



# Town of *Kiawah Island*

**Mayor**

John. D. Labriola

**Council Members**

F. Daniel Prickett  
Maryanne Connelly  
John Moffitt  
Scott M. Parker, MD

**Town Administrator**

Stephanie Monroe Tillerson

## **WAYS & MEANS COMMITTEE MEETING**

**Kiawah Island Municipal Center**

**Council Chambers**

**May 25, 2022; 1:00 pm**

### **AGENDA**

- I. **Call to Order:**
- II. **Pledge of Allegiance**
- III. **Roll Call:**
- IV. **Approval of Minutes:**
  - A. Ways and Means Committee Meeting of April 28, 2022 [Tab 1]
- V. **Citizens' Comments: (Agenda Items only)**
- VI. **Old Business:**

None
- VII. **New Business:**
  - A. Review and Recommendation to Town Council for Approval of the Proposal for Debris Management and Emergency Response Management and Recovery Services [Tab 2]
  - B. Review and Recommendation to Town Council for Approval of the proposal for the Kestrel Court Solid Waste Center Improvements Project [Tab 3]
- VIII. **Chairman's Report:**
- IX. **Treasurer's Report:**
- X. **Committee Member's Comments:**
- XI. **Adjournment:**



Tab | 1

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## **WAYS AND MEANS**

### **Agenda Item**

# WAYS & MEANS COMMITTEE MEETING

Kiawah Island Municipal Center

Council Chambers

April 25, 2022; 3:00 pm

## Minutes

I. Call to Order: *Chairman Prickett called the meeting to order at 3:00 pm.*

II. Pledge of Allegiance

III. Roll Call:

**Present at the meeting:** Dan Prickett, *Chairman*  
John D. Labriola, *Mayor*  
Maryanne Connelly, *Committee Member*  
John Moffitt, *Committee Member*

**Absent:** Dr. Scott Parker, *Committee Member*

**Also Present:** Stephanie Tillerson, *Town Administrator*  
Dorota Szubert, *Town Treasurer*  
Petra Reynolds, *Town Clerk*

IV. Approval of Minutes:

A. Ways and Means Committee Meeting of March 28, 2022

*Committee Member Connelly made a motion to approve the minutes of the March 28, 2022, Ways and Means Committee meeting. Committee Member Moffitt seconded the motion, and it was unanimously passed.*

V. Citizens' Comments: (Agenda Items only)

None

VI. Old Business:

None

VII. New Business:

A. Review and Recommendation to Town Council for Approval of the Fiscal Year 2022/2023 State ATAX Funding Amounts

Chairman Prickett stated that the State ATAX Committee met and reviewed the applications submitted and made funding recommendations. By law, 30% of the SATAX funding received by the Town is allocated to the promotional fund of the Charleston Visitors Bureau, which made a presentation to the SATAX Committee providing information on how the money is spent.

Ms. Szubert stated that the unusually high amount of \$2.4 million available for funding included a carryover from last year. The five returning and one new applicants requested \$1,917,530.00, which the SATAX Committee thoroughly discussed each application project. She reviewed each of the applicants, requested amounts, and SATAX recommendations:

Town of Kiawah Island SATAX Funding Recommendations FY 2022-2023				
Category #	Project	Applicant Sponsor	2022/2023 Requested Amount	SATAX Committee Funding Recommendation
1	Destination Marketing & Advertising	Andell Inn	\$ 89,664	\$ 89,664
4	Kiawah Lifeguard Training Equipment	Charleston County Life Association	\$ 14,058	\$ 14,058
2	Events Promotion	Freshfields Village	\$ 30,000	\$ 30,000
1	Tourism Marketing & Advertising	Freshfields Village	\$ 60,000	\$ 60,000
1	Marketing of Kiawah Island Events & Holiday Programing	Kiawah Island Golf Resort	\$ 475,000	\$ 475,000
4	Beach Patrol Services	Town of Kiawah Island	\$ 467,200	\$ 467,200
4	Charleston County Sheriff Deputies	Town of Kiawah Island	\$ 78,608	\$ 78,608
		Totals	\$ 1,917,530	\$ 1,835,922
Total Available for Funding			\$ 2,400,000	\$ 2,400,000
			\$ (482,470)	\$ (564,078)

Ms. Szubert indicated that the amounts requested by the Town for Deputy coverage and Beach Patrol services were scrutinized by the SATAX Committee. The members challenged the 80% attributable to tourists used in the calculation and requested a clearer justification of the percentage.

Committee members engaged in an in-depth discussion of the deputy coverage application from the Town, the rationale behind the SATAX recommendation to reduce the funding request, and the basis of the funding request calculation.

**Committee Member Connelly made a motion to recommend to Town Council the SATAX funding recommendations totaling \$1,835,922.00. The motion was seconded by Mayor Pro Temp Prickett.**

**Following the discussion, the motion was passed by three to one vote, with Committee Moffit voting "No."**

#### **B. Review and Recommendation to Town Council for Approval of the Fiscal Year 2022/2023 Budget**

Ms. Szubert stated that the FY 2022-2023 Budget draft was presented at the March 28<sup>th</sup> Ways and Means Committee meeting. She reviewed the changes made to the draft budget since that meeting:

##### **Revenues:**

1. Addition of \$500K in Building Permits/Special Projects for the Seafield's project. The project will be moving forward.

##### **Expenses:**

2. Increase of \$7K in Employee Benefits line item to account for employees' health and wellness programs and tuition reimbursement.
3. Increase of \$9k for bird banding assistants housing included in Environmental Research/Tourism and Recreation.
4. Increase of \$100k for solid waste disposal. This is a request from Carolina Waste to consider a 10% CPI adjustment on service prices to account for increasing cost pressures and inflation. This would be the first price adjustment since 2018.
5. Increase of \$50K for Council Chamber and training room AV upgrades. The upgrades will provide better overall viewing and zoom experience for our community and meeting participants. Total project-\$68,410 (includes one year of maintenance)



6. Elimination of \$150K request for an A3 surveillance system. The demand for the enhancements in the surveillance system on the Island will be evaluated throughout the year to better identify particular needs.
7. Increase of \$20K to reflect current pricing for two new vehicles.
8. Reduction of \$82K in SATAX funding for deputies as recommended by SATAX Committee.

Committee Members discussed the changes by asking questions and making suggestions to provide better clarity.

***Committee Member Connelly made a motion to recommend to Town Council the approval of the Fiscal Year 2022/2023 Budget. Committee Member Moffitt seconded the motion, and it was unanimously approved.***

**VIII. Chairman's Report:**

None

**IX. Treasurer's Report:**

**A. Budget Report for the First Nine Months ended 3/31/2022**

Ms. Szubert presented the Town's Balance Sheet as of March 31, 2022, and the Budget to the Actual Report for the first six months. The Budget to Actual Report is compiled on a cash basis, and all the funds are consolidated.

As of March 31, 2022, the Town's governmental funds combined have an ending fund balance of approximately \$26.2M, an increase of roughly \$3.4M from June 30, 2021. Of this amount, about 52%, or \$13.7M, is available for spending at the Town's discretion (unassigned fund balance).

Overall, for the first nine months, the Town's revenues of \$9.2M are \$3M, or 48% higher than budgeted. Due to continuous uncertainties related to the COVID-19 pandemic, the Town Council adopted the FY2022 Budget with conservative revenue projections based on the pre-pandemic levels from FY2019. However, all revenues generated by tourist activity exceeded the Budget, and these favorable variances are projected to carry throughout the year. Additionally, the building permit revenue has spiked with increased construction projects this year. This year, the Building Department has issued 2,385 permits compared to 1,725 for the first nine months of the last fiscal year and 1,466 for FY2019.

With 75% of the year lapsed at the end of March, expenditures are approximately \$5.9M, or 67% of total budgeted expenditures, and roughly \$110K more than budgeted. Although most expenses are reasonable and in line with the Budget, a few line items have negative variances; salary adjustments, the legal cost for KIU rate increase intervention, and donation to MUSC's new facility were not budgeted and will carry a negative variance throughout the year. Additionally, the garage renovations and car wash station slightly exceeded the Budget. However, those variances are offset by the positive variances that primarily relate to timing in billing.

**X. Committee Member's Comments:**

None

**XI. Adjournment:**

***Committee Member Moffitt made a motion to adjourn the meeting at 4:57 pm. Mayor Labriola seconded the motion, and it was unanimously approved.***

Submitted by,

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Petra S. Reynolds, Town Clerk

Approved by,

---

F. Daniel Prickett, Chairman

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Date

DRAFT



Tab | 2

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## **WAYS AND MEANS**

### **Agenda Item**



# Request for Ways and Means Committee Recommendation

**TO:** Ways and Means Chairman and Committee Members

**FROM:** Brian Gottshalk, Public Works Director

**SUBJECT:** Request to Recommend Emergency Debris Management Contractors

**DATE:** 25 May, 2022

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## **BACKGROUND:**

With the recurring threat of natural disasters, it is important that The Town is always ready to respond. This response comes with the help of third party contractors that are highly trained in debris management and recovery services. The Town has had a contract with Phillips and Jordan to help in the recovery effort should the island be significantly impacted by a disaster. More than just disaster recovery, Phillips and Jordan has helped The Town throughout the contract with preparedness and recovery training and keeping us up to date with the latest Public Assistance guidelines from FEMA.

## **ANALYSIS:**

Town staff publicly posted an RFP for contractors to bid on disaster recovery and debris management services. The RFP was posted for 3 weeks , during which time town staff fielded a handful of questions from potential offerors. The Town received bids back from the following contractors:

**Phillips and Jordan**  
**Looks Good Services**  
**TFR**  
**Southern Disaster Recovery**  
**DRC**

All bids were thoroughly reviewed and compared. After very careful consideration, Town Staff feels that the best selection based off of bids received are Phillips and Jordan and Southern Disaster Recovery to be the debris management and emergency recovery contractors for The Town. The Town has always just had one contract with one contractor, however, it beneficial and very common among municipalities to have contracts with multiple firms for this work. This is why Town Staff will be recommending two firms to hold contracts with The Town for Debris Management and Emergency Recovery Services.

## **ACTION REQUESTED:**

Town Staff requests that the Ways and Means Committee recommend to Town Council awarding this contract for debris management and emergency recovery services to Phillips and Jordan and Southern Disaster Recovery.

## **BUDGET & FINANCIAL DATA:**

These contracts are stand-by contracts. No transactions will be made until The Town issues a Notice to Proceed and the contractor mobilizes equipment and personnel.



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

Town of Kiawah Island

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

Contact:  
Tommy Webster  
disasterservices@pandj.com  
865.688.8342



**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™, 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

10142 Parkside Drive, Suite 500  
Knoxville, TN 37922  
office 865.688.8342  
fax 865.688.8369  
[pandj.com](http://pandj.com)

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





# DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

### I. ADMINISTRATIVE SUBMITTAL

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- 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)**

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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 44-107-19 (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 drug-free workplace by:

- 1) 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;
- 3) 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:

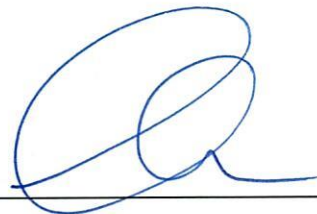
Phillips and Jordan, Inc.

10142 Parkside Drive, Suite 500

Knoxville, TN 37922

**WITNESSETH:**

*Samantha Hines*



\_\_\_\_\_  
Signature of Authorized Agent

Print Name and Title:

Morgan Pierce

President, Power

Date: April 12, 2022

## 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 Jordan, Inc.

By:  Morgan Pierce  
Signature Print Name

Title: President, Power (i.e., Owner, Partner, Corporate Officer, etc.)

Address: 10142 Parkside Drive, Suite 500

City: Knoxville State: TN Zip: 37922

Telephone Number: 865-688-8342 Business Fax Number: 865-688-8369

Is your firm a X Corporation, \_\_\_\_\_ Sole Proprietorship, or \_\_\_\_\_ Partnership?

If incorporated, please list state of incorporation: North Carolina

FEIN or SSN: 56-0694573



Attachment D

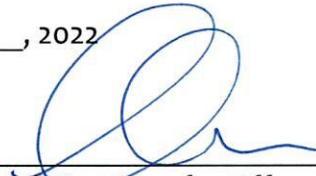
NON-COLLUSION OATH

COUNTY OF: Knox

STATE OF: Tennessee

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared Morgan Pierce 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, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS 12 DAY OF April, 2022



Authorized Signature for Offeror

Please print Offeror's name and address:

Phillips and Jordan, Inc.

10142 Parkside Drive, Suite 500

Knoxville, TN 37922



Print Name: Samantha Kriews

NOTARY PUBLIC FOR THE STATE OF Tennessee

My Commission Expires: 11/23/2025





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

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### **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.



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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 RISK

**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.



### 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.



### STRENGTH

**Long-Standing Subcontractor Relationships:** All the pre-positioned subcontractors identified in this proposal have supported major disaster debris management missions conducted by P&J. In addition to disaster-related 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 pre-positioned 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 of these companies have extensive experience with the geography of Kiawah Island and have a long-standing history with the Town of Kiawah Island.



ALL GREEN LANDSCAPE

**GARY OTTER  
CONSTRUCTION**



### EXCEPTIONAL APPROACH

**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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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.



### WHY P&J?

#### **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 RISK

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

**Participation:** All contractors within the disaster debris management community provide commitments to maximize local 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.



### 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.



### WHY P&J?

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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
  - 30+ years of experience
- Ben R. Turner – Director
  - 30+ years of experience
- Connie H. Nichols – Director
  - 45+ years of experience
- Lesa P. Whitson – Director
  - 29 years of experience
- Lamar Shuler, Jr.
  - 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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 addition 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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**

*Puerto Rico*

**Project Role:** Project Manager for Tetra Tech



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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



## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

### **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:

Avis A. Phillips	Chairman
William T. Phillips, Jr.	Vice Chairman and Chief Executive Officer
J. Patrick McMullen	President
Morgan Pierce	President, Power
Gerry Arvidson	President, Heavy Civil
Art Phelps	Senior Vice President
Russell Page Riley	Vice President
Jeremy Best	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.

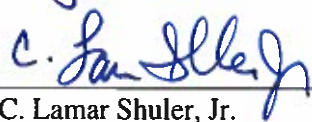
**IN WITNESS WHEREOF**, the undersigned Directors have duly executed this Unanimous Written Consent as of the date first written above.

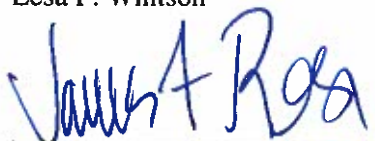
  
Avis A. Phillips

  
William T. Phillips, Jr.

  
J. Patrick McMullen

  
Lesa P. Whitson

  
C. Lamar Shuler, Jr.

  
James F. Rose



# DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

## 5. SUBCONTRACTOR LIST

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





## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

### **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



## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

- 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



## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

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 part-time. 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



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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





## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

- 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:



## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

- 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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

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 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 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.



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### **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





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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.





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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.





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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.



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



**Stranded Vessels**  
2005 - Hurricane Rita



**Marine Debris Removal**  
2011 - Alabama Tornadoes Super-Outbreak



**Beach Renourishment**  
2013 - Collier County, FL





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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



# DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

## (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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

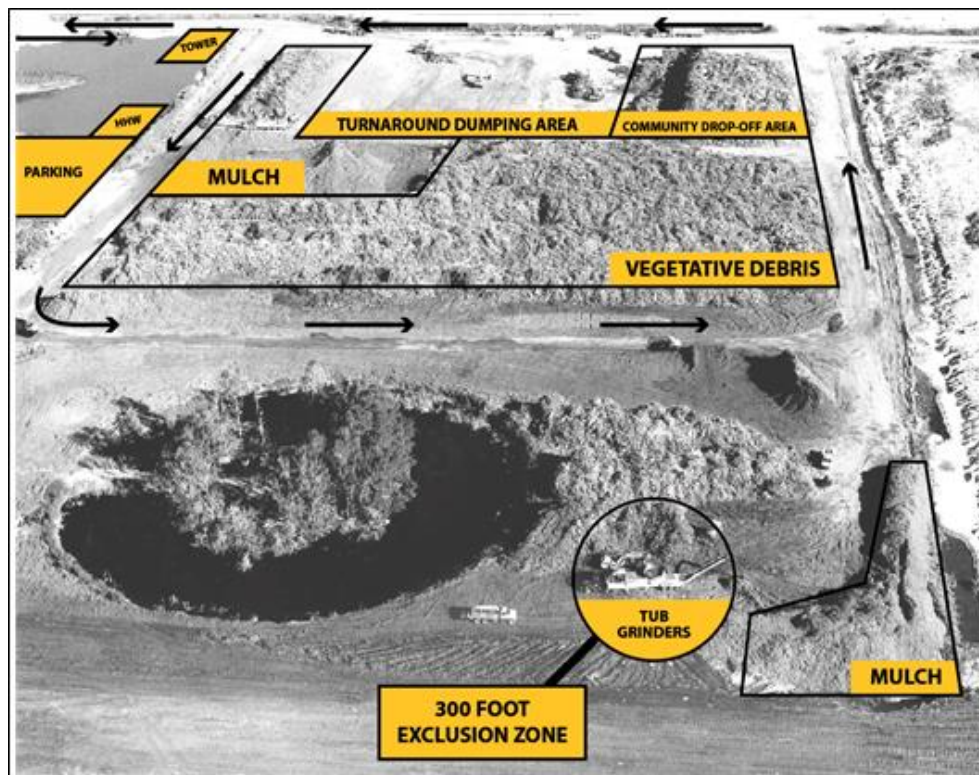
- Public versus private property - use of publicly owned lands is preferable and will avoid costly and time-consuming leases.
- Bridges with weight limits that would preclude debris collection and debris removal trucks from traveling efficiently to and from the site, will be evaluated when selecting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

