated as needed throughout the project to address any project-specific issues that might arise.

A quality control monitor is assigned to each debris loading crew. The quality control monitor's duties include ensuring that project-specific debris from designated eligible areas is being removed; documenting the time, date, hauling vehicle information, and GPS location of the removed debris utilizing a handheld automated debris management system (ADMS) unit; and generating a load ticket populated with all of the project-specific information for the hauling unit driver to deliver to the approved TDSRS or final disposal facility. One quality control supervisor is provided for every eight quality control monitors. The quality control supervisor's duties include coordinating the implementation of the mission quality control program, assisting with development of task-specific quality control plans, ensuring that ADMS technology is properly deployed and functioning, and to serving as a liaison to the Town of Kiawah Island and other Town designated quality representatives throughout the duration of the project.

P&J also regularly offers a USACE Contractor Quality Management training course to our employees, facilitated by a trainer who is authorized by the USACE to provide the course, to ensure that employees are familiar with current USACE quality standards.

### 4. SUPPORTING OPERATIONAL POLICIES & PROCEDURES

#### A) COMPLIANCE WITH APPLICABLE LAWS & REGULATIONS

As a leading provider of disaster debris management services, P&J is knowledgeable of federal, state, and local laws and regulations within the localities and states in which we operate. Studying and understanding laws and regulations regarding our operations is an important component of P&J's disaster debris management methodology. P&J obtains all required permits and licenses and takes all precautions to ensure no laws are violated in the delivery of services to our clients and that all work is performed in compliance with applicable requirements.

#### B) DAILY OPERATION REPORTS

Daily operation reports are prepared by P&J and submitted to the Town of Kiawah Island in accordance with contract requirements applicable to the disaster debris management mission. The reports are organized by sector, zone, and TDSRS, and are submitted electronically to the designated Town representative. Reports include, but are not limited to, details regarding locations where passes for debris removal were conducted, the quantity and type of debris removed, the quantity of debris reduced, safety incidents, private property damage caused during debris removal operations or damage claims made by citizens, and other relevant information regarding P&J's daily conduct of operations.

#### C) CLAIMS MANAGEMENT

P&J makes every possible effort to close out all damage claims prior to the shutdown of field operations. In support of this commitment, we assign a claims manager to each disaster debris management mission who addresses all claims of damage to property allegedly caused by P&J or its subcontractors during operations. Within 48 hours of receipt of a written report to the P&J project manager regarding a damage claim, the claims manager visits with the property owner to inspect the damage and discuss resolution options if it is determined that P&J was responsible for the claimed damage. A resolution agreement is reached with the property owner and

repairs are completed or damages paid. Upon resolution of the claim, the claims manager arranges for the property owner to sign a damage claim release.

Most damage claims are typically small in nature. Depending upon the magnitude of a claim, our insurance company may become involved. However, all claims are resolved as expediently as possible. P&J's experience indicates claims are much easier to settle if addressed in a timely fashion. P&J will distribute a list of all open, denied, and resolved claims to the Town of Kiawah Island on a weekly basis, or at the frequency dictated by contractual requirements applicable to the disaster debris management mission.





All claims will be resolved as expediently as possible. Our past experience indicates claims are much easier to settle if addressed in a timely fashion. Every possible effort will be made to close out all damage claims prior to the shutdown of field operations.

### 5. ACCOUNTING & DOCUMENTATION MANAGEMENT

#### A) TIMELY & ACCURATE BILLING

P&J has developed a system of project controls specific to disaster debris management missions. The purpose of these controls is to accumulate FEMA-compliant documentation necessary to substantiate the locations, types, and quantities of debris collected during execution of a disaster debris management mission. The documentation generated from the project controls system is designed to be multi-purpose and applicable to both time and material (T&M) and unit price type contracts, and provides the foundation for invoicing, subcontractor payment, and recovery of reimbursable costs from appropriate federal agencies.

### B) RESOURCE CONTROLS

All personnel and equipment assigned execute a disaster debris management mission undergo a rigid check-in process upon arrival at the job site. An employee orientation is conducted for all personnel, including subcontractors, assigned to the mission. Each employee is issued a unique identification number, and on projects where a higher level of security is needed, is issued a photo identification card. All equipment used for the mission is inspected and photographed prior to use. Trucks used for hauling debris are measured and assigned a cubic yard capacity. A unique identification number is assigned and affixed to each unit. Ownership of the equipment is also identified and documented.

### C) DAILY TIME CARDS

During the Emergency Clearance portion of a disaster recovery, FEMA allows for the first 70 working hours to be accomplished by established hourly rates. This is true for the Town's force account labor as well as any contracted forces. Whether P&J is tasked with FEMA eligible or non-eligible work, the following standards will apply:

All personnel complete a three-part daily timecard that is used to capture the following information:

- Employee name, identification number, and classification
- Equipment identification number (if applicable)
- Date and hours worked (shift start and stop)
- Down time
- Work location
- Employee signature
- Supervisor signature and identification number
- Inspector signature and identification number

All time cards are submitted at the end of each work shift. Time cards for employees providing services on a T&M basis are reviewed by a supervisor and inspector at the time of submission to verify that the time card information and employee identification number are correct.

#### D) DATA PROCESSING

All time cards are routed to a central data processing point. Each time card is keyed and scanned. Only valid active employee, equipment, supervisor, and inspector identification numbers are accepted. All rejected time cards are set aside and researched the following day. Invoices are prepared according to the schedule dictated by the contract and can be electronically submitted if required by the Town. Source documentation for unit price basis invoices is the associated load tickets while the source documentation for T&M basis invoices is the associated daily time cards.

#### E) CLIENT INVOICING & SUBCONTRACTOR PAYMENT

Town of Kiawah Island invoicing and subcontractor payment processes implemented by P&J begins with the initial capture of data from the field. P&J employs several technologies for data capture including customized scale software, radio frequency identification tags for hauling units, and automated debris management system (ADMS) hardware and software. A customized database and reporting system is used when data entry is required for manually written debris load tickets. Regardless of the capture method, all FEMA and contractually required data is input, manually or automatically, into a database for processing and review along with images of the supporting documentation.

After data is reviewed and reconciled, P&J provides daily reports to the Town of Kiawah Island and weekly progress payment reports to subcontractors. The subcontractor reports contain captured quantities and associated earnings along with other transactional detail. Next, the subcontractor reviews the transactional detail and associated calculated payment amount for verification or adjustment. Adjustments are made, if any, and funds are transferred to subcontractors by P&J on a weekly basis per subcontract terms. The subcontractor review of weekly progress payments provides an independent assessment of the data captured in P&J project controls system and thus ensures maximum accuracy of the data used to generate invoices. P&J's strong banking relationships and access to capital enables the company to pay subcontractors on a weekly basis even in situations where P&J has not been paid by the Town.

For each billing cycle, P&J prepares and submits an invoice to the Town of Kiawah Island. The invoice submittal is inclusive of transactional detail reports, summary reports, and images of all supporting documentation. Once all subcontractor payment and Town invoicing cycles are complete, P&J in coordination with the Town's administrative personnel complete a reconciliation of all project data, audits (if any), and project closeout. If required, P&J provides customized reports to The Town of Kiawah Island for various FEMA cost share and allocation methods, as well as any support needed for completion of FEMA project worksheets.

P&J has prepared, submitted, and received payments in excess of \$300,000,000 over the past 10 years under more than 50 individual municipal FEMA-reimbursed disaster debris management mission contracts. P&J's extensive FEMA experience, thorough understanding of FEMA guidelines and procedures, and reporting and payment processes allow for successful reimbursement to clients. The multiple layers of reconciliation and review inherent to P&J's sophisticated processes result in efficient and successful completion of audits and administrative project closeout.