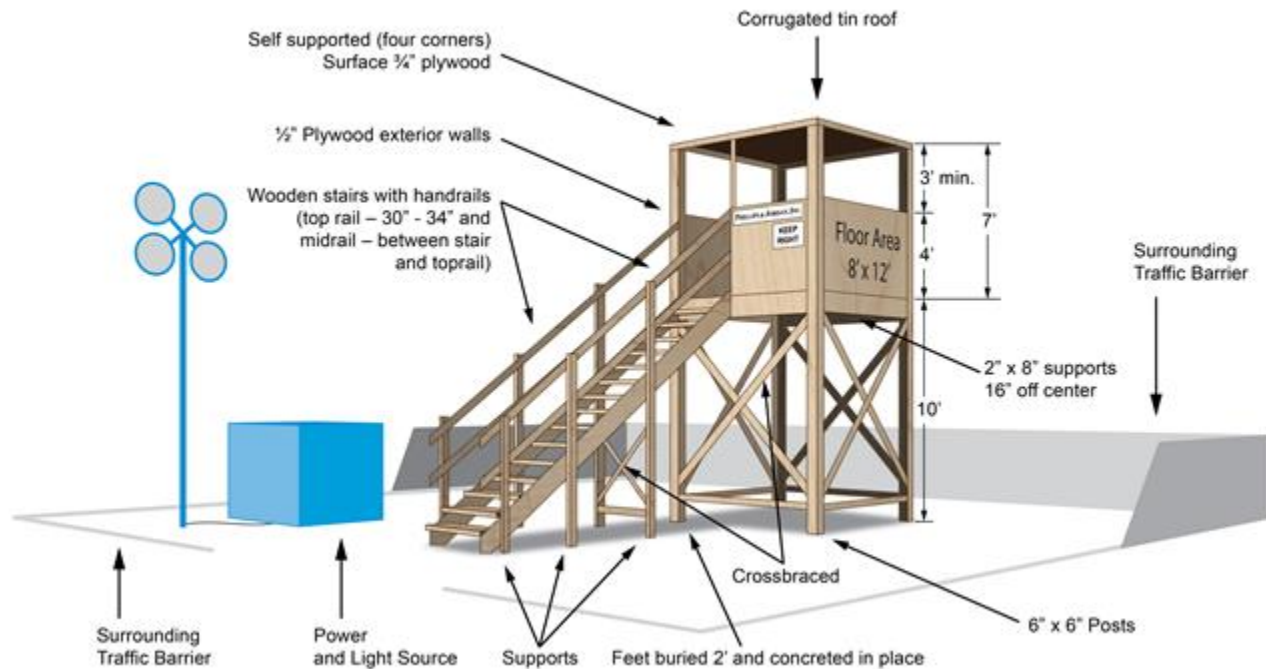


Inspection Tower Construction - P&J presents below a construction drawing for temporary inspection towers that may be constructed at TDSRSs. These towers meet the requirements as set forth in the scope of work from the Town of Kiawah Island and they are also OSHA compliant.





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES



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.



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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 site-specific 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 PAPP/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.



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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.



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 of 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.





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

### (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. E-waste is consolidated on wooden pallets and shrink-wrapped 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 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.



White Goods Removal  
2005 - Hurricane Katrina

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.



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

data. The closeout screening is similar in scope to the baseline screening to provide for comparison of pre-operation 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.

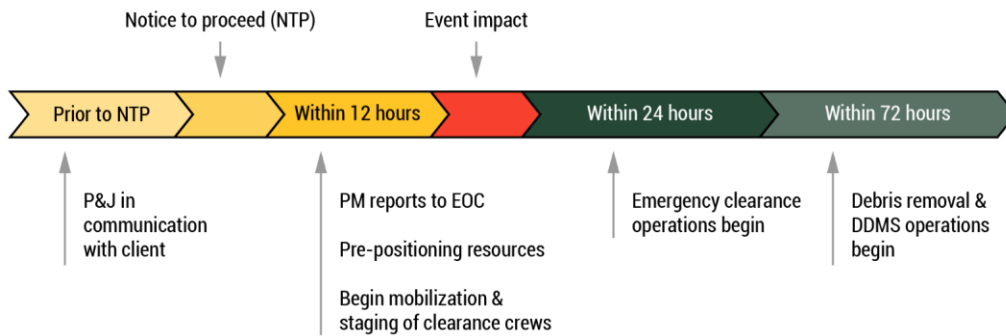
A guaranteed timeline for 100% of all resources to be mobilized is not realistic at this time since the complexity and magnitude of the event is unknown. However, P&J will plan to begin mobilization within 12-24 hours following NTP and can typically have hauling units mobilized to the project and checked 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.



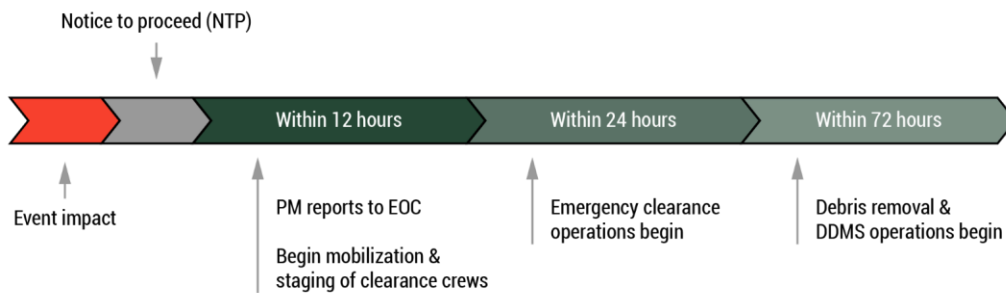


## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

**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.



# DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

Activity	3 Days Prior	2 Days Prior	1 Day Prior	Day of Event	1 Day Post	2 Days Post	3 Days Post	7 Days Post	30 Days Post	120 Days Post	Project Completion
<b>Pre-event activities</b>											
Public Information Officer dissemination of information											
Pre-event advance notice to contractors and monitors (or sooner)											
Activation of Emergency Management Center (or sooner)											
Evaluation/decision on evacuation of non-critical staff											
P&J representative(s) mobilization to affected area (or sooner)											
Evaluation/decision on evacuation of critical staff and equipment											
P&J equipment and personnel resources staged in proximity											
<b>Day-of-Event Activities</b>											
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)											
<b>Post-Event Activities</b>											
Generate reports as required in Emergency Communications Plan											
Search and rescue, assist if requested by separate task order											
Initial Damage Assessment (IDA), assist if requested, task order required											
Receive all-clear from EOC on search and rescue, start emergency road clearance activity											
P&J resources and debris monitor representative mobilize to debris clearance priorities as assigned by task order and begin work <i>NOTE: Start of FEMA 70-hour debris clearance documentation period</i>											
Emergency road clearance operations											
As emergency road clearance operations are completed, transition crews to debris removal operations											
Disaster Debris Management Site (DDMS) preparation begins											
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 <i>NOTE: End of FEMA 70-hour debris clearance documentation period</i>											
<b>Debris Removal Activities</b>											
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											
<b>Debris Reduction and Disposal Activities</b>											
DDMS operations <i>NOTE: Continues until all debris has been reduced and transported off site for final disposal</i>											
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 <i>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.</i>											
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											
<b>DDMS Closeout</b>											
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											



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

### 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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 pre-positioned 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,



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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

### C) COMMUNICATION AND COMMUNITY 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



Phillips & Jordan, Inc.

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.



👍 23

2 Shares

👍 Like

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## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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., pre-event 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 drop-off 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.
- 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:

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



Phillips & Jordan, Inc.  
March 25 at 5:12 PM · 🌐

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.*



👍 23

2 Shares



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## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

- 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

- 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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   dandrews@cityofbsl.org
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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

Project	Contract Dates	Total CY/Tons	Total Dollar Amount	Reference Information
<b>Hurricane Irma</b>	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
<b>Hurricane Matthew</b>	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
<b>Hurricane Matthew</b>	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
<b>Butte Wildfire</b>	October 2015-May 2016	26,995 Trees	\$44,861,234	Pacific Gas & Electric, California Pete Dominguez, Planning Manager 415-972-5350   PFD1@PGE.com
<b>South Carolina Ice Storm</b>	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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

Account Name	State	Current Expiration
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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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	TX	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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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)	OK	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” - ¾” 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



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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.



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

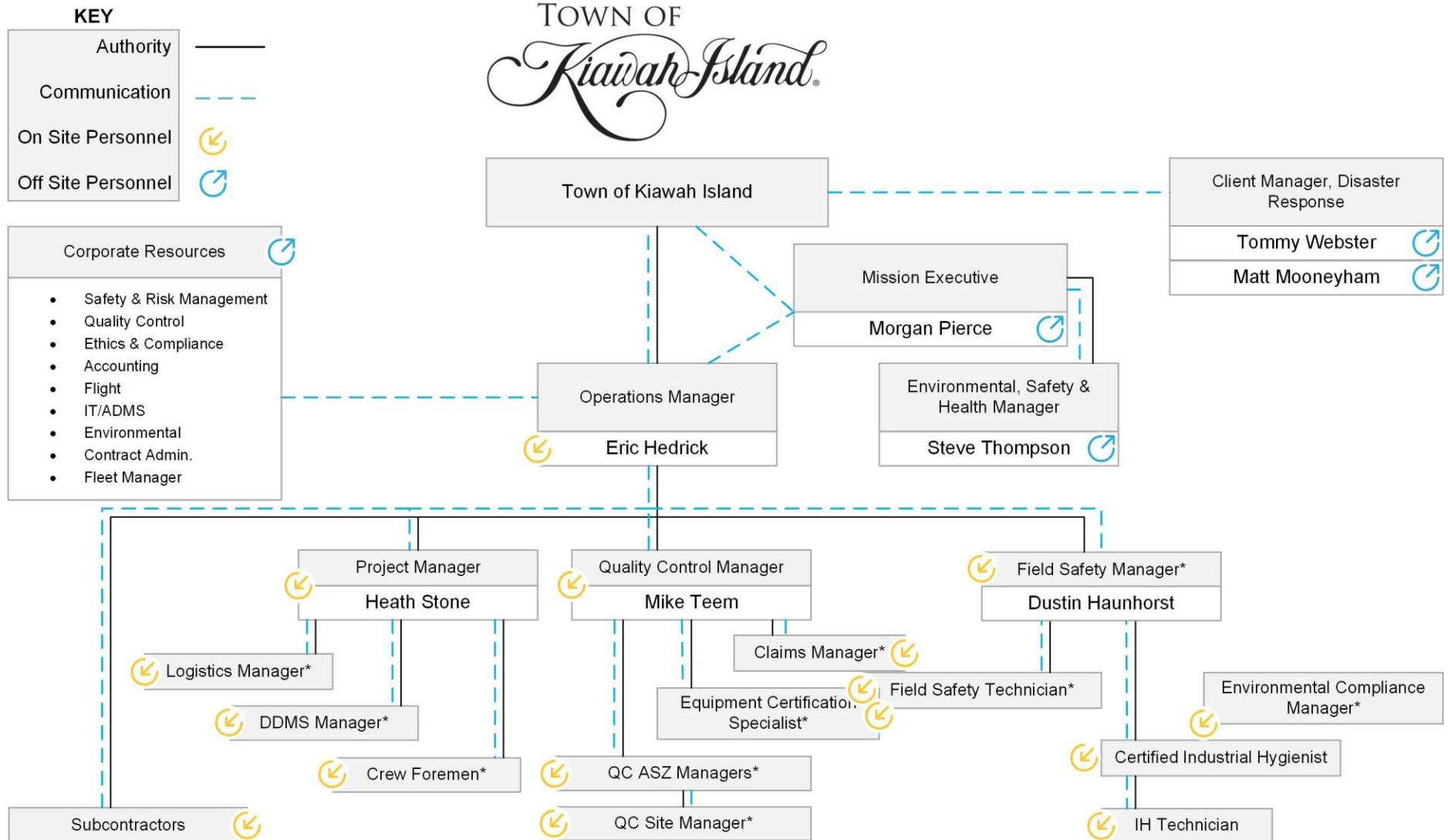
- **Environmental Compliance Specialist:** Manages special waste operations including waste segregation and HHW collection and transportation, oversees processing of collected white goods, implements special waste health and safety monitoring, ensures adherence to environmental monitoring guidelines, 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.





# DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

### **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)



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

- 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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

- 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:
  - FEMA 325, Public Assistance Debris Management Guide
  - E0202, Debris Management Planning
  - IS-100.b, Introduction to Incident Command System (ICS)
  - IS-200.b, ICS for Single Resources and Initial Action Incident
  - IS-230.d, Fundamentals of Emergency Management
  - IS-235.c, Emergency Planning
  - IS-700.a, National Incident Management System
  - 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.



## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

### **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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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.

### Claims Management Process



## 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.



## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

### **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.



## **DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES**

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.



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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			





**DEBRIS MANAGEMENT AND  
EMERGENCY RESPONSE  
AND RECOVERY SERVICES**

**L. PROPOSED COST**

## 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 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.yd.
4.	Validated load hauled tickets for Construction and Demolition debris 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	\$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 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			\$ /cu.yd.  \$5.00
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.
		21-40 Miles	\$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 disposal facility	
	Mileage Radius: 0-20 Miles \$5.00	\$ /lb
	21-40 Miles \$5.50	\$ /lb
	41-70 Miles \$6.25	\$ /lb
10.	Hazardous trees – Trees will be evaluated by the Charleston County/Town of 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	\$ /tree
	13"-24" Diameter \$145.00	\$ /tree
	25"-48" Diameter \$275.00	\$ /tree
	> 48" Diameter \$400.00	\$ /tree
11.	Stumps over 24" in diameter (requires FEMA Eligibility)	\$ /tree
	24"-35" diameter \$195.00	\$ /stump
	36"-47" diameter \$325.00	\$ /stump
	>47" diameter \$475.00	\$ /stump
12.	Hangers – Hangers will be considered any hanging/damaged remaining in the 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 operate beyond the Public Right-of-Way (ROW) only as identified and directed by 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	\$ per sq.ft. \$4.50
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 reimbursement.	
15.	Fallen Trees – The CONTRACTOR shall cut a fallen tree, which extends onto the ROW from private property, at the point where it enters the ROW. Vegetative debris will be placed on the ROW for collection as addressed under item #1. (a.)	Price Included
16.	Validated load hauled tickets for Fill Dirt – As identified and directed by the Town of Kiawah Island, the CONTRACTOR shall place compatible fill dirt in ruts created by equipment and vehicles, holes created by removal of hazardous stumps and other areas that pose an imminent and significant threat to public health and safety	\$ /cu.yd. \$30.00
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	\$ /unit
	41-70 Miles \$55.00	\$ /unit
18.	Validated load hauled tickets for white goods 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	\$ /unit
	21-40 Miles \$25.00	\$ /unit
	41-70 Miles \$35.00	\$ /unit
19.	Validated load hauled tickets for White Goods that require refrigerant, mercury	

	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	\$ /unit
	21-40 Miles \$85.00	\$ /unit
	41-70 Miles \$90.00	\$ /unit
20.	Validated load hauled tickets for white goods that require refrigerant, mercury or 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	\$ /unit
	21-40 Miles \$25.00	\$ /unit
	41-70 Miles \$30.00	\$ /unit
21.	Validated load hauled tickets for soil, mud and sand 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 site. Pick up and disposal.	
	Mileage Radius: 0-20 Miles \$12.50	\$ /cu.yd.
	21-40 Miles \$13.50	\$ /cu.yd.
	41-70 Miles \$15.00	\$ /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	\$ /cu.yd.
	21-40 Miles \$12.00	\$ /cu.yd.
	41-70 Miles \$13.50	\$ /cu.yd.
23.	Validated load hauled tickets for Vehicles 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 vehicles	
	Mileage Radius: 0-20 Miles \$200.00	\$ /unit
	21-40 Miles \$225.00	\$ /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 work zone, hauled to and dumped at a Charleston County approved landfill.	
	Mileage Radius: 0-20 Miles \$18.00	\$ /lb
	21-40 Miles \$20.00	\$ /lb
	41-70 Miles \$24.00	\$ /lb
28.	Validated load hauled tickets for bio waste debris picked up at the designated work zone, hauled to and dumped at a Charleston County approved disposal	

	facility		
	Mileage Radius:	0-20 Miles	\$25.00 \$ /lb
		21-40 Miles	\$30.00 \$ /lb
		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
		21-40 Miles	\$25.00 \$ per unit
		41-70 Miles	\$30.00 \$ per unit
30.	Validated load hauled tickets for e-waste debris 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 \$ per unit
		21-40 Miles	\$25.00 \$ per unit
		41-70 Miles	\$30.00 \$ per unit
31.	Validated load hauled tickets for franchise replacement garbage service, in the 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		
	Mileage Radius:	0-20 Miles	\$15.00 \$ /cu.yd.
		21-40 Miles	\$17.00 \$ /cu.yd.
		41-70 Miles	\$20.00 \$ /cu.yd.
33.	Validated load hauled tickets for franchise replacement yard waste service, in the event current franchise hauler is not able to meet obligations. Yard Waste to be picked up at the designated work zone, hauled to and dumped at a Charleston County approved recycling facility		
	Mileage Radius:	0-20 Miles	\$15.00 \$ /cu.yd.
		21-40 Miles	\$17.00 \$ /cu.yd.
		41-70 Miles	\$20.00 \$ /cu.yd.
34.	Validated load hauled tickets for household storm debris (carpet, furniture, 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		
	Mileage Radius:	0-20 Miles	\$5.95 \$ /cu.yd.
		21-40 Miles	\$6.95 \$ /cu.yd.
		41-70 Miles	\$8.00 \$ /cu.yd.
36.	Beach restoration – Cost for restoration to coast line and beaches. - The CONTRACTOR shall use equipment rental type pricing and follow all appropriate regulatory concerns.		\$ /LF \$40.00
37.	Training and Assistance Sessions shall be for all key Town of Kiawah Island personnel and assistance in all disaster debris recovery planning efforts as requested		Price included
38.	Preliminary Damage Assessment – Determining the impact and magnitude of the		Price



	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 Price
<b>1.0</b>	<b>Personnel &amp; Equipment</b>			
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
<b>2.0</b>	<b>Heavy Equipment</b>			
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/ debris grapple)	Cat 315C/JD 160C/Vol EC160	Hour	\$250.00
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	5K	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
<b>3.0</b>	<b>Hauling Vehicles</b>			
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
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
<b>4.0</b>	<b>Transportation Vehicles</b>			
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	Day	\$200.00
4.11	Mobile Fleet Repair	Equipment Config	Day	\$1,200.00
4.12	ATV (single passenger/ 44 hp./739#)	Polaris (570 Sportsman)	Day	\$125.00
4.13	UTV (6 passenger with bed) 44hp./1392#	Polaris (570-6 Ranger)	Day	\$175.00
<b>5.0</b>	<b>Personnel/Equipment</b>			
5.1	Project Operations Manager	Individual	Hour	\$ 110.00
5.2	Superintendent with Cell/Truck	Individual	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 Pickup Truck	Individual	Hour	\$98.30
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 Chainsaw/Tools/Cellphone	Individual	Hour	\$52.00
5.11	Laborer with Tools/Cellphone	Individual	Hour	\$45.00
5.12	Traffic Control Personnel with Radio	Individual	Hour	\$47.00
5.13	Survey Personnel with Vehicle	Individual	Hour	\$98.00
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
<b>6.0</b>	<b>Miscellaneous Equipment/Items</b>			
6.4	Traffic Control, Temp Single Lane Closure	N/A	Hour	\$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
<b>1.0</b>	<b>Generators</b>	<b>Three-Phase Voltage Requirement</b>	--	--	--
1.1	15 KW	240	\$ 180.00	\$ 1,260.00	\$ 5,040.00
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
<b>2.0</b>	<b>Pumps</b>	<b>Nominal Performance</b>	--	--	--



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
<b>3.0</b>	<b>Light Towers</b>	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
<b>4.0</b>	<b>Pipes and Tanks</b>	--	--	--	--
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
4.12	Roll-Off-Emergency Wastewater Storage Tanks	Nominal 22,000 Gallon Each	\$125.00	\$800.00	\$1,800.00



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

### 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 ADMSTM, 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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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 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



ATDMS Electronic Ticketing Portable Printer



### 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™ 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™ 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™ at a TDSRS inspection tower and are designated in the system as paper tickets.

The personnel required to implement the FASTweigh ADMS™ 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™ 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:



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

- 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™ 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™ 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™ 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™ 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™ 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





## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

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™ 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™ system. This is just one example of the capabilities of the system if/when it is deployed.



## DEBRIS MANAGEMENT AND EMERGENCY RESPONSE AND RECOVERY SERVICES

### 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   Trucks 13   Volume 4401.10									



# PROPOSAL IN RESPONSE TO

## Debris Management Contract Bid 2022

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

*Friday, April 15, 2022 2:00 pm*



### CONTACT INFO:

† Chip Patterson

🏠 109 White Oak Rd.  
Greenville, SC 29609  
(Corporate Office)

☎ (864)469-9776

📠 (864)469-9642

✉ [chip@southerndr.com](mailto:chip@southerndr.com)









## LETTER OF TRANSMITTAL

**Due: Friday, April 15, 2022 at 2:30 pm**

**RE: Debris and Emergency Response Management and Recovery Services**

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

Southern Disaster Recovery (SDR) is pleased to submit the enclosed proposal for RFP Debris and Emergency Response Management and Recovery Services for Town of Kiawah Island, South Carolina, which sets forth our ability to perform the services requested. We have included detailed information regarding SDR's organizational structure, qualifications, resources, and experience we bring to our clients. We strive for excellence and integrity in our business practices and recognize the seriousness of compliance with all laws, specifically FEMA regulations. It is our pledge to provide Town of Kiawah Island, South Carolina with the utmost in ethical and professional disaster debris management services.

Since its inception, SDR has delivered superior debris recovery and removal services for the entities to which we have been contracted. When a disaster strikes, communities want the assurance that the contractor they have chosen to aid in recovering their community will provide efficient and comprehensive services. SDR has the experience and reputation to accomplish the contract requirements to the satisfaction of all parties involved.

SDR has significant available resources to manage disaster debris operations for all entities to whom we are contracted. SDR personnel have over 130 years combined experience in disaster recovery and debris management. With our management staff and safety officers, assets of over \$12 million, and annual sales exceeding \$40 million, we are large enough to manage multiple contracts simultaneously, without sacrificing the hands-on attention required by every entity's unique situation. In the past nine years, SDR has safely and successfully completed over 110 disaster debris contracts managing and disposing of over 8 million cubic yards of debris, valued over \$229 million.

SDR is a corporate member of the South Carolina Emergency Management Association (SCEMA) as well as the Disaster Recovery Contractors Association (a Washington, DC based trade organization). Chip Patterson, our project principle, has been an officer in the Florida association (FEPA) as well as having direct responsibility for administering FEMA public assistance programs in a neighboring county. Mr. Patterson was Florida's emergency manager of the year for 2005 in part due to disaster response and recovery leadership that year. Al McClaran, SDR's CEO, is a Board member of the Disaster Recovery Contractors Association, has provided key leadership on important FEMA recovery policy issues and has been a continual Platinum sponsor of SCEMA's annual conference.



Sonny Sims, SDR's Senior Project Manager, an experienced and Disaster Debris Removal Project Manager who is consistent in delivering client satisfaction in our safe practices, quality control and pace of work.

If awarded this contract, SDR will work closely with the Town officials, Emergency Management, and Public Works to complete the project efficiently. Our commitment extends into the community with our intention to utilize the maximum amount of local resources to fulfil our contractual responsibilities. Once the Notice to Proceed is received, SDR will begin promptly with the debris recovery and removal process.

This proposal is in all respects fair and in good faith without collusion or fraud.

Al McClaran, the signer of this proposal, has the authority to bind Southern Disaster Recovery, LLC in all representations of this proposal.

SDR intends to be bound by the terms of this proposal and the prices provided herein. We look forward to the opportunity to be your supplier of Debris and Emergency Response Management and Recovery Services.

Sincerely,

Al McClaran, CEO  
Southern Disaster Recovery, LLC

Below is the contact information for this contract:

Company Name	Southern Disaster Recovery, LLC
Address 1	109 White Oak Rd. Greenville, SC 29609 (Corporate Office)
Phone	(864)469-9776
Fax	(864)469-9642
Email	<a href="mailto:al@gosdr.com">al@gosdr.com</a> / <a href="mailto:Chip@gosdr.com">Chip@gosdr.com</a>
Contact Person	Al McClaran / Chip Patterson

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## TAB 1 - MINIMUM QUALIFICATIONS





## Company's Technical and Construction Capabilities

Contract management, Accounting, Administrative Practices

### Southern Disaster Recovery, LLC

- ✓ Headquartered in the South Carolina Upstate in Greenville since 2012.
- ✓ Centrally located between Charlotte, North Carolina and Atlanta, Georgia.
- ✓ Near 3 international airports
- ✓ Satellite locations in Fairmount, GA, Orlando, FL, Isle Beach, NC and Virginia Beach, VA

*Our strategic location enables us to respond quickly to the needs of our clients.*

We specialize in environmental disaster preparedness, response, and recovery, and we have the resources, skills, and expertise to assist local, state, and federal entities. Southern Disaster Recovery, LLC's (SDR) management and support staff have the knowledge to assist entities with:

- ✓ Developing a Debris Management Plan
- ✓ Training appropriate entity staff in all aspects of debris disaster recovery
- ✓ Managing comprehensive debris recovery operations:

**Response | Demolition | Collection | Reduction | Final disposal**

**SDR is skilled in all aspects of FEMA documentation criteria, which is paramount for entities to receive accurate and complete reimbursement. We ensure entities receive all federal disaster funding to which they are entitled.** We have retired local EM Directors on staff who are deeply experienced in FEMA's PA program and a full-time CPA with a committed administrative staff to ensure compliance with all industry standards of superior debris operations. Rest assured, SDR is able to successfully fulfill our contract obligations to the satisfaction of all parties.

As a premier Disaster Debris Recovery and Removal Contractor, SDR is committed to:

- ✓ Excellent business practices
- ✓ Professional, ethical, and safe operations
- ✓ Strict adherence to all FEMA requirements for procurement, debris tracking & invoicing

Accurate records are paramount for entities to receive the maximum amount of funds available to facilitate a full economic recovery. To that end, SDR is reliant upon the records provided by the entity's monitoring company during any recovery project. We carefully review and verify all documentation provided since this information becomes the basis for our invoicing. If an entity chooses to self-monitor, we have an automated debris management system that can be used by the applicant for accurate tracking of billable items in debris operations.

SDR has refined our debris management processes to become a leading regional debris recovery and removal contractor. There are several factors that make SDR a noteworthy provider of debris recovery and removal services:

- ❖ Our principals and management have collective experience of over 130 years in disaster recovery and debris management.
- ❖ The comprehensive abilities and experience of our project managers and safety officers.
- ❖ Assets of over \$12 million.
- ❖ Annual sales exceeding \$40 million.



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***SDR has safely and successfully completed over 110 disaster debris contracts managing and disposing of over 8 million cubic yards of debris, valued over \$229 million.***

Since our beginning in 2012, SDR has experienced rapid, sustainable growth. Following a catastrophic 2014 ice storm in South Carolina, **SDR processed over 2,000,000 CY of debris valued at over \$48 million.** Of that amount, we were the Prime Contractor for nearly 75 percent of the work. Hurricane Matthew provided opportunities for SDR to manage 19 separate contracts throughout North Carolina, Georgia, and South Carolina with a **combined debris total of over 1,000,000 CY.**

Following Hurricanes Irma and Florence in 2018-2019, SDR handled **nearly 1,845,000 CY of debris.** Simultaneously, we also successfully undertook a beach debris removal and berm restoration project in Florida valued at over \$7.5 million and completed debris clearing as a result of the catastrophic California wildfires that has continued ongoing.

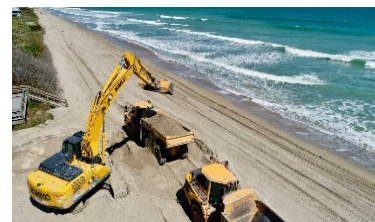
Hurricane Dorian made landfall in North Carolina and produced devastating storm surge in 2019, SDR operated 7 TDMS locations and reduced debris by grinding, air curtain incineration, and compaction for the total \$7.5 million value and 316,890 CY.

In 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph, SDR was selected by **the City of Marion, IA for their debris collection & disposal efforts and Waterway Debris Removal.** SDR has collected 730,000 cubic yards of debris and 289,188 cubic yards of waterway debris for this FEMA Public Assistance (PA) funded project, the total value is at \$24,368,800.

After Georgia Tornadoes in 2021, SDR responded rapidly to support City of Newnan's disaster response and recovery efforts. From 3/29/2021 to 8/6/2021, SDR processed over 388,000 CYD of debris valued at \$5,481,300.00.

Following 2021 Winter Storm Uri in KY, SDR operated Debris Removal for the 4 Counties in KY, SDR reduced debris for the total 641,800 CYD, 540 tons and the total value at \$ 18,574,100.00.

***All our projects have been completed safely and prior to established deadlines.***





## PAST PERFORMANCE SUMMARIES: 2016 – 2021

**2021 – Winter Storm Uri, KY:** SDR was chosen by Carter Co., Boyd Co., Elliott Co and Lawrence Co. KY to help their Counties recover from the devastation of the worst ice storm Uri North – Eastern, KY in March 2021. From March 4<sup>th</sup> to August 30<sup>th</sup>, SDR removed in total 641,800 Cubic Yards and 540 tons of the debris valued at \$18,574,100.00. Source location, debris type, source and documentation tracked using an ADMS system for 2 of the counties; the 3<sup>rd</sup> county self monitored and used the SDR paper ticketing system for documentation.

**2021 – Oconee Co. Creek/Stream Debris Removal** The project is limited to the area 40 feet of top of bank on the creek/stream and includes the removal of fallen/damaged trees in within 2020's tornado path in the City of Seneca/Oconee County. From 4/22/2021 to 6/19/2021, SDR processed over 62,000 CYD of water debris valued at \$1,575,300. Source location, debris type, source and documentation tracked using the SDR paper ticketing system for documentation.

**2021 – GA Tornado, City of Newnan:** After Georgia Tornados in 2021, SDR responded rapidly to support City of Newnan's disaster response and recovery efforts. SDR's contract with the City of Newnan including disaster debris removal of numerous waste streams (woody, vegetative; C&D, HHW, white goods/appliances, etc.) as well as removal of dangerous leaners, hangers and stumps. Woody, vegetative debris was reduced by grinding and then hauled for beneficial re-use. Source location, debris type, source and documentation tracked using an ADMS system. From 3/29/2021 to 8/6/2021, SDR processed over 388,000 CYD of debris valued at \$5,481,300.00.

**2020 – Iowa Derecho, Waterway Debris Removal, City of Marion, IA:** After the Derecho hit much of central and eastern Iowa in August 2020, Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their Waterway Debris Removal. Source location, debris type, source and documentation tracked using an ADMS system From Dec. 1, 2020, to June 30, 2021, SDR has collected 289,200 cubic yards of waterway debris for this FEMA Public Assistance (PA) funded project debris at \$11,379,600.00.

**2020 -- SC Tornado Oconee Co. SC:** In April of 2020, a strong line of storms went through Oconee County, SC and was later confirmed a tornado. SDR was selected by the South Carolina Department of Transportation (SCDOT) for debris grinding and haul out in Oconee County. Throughout the duration of the 10-week debris grinding and disposal project, from 4/21/2020 to 6/26/2020, In total, SDR processed over 501,504 cubic yards of debris valued at \$2,748,000.

### Construction & Demolition Debris

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- C&D collected as a separate waste stream and either direct hauled to final disposal or hauled to a TDMS for further segregation of materials and/or reduction

### Household Hazardous Waste

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- HHW is typically collected following first pass of Vegetative and C&D material. HHW is manually loaded into a lined or non-permeable container on a trailer or truck and hauled to a County aggregation site or final processing site.
- In large scale C&D producing events; a field expedient HHW cell is constructed in the TDMS for any material that inadvertently arrives at the TDMS

## PAST PERFORMANCE SUMMARIES: 2016 – 2021

**2020 – Iowa Derecho, Debris Removal, City of Marion, IA:** On August 10, 2020, a Derecho hit much of central and eastern Iowa with straight line winds over 100 mph that was sustained for nearly 30 minutes in many locations. Crop damage was extensive across the state and tree damage was catastrophic in the City of Marion. SDR was selected by the City of Marion for their debris collection and disposal efforts. Source location, debris type, source and documentation tracked using an ADMS system. From 8/17/2020 to 12/16/2020, SDR collected 730,000 cubic yards with a total project value of \$12,988,800 of debris for this FEMA Public Assistance (PA) funded project.

**2019 – Hurricane Dorian, BEACH BERM RESTORATION**

**BREVARD COUNTY, FL:** Due to damage to public beach access areas as a result of Hurricane Dorian in 2019, South Beaches from R-142 to R-213 in Brevard County, Florida shoreline required beach and dune restoration. From 10/15/2019 to 4/21/2020, SDR successfully completed the original unit price contract by placing 99,841 CY of sand, which was sourced from quality local mines, with a total project value of over \$3.3 million. The scope of work mandated that only high-quality sand sources be utilized, and that the project's stringent timeframe be adhered to. Southern Disaster Recovery successfully met both criteria to the satisfaction of the client's Project Manager.



**2019 – Hurricane Dorian Debris Removal; Outer Banks, North Carolina:** Hurricane Dorian impacted Outer Banks North Carolina with significant storm surge flooding and wind damage. SDR had eight (8) local government contracts activated; Hyde County, Tyrrell County, Town of Columbia, Dare County, Currituck County, Town of Kill Devil Hills, Town of Duck, Town of Southern Shores. Each contract included debris management (ROW removal for woody, vegetative material; Construction and Demolition debris; Household Hazardous Wastes; White goods/Appliances). SDR operated seven (7) Temporary Debris Management Sites (TDMS); three (3) of them were in environmentally sensitive areas within the National Park Service boundaries. Source location, debris type, source and documentation tracked using an ADMS system. From Oct 2019 to May 2020, SDR processed over 316,890 CYD of debris valued at \$7.5 million.

**2018-2019 - California Wildfire Pacific Gas & Electric Utility**

**Line Debris Removal:** In November 2018, California suffered the most devastating wildfire in its history. The Camp Fire burned for approximately two weeks, until it was considered 100% contained. The ensuing tree debris caused perilous conditions in many areas serviced by Pacific Gas and Electric. As a result, Southern Disaster Recovery was contracted to remove debris from those areas. In an effort to be proactive in preventing subsequent



property damage and power outages, From Nov 13, 2018 to April 30, 2020 Southern Disaster Recovery completed dangerous tree removal projects for Pacific Gas and Electric in California. Thousands of trees have been cut using multiple work crews. The project total is valued at over \$48 million.