# K. EQUIPMENT LISTING

### A) EQUIPMENT RESOURCES

P&J has access to an extensive fleet of production and related equipment that is used to support disaster debris management missions. This equipment is maintained and deployed from our sister company, National Fleet Services in Pasco County, FL. Since P&J began operations over 70 years ago, one of our core competencies has been land clearing, and our current equipment fleet reflects this history. As a result, P&J is uniquely positioned to supply the necessary equipment to support debris removal operations, including specialized attachments, appropriate for debris management. All our loaders can be equipped with rakes and grapples or buckets as necessary, and most of our excavators are equipped with hydraulic thumbs or grapples.

Our equipment is strategically located at multiple in-house storage and maintenance shops throughout the State of Florida as well as the rest of the country. This dispersion of resources allows P&J to quickly mobilize all required equipment to the disaster zone regardless of location. Equipment is deployed from storage yards via our National Fleet Services company or our network of external haulers. We have drivers and trucks that move equipment throughout the country as needed for a wide range of construction projects.

If our internal hauling resources become fully utilized, we can reach back to our established network of reliable subcontracted equipment haulers who meet our insurance requirements. Furthermore, P&J maintains a network of regional equipment rental vendors underpinned by national accounts with numerous heavy equipment manufacturers that can provide supplemental equipment to fill any equipment gaps. As a national heavy civil contractor, P&J is experienced in meeting the equipment needs for a diverse range of construction projects and we have the resources necessary to provide equipment quickly and economically.

In addition, P&J has existing contracts in place with key pre-positioned subcontractors that have provided equipment and operators for numerous disaster debris management missions previously completed by P&J. Although P&J and our key pre-positioned subcontractors possess more than adequate types and quantities of equipment to execute a disaster debris management mission for Town of Kiawah Island, we also recognize that local subcontractor participation is a critical component of the overall equipment deployment strategy and is required to comply with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). To address the need for local participation, P&J has developed a database of pre-registered subcontractors (several of which are located in the vicinity of Town of Kiawah Island) to supplement our existing equipment resources.

Our equipment deployment strategy involves tasking subcontractors (both key pre-positioned and local) to supply loading and hauling units while P&J supplies assets to support emergency roadway clearance, cut & toss, first pass and subsequent pass activities, disposal site management, and debris reduction operations. This strategy allows P&J to perform both initial response and back-end debris reduction operations with corporate-owned assets while subcontractor-provided assets are utilized to perform debris collection and transportation operations.

P&J also owns a mobile command trailer that may be dispatched to the job site in situations where the disaster event has substantially interrupted local power and communication systems. The trailer is self-sufficient and equipped to support the initial response effort. It is equipped with satellite communication capability for voice/data and is stocked with a supply of basic forms (i.e., truck check-in, load tickets, placards) required to initiate operational activities. The trailer would be located at the primary equipment staging area and would serve as a planning hub for the project manager and his/her supporting management team. Identification of specific equipment pieces that would be deployed to a disaster event in response to contract activation by Town of Kiawah Island is not realistic at this time, given the fact that the timing and magnitude of the disaster is unknown. However, the combination of equipment that is available to P&J and our subcontractors ensures the Town of our ability to pre-position and immediately deploy equipment upon receipt of NTP in sufficient quantities regardless of the disaster size. A summary of our corporate equipment fleet is presented in the following table. Several of these units are highly specialized in nature which demonstrates the fleet's versatility.

Type Of Equipment Owned	Quantity	Type Of Equipment Owned	Quantity
All Terrain Utility Vehicle	56	Mechanical Trimmer	3
Attachments	57	Miscellaneous	35
Bucket Truck	2	Motor Home / Camper	4
Chippers/Grinders	12	Mower	3
Compactors/Rollers	68	Off Road Truck	96
Compressor	7	On-Road Dump Truck	13
Conveyor	1	Passenger Vehicle	29
Crane	10	Pickup	505
Dozer Clearing	11	Pit Burner	5
Dozer Heavy	98	Pressure Washer	4
Dredge Equipment	20	Pugmill	2
Drill	3	Pump	33
Excavator Clearing	39	Ranch	5
Excavator Heavy	139	Scraper	7
Farm Tractor	28	Site Prep Machine	3
Fellerbuncher	6	Skidder	3
Forwarder	8	Skidsteer Loader	42
Fuel/Lube Truck	31	Soil Stabilizer	1
Fuel/Oil Trailers	35	Sport Utility Vehicle	10
Generator	11	Storage Container	93
Gps Equipment	142	Sweepers/Brooms/Fork Attach.	13
Grader	15	Telehandlers/Fork Lifts	12

Type Of Equipment Owned	Quantity	Type Of Equipment Owned	Quantity		
Grapple/Prentice	12	Trailer	9		
Hydroseeders	9	Utility Equipment	12		
Licensed Trailer	246	Utility Truck	26		
Lightplant	32	Vacuum Truck	4		
Loader	79	Water Tanker Off Road	20		
Lowboy	9	Water Truck	22		
Mechanic Truck	22				
Grand Total: 2222					



### ATTACHMENT B

#### FEE SCHEDULE ATTACHMENT "B"

FEE SCHEDULE				
1.	Validated load hauled tickets for Vegetative storm debris picked up at the			
	designated work zone, hauled to and dumped at a Temporary Debris Storage and			
	Reduction Site (TDSRS) or Charleston County approved recycling facility or			
	disposal site			
	Mileage Radius: 0-20 Miles \$10.00	\$	/cu.yd.	
	21-40 Miles \$10.50	\$	/cu.yd.	
	41-70 Miles \$11.00	\$	/cu.yd.	
2.	Validated load hauled tickets from the TDSRS for final processed vegetative			
	storm debris at a Charleston County approved recycling facility or disposal site			
	Mileage Radius: 0-20 Miles \$5.25	\$	/cu.yd.	
	21-40 Miles \$6.25	\$	/cu.yd.	
	41-70 Miles \$8.00	\$	/cu.yd.	
3.	Validated load hauled tickets for Construction and Demolition debris picked up at			
-	the designated work zone, hauled to and dumped at a Temporary Debris Storage			
i i	and Reduction Site (TDSRS) or Charleston County approved recycling or disposal			
	site			
	Mileage Radius: 0-20 Miles \$10.00	\$	/cu.yd.	
	21-40 Miles \$10.50	\$	/cu.yd.	
	41-70 Miles \$11.00	\$	/cu.vd.	
4.	Validated load hauled tickets for Construction and Demolition debris picked up at			
10.000	a Temporary Disposal Storage and Reduction Site (TDSRS) and hauled to a			
	Charleston County approved recycling/disposal facility			
	Mileage Radius: 0-20 Miles \$4.95	\$	/cu.yd.	
	21-40 Miles \$5.95	\$	/cu.yd.	
	41-70 Miles \$7.50	\$	/cu.yd.	
5.	Tipping fees/disposal costs shall be paid by CONTRACTOR and actual incurred	,		
	cost shall be invoiced to the Town of Kiawah Island for reimbursement			
6.	Management, Processing and Loading of all eligible debris and/or residue at the	\$	/cu.yd.	
	TDSRS. Including locating, leasing (if required), preparing and layout of site;			
	management, maintenance and operation of the TDSRS; the receiving, sorting,			
	segregation, processing and reduction of vegetative debris (chipping or grinding			
	or burning as directed by the Town of Kiawah Island ); furnishing materials,			
	supplies, labor, tools and equipment necessary to perform services; maintenance			
	of internal roadways, providing traffic control, dust control, erosion control,			
	inspection tower(s), lighting, hazardous/toxic waste (HTW) containment areas,			
	fire protection, all required permits, environmental monitoring, and safety			
	measures; loading reduced/stored debris and initiating load tickets for final			
	disposition; and Closure and remediation of the TDSRS			
7.	Validated load hauled tickets for Household Hazardous Waste picked up at the			
	designated work zone, hauled to and dumped at a Temporary Debris Storage and			
	Reduction Site (TDSRS) or Charleston County approved disposal facility			
	Mileage Radius: 0-20 Miles \$15.00	\$	/cu.yd.	
	<u>21-40 Miles</u> \$17.00	\$	/cu.yd.	
	41-70 Miles \$20.00	\$	/cu.yd.	
8.	Validated load hauled tickets for hazardous materials picked up at a Temporary			
	Disposal Storage and Reduction Site (TDSRS) and hauled to a Charleston County			
	approved recycling/disposal facility			
	Mileage Radius: 0-20 Miles \$10.00	\$	/cu.yd.	
	21-40 Miles \$12.00	\$	/cu.yd.	
	41-70 Miles \$15.00	\$	/cu.yd.	
9	Validated load hauled tickets for Dead Animal Collection picked up at the			