## PAST PERFORMANCE SUMMARIES: 2016 – 2021

### **2018 - Hurricane Michael Debris & Tree Removal Wiregrass Electric Cooperative, Inc., Hartford, AL:**

Following Hurricane Michael, Southern Disaster Recovery was contracted by the Wiregrass Electric Cooperative, Inc. (Wiregrass), with headquarters in Hartford, Alabama, to collect, remove, and dispose of hurricane generated debris along their 30-foot utility rights-of-way. The project scope included all the Wiregrass managed territory in Houston County, Alabama. In total, From March 12, 2019 to April 28 2019, SDR processed over 52,000 cubic yards of debris valued at nearly \$2.1 million. Source location, debris type, source and documentation tracked using the SDR paper ticketing system for documentation.

### **2018 – Tree Removal, Alligator Creek & Sampson River Flood Abatement, Board of County, FL:**

Following Hurricane Irma in 2017, the Bradford County, Florida Alligator Creek and Sampson River waterways were obstructed with debris and uprooted and/or fallen trees/tree limbs. Southern Disaster Recovery successfully completed not only the original fixed price contract of 14.7 miles of waterway at \$1.6 million, but also additional contract amendments, for a total project amount exceeding \$2.5 million. The original project began in September 2018 and was to last no more than 220 days. With the added tributaries, the project completion date extended to April 2019.

**2018 - Hurricanes Michael & Florence:** Hurricane's Michael and Florence ravaged the Southeastern and Gulf Coasts. As the Prime Contractor for several debris removal projects, Southern Disaster Recovery (SDR) managed eleven contracts in North Carolina and South Carolina. From Sep 2018 to Jan 2019, SDR successfully processed over 248,200 cubic yards of Vegetative and C&D debris valued at over \$5.2 million while also simultaneously performing debris removal as a result of the catastrophic California wildfires that has continued into 2019.

**2017 - Hurricane Irma:** Southern Disaster Recovery (SDR) managed multiple vegetative and C&D debris removal contracts resulting from Hurricane Irma. In Georgia, we were the prime contractor on five debris removal contracts and operated as the prime sub on eight contracts in Florida and Georgia. In total, From Oct 2017 to March 2018, SDR processed over 1,500,000 cubic yards of Vegetative and C&D debris on contracts totaling \$18.7 million. Outside of debris recovery and removal, SDR completed a Florida beach berm restoration project hauling over 317,000 tons of sand with a total contract valued at over \$7.5 million.

**2016 - Hurricane Matthew:** Hurricane Matthew affected the coasts of Georgia, South Carolina, and North Carolina in October 2016. SDR managed multiple vegetative and C&D debris removal contracts in eight SCDOT Counties; Hunting Island, SC; the town of Summerville; the city of Lumberton, NC; and seven GDOT Counties. From Oct. 2016 to Feb 2017, SDR processed over 1,000,000 cubic yards of Vegetative and C&D debris on contracts totaling \$16.5 million.

#### **White Goods**

- All waste streams are safely collected consistent with contractual requirements, environmental sensitivity and organized to expedite community recovery
- White goods are typically collected between 1<sup>st</sup> and 2<sup>nd</sup> pass. White goods are manually loaded onto a trailer or truck and hauled to a staging area for processing. White goods are inspected, putrescent material removed, and refrigerant removed by a certified technician.
- White goods taken to a recycler following processing.





## PAST PERFORMANCE SUMMARIES: 2016 – 2021

**2015 - Historic SC Flooding:** Severe flooding caused catastrophic damage in South Carolina during 2015. SDR managed debris removal contracts for C&D debris on state SCDOT roads in Horry and Georgetown counties, Georgetown County roads, and roads within the city of Georgetown, SC.

**2015-2016 - Butte Wildfires, California:** Following wildfires along utility lines in San Andreas, California, SDR was contracted to do a \$3.5 million tree removal project employing and managing up to 100 laborers comprising 25 work crews. The completion date is from Oct 21, 2015, to Dec 23, 2015.



**2021 GEORGIA TORNADOES  
WOODY/VEG ; C&D ; HHW ;  
WHITE GOODS DEBRIS REMOVAL  
DANGEROUS  
LEANERS/HANGERS/STUMPS  
TDMS OPERATIONS**



**CLIENT / OWNER**

City of Newnan  
Georgia

**VALUE**

\$5,481,300.00  
CYD 388,000

**PROJECT FEATURES**

Debris Removal  
Debris Management  
FEMA PA Reimbursement

**COMPLETION**

3/29/2021 – 8/6/2021

**REFERENCE**

City of Newnan, GA  
Ray Norton  
Public Works Director  
morton@cityofnewnan.org  
404.606.8140  
25 Lagrange St.,  
Newnan, GA 30263

**KEY STAFF ASSIGNED TO PROJECT**

Sonny Sims – Project Manager

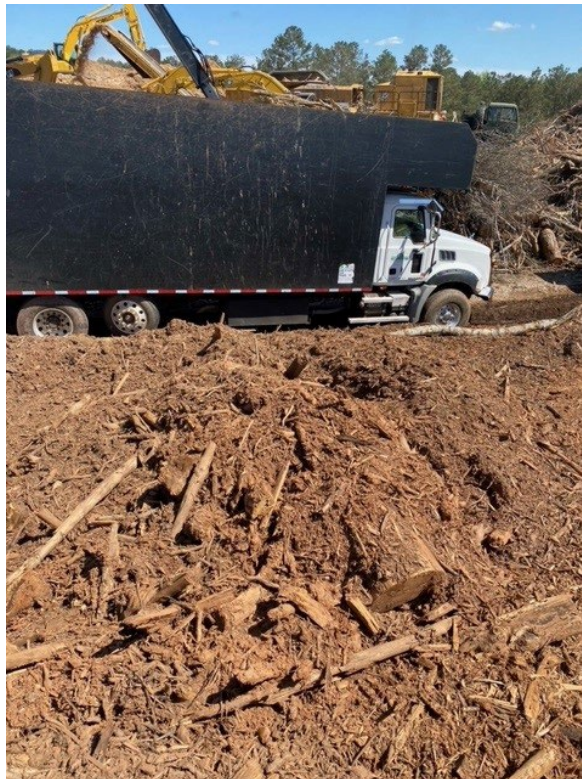
**PROJECT DESCRIPTION**

Southeaster U.S. tornadoes produced F3 and F4 tornadoes; one of which hit Newnan, Georgia (an Atlanta suburb). The tornado storm system destroyed homes and caused major home and infrastructure damage over 40% of the community. SDR responded rapidly to support City of Newnan's disaster response and recovery efforts. Initial emergency clearance efforts were geared toward opening roadways for passage of public safety vehicles and other infrastructure restoration crews. The disaster debris removal was initiated immediately after the emergency phase to start early disaster recovery efforts for the community. SDR's contract with the City of Newnan including disaster debris removal of numerous waste streams (woody, vegetative; C&D, HHW, white goods/appliances, etc.) as well as removal of dangerous leaners, hangers and stumps. Woody, vegetative debris was reduced by grinding and then hauled for beneficial re-use after Georgia Tornadoes in 2021.

**PROJECT HIGHLIGHTS**

Throughout this two-month FEMA (PA) funded debris removal and disposal project, SDR utilized:

- 14 Bucket Trucks
- 23 Self-Loaders
- 11 Skid Steer
- 2 horizontal grinders





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**2020 SC TORNADO  
DEBRIS REMOVAL  
OCONEE CO. SC**

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**CLIENT / OWNER**

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Oconee County  
South Carolina

---

**VALUE**

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\$2,748,000  
Total CY: 501,504

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**PROJECT FEATURES**

---

Debris Collection / Removal  
Debris Management  
FEMA PA Reimbursement

---

**COMPLETION**

---

4/21/2020 – 6/26/2020

---

**REFERENCE**

---

SC Department of Transportation  
955 Park St. Columbia, SC 29201  
David Cook  
SCDOT Maintenance Director  
cookdb@scdot.org  
803.737.0676

---

**KEY STAFF ASSIGNED TO PROJECT**

---

Sonny Sims – Project manager

---

**PROJECT DESCRIPTION**

---

In April of 2020, a strong line of storms went through Oconee County, SC and was later confirmed a tornado.

SDR was selected by the South Carolina Department of Transportation (SCDOT) for debris grinding and haul out in Oconee County.

---

**PROJECT HIGHLIGHTS**

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Throughout the duration of this 10-week debris grinding and disposal project, SDR utilized:

- Water truck, 2 service and fuel trucks
- 2 dozers
- 8 trackhoes
- 4 grinders
- 49 Haul Out Trucks





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**2020 HURRICANE ZETA  
VEG DEBRIS REMOVAL,  
LEANER/HANGER REMOVAL  
WHITE COUNTY, GA**

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**CLIENT / OWNER**

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WHITE CO.  
Georgia

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**VALUE**

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\$107,500

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**PROJECT FEATURES**

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Debris Removal  
Debris Management  
FEMA PA Reimbursement

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**COMPLETION**

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November 2020 - December 2020

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**REFERENCE**

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White Co., GA  
David Murphy  
Director of Public Safety  
dmurphy@whitecounty.net  
706.864.9500  
1241 Helen Hwy Ste 100,  
Cleveland, GA 30528

---

**KEY STAFF ASSIGNED TO PROJECT**

---

Chris Johnson – Project Manager

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**PROJECT DESCRIPTION**

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After Hurricane Zeta in 2020, Southern Disaster Recovery managed debris removal of Vegetative debris, as well as leaner and hanger removal. SDR was the prime contractor and was able to finish this job in a little over a month. SDR processed over 6,200 cubic yards of vegetative debris and over 450 leaner and hangers.

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**PROJECT HIGHLIGHTS**

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Throughout this two-month FEMA (PA) funded debris removal and disposal project, SDR utilized:

- 2 Bucket Trucks
- 2 Self-Loaders
- 1 Skid Steer
- 1 air curtain burner



**2019 HURRICANE DORIAN  
VEG & C&D DEBRIS REMOVAL  
DARE, HYDE, CURRITUCK,  
TYRRELL COUNTIES AND 4 CITIES**



**CLIENT / OWNER**

Various Counties and Cities in NC

**VALUE**

\$7.5 Million  
316,890 CY

**PROJECT FEATURES**

Debris Removal and C&D  
Household Hazardous Waste  
White Goods  
Debris Management  
FEMA PA Reimbursement

**COMPLETION**

October 2019 - May 2020

**REFERENCE**

Dare Co. NC  
Shanna T. Fullmer  
Public Works Director  
[shanna@darenc.com](mailto:shanna@darenc.com) 478.832.6301  
1018 Driftwood Dr.  
Manteo, NC 27954

Corrine Gibbs  
Finance Manager  
[cgibbs@hydecourtynnc.gov](mailto:cgibbs@hydecourtynnc.gov)  
252.926.4400

**KEY STAFF ASSIGNED TO PROJECT**

Chris Johnson – Project manager  
Chip Patterson – Project manager

**PROJECT DESCRIPTION**

Hurricane Dorian made landfall in North Carolina and produced devastating storm surge on the NC Outer Banks islands of Ocracoke and Hatteras. Southern Disaster Recovery supported emergency road opening Hyde County and managed debris removal contracts of Vegetative, C&D Debris, as well as leaner and hanger removal in Dare, Hyde, Currituck and Tyrrell counties. SDR was the prime contractor on the four County contracts and the four municipal contracts. The flood and wind event produced complicated waste streams including white goods/appliances and household hazardous waste. SDR operated 7 TDMS locations and reduced debris by grinding, air curtain incineration and compaction.

**PROJECT HIGHLIGHTS**

Throughout this FEMA (PA) reimbursed debris removal and disposal project, SDR utilized:

- 11 Bucket Trucks
- 18 Self-Loaders
- 3 Horizontal Grinders
- 3 air curtain burners
- 5 High-Tip Wheel Loaders
- 3 Track Hoes
- 16 80-110 CYD Walking Floor or Dump Trailers







---

**2018 HURRICANE FLORENCE  
VEG & C&D DEBRIS REMOVAL  
BEAUFORT CO, CITY OF  
GOLDSBORO & TOWN OF BOGUE  
IN NC  
NC & SCDOT**

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**CLIENT / OWNER**

---

Various Counties and Cities in NC  
NCDOT & SCDOT

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**VALUE**

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\$5.1 Million  
232,400 CY

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**PROJECT FEATURES**

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Debris Removal  
Debris Management  
Veg & C&D  
HHW  
White Goods  
FEMA PA Reimbursement

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**COMPLETION**

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Sep 2018 - Jan 2019

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**REFERENCE**

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Various; available upon request

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**PROJECT DESCRIPTION**

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Following landfall of Hurricane Florence in 2018, Southern Disaster Recovery managed debris removal contracts of Vegetative, C&D Debris, Household Hazardous Waste and White goods as well as hazardous leaner and hanger removal. SDR was the prime contractor on five debris removal contracts in North Carolina and South Carolina. We operated 4 TDMS locations during the storm recovery.

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**PROJECT HIGHLIGHTS**

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Throughout this FEMA (PA) funded debris removal and disposal project, SDR utilized:

- 6 Bucket Trucks
- 23 Self-Loaders
- 4 Horizontal Grinders
- 4 High-Tip Wheel Loaders
- 2 Track Hoes
- 12 80-CYD Dump Trailers



**2016 HURRICANE MATTHEW  
DEBRIS, C&D REMOVAL  
LUMBERTON NC, TOWN OF  
SUMMERVILLE, SC, 8 SC DOT  
COUNTIES, 7 GA DOT COUNTIES**



**CLIENT / OWNER**

SCDOT, GDOT, various counties

**VALUE**

\$16.5 Million

**PROJECT FEATURES**

Debris Removal  
Debris Management  
FEMA PA Reimbursement

**COMPLETION**

Oct. 2016 - Feb. 2017

**REFERENCE**

David Cook  
SCDOT Maintenance Director  
cookdb@scdot.org  
803.737.0676  
955 Park St.  
Columbia, SC 29202

**KEY STAFF ASSIGNED TO PROJECT**

Sonny Sims – Project manager  
Brad Dawkins – Project manager



**PROJECT DESCRIPTION**

Following Hurricane Matthew in 2016, Southern Disaster Recovery managed debris contracts for removal of Vegetative and C&D Debris. SDR had contracts for removal in 8 SCDOT Counties, Hunting Island, SC, Town of Summerville, City of Lumberton, NC, and 7 GDOT Counties. SDR processed over 1,000,000 cubic yards of Vegetative and C&D debris.

**PROJECT HIGHLIGHTS**

Throughout this six-month FEMA PA-funded debris collection and disposal project, SDR utilized:

- 139 Bucket Trucks
- 200 Self-Loaders
- 3 Horizontal Grinders
- 1 Air Curtain Burner
- 4 High-Tip Wheel Loaders
- 4 Track Hoes
- 46 80-CYD Dump Trailers

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**2014 WINTER STORM PAX  
DEBRIS REMOVAL  
BARNWELL COUNTY, SC**

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**CLIENT / OWNER**

Barnwell County,  
South Carolina

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**VALUE**

\$11.5 Million  
Total CY: 553,000

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**PROJECT FEATURES**

Debris Collection / Removal  
Debris Management  
FEMA PA Reimbursement

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**COMPLETION**

Feb 13, 2014 – July 20, 2014

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**REFERENCE**

Roger Riley  
rriley@barnwellsc.com  
803.541.1001  
57 Wall St.  
Barnwell, SC 29812

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**KEY STAFF ASSIGNED TO PROJECT**

Sonny Sims – Project manager



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**PROJECT DESCRIPTION**

In mid-February 2014, a major snow and ice storm affected the United States South and East Coasts, bringing with it up to a foot of snow and crippling ice. The storm was a declared disaster for parts of South Carolina, making aid available for the 21 counties in South Carolina that were most severely affected.

As a result, SDR was selected by Barnwell County, South Carolina for debris collection and disposal. SDR collected over 1 million cubic yards of debris for this FEMA Public Assistance (PA) funded project. Subsequently, the reduced debris was recycled as biomass, paper, and ground cover.

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**PROJECT HIGHLIGHTS**

Throughout this six-month debris collection and disposal project, SDR utilized:

- 120 Bucket Trucks
- 54 Self Loaders
- 3 Horizontal Grinders
- 3 High-Tip Wheel Loaders
- 3 Track Hoes
- 10 80-CYD Dump Trailers

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**2014 WINTER STORM PAX  
DEBRIS REMOVAL  
AIKEN COUNTY, SC**

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**CLIENT / OWNER**

Aiken County,  
South Carolina

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**VALUE**

\$26.5 Million  
Total CY: 1,433,000

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**PROJECT FEATURES**

Debris Collection / Removal  
Debris Management  
FEMA PA Reimbursement

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**COMPLETION**

Feb 13, 2014 – Aug 8, 2014

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**REFERENCE**

Paul Matthews  
Aiken County EMA Director  
pmatthews@aikencountysc.gov  
803.642.2561  
1930 University PKW Suite 3000  
Aiken, SC 29801

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**KEY STAFF ASSIGNED TO PROJECT**

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**PROJECT DESCRIPTION**

In mid-February 2014, a major snow and ice storm affected the United States South and East Coasts, bringing with it up to a foot of snow and crippling ice. The storm was a declared disaster for parts of South Carolina, making aid available for the 21 counties in South Carolina that were most severely affected.

As a result, SDR was selected by Aiken County, South Carolina for their debris collection and disposal. SDR collected over 1.44 million cubic yards of debris for this FEMA Public Assistance (PA) funded project.