	designated work zone, hauled to and dumped at a Charleston County approved			
	Mileage Badius: 0-20 Miles \$5.00	ł	///Ь	
	21-40 Miles \$5.50	i de la	//b	
	41-70 Miles \$6.25	Ś	//b	
10.	Hazardous trees – Trees will be evaluated by the Charleston County/Town of	Ť	110	
	Kiawah Island and be designated to be cut down and hauled to the TDSRS for			
	reduction. Trees will be measured 2' above the ground.			
	Trees with branches remaining – Fee to cut tree			
	6"-12" Diameter \$50.00	Ś	/tree	
	13"-24" Diameter \$145.00	Ś	/tree	
	25"-48" Diameter \$275.00	Ś	/tree	
	> 48" Diameter \$400.00	Ś	/tree	
11.	Stumps over 24" in diameter (requires FEMA Eligibility)	Ś	/tree	
	24"-35" diameter	\$	,	
	\$195.00	  st	umo	
	36"-47" diameter	5		
ł	\$325.00	/st	ump	
<u> </u>	>47" diamter	5		
	\$475.00	/st	ump	
12.	Hangers – Hangers will be considered any hanging/damaged remaining in the	1		
	tree(s) above the ROW of 2" or greater diameter. The Contractor, at the			
	direction of the Town of Kiawah Island, will remove hangers for a unit price per			
	tree			
	2" or greater \$105.00	\$	/tree	
13.	Private Property Demolition and Debris Removal - The CONTRACTOR shall	\$	per	
	operate beyond the Public Right-of-Way (ROW) only as identified and directed by	sq	.ft.	
	the Town of Kiawah Island. Operations beyond the ROW on private property			
	shall be only as necessary to abate imminent and significant threats to the public			
	health and safety of the community and shall include, but is not limited to, the			
	demolition of structures and the removal and relocation of the debris to the public ROW			
14	Tipping fees/disposal costs for C&D debris shall be paid by the CONTRACTOR and			
'	actual incurred cost shall be invoiced to the Town of Kiawah Island for	8		
	reimbursement.			
15	Fallen Trees – The CONTRACTOR shall cut a fallen tree, which extends onto the	Pri	ce.	
, ij.	ROW from private property at the point where it enters the ROW Vegetative		luded	
	debris will be placed on the ROW for collection as addressed under item #1 (a)			
16.	Validated load hauled tickets for Fill Dirt – As identified and directed by the Town	Ł	/cu vd	
	of Kiawah Island, the CONTRACTOR shall place compatible fill dirt in ruts created	-	, carja	
	by equipment and vehicles, holes created by removal of hazardous stumps and		\$30.00	
	other areas that pose an imminent and significant threat to public health and			
	safety			
17.	Validated load hauled tickets for pickup of white goods at the designated work			
	zone, hauled to and dumped at a TDSRS or Charleston County approved recycling			
	facility – The CONTRACTOR shall recycle all eligible white goods in accordance			
	with all federal, state and local rules, regulations, and laws			
	Mileage Radius: 0-20 Miles \$45.00	\$	/unit	
	21-40 Miles \$50.00	Ś	Junit	
	41-70 Miles \$55.00	5	/unit	
18.	Validated load hauled tickets for white goods picked up at a Temporary Disposal	Ļ	1	
	Storage and Reduction Site (TDSRS) and hauled to a Charleston County approved			
	recycling/disposal facility			
	Mileage Radius: 0-20 Miles \$20.00	Ś	/unit	
	21-40 Miles \$25.00	\$	/unit	
	41-70 Miles \$35.00	Ś	/unit	
19.	Validated load hauled tickets for White Goods that require refrigerant mercury	<u> </u>	1	
		1		

	or oil recovery picked up at a designated work zone, hauled to and dumped at a			
	TDSRS or Charleston County approved recycling facility– The CONTRACTOR SHALL REMOVE AND RECOVER Freon from any white goods, such as			
	refrigerators, freezers or air conditioners, at the TDSRS or final disposition site in			
	accordance with all federal, state and local rules, regulations and laws			
	Mileage Radius: 0-20 Miles \$80.00	Ś	/unit	
	21-40 Miles \$85.00	Ś	/ unit	
	41-70 Miles \$90.00	Ś	/ unit	
20.	Validated load hauled tickets for white goods that require refrigerant, mercury or	Ŧ	7 01110	
	oil recovery picked up at a Temporary Disposal Storage and Reduction Site			
	(TDSRS) and hauled to a Charleston County approved recycling/disposal facility			
	Mileage Radius: 0-20 Miles \$20.00	Ś	/ unit	
<u></u>	21-40 Miles \$25.00	Ś	/ unit	
	41-70 Miles \$30.00	Ś	Junit	
21.	Validated load hauled tickets for soil, mud and sand picked up at the designated		1	
	work zone, hauled to and dumped at a Temporary Debris Storage and Reduction			
	Site (TDSRS) or Charleston County approved recycle/disposal site. Pick up and			
	disposal.			
	Mileage Radius: 0-20 Miles \$12.50	Ś	/cu.vd.	
	21-40 Miles \$13.50	Ś	/cu.vd.	
	41-70 Miles \$15.00	Ś	/cu.yd.	
22.	Validated load hauled tickets from the TDSRS for final process soil, mud and sand			
	at a Charleston County approved recycle/disposal facility.			
	Mileage Radius: 0-20 Miles \$11.00	Ś	/cu.vd.	
	21-40 Miles \$12.00	Ś	/cu.vd.	
	41-70 Miles \$13.50	ŝ	/cu.vd.	
23.	Validated load hauled tickets for Vehicles picked up at the designated work zone.	<u> </u>	7441741	
-2.	hauled to and dumped at a Temporary Debris Storage and Reduction Site			
	(TDSRS). Pick up and disposal of vehicles			
	Mileage Radius: 0-20 Miles \$200.00	Ś	/unit	
	21-40 Miles \$225.00	Ś	/unit	
	41-70 Miles \$250.00	\$	/unit	
24.	Validated load hauled tickets for Vehicles picked up at the Temporary Debris			
·	Storage and Reduction Site (TDSRS), hauled to and dumped at a Charleston			
	County approved recycling facility.			
	Mileage Radius: 0-20 Miles \$200.00	\$	/unit	
	21-40 Miles \$225.00	\$	/unit	
	41-70 Miles \$250.00	\$	/unit	
25.	Validated load hauled tickets for Vessels picked up at the designated work zone.		-	
-	hauled to and dumped at a Temporary Debris Storage and Reduction Site			
	(TDSRS). Pick up and disposal of vessels			
	Mileage Radius: 0-20 Miles \$60.00	\$	/LF	
	21-40 Miles \$75.00	\$	/LF	
	41-70 Miles \$90.00	\$	/LF	
26.	Validated load hauled tickets for Vessels picked up at the Temporary Debris			
	Storage and Reduction Site (TDSRS), hauled to and dumped at a Charleston			
	County approved recycling facility.			
	Mileage Radius: 0-20 Miles \$45,00	\$	/LF	
	21-40 Miles \$60.00	\$	/LF	
	41-70 Miles \$75.00	\$	/LF	
27.	Validated load hauled tickets for Putrescent Debris. picked up at the designated	<u> </u>	*	
	work zone, hauled to and dumped at a Charleston County approved landfill.			
	Mileage Radius: 0-20 Miles \$18.00	Ś	/lb	
	21-40 Miles \$20.00	Ś	/lb	
	41-70 Miles \$24.00	Ś	/[b	
28.	Validated load hauled tickets for bio waste debris nicked up at the designated		1.0	
201	work zone, hauled to and dumped at a Charleston County approved disposal			
	Them is the second of the second of the county approved disposal			

	facility		
	Mileage Radius: 0-20 Miles \$25.00	\$	/lb
	21-40 Miles \$30.00	\$	/іь
<u> </u>	41-70 Miles \$45.00	) \$	/lb
29.	Validated load hauled tickets for e-waste debris picked up at the designated		
	work zone, hauled to and dumped at a Temporary Debris Storage and Reduction		
	Site (TDSRS) or Charleston County approved recycle/disposal facility		
	Mileage Radius: 0-20 Miles \$20.00	\$	per unit
<u> </u>	21-40 Miles \$25.00		per unit
20	41-70 Miles \$30.00	<u></u>	per unit
30.	Disposal Storage and Reduction Site (TDSRS) and hauled to a Charleston County		
	approved recycling/disposal facility		
	Mileage Badius: 0-20 Miles \$20.00	1	per unit
	71-40 Miles \$25.00	<del>ار</del>	per unit
	41-70 Miles \$30.00	1 é	per unit
31.	Validated load hauled tickets for franchise replacement garbage service, in the	Ť	per anne
2.0	event current franchise hauler is not able to meet obligations. Garbage to be		
	picked up at the designated work zone, hauled to and dumped at a Charleston		
	County approved landfill_facility		
	Mileage Radius: 0-20 Miles \$15.00	\$	/cu.yd.
	21-40 Miles \$17.00	\$	/cu.yd.
	41-70 Miles \$20.00	\$	/cu.yd.
32.	Validated load_hauled_tickets_for_franchise_replacement_recycle_service, in_the		
	event current franchise hauler is not able to meet obligations. Recycling to be		
	picked up at the designated work zone, hauled to and dumped at a Charleston		
	County_approved_recycling_facility	L	
	Mileage Radius: 0-20 Miles \$15.00	\$	/cu.yd.
	21-40 Miles \$17.00	<u>  \$</u>	/cu.yd.
1000	41-70 Miles \$20.00	\$	/cu.yd.
33.	Validated load nauled tickets for franchise replacement yard waste service, in the		
	event current franchise nauler is not able to meet obligations. Yard waste to be		
	County approved recycling facility		
	Mileage Badius: 0-20 Miles \$15.00	l è	leu ve
	21-40 Miles \$17.00	4	leu vd
	41-70 Miles \$20.00		lcu.vd.
34.	Validated load hauled tickets for household storm debris (carpet, furniture,	Ť	7001701
200	clothing, etc) picked up at the designated work zone, hauled to and dumped at		
	a Temporary Debris Storage and Reduction Site (TDSRS) or Charleston County		
	approved recycle/disposal facility		
	Mileage Radius: 0-20 Miles \$10.00	\$	/cu.yd.
	21-40 Miles \$10.50	\$	/cu.yd.
	41-70 Miles \$11.00	\$	/cu.yd.
35.	Validated load hauled tickets from the Temporary Debris Storage and Reduction		
	Site (TDSRS) for final processed household storm debris at a Charleston County		
	approved recycle/disposal_facility	<u> </u>	
	Mileage Radius: 0-20 Miles \$5.95	\$	/cu.yd.
	21-40 Miles \$6.95	\$	/cu.yd.
76	41-70 Miles \$8.00		/cu.ya.
30.	Beach restoration - Cost for restoration to coast line and beaches The	\$	/LF
	regulatory concerns.		\$40.00
37.	Training_and_Assistance Sessions shall be for all key Town of Kiawah Island	Pr	ice
	personnel and assistance in all disaster debris recovery planning efforts as	in	cluded
	requested		
38.	Preliminary Damage Assessment - Determining the impact and magnitude of the	Pr	rice

	disaster event before federal assistance is requested, identifying damaged locations and facilities, distinguishing between pre-disaster damage and disaster – generated damage, documenting eligible costs and describing the physical and financial impact of the disaster	included
39-	Mobilization_and_Demobilization – All arrangements necessary to mobilize and demobilize the CONTRACTOR's labor force and machinery needed to perform the Scope of Services contained herein shall be made by the CONTRACTOR	Price included
40.	Temporary_Storage_of_Documents – The CONTRACTOR shall provide storage of daily or disaster-related documents and reports for protection during the disaster event	Price included
41.	Debris_Planning_Efforts – The CONTRACTOR shall assist in all disaster debris recovery planning efforts as requested by the Town of Kiawah Island. These planning efforts shall include, but are not limited to, development of a <i>debris management</i> plan, identification of adequate temporary debris storage and reduction sites, estimation of debris quantities, and emergency action plans for debris clearance following a disaster event	Price included
42.	Closure_and_Remediation_of_the_TDSRS – The CONTRACTOR shall remove all CONTRACTOR equipment and temporary structures and shall dispose of all residual debris from the TDSRS at an approved final disposition site. The CONTRACTOR is responsible for the reclamation and remediation of the TDSRS site to its original state prior to use by the CONTRACTOR	Price included
43.	Reporting and Documentation – The CONTRACTOR shall provide and submit to the Town of Kiawah Island all reports and documents as may be necessary to adequately document the Debris Recovery Services in accordance with FEMA/SC requirements	Price included
44.	Navigation hazard_removal_for_canals_and_rivers The CONTRACTOR shall use equipment rental type pricing and follow all appropriate regulatory concerns.	Price included
45.	The cost for emergency road clearance will be billed by hourly rates. See Hourly Fee Schedule.	