---

**PROJECT HIGHLIGHTS**

Throughout this six-month debris collection and disposal project, SDR utilized:

- 70 Bucket Trucks
- 80 Self Loaders
- 7 Horizontal Grinders
- 8 High-Tip Wheel Loaders
- 8 Track Hoes
- 25 80-CYD Dump Trailers

## **TAB 2 - ADMINISTRATIVE SUBMITTAL**



## **ATTACHMENT A**

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

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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 44-107-10 (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 drug-free workplace by:

- 1) 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;
- 3) 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:

Southern Disaster Recovery, LLC

109 White Oak Rd. Greenville, SC 29609

**WITNESSETH:**

\_\_\_\_\_

\_\_\_\_\_

Signature of Authorized Agent

Print Name and Title:

Date: \_\_\_\_\_

AI McClaran / CEO

\_\_\_\_\_

## Proposal Signature Form

**Attachment D**

**NON-COLLUSION OATH**

COUNTY OF: Greenville

STATE OF: South Carolina

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared Al McClaran 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, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2022

\_\_\_\_\_  
Authorized Signature for Offeror

Please print Offeror's name and address:

Southern Disaster Recovery, LLC

109 White Oak Rd. Greenville, SC 29609

\_\_\_\_\_  
Print Name: \_\_\_\_\_

NOTARY PUBLIC FOR THE STATE OF \_\_\_\_\_

My Commission Expires: \_\_\_\_\_

## **TAB 3 - INFORMATION TO BE SUBMITTED**



## COMPANY BACKGROUND OVERVIEW

**Southern Disaster Recovery (SDR)** is a rapid-response contractor serving public and private clients. We are there for you in difficult times. Our service delivery includes:

- ✓ Disaster Debris Removal
- ✓ FEMA Public Assistance Expertise
- ✓ Environmental Response
- ✓ Hazardous Tree Mitigation,
- ✓ Utility Right of Way Services

Southern Disaster Recovery's (SDR) specializes in environmental disaster preparedness, response, and recovery. We are experts in disaster recovery project management and the Federal reimbursement programs that fund them. Our City, County and State customers are served out of our Greenville, SC Corporate office as well as regional offices in Orlando, Florida; Fairmount, Georgia; further strengthening our ability as a rapid-response contractor. SDR brings together the professionalism and combined strength of its associated companies to produce a disaster recovery division that meets the pressing needs of communities recovering from natural or man-made disasters.

SDR's significant range and breadth of technical and operational resources are applied to your disaster response and recovery. In the past ten years, SDR has safely and successfully completed over 110 disaster debris contracts managing and disposing of over 8 million cubic yards of debris, valued over \$300 million. SDR is large enough to successfully fulfill our contract obligations to the satisfaction of all parties.



### Corporate Information

- Formed in 2012 as a LLC  
FEIN: 45-5312400  
DUNS: 078499137  
Cage Code: 6TXC1
- 2 Partners;  
*Al McClaran, Managing Member*  
*Mark Ells, Member*
- Headquartered in Greenville, SC  
109 White Oak Road Greenville, SC 29609
- Office in NC  
6784 Waterstone Crossing SW Ocean Isle Beach, NC 28469
- Office in GA  
2448 US Highway 411 Fairmount, GA 30139
- Office in Orlando, FL  
390 North Orange Avenue Suite 2300, Orlando, FL, US 32801
- Formed to provide excellent service in disaster recovery programs
- Have successfully completed over 100 Federally funded or Federally reimbursed projects for State and Local Government.
- SDR has 18 contract and full-time employees. Disaster project staffing is consistent with the size of the job; ranging from 20+ people to over 200 people working as subcontractors.



We excel at mobilizing and getting to work quickly, following an aggressive project management plan that safely supported rapid disaster debris removal. Our project managers, superintendents and foremen are experienced in disaster debris removal in strict adherence to FEMA Public Assistance requirements.

Our technically diverse management team is uniquely equipped to address the complexity of issues in post disaster recovery work. In addition to SDR's expertise in disaster recovery; our management and supervision team has experience in leadership positions in Public Works, Solid Waste, Emergency Management, Public Safety and Disaster Recovery program monitoring.

SDR has the broad experience needed to manage disaster recovery operations – program planning, project management, safety, quality control and un-paralleled success in project execution. Our staff are knowledgeable in all aspects of FEMA documentation and reimbursement criteria, thus ensuring that you receive all federal disaster funding to which they are entitled. SDR is committed to excellent business practices and pledges to conduct our endeavors safely, professionally, and ethically.

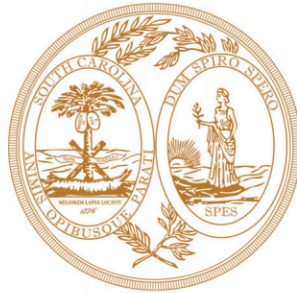
SDR is committed to excellence in our service delivery. We pledge to conduct business in a consistently safe, professional, and ethical manner.

**SDR principals and leadership team have over 130 years collective experience in disaster recovery programs and program management dating to Hurricane Hugo in 1989. With the comprehensive abilities and experience of our principals, project managers, liaisons, and safety officer, assets of over \$12 million, and annual sales exceeding \$40 million, we are large enough to manage multiple contracts simultaneously, without sacrificing the hands-on attention required by every community's unique situation.**

**SDR 's professional staff consists of:**

- Professional Engineers
- ISA Certified Arborists
- Former Local Government Public Works Directors
- Former State and Local Government Emergency Management Directors
- Certified Emergency Managers
- Licensed Landfill Operators
- Certified Public Accountant

# *The State of South Carolina*



*Office of Secretary of State Mark Hammond*

## **Certificate of Existence**

**I, Mark Hammond, Secretary of State of South Carolina Hereby Certify that:**

SOUTHERN DISASTER RECOVERY, LLC, a limited liability company duly organized under the laws of the State of South Carolina on May 11th, 2012, with a duration that is at will, has as of this date filed all reports due this office, paid all fees, taxes and penalties owed to the State, that the Secretary of State has not mailed notice to the company that it is subject to being dissolved by administrative action pursuant to S.C. Code Ann. §33-44-809, and that the company has not filed articles of termination as of the date hereof.

Given under my Hand and the Great Seal  
of the State of South Carolina this 21st day  
of July, 2021.

  
Mark Hammond, Secretary of State

December 07, 2021

SOUTHERN DISASTER RECOVERY

Business Registration No.: 047393

Your Business Registration Application for 2022 has been processed. Please retain this verification notice as proof of registration.

Beginning the calendar year 2015, stickers will no longer be applicable.

Business registrations are not transferable under any conditions. Businesses that change ownership during the year will be allowed forty-five (45) days to register with the County.

Business Registration Division

Greenville County Real Property Services

Please keep bottom portion for your records



2022 Greenville County Business Registration

Business Registration No.: 047393

SOUTHERN DISASTER RECOVERY  
109 WHITE OAK RD  
GREENVILLE, SC 29609

Location: 109 WHITE OAK RD



# Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

**1** Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Southern Disaster Recovery, LLC**

**2** Business name/disregarded entity name, if different from above

**3** Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC

☐ C Corporation

☐ S Corporation

☐ Partnership

☐ Trust/estate

☒ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► **S**

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

**4** Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

**5** Address (number, street, and apt. or suite no.) See instructions.  
**109 White Oak Rd.**

**6** City, state, and ZIP code  
**Greenville, SC 29609**

**7** List account number(s) here (optional)

**Jordan McClaran / Controller**

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

**Social security number**

			-			-					
--	--	--	---	--	--	---	--	--	--	--	--

or

**Employer identification number**


4	5	-	5	3	1	2	4	0	0
---	---	---	---	---	---	---	---	---	---

## Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here** Signature of U.S. person ►  Date ► **01/04/22**

## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



ACORD™

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/24/2022

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

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

<b>PRODUCER</b> <b>McGriff Insurance Services</b> <b>47 Airpark Court (29607)</b> <b>P.O. Box 27149</b> <b>Greenville, SC 29616-2149</b>	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext): 864 297-4444</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS: sccertificates@mcgriff.com</b>														
<b>INSURED</b> <b>Southern Disaster Recovery LLC</b> <b>109 White Oak Rd.</b> <b>Greenville, SC 29609</b>	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : AXIS Insurance Company</td> <td>37273</td> </tr> <tr> <td>INSURER B : AXIS Surplus Insurance Company</td> <td>26620</td> </tr> <tr> <td>INSURER C : Old Republic Insurance Company</td> <td>24147</td> </tr> <tr> <td>INSURER D : Selective Insurance Company of SC</td> <td>19259</td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : AXIS Insurance Company	37273	INSURER B : AXIS Surplus Insurance Company	26620	INSURER C : Old Republic Insurance Company	24147	INSURER D : Selective Insurance Company of SC	19259	INSURER E :		INSURER F :	
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INSURER D : Selective Insurance Company of SC	19259														
INSURER E :															
INSURER F :															

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			EMP1900106203	06/01/2021	06/01/2022	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
D	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			S2030879	06/05/2021	06/05/2022	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$			EMX1900025503	06/01/2021	06/01/2022	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	MWC31205222	01/01/2022	01/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Pollution			EMP1900106203	06/01/2021	06/01/2022	1,000,000 Occ 2,000,000 Agg

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


\*\* Workers Comp Information \*\*

USLH; Other States Coverage

FOR INFORMATION ONLY

## CERTIFICATE HOLDER

## CANCELLATION

<b>Southern Disaster Recovery LLC</b> <b>109 White Oak Rd.</b> <b>Greenville, SC 29609</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 



**Michael Wyman**

*Account Executive Officer  
Travelers Bond & Specialty Insurance  
Construction Services  
11440 Carmel Commons Blvd.  
Charlotte, NC 28226  
(704) 544-3716*

July 21, 2021

RE: Southern Disaster Recovery, LLC

To Whom It May Concern,

Please be advised that Travelers Casualty and Surety Company of America (herein after referred to as "Travelers") has handled all of the bonding requirements for Southern Disaster Recovery, LLC since early 2017. We have confidence in the financial and operations strength of the firm and are a strong supporter of their total work program. Consideration will be provided for a bond program in the \$100,000,000 range.

Southern Disaster Recovery, LLC has the ability to provide Performance and Payment Bonds for projects should they be selected. Naturally, as is customary within the surety industry, the issuance of any bid or final bonds is always contingent upon a satisfactory underwriting review at the time a request for bonds is made. This review may include, but not be limited to, acceptable terms (e.g. standard warranty and damage clauses), conditions, documents, bond forms and confirmation of an acceptable financing source and payment provisions. It should be understood that any arrangement for surety bonds is a matter strictly between Southern Disaster Recovery, LLC and Travelers. We assume no liability to third parties or to you by issuance of this letter.

Travelers Casualty and Surety Company of America is listed in the Department of Treasury's Listing of Approved Sureties (Department Circular 570) dated July 1, 2021 and holds an A++ (Superior) rating by A.M. Best with a Financial Size Category XV by A.M. Best.

Please do not hesitate to contact me if there are any questions or if I may be of further assistance.

Sincerely,

Travelers Casualty and Surety Company of America

*Michael R. Wyman*

Michael R. Wyman  
Account Executive Officer



## CHANGES IN MODE OF BUSINESS SUMMARY

Southern Disaster Recovery (SDR) takes pride in completing the projects with which we are involved with the highest level of professionalism and integrity. We hold our subcontractors and our staff to a high standard of excellence. Because of the pre-planning put into every protocol and process we employ, the entities to which we are contracted expect and experience final outcomes that are both satisfactory and economically beneficial.

***Southern Disaster Recovery can confidently state that our projects are completed safely, on time, and without consequent legal ramifications.***

SDR can proudly attest:

- Within the last ten years, SDR has not been the defendant in any litigation involving debris removal operations.
- SDR is not currently debarred, nor has ever been debarred, from doing FEMA related work.
- SDR has no license sanctions.
- Within the last ten years, SDR has never had any contract terminations.
- Within the past three years, SDR has no mergers, acquisitions, consolidations, downsizing, or bankruptcy proceeding or filings.

***Our highest priority is to provide the necessary resources for your entity's full physical and economic recovery.***



## KEY PERSONNEL FOR THE TOWN OF WIA

***Al McClaran – Member – Chief Executive Officer***

***Phone: 864-591-7797***

***Email: al@gosdr.com***

Mr. McClaran is responsible for the day-to-day operations of Southern Disaster Recovery (SDR). He is knowledgeable in all aspects of FEMA criteria for debris recovery operations and has completed numerous courses with FEMA's Emergency Management Institute Independent Study Program. He works closely with Emergency Management and other government agencies both before and after disaster events. Prior to an event, he helps with readiness planning and preparation, including developing debris management plans and training government personnel in debris recovery operations. After disaster strikes, Mr. McClaran coordinates all aspects of the recovery and the documentation process to assure that the applicant receives the funding to which they are entitled. He has overseen debris removal projects following hurricanes, tornados, floods, wildfires, and winter storm disasters.

***Chip Patterson – VP of Operations & Operations Manager***

***Phone: 904-334-9690***

***Email: chip@gosdr.com***

Robert "Chip" Patterson has over 30 years of experience in disaster management. Chip's career includes service as Chief of Operations in State Emergency Operations Centers in two states (North Carolina and Florida if the bid is either in NC or FL); organizing and leading disaster resources to support some of the largest natural disasters in the nation during the 90's. Chip also served as a local government appointed official for over 10 years where he was responsible for leading disaster operations and administering a number of grant programs including FEMA's Public Assistance Grant Program. His work in leading the nation's first local government to be accredited in emergency management and leading Incident Management Teams to support disaster operations in Hurricane Katrina and Hurricane Wilma. He has been leading disaster debris removal operations for the past 15 years and is responsible for SDR's disaster response and recovery operations.

***Alvie McClaran – Vice President of Civil Division***

***Phone: 864-640-1403***

***Email: alvie@gosdr.com***

Alvie McClaran, SDR VP of Civil Division, Registered Professional Engineer has 10+ years of experience in civil engineering design and project management. Experience with various government entities including EPA, FEMA, USACE, and DOT.

***Sonny Sims – Senior Project Manager***

***Phone: 864-901-0283***

***Email: sonny@gosdr.com***

Sonny Sims, SDR's Senior Project Manager, an experienced and Disaster Debris Removal Project Manager who is consistent in delivering client satisfaction in our safe practices, quality control and pace of work. Mr. Sims is an ISA certified Arborist, and has completed over 89 disaster debris removal projects over 30 years.



***Chris Johnson – Senior Project Manager***

***Phone: 770-547-0951***

***Email: [chris@gosdr.com](mailto:chris@gosdr.com)***

Chris Johnson has over 20 years Safety Management and Multi-Site Management experience. He managed operations in the Murray and Gordon County, Georgia, Solid Waste Disposal Facilities. He is a certified Landfill Manager and member of the Solid Waste Association of North America. He has worked closely with elected officials and local, state, and federal regulatory agencies in various capacities, including managing a safety program, ensuring staff training and compliance with safety policies and compliance of OSHA regulations. In addition, he has conducted safety audits and inspections of facilities throughout the U.S. His strong communication skills have benefitted many entities. In addition to his duties with SDR, Chris is also an instructor at the Georgia Landfill Operators Training Program at the University of Georgia.

***Brett Huet – Safety Manager***

***Phone: 619-213-4431***

***Email: [huet@gosdr.com](mailto:huet@gosdr.com)***

Brett Huet's career, which began as a fire fighter/sawman and spans nearly two decades, has progressed to his current position with SDR as Safety Manager. Mr. Huet has many years of field experience performing various duties in debris clean up and management as well as inspection and oversight of hazardous tree removal operations. The skills he's developed in operations management and strategic development serve the SDR staff and the entities with which SDR is employed by providing comprehensive safety training and oversight. Mr. Huet's extensive knowledge and understanding of safety protocols in the disaster recovery and response industry makes him a significant member of our team.

***Jordan McClaran – Controller / Data Tracking***

***Phone: 864-469-7797***

***Email: [jordan@gosdr.com](mailto:jordan@gosdr.com)***

Mr. Jordan McClaran manages accounts payable and provide weekly progress payment reports to subcontractors ensuring on-time progress payments. Attentive to detail and committed to accuracy, ensuring SDR clients are served with integrity and efficiency. Oversees an office staff who supplement his skills, further extending the overall precision with which disaster response and recovery project records are maintained. The administrative operations of SDR often receive high praise from the clients served, stating records are correct, often requiring little review or oversight.





## EDUCATION

**Bob Jones University, Greenville, SC**

*Master of Arts, 1983*

**Bob Jones University, Greenville, SC**

*Bachelor of Arts, 1980*

## WORK EXPERIENCE

**Southern Disaster Recovery, LLC**

**CEO & Member, 2012 – Present**

- Responsible for the day-to-day operations of Southern Disaster Recovery.
- Works closely with Emergency Management and other government agencies both before and after disaster events
- Manages up to 100 debris hauling and cutting subcontractors during disaster events.
- Helps with readiness planning and preparation. This includes working on debris management plans and training government personnel in debris recovery operations.
- Coordinates all aspects of the recovery and the documentation process to assure that the applicant receives the funding to which it is entitled.

Disaster Events Worked:

- 2021 Winter Storm Uri – 4 Counties in KY
- 2021 Tornado in GA – City of Newnan, GA
- 2020 Hurricane Zeta in NC
- 2020 Hurricane Isaias – 6 Contractors in NC
- 2019 Hurricane Dorian – 8 Contractors in NC
- 2018 Hurricane Florence – Various Counties and Cities in NC and NCDOT & SCDOT.
- 2017 Hurricane Irma – 15 contracts in Florida and Georgia
- 2016 Hurricane Matthew – 19 contracts in NC, SC and GA
- 2015 Butte Wildfires – San Andreas, California.
- 2015 Flooding Event – South Carolina Department of Transportation.
- 2014 Winter Storm Pax – South Carolina Counties: Aiken, Barnwell, Allendale, Williamsburg.