P&J EQUIPMENT & PERSONNEL RATES							
Item Description Type or Size (or similar) Unit Unit							
1.0	Personnel & Equipment			•			
1.1	Wheel Loaders, 3.0-4.5 CY	Cat 950/JD 644	Hour	\$150.00			
1.2	Knuckle boom Loader Truck	Self-Loading-30-50 CY	Hour	\$190.00			
1.3	Wheel Loader 2.5-3.0 cy	Cat 930 /JD 544 / Vol L70	Hour	\$145.00			
1.4	Dump Truck		Hour	\$100.00			
1.5	Road Clearance Crew (2 chainsaw operators, 4 laborers and 2 Flagger/laborers, 1 Supervisor)		Hour	\$395.00			
1.6	Supervisor with Truck (1 man, will assist toss operations)		Hour	\$105.00			
1.7	Operator with Chainsaw (1-man)		Hour	\$115.00			
1.8	Laborer with Tools (1-man)		Hour	\$50.00			
1.9	Traffic Control/Safety Personnel (2- man crew, as needed)		Hour	\$95.00			
1.10	Portable Scales, scale house, bonded weighmaster		Day	\$1,850.00			
2.0	Heavy Equipment	1	I	T			
2.1	Skid-Steer Loader (Mini-Loader)	Bobcat 753/Cat 216/JD 313	Hour	\$100.00			
2.2	Extendaboom Forklift w/ debris grapple	Bobcat V638/CatTL642	Hour	\$115.00			
2.3	Backhoe, Wheel Loader, 1.0-1.5 CY	Cat 416E	Hour	\$140.00			
2.4	Backhoe, Wheel Loader, 2.0-3.0 CY	Cat 430E	Hour	\$135.00			
2.5	Backhoe, Extend-a-hoe (1.0 CY, 4WD, extendable)	JD310J/Cat 420E	Hour	\$135.00			
2.6	Wheel Loaders, 1.0-1.5 CY	Cat 908/JD 304/Case 321	Hour	\$115.00			
2.7	Wheel Loaders, 2.5-3.0 CY	Cat 930/JD 544//Vol L70	Hour	\$135.00			
2.8	Wheel Loaders, 3.0-4.5 CY	Cat 950/JD 644	Hour	\$160.00			
2.9	Wheel Loaders, 5.0-6.0 CY.	Cat 966/JD 744/Vol L150	Hour	\$185.00			
2.10	Wheel Loaders, 6.0-7.0 CY	Cat 980/JD 844/Vol L180	Hour	\$200.00			
2.11	Tracked Loader (Trackhoe w/ misc. attachments)	Cat 320/JD 690/Kob ED190	Hour	\$140.00			
2.12	Towed trailer/ Loader w/ Tractor	Prentice 210	Hour	\$225.00			
2.13	Knuckleboom Loader Truck (Self- Loading)	25-35 CY Body	Hour	\$250.00			
2.14	Knuckleboom Loader Truck (Self- Loading)	35-45 CY Body	Hour	\$250.00			
2.15	Dozer, Tracked	Cat D4	Hour	\$125.00			
2.16	Dozer, Tracked	Cat D5	Hour	\$145.00			
2.17	Dozer, Tracked	Cat D6	Hour	\$165.00			
2.18	Dozer, Tracked	Cat D7	Hour	\$185.00			
2.19	Dozer, Tracked	Cat D8	Hour	\$225.00			
2.20	Dozer, Tracked	Cat D10T	Hour	\$400.00			
2.21	Hydraulic Excavators, 1.5 CY	Cat 320	Hour	\$135.00			
2.22	[Hydraulic Excavators, 2.5 CY	Cat 325	Hour	\$165.00			

2.23	Hydraulic Excavators, 3.5> CY	Cat 330	Hour	\$185.00
2.24	Excavator/Trackhoe, Rubber Tire (w/	Cat 315C/JD 160C/Vol	Hour	\$250.00
2.24	debris grapple)	EC160		
2.25	Tractor w/ Box Blade (30-70 Hp)	JD 210L/Case 570M	Hour	\$75.00
2.26	Motor Grader (w/ min 12' blade)	Cat 120G	Hour	\$175.00
2.27	Off Road Truck (15-20 cy, 24MT)	Cat 725/JD 250D/Vol A25	Hour	\$155.00
2.28	30 Ton Crane	Terex RT 335 (30MT), equal	Hour	\$360.00
2.29	50 Ton Crane	Terex RT 550 (50MT), equal	Hour	\$560.00
2.30	100 Ton Crane (8 hr. minimum)	Terex HC110, KobCK1000	Hour	\$1,260.00
2.31	Bucket Truck	Up to 50' reach	Hour	\$150.00
2.32	Bucket Truck	50' to 75' reach	Hour	\$225.00
2.33	Trash Transfer Trailer w/ Tractor	110 Yard	Hour	\$135.00
2.34	Mechanized Broom	Street Sweeper	Hour	\$75.00
2.35	Water Truck	2000 Gallon	Hour	\$65.00
2.36	Service/Fuel Truck	Multi	Hour	\$90.00
2.37	Diesel Forklift, 5k	5K	Hour	\$85.00
2.38	Personnel Forklift, 5k	5К	Hour	\$85.00
2.39	Forklift 1	6000 lb.	Hour	\$90.00
2.40	Forklift 2	8000 lb.	Hour	\$95.00
2.41	Forklift 3	10,000 lb.	Hour	\$100.00
2.42	Forklift 4	15,000 lb.	Hour	\$105.00
2.43	Forklift 5	25,000-35,000 lb.	Hour	\$120.00
2.44	Extended Boom Forklift	44,000 lb.	Hour	\$130.00
2.45	Forklift Carpet Poles	N/A	Day	\$200.00
2.46	Forklift Loading Ramps	N/A	Day	\$150.00
2.47	Pallet Grabber	w/ Chains	Hour	\$10.00
2.48	Pallet Jack	N/A	Hour	\$10.00
2.49	Electric Pallet Jack	N/A	Hour	\$20.00
2.50	Dock Plates	N/A	Day	\$100.00
2.51	Straight Mast Forklift	Rough Terrain	Hour	\$85.00
2.62	Portable Loading Dock (w/ ramp and stairs)	20 x 20	Hour	\$40.00
2.63	Soil Compactor 19 HP/3500#	BMP 8500 (BOMAG)	Hour	\$80.00
2.64	Soil Compactor, 25 HP/5,000#	BW 100 SL (BOMAG)	Hour	\$70.00
2.65	Soil Compactor, 100 HP/20K#	BW 161 AD (BOMAG)	Hour	\$40.00
2.66	Stump Grinder (30" diameter or less)	Vermeer 252	Hour	\$40.00
2.67	Stump Grinder (greater than 30" diameter)	Vermeer 752	Hour	\$90.00
2.68	Stump Grinder	Vermeer 60TX	Hour	\$90.00
2.69	Chipper w/ operator and 2-man crew	Vermeer BC1800XL	Hour	\$150.00
2.70	Chipper/Mulcher (8" Throat) w/operator and 2-man crew	Vermeer BC700XL	Hour	\$35.00
2.71	Chipper/Mulcher (12" Throat) w/operator and 2-man crew	Vermeer BC1000XL	Hour	\$55.00
2.72	Horizontal Grinder 1	Morbark 3800XL/630 HP	Hour	\$525.00
2.73	Horizontal Grinder 2	Morbark 4600XL/1050 HP	Hour	\$550.00
2.74	Horizontal Grinder 3	Morbark 6600/1200 HP	Hour	\$650.00
2.75	Air Curtain Pit Burner (Self-contained)	AirBurners T300/ 8 tons/hr.	Hour	\$125.00
2.76	Air Curtain Refractory Incinerator	AirBurners S327/ 8 tons/hr.	Hour	\$125.00
2.77	12T Lowboy Trailer (Equip.Transport w/ Tractor)	12 Ton	Hour	\$90.00