**DTS – Greer, SC**

**Senior Project Manager, 2009 - 2012**

- Oversaw debris removal operations
- Worked closely with Emergency Management and other government agencies both before and after disaster events

Disaster Events Worked:

- 2012 Hurricane Isaac – St. John the Baptist Parish, Louisiana
- 2011 Winter Storm Alfred – Connecticut: Fifteen Townships of Western Connecticut
- 2011 Hurricane Irene – North Carolina Counties: Edgecombe, Wayne, and Halifax
- 2011 Tornado - Rabun County, Georgia



**Al McClaran**  
**CEO / Member**

## PROFILE

- Focuses on integrity, honesty, efficiency, and the safe completion of any endeavors SDR undertakes Implementing strategies and operations for disaster recovery services.
- Oversaw the debris recovery and management of 15 projects because of Hurricane Irma and 19 projects from Hurricane Matthew.
- Provided the most economical and environmentally safe ways to manage debris to the complete satisfaction of the entity to which SDR is contracted.

## CONTACT

📞 864-561-7797

🏠 109 White Oak Rd.  
Greenville, SC 29609

✉ [al@gosdr.com](mailto:al@gosdr.com)

## CERTIFICATIONS

*Over 40 FEMA Certifications*

Mr. McClaran is thoroughly knowledgeable of all aspects of FEMA criteria for debris recovery operations.



## EDUCATION

### **University of the State of New York**

*Bachelor of Science in Sociology, 1989*

### **Jacksonville University**

*Master's in Business Administration, 2002*

### **Associations**

Adjunct Instructor, University of NC/College of Public Health, 2000-Present

Adjunct Instructor, Flagler College/Public Administration 2006 - 2017

US Navy Postgraduate School, Center for Homeland Security and Defense

Mobile Executive Seminars 2006 - 2021

Florida Emergency Preparedness Association

Florida's Emergency Manager of the Year, 2005

Board Member, Greater Jacksonville Agricultural Fair, 2010-2020

National Hurricane Conference, Response Committee 2006-Present

## WORK EXPERIENCE

### **Southern Disaster Recovery, LLC / VP of Operations**

*February 2018 – Present*

Responsible for fulfilling all contractual requirements in disaster response and recovery consistent with FEMA Public Assistance Program and Policy Guide and associated policy documents.

### **J. B. Coxwell Contracting, Inc / Director of Disaster Services**

*July 2006 to February 2018*

Emergency management and homeland security business development and service delivery for a 300-person civil construction firm providing services in all phases of emergency management. Public Assistance activities included debris clearance and removal in eighteen (18) jurisdictions.

### **City of Jacksonville Emergency Preparedness Division Chief Duval County Emergency Preparedness Director**

*January 1996 to July 2006*

Responsible for a comprehensive emergency management program that included plans and procedures development; public education; disaster response and recovery management; facilities management; program development and marketing; personnel development; press availabilities; and, interacting with elected officials in a jurisdiction of 840 square miles with a population of over 800,000. Incident Management Team Lead in Harrison County, MS for Hurricane Katrina; IMT Lead in Lee County, FL in Hurricane Wilma. Oversight of disaster recovery programs for ten Presidential declared disasters; Managed disaster response and administered FEMA Public Assistance and Hazard Mitigation programs.

### **Florida Division of Emergency Management Response Services Administrator**

*June 1993 to December 1995*

Managed State of Florida delivery of disaster resources (equipment, personnel and programs). Non-disaster related activities included development and maintenance of the State's Comprehensive Emergency Management Plan, Radiological Emergency Preparedness Program and management of seven field offices. Disaster-related opportunities included managing the State Emergency Operations Center. Oversight during six Presidential declared disasters.

### **North Carolina Division of Emergency Management / Chief of Operations**

*March 1989 to June 1993*

Managed State of North Carolina disaster resources delivery.

Managed the 24/7 State Warning Point. Planner for Radiological Emergency Preparedness.



## **Robert "Chip" Patterson Vice President of Operations**

### **PROFILE**

- Has 30+ years of experience in Disaster Management.
- Implementing strategies and operations for disaster recovery services.
- 1<sup>st</sup> Disaster; 1989- Hurricane Hugo (Ops Technician)
- 1<sup>st</sup> FL Disaster; 1992- Hurricane Andrew (FEMA ESF 5 Ops Specialist)
- Served in a mayoral appointed position for 10 years as the City of Jacksonville, Florida's Director for Emergency Management.
- State of Florida EOC Director.
- Chief of Operations for the North Carolina Division of Emergency Management.
- Service as a Radiological Emergency Preparedness Planner in North Carolina and 6 years in the United States Navy nuclear propulsion program.

### **CONTACT**

#### **PHONE:**

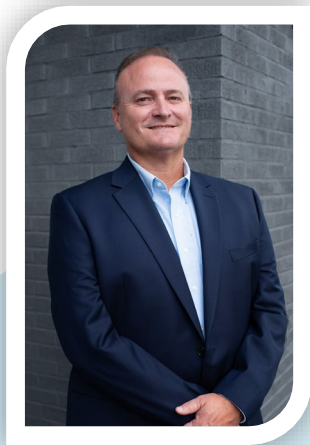
904-334-9690

#### **ADDRESS:**

109 White Oak Rd. Greenville, SC 29609

#### **EMAIL:**

[chip@gosdr.com](mailto:chip@gosdr.com)



**John (Sonny) Sims**  
**Operations Manager**

#### PROFILE

- An experienced Disaster Debris Removal Project Manager who brings forth valuable experience in the industry with exceptional safety and client satisfaction.
- An ISA certified Arborist
- Has completed over 89 disaster debris removal projects over 30 years.
- Adept at managing multiple priorities; integrating various interests into a successful project for all
- Ornamental Horticulture Degree, 1992

#### CONTACT

**PHONE:**

864-901-0283

**ADDRESS:**

308 Edens Ridge Dr. Six Mile, SC  
29682

**EMAIL:**

[sonny@gosdr.com](mailto:sonny@gosdr.com)



## EDUCATION

#### Certifications

- *IS- 00632.a Introduction to Debris Operations*
- *IS-00633 Debris Management Plan Development*
- *IS-00100.PWc Introduction to Incident Command System,*
- *ICS-200; Basic Incident Command System*
- *IS-00253.a Overview of FEMA Environmental and Historic Preservation Review Responsibilities*
- *HAZWOPER 40 HR*
- *ISA Board Certified Arborist*
- *Landfills and Land Application Sites 2020*
- *AT-TC3TS010-15-T1 - Maintenance of Traffic for Supervisors*

## WORK EXPERIENCE

#### Southern Disaster Recovery, LLC

*Operations Manager, 2014 – Present*

- Successfully led all daily operational aspects.
- Managed and evaluated workflow and productivity, making changes where necessary.
- Developed and implemented performance standards and procedural changes to drive productivity and quality.

#### Disaster Events Worked:

- 2021 Hurricane Ida – Plaquemines Parish, LA
- 2020 SC Tornado- Hampton Co, SC
- 2020 SC Tornado-SCDOT Barnwell Co, SC
- 2020 SC Tornado-SCDOT Oconee Co, SC
- 2020 Spartanburg Tornado- Spartanburg, SC
- 2009 Ice Storm Dunklin County, Missouri
- 2018 Hurricane Florence- New Bern, NC
- 2017 Hurricane Irma- City of Miami & City of Deltona, Florida
- 2016 Hurricane Matthew- Marion County & Lumberton Co, NC
- 2014 Ice Storm Barnwell County, SCDOT, South Carolina

#### Previous Experience

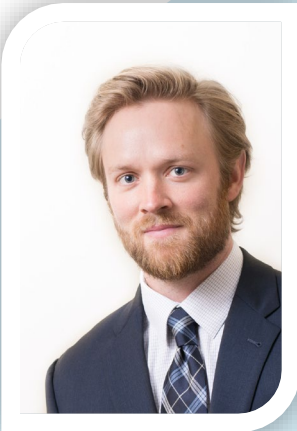
- 2008 Hurricane Ike- Liberty Co, San Jacinto, and Huntsville, TX
- 2005 Hurricane Wilma- Coral Gables, Lauderdale by the Sea, City of Miami, University of Miami, Miramar, and Margate, FL
- 2005 Hurricane Rita- Islamorada, Florida
- 2005 LDOT Boregard, Allan, Jefferson Davis Parish, Louisiana
- 2005 Hurricane Katrina- Coral Gables, City of Miami, University of Miami, Islamorada,
- Marathon and Dade County, Florida
- 2005 Hurricane Katrina- Gulf Breeze, Escambia Co, Florida, Mobile Alabama
- 2004 Hurricane Francis and Charlie- Winter Park, Winter Springs, and Marion County, Florida
- 2003 Hurricane Isabel- Richmond, Chesterfield Co, and Henrico County, Virginia
- 2002 Ice Storm Raleigh, North Carolina



## EDUCATION

**Clemson University, Clemson, SC**

*Bachelor of Science in Civil Engineering, 2011*



**Alvie McClaran III, P.E.**  
**Vice President of Civil Division**

## PROFILE

- Has 10+ years of experience in civil engineering design and project management.
- Registered Professional Engineer
- Experience with various government entities including EPA, FEMA, USACE, and DOT.

## CONTACT

📞 864-469-9776

🏠 109 White Oak Rd.  
Greenville, SC 29609

✉ [alvie@gosdr.com](mailto:alvie@gosdr.com)

## WORK EXPERIENCE

**Southern Disaster Recovery, LLC / VP of Civil Division**

*June 2021 – Present*

Lead and action officer for business development, marshalling technical capability and conduct of projects associated with civil engineering projects.

**Fluor Corporation – Greenville, SC**

**Design/Lead Engineer, 2017 - 2021**

Managed the civil team and was the civil Engineer of Record in the design and preparation of plan sheets for the mass and fine grading, stormwater management, truck routing, underground utilities, and temporary construction facilities layout for the Rhyolite Ridge mine process plant. This encompassed approximately 160 acres and over 1 million cubic yards of earth work.

Managed the civil team in the design and preparation of plan sheets for new rail, grading, stormwater and underground utilities for the US Steel Edgar Thompson Steel Works site. Responsible for the preparation of an NPDES Stormwater Pollution Prevention Plan. This involved bringing the entire 100+ year-old site into compliance with new environmental requirements by separating the existing combined storm water and process waste systems into separate systems for treatment before releasing into the Monongahela River.

Assisted in design, model development and preparation of plan sheets for grading, stormwater and underground utilities for the addition of a new carbon fiber manufacturing line at the existing site in Decatur, Alabama.

Designed site layouts, grading, paving, stormwater management systems and underground utilities for private and government clients ranging from pharmaceutical manufacturing plants to military facilities.

**Land Planning Associates, Inc. – Easley, SC**

**Staff Engineer, 2011 - 2017**

Responsible for site plan layouts, water supply design and flow calculations, coordination and permitting with federal, state, and local authorities, project management, and representation of firm before clients and government officials.





**Brett Huet**  
**Safety Manager**



## EDUCATION

CTSP, ISA Board Certified Master Arborist, TRAQ, NCCER Certified Crane Operator · Activity · Experience · Licenses & Certifications.

## WORK EXPERIENCE

### **Southern Disaster Recovery, LLC / Safety Manager**

Oct 2018 to Present

- Conducts on-site field visits with SDR field workers and safety team
- Conducts and coordinates within operations team worker training in safety regulations, hazardous conditions, and company policies.
- Monitors the safe operations of vegetation management practices, company vehicles, and equipment
- Assists with safety training events, CPR/First Aid instruction, defensive driving instruction, and other safety-related training
- Assists with incident investigations and analyses & leadership teams with training initiatives
- Responsible for managing SDR safety team and equipment ordering
- Assists in authoring written weekly and monthly safety documents

### **BKW Inc. – Pensacola, FL / Safety Supervisor; Tree Specialist**

February 2016 – October 2018

- Trained/supervised climbing and felling crews for PG&E FEMA/CEMA Tree Mortality contract.
- Ensured employees adhered to ANZI Z133 and OSHA 1910, and Managed hiring and training of project personnel.
- Conducted daily safety meetings and training presentations

### **T2 Storm – Angels Camp, CA / Lead Arborist; Recruiter**

August 2015- December 2015

- Coordinated crews in appropriate spans to match skill sets.
- Trained all sawmen and climbers in safe work practices.
- Acted as the lead sawman in removing hazard trees left by other contracted felling crews.

### **Parks & Recreation Department – Carlsbad, CA / Inspector**

July 2014 – July 2015

- Performed contract administration, inspection, and scheduling of tree care contractors; Supervised all tree trimming and hazard tree removal operations.
- Used ArcGIS software, GPS and asset management software to collect and maintain information on species type, tree size, health, location, and maintenance records for public trees.

### **Nature's Images Inc.- Lake Forest, CA/Crew Chief; Strategic Development**

November 2013 – June 2014

- Managed crews on habitat restoration and forestry projects.
- Supervised all tree removal projects; Maintained communications with project Inspectors and Superintendents.
- Ensured crews performed tasks safely and with the required PPE.
- Ensured work was completed as per the project's specifications.

### **H&S Forestry – Ridgway, CO / Operations Manager 5/2005 – 11/2011**

- Specialized in hazard tree removal and Lead sawman & climber
- Conducted site analysis and project layout for fire mitigation projects
- Established short- and long-term forestry management goals

### **United States Forest Service / Bureau of Land Management**

**Montrose Interagency Fire Unit-Montrose, CO/Fire Fighter, Fuels Technician**  
5/2001 – 11/2006

- Performed duties as a fire fighter and fuels technician
- Oversaw crew safety during wildfire suppression operations

## PROFILE

- Has decades of skill in safety management, regulations, hazardous conditions.
- Developing and maintaining the written Safety Plan
- Strong managerial and communication skills enable to operate and provide oversight on safety Performance successfully.

## SKILLS HIGHLIGHTS

- Specialized in hazard tree removal.
- Conducts and coordinates within operations team worker training in safety regulations, hazardous conditions.
- Experience with incident investigations and analyses.
- Safety training events, CPR/First Aid instruction, defensive driving instruction, and other safety-related training

## CONTACT

📞 619-213-4431

🏠 19386 SW Laurelhurst Way  
Bend, OR 97702

✉ [brett@gosdr.com](mailto:brett@gosdr.com)





**Chris Johnson**  
**Project Manager**

#### PROFILE

- Has decades of skill development and practical experience in public service vocations, including disaster response and recovery project management, and storm debris management.
- Strong managerial and communication skills enable to successfully operate and provide oversight on FEMA Public Assistance Programs initiated by a declared emergency.

#### CONTACT

**PHONE:**

770-547-0951

**ADDRESS:**

2448 US Highway 411  
Fairmount, GA 30139

**EMAIL:**

[chris@gosdr.com](mailto:chris@gosdr.com)

#### CERTIFICATIONS

Over 20+ FEMA Certifications

- Peace Officers Standards and Training/State of Georgia, POST Council, 1986 – Present
- Professional Nuisance Animal Trapper, GA DNR, 1997- Present
- Landfill Manager/Georgia Solid Waste Association, July 1998 – Present
- Soil and Erosion, Level 1-B Certified Inspector / Georgia Soil and Water Conservation Commission, June 2009-Present



## EDUCATION

**Kennesaw State University**

*Public and Social Services, 1992*

**Reinhardt University**

*A.S., Criminal Justice. 1987*

**Community Service**

Gordon County Board of Education, 2008-Present

Chairman Gordon County Board of Education, 2016-Present

Gordon County Chamber of Commerce, Drugs Don't Work Committee

Calhoun Gordon County Fellowship of Christian Athletes, Charter Board Member

Gordon County Emergency Management Agency, Volunteer Coordinator, Incident Command Safety Officer

Gordon County College and Career Academy, Board Member

## WORK EXPERIENCE

**Southern Disaster Recovery, LLC**

*Project Manager, February 2018 – Present*

Responsible for fulfilling all contractual requirements in disaster response and recovery consistent with FEMA Public Assistance Program and Policy Guide and associated policy documents.

**Self-Employed - BBRAC Farms, LLC – Fairmount, GA**

*Project Manager, February 2017 – Present*

FEMA, NRCS, USDA, EPD, Corp of Engineers & Georgia DNR; Farm Manager (cattle, hay); Storm Debris Management; and Disaster Response and Recovery. 2017 Hurricane Irma – 15 contracts in Florida and Georgia.

**Self-Employed - Enviro-friendly Outdoors – Fairmount, GA**

*Various Roles, 1997 – present*

Environmental Manager; Erosion Control Inspector, Erosion Control Installation; Heavy Equipment Operator; Nuisance Animal Trapper.

Current instructor for the University of Georgia, Georgia Landfill Operators Training Program.

**Santek/Waste Services – Cleveland, TN**

*Safety Manager/Multi-Site Manager, June 2005 – January 2015*

Managed operations of Murray and Gordon County, Georgia, Solid Waste Disposal Facilities. Worked closely with elected officials and local, state, and federal regulatory agencies; Managed the safety program, ensuring staff training and compliance with safety policies and compliance of OSHA regulations. Conducted safety audits and inspections of company facilities throughout the U.S. Chaired monthly safety meetings and reviewed monthly incident reports.

**Fairmount Police Department – Fairmount, GA**

*Police Chief, April 2002 – June 2005*

Chief of all law enforcement activities conducted within the city limits of Fairmount. Supervised three full-time officers, one administrative assistant, and four part-time officers.

**Gordon County Board of Commissioners - Gordon County, GA**

*Director of Environmental Services and Compliance, 1998 – 2002*

Director over the following departments: landfill; recycle center; six convenience waste disposal sites; litter control and compliance; soil and erosion (issued land disturbing permits and enforced compliance);



**Jordan McClaran**  
**Controller**

#### PROFILE

- Attentive to detail and committed to accuracy, ensuring SDR clients are served with integrity and efficiency.
- Oversees an office staff who supplement his skills, further extending the overall precision with which disaster response and recovery project records are maintained.
- The administrative operations of SDR often receive high praise from the clients served, stating records are correct, often requiring little review or oversight.