2.78	35T Lowboy Trailer (Equip. Transport w/ Tractor)	35 Ton	Hour	\$125.00		
2.79	50T Lowboy Trailer (Equip.Transport w/ Tractor)	50 Ton	Hour	\$135.00		
2.80	Tow Truck	Class 5	Hour	\$85.00		
2.81	Log Skidder	Cat 525B/JD 648E/G III	Hour	\$150.00		
2.82	Waste Collection Rear Loader Truck	25 cubic yard capacity	Hour	\$110.00		
2.83	Vacuum Truck/Jetter	3500 Gallon	Hour	\$400.00		
2.84	Impact Attenuator	Scorpion II TL-3 Trailer Attenuator	Hour	\$90.00		
2.85	Stacker/Conveyer (77 ft. Length with 34 ft. stacking hgt.)	Powerscreen CT80	Hour	\$40.00		
2.86	Refueler Truck - Diesel	5 000 Gallon	Hour	\$95.00		
2.87	Refueler Truck - Gasoline	5,000 Gallon	Hour	\$95.00		
2.88	Bar Screen (75 hp. w/600 tph. output)	Powerscreen PowerTrak 750	Hour	\$175.00		
3.0	Hauling Vehicles			I		
3.1	Dump Truck	5 to 15 CY	Hour	\$85.00		
3.2	Dump Truck	16 to 24 CY	Hour	\$95.00		
3.3	Dump Truck	25 to 34 CY	Hour	\$105.00		
0.0		25 10 5 1 61		<i>\$105.00</i>		
3.4	Dump Truck (Trailer Dump w/ Tractor)	35 to 44 CY	Hour	\$115.00		
3.5	Dump Truck (Trailer Dump w/ Tractor)	45 to 54 CY	Hour	\$125.00		
3.6	Dump Truck (Trailer Dump w/ Tractor)	55 to 64 CY	Hour	\$130.00		
3.7	Dump Truck (Trailer Dump w/ Tractor)	65 to 74 CY Hour		\$130.00		
3.8	Dump Truck (Trailer Dump w/ Tractor)	> 75 CY	Hour	\$ 135.00		
3.9	Walking Floor Trailer w/ Tractor	100 CY	Hour	\$135.00		
3.10	Tractor w/ 42' Flatbed Trailer	42' Flatbed	Hour	\$120.00		
3.11	Flatbed Trailer Straight Truck	26,000 lb GWV	Hour	\$90.00		
4.0	Transportation Vehicles			•		
4.1	Pickup Truck	1/2 Ton	Day	\$120.00		
4.2	Pickup Truck	3/4 Ton	Day	\$150.00		
4.3	Pickup Truck	1 Ton (4x4)	Day	\$ 200.00		
4.4	Box Truck	3/4 Ton	Day	\$ 240.00		
4.5	Utility Van	3/4 Ton	Day	\$ 200.00		
4.6	Passenger Van	9 Passenger	Day	\$200.00		
4.7	Passenger Car	Full size	Day	\$120.00		
4.8	Response Trailer	20 Foot	Day	\$240.00		
4.9	Response Trailer	30 Foot	Day	\$280.00		
4.10	Flatbed Trailer (40 ft)	GWV to 450	, Dav	\$200.00		
4.11	Mobile Fleet Repair	Equipment Config	Dav	\$1,200.00		
4.12	ATV (single passenger/ 44 hp./739#)	Polaris (570 Sportsman)	Day	\$125.00		
4.13	UTV (6 passenger with bed)	Polaris (570-6 Ranger)		\$175.00		
F 0	44np./1392#					
5.0	Preisonnel/Equipment	المعالية بالمعال	110.00	¢ 110.00		
5.1	Project Operations Manager		Hour	\$ 110.00		
5.2	Superintendent with Cell/Truck		Hour	\$ 95.00		
5.3	Supervisor with Cell/Truck	Individual	Hour	\$85.00		

5.4	Foreman with Cell/Truck	Individual	Hour	\$98.00	
5.5	Inspector with Cell/Vehicle	Individual	Hour	\$92.00	
5.6	Health/Safety or QC Manager with	Individual	Hour	\$98.30	
	Pickup Truck	Individual			
5.7	Safety Superintendent	Individual	Hour	\$115.00	
5.8	Mechanic with Truck and Tools	Individual	Hour	\$68.00	
5.9	Climber with Gear	Individual	Hour	\$68.00	
5 10	Labor/Operator with		Hour	¢52.00	
5.10	Chainsaw/Tools/Cellphone	isaw/Tools/Cellphone			
5.11	Laborer with Tools/Cellphone	Individual	Hour	\$45.00	
5.12	Traffic Control Personnel with Radio Individual Hour		Hour	\$47.00	
5.13	Survey Personnel with Vehicle	urvey Personnel with Vehicle Individual			
5.14	Project Engineer	Individual	Hour	\$75.00	
5.15	Equipment Operator	Individual	Hour	\$47.00	
5.16	Truck Driver with cellphone and radio	Individual	Hour	\$50.00	
5.17	Security Person (Unarmed) with cellphone and radio	Individual	Hour	\$50.00	
5.18	Security Person (Armed) with cellphone and radio	Individual	Hour	\$60.00	
5.19	Administrative Assistant	Individual	Hour	\$50.00	
5.20	Clerical	Individual	Hour	\$48.00	
6.0	Miscellaneous Equipment/Items				
6.4	Traffic Control, Temp Single Lane	N/A	Hour	\$12E 00	
0.4	Closure	N/A	Houi	\$125.00	
6.5	Traffic Control, Temp Road Closure	N/A	Hour	\$125.00	
6.6	Weighing Scales, Truck, Certified	Portable	Hour	\$90.00	
6.7	Office Trailer	40 Foot	Day	\$295.00	
6.8	Storage Container	40 Foot	Day	\$100.00	
6.9	Portable Eyewash Station	OSHA Spec	Day	\$25.00	
6.10	First Aid Station	OSHA Spec	Day	\$45.00	
6.11	Portable Toilet (Port a John)	Single	Week	\$250.00	

Item	Description	Type or Size	Daily	Weekly	Monthly
1.0	Generators	Three-Phase			
1.0		Voltage Requirement			
1.1	15 KW	240	\$ 180.00	\$ 1,260.00	\$ 5 <i>,</i> 040.00
1.2	20 KW	240	\$ 180.00	\$ 1,260.00	\$ 5,040.00
1.3	25 KW	240	\$200.00	\$1,400.00	\$5,600.00
1.4	35 KW	240	\$200.00	\$1,400.00	\$5,600.00
1.5	40 KW	480/240	\$200.00	\$1,400.00	\$5,600.00
1.6	50 KW	480/241	\$250.00	\$1,750.00	\$7,000.00
1.7	60 KW	480/242	\$250.00	\$1,750.00	\$7,000.00
1.8	75 KW	480/243	\$250.00	\$1,750.00	\$7,000.00
1.9	100 KW	480/244	\$250.00	\$1,750.00	\$7,000.00
1.10	125 KW	480/245	\$430.00	\$3,000.00	\$12,000.00
1.11	150 KW	480	\$430.00	\$3,000.00	\$12,000.00
1.12	250 KW	480	\$725.00	\$5,000.00	\$20,000.00
1.13	500 KW	480	\$1,000.00	\$7,000.00	\$28,000.00
1.14	1800 KW	480	\$2,150.00	\$15,000.00	\$60,000.00
2.0	Pumps	Nominal Performance			

2.1	4x4 - High volume diesel powered suction lift trash pump with speed adjustment and on/off level control	1000 GPM Max, 150 feet TDH Max	\$100.00	\$700.00	\$2,000.00
2.2	6x6 - High volume diesel powered suction lift trash pump with speed adjustment and on/off control	2600 GPM Max, 160 Feet TDH Max	\$125.00	\$800.00	\$2,500.00
2.3	8x8 - High volume diesel powered suction lift trash pump with speed adjustment and on/off lever control	3000 GPM Max, 150 Feet TDH Max	\$175.00	\$1,100.00	\$3,200.00
2.4	12x12 - High volume diesel powered suction lift trash pump with speed adjustment and on/off level control	5000 GPM Max, 100 Feet TDH Max	\$300.00	\$2,000.00	\$5,500.00
3.0	Light Towers	Type / Size			
3.1	Light Tower (Portable light plant)	500-Watt Range	\$ 150.00	\$1,000.00	\$4,000.00
3.2	Light Tower (Portable light plant)	1000-Watt Range	\$ 200.00	\$1,400.00	\$5,200.00
3.3	Light Tower (Portable light plant)	2000-Watt Range	\$300.00	\$2,100.00	\$8,400.00
3.4	Light Tower (Portable light plant)	4000-Watt Range	\$400.00	\$2,800.00	\$11,200.00
3.5	Light Tower (Portable light plant w/ Gen.)	500-Watt Range	\$200.00	\$1,400.00	\$5,200.00
3.6	Light Tower (Portable light plant w/ Gen.)	1000-Watt Range	\$300.00	\$2,100.00	\$8,400.00
3.7	Light Tower (Portable light plant w/ Gen.)	2000-Watt Range	\$350.00	\$2,450.00	\$9,800.00
3.8	Light Tower (Portable light plant w/ Gen.)	4000-Watt Range	\$500.00	\$3,500.00	\$14,000.00
4.0	Pipes and Tanks				
4.1	Composite Quick Connect Suction	4 Inch	\$ 10.00	\$40.00	\$100.00
4.2	Hose	6 Inch	\$ 12.00	\$50.00	\$150.00
4.3	8 Foot Length, 20 Psi Minimum, Price	8 Inch	\$15.00	\$70.00	\$200.00
4.4	Per Section	12 Inch	\$20.00	\$125.00	\$400.00
4.5	Quick Connect Discharge Hose	4 Inch	\$8.00	\$30.00	\$80.00
4.6	50 Foot Length, 50 Psi Minimum, Price	6 Inch	\$10.00	\$50.00	\$125.00
4.7	Per Section	8 Inch	\$14.00	\$100.00	\$275.00
4.8	Quick Connect Rigid Piping	4 Inch	\$10.00	\$40.00	\$120.00
4.9	10 Foot Length, 175 Psi Minimum,	6 Inch	\$15.00	\$90.00	\$320.00
4.10	Price Per Section	8 Inch	\$16.00	\$125.00	\$500.00
4.11		12 Inch	\$60.00	\$400.00	\$950.00
112	Roll-Off-Emergency Wastewater	Nominal 22,000	\$125.00	\$800.00	\$1,800.00
4.12	Storage Tanks	Gallon Each			



# M. ADDITIONAL INFORMATION

### 1. AUTOMATED DEBRIS MANAGEMENT SYSTEM (ADMS) - OVERVIEW

Typically, the documentation of a disaster mission is administered by a third-party representative monitoring firm. If the Town decided to accomplish this mission on their own through force-account, or outsourced labor, P&J could provide the software and hardware to be able to accurately track and document the project for federal reimbursement, without utilizing a third-party monitor. P&J and our partner firm TAC Insight have been on the forefront of automated debris management system (ADMS) software development and led some of the industry's most successful projects utilizing ADMS software technology. Since 2005 our team has been involved in design, development, and testing of ADMS technologies, and over the past two decades have evolved the technology to take advantage of the latest in advanced software, data analytics, and cloud infrastructures. The cost for utilization of P&J's ADMS is not included in the pricing provided with this proposal. However, if the Town is interested in deploying this system as part of a future disaster debris management mission, pricing would be negotiated by P&J with the Town of Kiawah Island at the time of contract activation.

The basic objective of our system, designated FASTweigh ADMS<sup>TM</sup>, is to create an electronic debris management system resulting in the elimination of paper tickets. The primary benefits of the system are as follows:

- Eliminate paper
- Eliminate data entry
- Eliminate multiple data sets
- Expedite daily reporting
- Expedite invoice reconciliation and audit
- Map performance
- Increase accuracy
- Minimize ticket fraud
- Identify inefficiencies
- Increase operational awareness



TAC Insight provides and manages the ADMS service for a disaster debris management mission and specializes in providing IT services and unique software for bulk material and waste industries along with software automation. In addition to ADMS software, TAC Insight maintains scale weigh ticket accounting, mobile ticketing platforms, and cloud-based applications utilizing similar technologies.

TAC Insight began development of an ADMS system in 2004 that was designed to meet the technical specifications of a U.S. Army Corps of Engineers (USACE) Advance Contracting Initiative solicitation that required P&J to provide an automated debris ticketing system. Planning and development of the system was based upon our experience related to debris ticket administration gained over the previous two decades performing both federal and non-federal disaster debris management missions including those performed for Hurricane Fran, the 9/11 World Trade Center terrorist attack, Hurricane Katrina, and the 2011 Alabama tornado outbreak

TAC Insight offers experience with various technologies and deployments including iBeacons, smart cards, RFID, ID Buttons, and 2-Dimensional Quick Response Barcodes. TAC Insight's past experiences and collective knowledge resulted in the achievement of several milestones during the



ATDMS Electronic Ticketing Portable Printer

combined ADMS operations associated with the disaster debris management missions performed following the 2011 Alabama tornado super-outbreak and Joplin, Missouri EF-5 tornado. These milestones included the following:

- Simultaneously deployed and operated for two separate events (Joplin and Alabama) in two distinct regions of the country
- Mobilization and 100% ticketing with the ADMS achieved on day one of both debris missions and within 12 hours of notice to proceed for all task orders issued pursuant to the master contract
- Audits of each invoice submittal of each task order performed by the Defense Contract Audit Agency (DCAA) Tampa office debris subject matter experts, in conjunction with USACE Internal Review, resulted in an error rate attributable to the ADMS of less than 0.1%
- Operated 16 truck certifications stations, 53 disposal sites, and greater than 450 field handheld units and printers
- Certified 9,960 unique hauling units and pieces of support equipment
- Less than 0.2% of the +186,000 transactions processed were documented using paper tickets
- The missions involved 50,800 leaner/hanger transactions and 24,178 stump transactions
- Utilized by the Alabama Emergency Management Agency in determining reimbursement grids and allocation of cost share to more than 100 distinct municipalities and/or townships
- Utilized to determine cost share allocations and reimbursement percentages for the City of Joplin based upon customized GIS mapping shapefiles



### 2. ADMS MOBILIZATION & RESPONSE

TAC Insight maintains a fully operational hosted ADMS platform and can immediately transition resources to support multiple disaster debris management missions in multiple regions. Successful deployment of the FASTweigh ADMS<sup>™</sup> is achieved during mobilization through completion of the following actions:

- Development of the implementation team organizational structure
- Preparation of system documentation and training materials
- Pre-event training of key ADMS personnel
- Maintenance and inventory of equipment required to satisfy start-up requirements within 48 hours following receipt of notice to proceed

A deployment specialist is mobilized to the disaster zone to determine basic contract guidelines required to setup or modify the mission database, configure handheld devices, and configure temporary debris storage & reduction site (TDSRS) tablet computers. Equipment and personnel certification kits are sent to the disaster zone and used to complete the check-in and certification process for equipment and quality control monitors. During initial startup, TAC Insight personnel assist equipment certification specialists with the process of equipment check-in and provide support for the ADMS system seven days per week.