#### CONTACT

**PHONE:**

864-469-9776

**ADDRESS:**

109 White Oak Rd.  
Greenville, SC 29609

**EMAIL:**

[jordan@gosdr.com](mailto:jordan@gosdr.com)

#### CERTIFICATIONS

Certified Public Accountant State of SC



#### EDUCATION

**Clemson University, Clemson, SC**

*Master of Professional Accountancy, August 2013*

**Bob Jones University, Greenville, SC**

*B.S., Accounting, May 2012*

#### WORK EXPERIENCE

**Southern Disaster Recovery, LLC**

*Controller, 2014 – Present*

- Review and reconcile company accounts with annual revenues of \$50 million.
- Communicate with clients and coordinate FEMA documentation on projects exceeding \$20M.
- Manage accounts payable and provide weekly progress payment reports to subcontractors ensuring on-time progress payments.
- Oversee and facilitate SDR's procurement and contracting process.

**Cherry Bekaert, LLP - Greenville, SC**

*Audit Staff, 2013 - 2014*

- Participated in all aspects of audits and reviews for both public and private companies ranging from \$200K to \$750M in revenues.
- Served clients in manufacturing, distribution, banking, real estate, not-for-profit, and governmental industries.
- Managed communication with clients to determine timing of procedures as well as to ensure audit procedures would be completed based on planned timing.
- Performed walkthroughs of companies' internal control processes to identify areas of risk.
- Recommended internal control processes to mitigate identified risks.
- Researched accounting guidance on complex accounting issues
- Performed work in high-risk audit areas including revenues, inventory, and accrued liabilities.
- Drafted financial statements and communicated with managers and clients regarding financial statement edits.

**Cherry Bekaert, LLP - Greenville, SC**

*Audit Intern, 2012*

- Aided in the audits of clients in multiple industries including banking, government, and not-for-profit.
- Performed audit procedures for: Cash, PP&E, Accounts Payable, Accrued Expenses, and Single Audit
- Assisted in tax return preparation.

### TRAINING AND CERTIFICATIONS HELD BY MANAGEMENT TEAM

#### Summary

<b>Professional Engineer –</b>	Alvie McClaran, Tim Berkhimer
<b>ISA Certified Arborist –</b>	Sonny Sims, Brett Huett
<b>ISA Municipal Specialist, ISA Tree Risk Assessment Qualification, TCIA Certified Tree care Safety Professional –</b>	Brett Huett
<b>Certified Emergency Manager –</b>	Randy Thompson, Roger Dail, Ron Campbell
<b>Licensed Landfill Operator (GA) –</b>	Chris Johnson
<b>NPDES Certifications –</b>	Sonny Sims, Chris Johnson, Chip Patterson
<b>MOT for Supervisors (ASHTO) –</b>	Chip Patterson, Sonny Sims, Chris Johnson, Randy Thompson
<b>USACE Contractor Quality Control –</b>	Chip Patterson
<b>Certified Public Accountant –</b>	Jordan McClaran

#### Al McClaran (CEO)

IS-1	Emergency Manager: An Orientation to the Position
IS-5.a	An Introduction to Hazardous Materials
IS-7	A Citizen's Guide to Disaster Assistance
IS-10.a	Animals in Disaster: Awareness and Preparedness
IS-15.b	Special Events Contingency Planning for Public Safety Agencies
IS-22	Are You Ready? An In-depth Guide to Citizen Preparedness
IS-26	Guide to Points of Distribution
IS-33.12	FEMA Initial Ethics Orientation
IS-35.12	FEMA Safety Orientation
IS-55	Household hazardous Materials-A Guide for Citizens
IS-100.a	Introduction to Incident Command
IS-100.Pwb	Introduction to the Incident Command System for Public Works
IS-208.a	State Disaster Management
IS-230.a	Fundamentals of Emergency Management
IS-235.b	Emergency Planning
IS-240	Leadership and Influence
IS-241.a	Decision Making and Problem Solving
IS-242.a	Effective Communication
IS-253	Coordinating Environmental and Historic Preservation Compliance
IS-271	Anticipating Hazardous Weather and Community Risk
IS-293	Mission Assignment
IS-324	Community Hurricane Preparedness
IS-340	Hazardous Materials Prevention
IS-403	Introduction to Individual Assistance
IS-630	Introduction to the Public Assistance Process
IS-632	Introduction to Debris Operations
IS-634	Introduction to FEMA's Public Assistance
IS-650.a	Building Partnerships with Tribal Governments
IS-700.a	National Incident Management System (NIMS), An Introduction
IS-800.b	National Response Framework, An Introduction
IS-801	Emergency Support Functions (ESF) #1- Transportation
IS-802	ESF #2 – Communications
IS-803	ESF #3 – Public Works and Engineering
IS-804	ESF #4 – Firefighting

## TRAINING AND CERTIFICATIONS HELD BY MANAGEMENT TEAM

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IS-805	ESF #5 – Emergency Management
IS-806	ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services
IS-807	ESF #7 – Logistics Management and Resource Support Annex
IS-808	ESF #8 – Public Health and Medical Services
IS-809	ESF #9 – Search and Rescue
IS-810	ESF #10 – Oil and Hazardous Materials Response Annex
IS-811	ESF #11 – Agriculture and Natural Resources Annex
IS-812	ESF #12 – Energy
IS-813	ESF #13 – Public Safety and Security Annex
IS-814	ESF #14 – Long Term Community Recovery
IS-820	Introduction to NRF Support Annexes
EM16	Debris Management (G202 12.0 Credit Hours)

### **Randy Thompson (Government Affairs)**

NC-1002.2	NCEMA Spring Conference
IS-00394.A	Protecting Your Home or Small Business from Disaster
IS-00453	Introduction to Homeland Security Planning
IS-00230.c	Fundamentals of Emergency Management
G-146	HSEEP - Homeland Security Exercise and Evaluation Program
IS-00548	Continuity of Operations (COOP) Manager
IS-00026	Guide to Points of Distribution
G-386	Mass Fatalities Incident Response
G191	ICS/EOC Interface
G-271	Hazardous Weather and Flooding Preparedness
G-400	ICS-400 - Advanced Incident Command System Command and General Staff - Complex Incidents
G-300	ICS-300 - Intermediate Incident Command System for Expanding Incidents
NC771	Brunswick WMD Training Exc
NC815.1	Incident Command System 200 TTT
NC714	WMD Radiological/Nuclear Awareness TTT
NC290	Basic Public Information Officers (PIO)
NC-999.3	Damage Assessment
G-288	Local Volunteer and Donations Management
NC654	Capstone Seminar
G280	Public Policy in Emergency Mgmt
G244	Developing Volunteer Resources
G652	Managing the Search Operation
G241.1	Basic Skills/Decision Making & Problem
G240.1	Basic Skills/Leadership & Influence
G-385	Disaster Response and Recovery Operations
G320	Fundamental Course for Radiological Monitor
G330	Refresher Course for Radiological Monitors
NC-601	Public Officials Conference (POC)
G326	Fundamental Course for Rad Response Teams
G305.7	Overview of the Incident Command System
NC-601	Public Officials Conference (POC)
G326	Fundamental Course for Rad Response Teams
G652	Managing the Search Operation
G-130	Exercise Evaluation
G120	Exercise Design Course
G242	Basic Skills/Effective Communications

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## TRAINING AND CERTIFICATIONS HELD BY MANAGEMENT TEAM

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G243	Basic Skills/Creative Financing
NC-999.3a	Damage Assessment
G230	Introduction to Emergency Mgmt
G-386	Mass Fatalities Incident Response
G346	Hospital Emergency Dept Mgmt of Rad Accident
G652	Managing the Search Operation
G235	Emergency Planning Course
G305.8	Hazmat Workshop for EMS Providers
G605	Family Preparedness
G651	Managing Emergency Operations
G650	New Coord/sec Workshop
G340	Radiological Monitor Instructor Course
G323	Fundamental Crs for Radiological Officer
G801	Hazmat 1st Responder
ASHTO	Maintenance of Traffic for Supervisors

### **Chip Patterson (Vice President of Operations)**

Certified Emergency Manager (CEM) 2012-2017

USACE Contractor Quality Control

OSHA 30-hour Safety

OSHA HAZWOPER

ASHTO - Maintenance of Traffic for Supervisors

ICS – 100, 200, 300, 400

G-449 (FL) – ICS Curricula TtT

NIMS/ICS Instructor

Florida Professional Emergency Management (2001-2006)

IS 700.a - National Incident Management System (NIMS), An Introduction

IS630 - Introduction to the Public Assistance Process

IS631 - Public Assistance I & II

IS632 - Debris Operations in FEMA's PA Program

FEMA Instructor – Emergency Operations Center

FEMA Exercise Design Control Evaluate Certified

FEMA Integrated Emergency Management Course

Navy Postgraduate School Center for Homeland Defense and Security Mobile Executive Training SME 2006-2021

University of North Carolina, Gilling's School of Public Health, Emergency Preparedness Certificate, Adjunct Instructor 2006-present

Flagler College, Public Administration Program, Adjunct Professor, (Emergency Management; Fiscal Administration; Intergovernmental Relations) 2012-2017

North Carolina SERT Emergency Operations Chief; 1990-1993

Florida SERT Comprehensive Emergency Management Plan (CEMP) Administrator; 1993-1995

Florida SERT Emergency Operations Chief; 1993-1995

Florida SERT Hurricane Katrina Incident Management Team Lead (Harrison County, MS)

Florida SERT Hurricane Wilma Incident Management Team Lead (Lee County, FL)

Florida County (Duval) Emergency Management Director; 1996-2006

Florida's Emergency Manager of the Year - 2005

Florida Governor's Hurricane Conference 2018; Lead Trainer; "Evaluating Debris Management and Monitoring RFPs"

National Hurricane Conference; Response Planning Subcommittee; 2008-present.

US Army Emergency Operations Center Training Development Team; 2014-2016

US Army Emergency Operations Center Training Cadre; 2014-2019

Emergency Management Accreditation Program (EMAP); Standards Subcommittee; 2015-2018

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**Timothy R Berkhimer (Senior Project Manager)**

IS-35.21 FEMA Safety Orientation 2021  
IS-00037.21 Managerial Safety and Health  
IS-632 Introduction to Debris Operations  
IS – 00633 Debris Management Plan Development  
IS – 01000 Public Assistance Program and Eligibility  
IS – 00100.c Introduction to Incident Command System, ICS-100  
IS – 01001 The Public Assistance Delivery Model Orientation  
IS – 01009 Conditions of the Public Assistance Grant  
IS-00100.c Introduction to Incident Command System, ICS-100  
Professional Engineer License – Timothy Berkhimer

**Brett Huet (Safety Manager)**

ISA Board Certified Master Arborist  
ISA Certified Utility Specialist  
ISA Municipal Specialist  
ISA Tree Risk Assessment Qualification  
California Qualified Applicator License  
TCIA Certified Tree care Safety Professional  
TCIA Aerial Rescue Instructor  
TCIA Chainsaw Specialist Instructor  
TCIA Tree Climber Specialist Instructor  
TCIA Crew Leader Instructor  
NATS Chainsaw Operator Technician  
NATS Train the Trainer  
Qualified Line Clearance Arborist  
S-131 Advanced Firefighter  
S-211 Portable Pumps and Water Use  
S-212 Power Saws  
S-215 Fire Operations in the Urban Interface  
S-216 Incident Business Management  
S-230A Single Resource Boss  
S-231 Engine Boss  
S-260B Incident Business Management  
S-390 Fire Behavior Calculations  
IS-00700 National Incident Management System: FEMA  
CPR/1st Aid Instructor  
OSHA Outreach Approved Instructor

**John (Sonny) Sims (Senior Project Manager)**

ISA Board Certified Master Arborist  
IS -- 00632.a Introduction to Debris Operations  
IS – 00633 Debris Management Plan Development  
IS – 00100.PWc Introduction to Incident Command System, ICS-100  
IS – 00253.a Overview of FEMA Environmental and Historic Preservation Review  
Responsibilities  
Landfills and Land Application Sites 2020  
HAZWOPER 40 HR  
AT-TC3TS010-15-T1 - Maintenance of Traffic for Supervisors

**Demetris Pressley (Client Service Director)**

Advanced Certified Stormwater Inspector  
Diversity: Inclusion in the Modern Workplace Certificate of Completion  
Certified the American Public Works Institute  
Disaster Management for water and Wastewater Utilities  
Stormwater Operator - Level 2  
ICS IAP workshop (4) hours  
Construction of Quality Treatments for Preventive Maintenance for FL DOT  
Professional Member of ASCE

**Roger Dail (Project Manager)**

IS-35.22 FEMA Safety Orientation 2022  
ICS 300 Incident Command System  
ICS 400 Advanced Incident Command System  
ICS 402 Incident Command System for Executives / Senior officials  
IS - 700 NIMS  
IS - 01009 Conditions of the Public Assistance Grant  
IS - 00632.a Introduction to Debris Operations  
IS - 00633 Debris Management Plan Development  
IS - 01000 Public Assistance Program and Eligibility  
IS - 01001 The Public Assistance Delivery Model Orientation  
Hazardous Waste Site workers - 40 hours  
Hazardous Materials Incidents - 40 hours  
Chemistry of Hazardous Materials

**Christopher Johnson (Project Manager)**

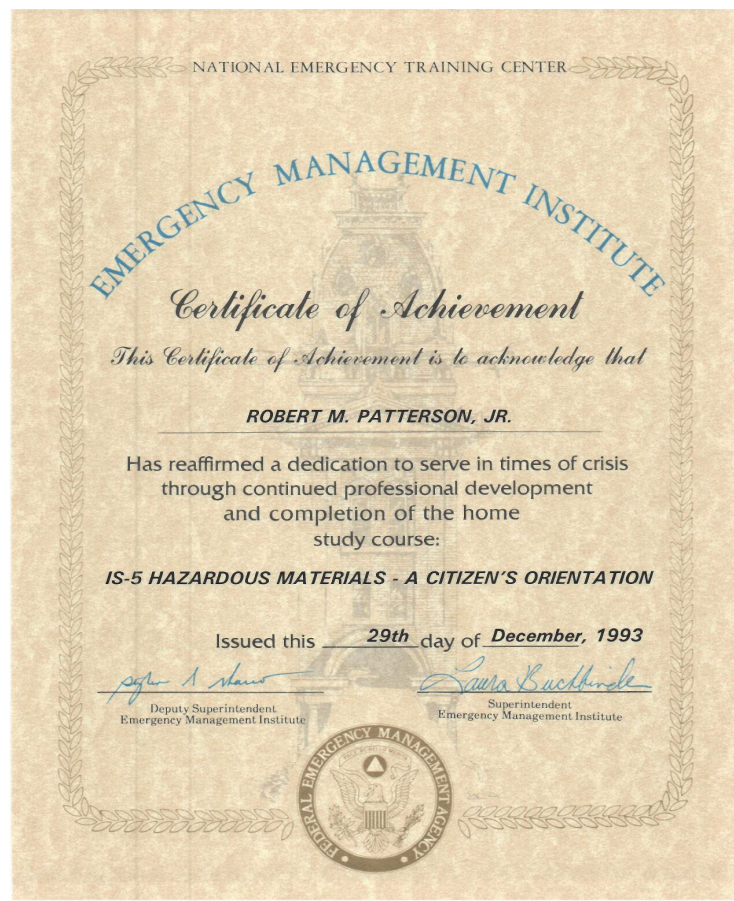
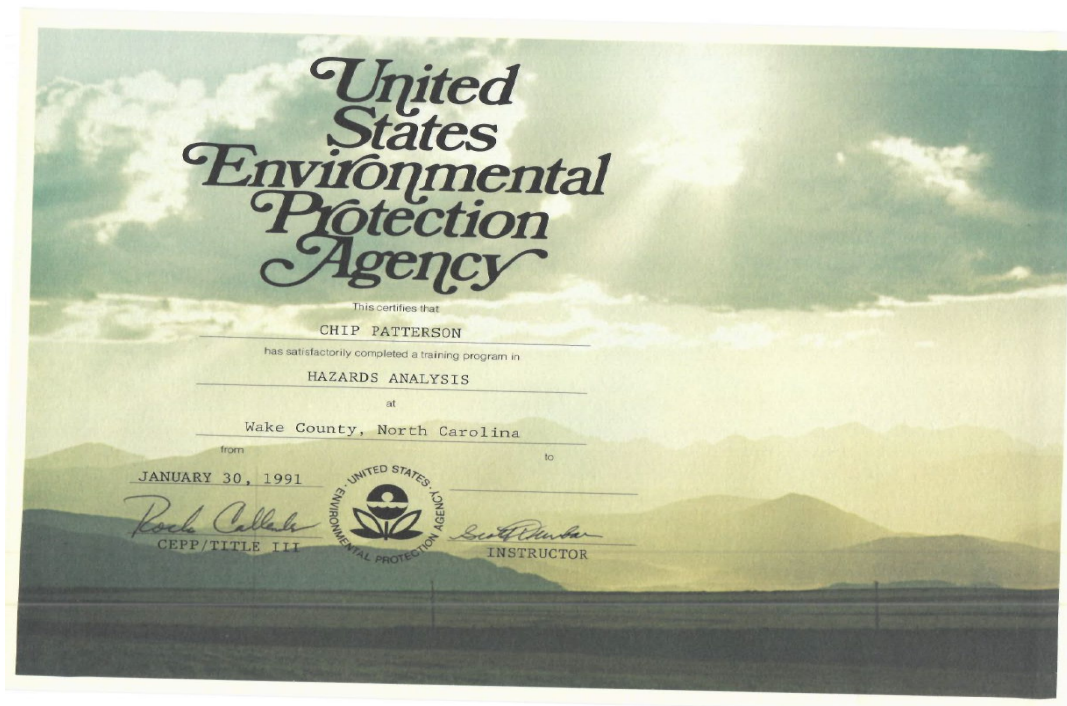
IS-000.35.20 FEMA Safety Orientation 2020  
IS-00632.a Introduction to Debris Operations  
IS-00633 Debris Management Plan Development  
IS-00037.20 Managerial Safety and Health