TAC Insight currently maintains an inventory of more than 50 handheld device/printer combinations and five TDSRS tablet computers. An additional 100 handheld device/printer combinations and five TDSRS tablet computers can be made available no later than 96 hours after receipt of notice to proceed if additional equipment is required. Additional handheld devices/printers can typically be sourced within 48 to 72 hours while TDSRS tablet computers can typically be sourced within 96 hours.

Based on past experience, operational knowledge, current equipment inventory, and ability to rapidly source additional equipment, P&J is capable of initiating utilization of the FASTweigh ADMS<sup>™</sup> immediately after receipt of notice to proceed. In addition, paper tickets can be used as backup during a disaster debris management mission if necessary. This documentation can be entered manually into the FASTweigh ADMS<sup>™</sup> at a TDSRS inspection tower and are designated in the system as paper tickets.

The personnel required to implement the FASTweigh ADMS<sup>TM</sup> for a typical disaster debris management mission are as follows:

- TDSRS technical support team one per site
- Field technical support team one per 50 users
- Equipment certification manager one per equipment certification site
- Database and system administrator one per mission
- Help desk attendant one per mission available 24 hours/7 days a week

### 3. ADMS TECHNICAL CAPABILITY

#### A) DATA STORAGE & SECURITY

All FASTweigh ADMS<sup>TM</sup> websites and data are hosted in the Microsoft Azure Cloud. The cloud maintains a diverse set of regulatory compliance protocols that adhere to the following:

- ISO 27001/27002
- SOC 1/SSAE 16/ISAE 3402 and SOC 2
- Cloud Security Alliance CCM
- FedRAMP
- FISMA
- FBI CJIS (Azure Government)

Implementation of the FASTweigh ADMS<sup>™</sup> begins with the equipment and personnel check-in process. Information regarding equipment and personnel assigned to a disaster debris management mission are verified, and individual identification numbers are assigned to equipment/personnel to facilitate activity monitoring and control. Ticket data is entered and stored on a laptop computer, and each record is simultaneously saved and transmitted via the Internet to an encrypted database server via https web services. When debris hauling operations commence, ticket data is collected and stored on a TDSRS tablet computer located in the inspection tower.

Data can be transmitted in real-time if cellular service is available or can be stored and batch uploaded once the portable tablet computer is connected to the internet. Data is stored on the hard drive of each TDSRS tablet computer until successful transmission of each record has been achieved. In addition, a backup copy of each record is stored on a removable SD card provided with each TDSRS tablet computer in the event of a system or hard drive failure.

### B) DATA COLLECTION & TICKETING

The FASTweigh ADMS<sup>TM</sup> provides all of the core functionality required for an ADMS and uses encrypted 2D Quick Response Barcodes to transfer data. Each record includes an encrypted hash algorithm which is verified at the TDSRS to prevent unauthorized duplication of a QR Code ticket. The FASTweigh ADMS<sup>TM</sup> provides several advantages over similar smart card-based systems while accomplishing the necessary goals and objectives. These advantages include the following:

- More widely accepted and adapted technology
- More readily available and alternate choices of handheld and smartphone technologies
- Auditable paper trail not available with smart card ticketing
- Elimination of potential smart card read/write errors
- Equipment operator acceptance of physical load ticket

### C) TICKET TYPES

The FASTweigh ADMS<sup>™</sup> is designed specifically to process several ticket types including work order hauling (cubic yard or ton), right of entry tracking, hazardous trees, stumps, and individual items (white goods, boats, vehicles, etc.). Each individual module is specifically designed for the appropriate debris type, and handheld devices can be configured to support a single platform or include types of ticketing based on a quality control monitor's credentials. Modules for work order hauling, hazardous trees, stumps, and individual items can include picture documentation.

#### D) REPORTING & CONTROLS

The FASTweigh ADMS<sup>TM</sup> has the capability to share database records with stakeholders, contractors, and auditors via the internet. Data contained in the system is password protected; implements role-based access

controls; and has viewing, printing, and reporting capabilities. Stakeholders are granted permissions that only allow them to review and print information specific to their needs.

An independent Certified Public Accountant firm was engaged by P&J in 2011 to perform a system audit during operation of our ADMS that was deployed as part of the disaster debris management missions conducted for the 2011 Alabama tornado super-outbreak and the Joplin, Missouri tornado. The audit was performed to test the system's internal controls and develop improvement recommendations based on the findings. As a result, several routines are performed at an administrative level to further ensure the accuracy and reliability of system data. These routines include:

- Real time electronic queries/analysis to identify errors that require correction prior to invoicing
- Identification of common errors and development of corrective recommendations
- Sampling of GPS locations and analysis
- 100% audit of equipment certifications
- Ticket batch reconciliations
- Maintenance of error logs

The database includes both billing and subcontractor payment rate schedules. In addition, the system maintains billing/payment cycle settings and contractor reconciliation dates.

#### E) GIS DATA & EMBEDDED ANALYTICS

In addition to identifying the location latitude and longitude for each record, TAC Insight utilizes its own custom API's to geo-reference each load with the following information:

- Straight line miles to TDSRS
- Road miles to TDSRS (calculated by best route)
- Street address, city, county, zip code, and state

Several mapping visualizations are available including both Microsoft Bing and Microsoft Power BI Analytics mapping. These applications allow for custom query and mapping to identify load-out, hazardous tree, and TDSRS map visuals. The current version of the FASTweigh ADMS<sup>™</sup> includes embedded report analytics that can provide executive level snapshots and data visualizations.

#### F) REPORTING

Below is an example of a report that can be produced from the FASTweigh ADMS<sup>TM</sup> system. This is just one example of the capabilities of the system if/when it is deployed.

# Hauling Summary By Day

Project Name: Knox County Dates: to 6/29/2017

Date	Material	Tickets	First Load	Last Load	Trucks	Highest	Lowest	Avg	Volume
5/9/2017	VEG	13	9:24 AM	4:58 PM	5	95.0 %	60.0 %	85.8 %	260.90
5/10/2017	VEG	10	8:13 AM	1:52 PM	6	90.0 %	50.0 %	72.5 %	155.65
5/11/2017	VEG	21	3:16 PM	9:48 PM	9	90.0 %	40.0 %	79.0 %	363.20
5/12/2017	VEG	9	9:23 AM	9:47 AM	3	100.0 %	50.0 %	85.6 %	142.50
5/13/2017	VEG	11	9:51 AM	7:55 PM	4	100.0 %	50.0 %	82.3 %	215.75
5/15/2017	VEG	18	2:52 PM	7:19 PM	10	95.0 %	50.0 %	76.4 %	284.35
5/17/2017	VEG	7	6:52 AM	10:10 AM	5	100.0 %	80.0 %	85.0 %	100.05
5/24/2017	VEG	3	1:55 PM	4:48 PM	3	90.0 %	80.0 %	83.3 %	49.20
5/25/2017	VEG	5	11:02 AM	2:46 PM	3	100.0 %	50.0 %	70.0 %	86.00
5/26/2017	VEG	74	8:35 AM	2:36 PM	8	95.0 %	50.0 %	72.0 %	1145.15
5/27/2017	C&D	23	7:56 AM	4:32 PM	9	95.0 %	55.0 %	75.4 %	338.60
5/28/2017	VEG	4	3:22 PM	3:51 PM	4	90.0 %	80.0 %	86.3 %	65.35
5/29/2017	C&D	43	7:09 AM	3:06 PM	10	95.0 %	55.0 %	81.6 %	812.65
5/30/2017	VEG	26	6:22 AM	12:02 PM	10	100.0 %	70.0 %	81.5 %	381.75
						Total Tickets	267   Truc	ks 13   V	olume 4401.10