**Jordan McClaran (Controller)**

Debris Management Planning for State, Tribal and Local Officials  
IS-00632.a Introduction to Debris Operations  
IS-00001.a Emergency Manager: An Orientation to the Position

**Beibei Staton (Administrative Staff)**

IS-00632.a Introduction to Debris Operations  
IS-00634 Introduction to FEMA's Public Assistance Program  
IS-910 Emergency Management Preparedness Fundamentals  
IS-253 Coordinating Environmental and Historic Preservation Compliance



## State Of North Carolina Department of Crime Control & Public Safety

This certifies that

ROBERT C. PATTERSON

has attended

The Division of Emergency Management

INCIDENT COMMAND SYSTEM (AWARENESS LEVEL)

on the 19 day of SEPTEMBER, 1991



*Joseph W. Dean*  
Joseph W. Dean  
Secretary of Crime Control & Public Safety

*Joseph F. Myers*  
Joseph F. Myers  
Director of Emergency Management











# FEMA

This Certificate of Achievement is to acknowledge that

**ROBERT M. PATTERSON, JR.**

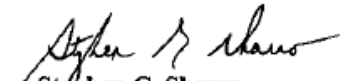
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00700**

**National Incident Management System  
(NIMS) an Introduction**

*Issued this 19th Day of July, 2005*

0.3 CEU

  
**Stephen G. Sharro**  
Director, Training Division



16-30, NOV 93



16-30, NOV 93



Transportation Curriculum Coordination Council (TC3)

## CERTIFICATE OF TRAINING

Robert M Patterson

**HAS PARTICIPATED IN:**

AT-TC3TS010-15-T1

Maintenance of Traffic for Supervisors (5 PDHs)

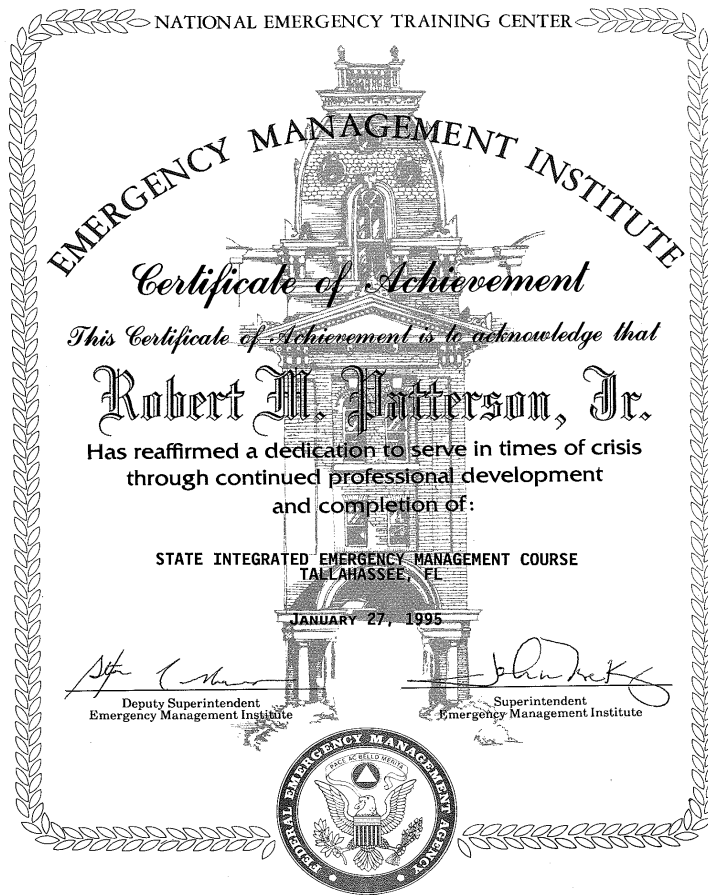
**WEB-BASED COURSE**

7/27/2020

PDH 5.0 Hours

Jim McDonnell // AASHTO Director  
of Engineering

Dave Bernhardt // TC3, Chair,  
Commissioner of Maine Department  
of Transportation



16-30, NOV 93







Transportation Curriculum Coordination Council (TC3)  
**CERTIFICATE OF TRAINING**

John Sims

**HAS PARTICIPATED IN:**

AT-TC3TS010-15-T1  
Maintenance of Traffic for Supervisors (5 PDHs)

**WEB-BASED COURSE**

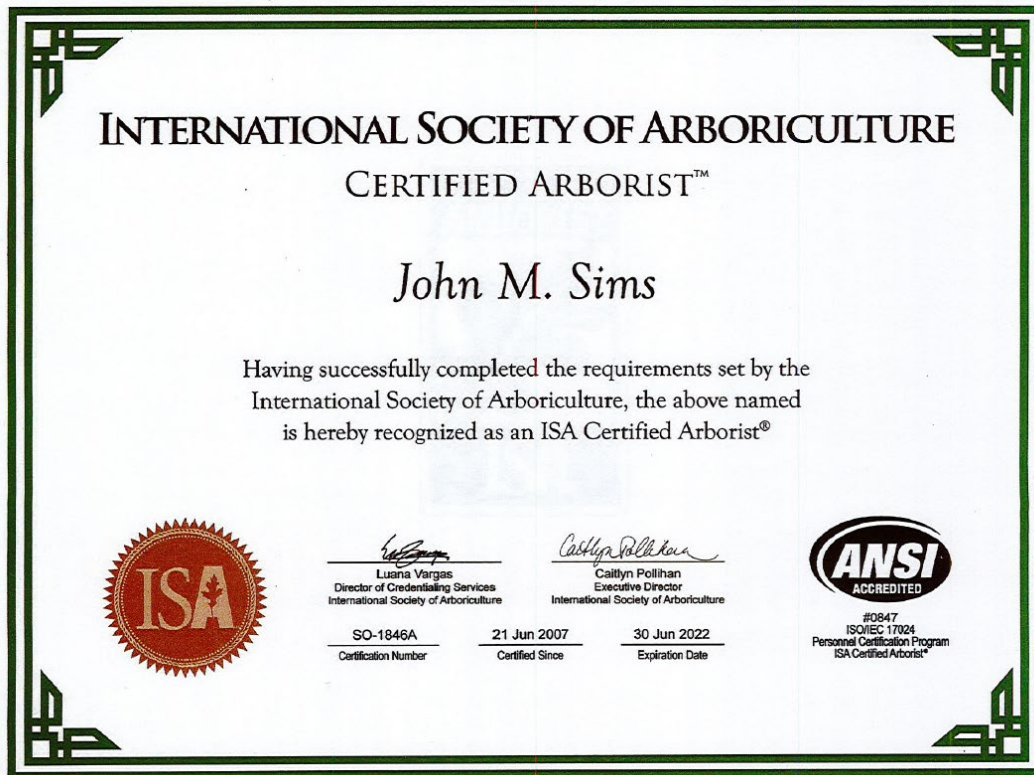
7/25/2020

PDH 5.0 Hours

Jim McDonnell // AASHTO Director  
of Engineering

Dave Bernhardt // TC3, Chair;  
Commissioner of Maine Department  
of Transportation







## Emergency Management Institute



**FEMA**

This Certificate of Achievement is to acknowledge that

**JOHN M SIMS JR.**

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

**IS-00100.c**

**Introduction to Incident Command System, ICS-100**

*Issued this 2nd Day of January, 2020*



0.2 IACET CEU

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

## Emergency Management Institute



**FEMA**

This Certificate of Achievement is to acknowledge that

**JOHN M SIMS JR.**

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

**IS-00253.a**

**Overview of FEMA Environmental and Historic Preservation Review Responsibilities**

*Issued this 2nd Day of January, 2020*



0.4 IACET CEU

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

## Emergency Management Institute



**FEMA**

This Certificate of Achievement is to acknowledge that

**JOHN M SIMS JR.**

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

**IS-00632.a**

**Introduction to Debris Operations**

*Issued this 23rd Day of December, 2019*



0.2 IACET CEU

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

## Emergency Management Institute



**FEMA**

This Certificate of Achievement is to acknowledge that

**JOHN M SIMS JR.**

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

**IS-00633**

**Debris Management Plan Development**

*Issued this 23rd Day of December, 2019*



0.6 IACET CEU

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



## SUBCONTRACTOR PROTOCOL

### ***MBE | WBE | DBE | Local Participation***

Southern Disaster Recovery (SDR) is committed to the localities we serve and pledge to further assist in their recovery by offering subcontracting opportunities to local contractors. To ensure we have the labor resources needed, we will reach out to other subcontractors who have previously worked for us if local resources are inadequate. Depending on the size of the project SDR may subcontract up to sixty percent of the debris operations.

***Our highest priority is to provide the necessary resources for your entity's full physical and economic recovery.***

SDR will enlist the services of subcontractors that have been carefully vetted. SDR subcontractors:

- ✓ Meet federal and contract standards of safety
- ✓ Are experienced and highly skilled
- ✓ Have all necessary liability and workers compensation insurances
- ✓ Adhere to our strict safety and drug-free work zone policies

SDR contractors are our responsibility. All management, bonding, funding, safety compliance, and documentation of subcontractors are handled by SDR's administrative staff. We utilize a comprehensive subcontractor agreement, which must be signed and on file in our office before any subcontractor begins operations on a debris removal project. That mutual agreement subordinates the subcontractor to the entity's contract with SDR.

### **MBE | WBE | DBE | Local Participation**

While we have a large fleet of debris removal equipment, we strive to use local, minority businesses, women's business enterprises, and labor surplus area firms are used when possible whenever possible. Upon award of a disaster debris removal contract, SDR will advertise locally announcing the opportunity for area contractors to join our efforts as a viable subcontractor. Respondents then begin SDR's vetting and training process.

SDR takes all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

- 1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists.
- 2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources.
- 3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises.
- 4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises.



- 5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
- 6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

The involvement of the entire community is crucial to the full economic and social recovery from a disaster situation. To the that end, we encourage all subcontractors in our employ to patronize and support other local businesses to further strengthen and revitalize the area throughout recovery operations.

Your satisfaction with SDR depends largely upon our subcontractors' performance. To ensure efficient and seamless operations, SDR provides:

- ✓ Quality control
- ✓ Teaming efforts with the monitoring firm
- ✓ Clear and frequent communication to ensure satisfactory outcomes



## Subcontractor List

1	Company Name:	<i>LCS Restoration Services, LLC</i>
	Address:	<i>3817 Ryan Ct. Theodore, AL 36582</i>
	Contract person / Phone / Email:	<i>Brad Dawkins / 251-454-3306 /</i>
	FEIN & (S/M/WMB):	<i>26-3393231 / SD+V</i>
	Established / Years's Experience	<i>15</i>
	Type of work:	<i>Cutting and Hauling Vegetative Debris</i>
2	Company Name:	<i>Greenworks Recycling</i>
	Address:	<i>7 Beverly Rd., Greenville, SC 29609</i>
	Contract person / Phone / Email:	<i>Andrea Waldon / 864-268-6103</i>
	FEIN & (S/M/WMB):	<i>56-2162973</i>
	Established / Years's Experience	<i>2008 / 17 years</i>
	Type of work:	<i>Cutting &amp; Debris Hauling</i>
3	Company Name:	<i>Pride Contracting, Inc</i>
	Address:	<i>12603 Camp Charles Rd. Bailey, NC 27807</i>
	Contract person / Phone / Email:	<i>Jamey Byrd / 252-245-0936 / jamey@prideinc.net</i>
	FEIN & (S/M/WMB):	<i>46-3191475 W/S/DBE</i>
	Established / Years's Experience	<i>18 years</i>
	Type of work:	<i>Loading &amp; Hauling</i>



## Past Project References

Project	Date	Total CY/ Tons	Total Dollar Amount	Contact	Brief of Description
2021 Tropical Storm Fred/ Flash Flooding; ROW and Emergency Waterway Debris Removal Haywood Co. NC	08/27/2021 to present	78,540	\$1.8 million	REFERENCE	FEMA PA Funded ROW & Emerg. Waterway Debris Removal
				Name: Kris Boyd	
				Title: Deputy County Manager	
				Phone: 828.507.9081	
				Email: kris.boyd@haywoodcountync.gov	
				Address: 285 N. Main Street, Waynesville, NC 28786	
2021 Tropical Storm Fred/ Flash Flooding; Emergency Waterway Debris Removal Buncombe Co. NC	09/12/2021 to 11/15/2021	5,095	\$231,454.00	REFERENCE	FEMA PA Funded Emerg. Waterway Debris Removal
				Name: Dane Pederson	
				Title: Solid Waste Director	
				Phone: 828.250.5460	
				Email: dane.pederson@buncombecounty.org	
				Address: 281 Panther Branch Road, Alexander, NC 28701	
2021 Creek / Stream Debris Oconee Co. SC	4/22/2021 to 6/19/2021	62,000	\$1,575,300.00	REFERENCE	Creek/Stream Debris Removal
				Name: Scott Krein	
				Title: Emergency Management Director	
				Phone: 864-638-4200	
				Email: skrein@oconeesc.com	
				Address: 300 South Church Street Walhalla, SC 29691	
2021 Winter Storm Uri Carter Co. KY	3/4/2021 to 8/17/2021	135,000	\$4,272,400.00	REFERENCE	Debris Collection / Removal Debris Management FEMA Reimbursement
				Name: Mike Malone	
				Title: Judge/Executive	
				Phone: 606-474-5366	
				Email: cartercountyky@gmail.com	
				Address: 300 W Main St STE 227, Grayson, KY 41143	
2021 Georgia Tornadoes City of Newnan, GA	3/29/2021 to 8/6/2021	388,000	\$5,481,300.00	REFERENCE	Woody/VEG; C&D; HHW White Goods Debris Removal Dangerous Leaners/Hangers/Stumps TDMS Operations
				Name: Ray Norton	
				Title: Public Works Director	
				Phone: 404-606-9140	
				Email: morton@cityofnewnan.org	
				Address: 25 Lagrange St. Newnan, GA 30263	
2020 SC TORNADO Oconee Co. SC	4/21/2020 to 6/20/ 2020	491,504	\$2,748,000.00	REFERENCE	Debris Collection / Removal Debris Management FEMA Reimbursement
				Name: David Cook	
				Title: SCDOT Maintenance Director	
				Phone: 803-315-8568	
				Email: cookdb@scdot.org	
				Address: 955 Park St. Columbia, SC 29202	
2020 Hurricane Zeta White, GA	Nov 2020 to Dec 2020	6,200	\$107,500.00	REFERENCE	Vegetative and C&D Debris Removal
				Name: David Murphy	
				Title: EM Director	
				Phone: 706-864-9500	
				Email: dmurphy@whitecounty.net	
				Address: 1241 Helen Hwy Ste 100, Cleveland, GA 30528	
				REFERENCE	



2019 Hurricane Dorian Dare County, NC	9/30/2019 to 1/23/2020	111,000	\$ 2.05 million	Name: Shanna T. Fullmer		Vegetative and C&D Debris Removal
				Title:Public Works Director		
				Phone: 252-475-5844		
				Email: shanna@darenc.com		
				Address: 1018 Driftwood Dr. Manteo, NC 27954		
REFERENCE						
2019 Hurricane Dorian Hyde County, NC	9/6/2019 to 5/7/2020	101,620	\$3.5 million	Name: Corrine Gibbs		Vegetative and C&D Debris Removal
				Title: County Manager		
				Phone: 252-926-4400		
				Email: cgibbs@hydecourtync.gov		
				Address: 1223 Main St., Swan Quarter, NC 27885		
REFERENCE						
2019 Hurricane Dorian Tyrrell County, NC	10/10/2019 to 12/5/2019	36,070	\$648,000.00	Name: David Clegg		Vegetative and C&D Debris Removal
				Title: County Manager		
				Phone: 252-796-1371 Ext. 2621		
				Email: dclegg@tyrrellcounty.net		
				Address: 108 S Water Street, Columbia NC 27925		
REFERENCE						
2019 Hurricane Michael Mitchell Co. GA	3/21/2019 to 4/30/2019	43,600	\$536,000.00	Name: Clark Harrell		Debris & Tree Removal Flood Abatement Environmental Constraints
				Title:County Administrator		
				Phone: 229-276-2672		
				Email: charrell@crispcounty.com		
				Address: 210 S 7th St., Cordele, GA 31015		
REFERENCE						
Board of Co. Commissioners of Bradford County, FL 2018 Creek Debris Removal Alligator Creek & Sampson River Flood Abatement	8/28/2018 to 4/19/2019	500 tons	\$ 2.5 million	Name: Wendy Russell		Debris & Tree Removal Flood Abatement Environmental Constraints
				Title:Emergency Management Deputy Director		
				Phone: 904-966-6910		
				Email: wendy_russell@bradfordsheriff.org		
				Address: 945 North Temple Ave, Starke, FL 32091		
REFERENCE						
Brevard Beach Berm Restoration	12/4/2017 to 5/30/2018	235,000	\$ 7.6 million	Name: Mike McGarry		Placed Beach Quality Sand to Restore over 22 miles of Beach
				Title: Beaches, Boating & Waterways Program Manager		
				Phone: 321-537-1779		
				Email: mcgarry@brevardfl.com		
				Address: 2725 Judge Fran Jamieson Way Building A, ROOM 219 Viera, FL 32940		
REFERENCE						
2018 Hurricane Florence North Carolina DOT Pamlico Co.&Craven Counties	9/30/2018 to 01/23/2019	150,900	\$ 4.3 million	Name: Jeremy Stroud		Vegetative and C&D Debris Removal
				Title: Division 2 Maintenance Engineer		
				Phone: 252-775-6100		
				Email: jdstroud@ncdot.gov		
				Address: 105 Pactolus Hwy (NC 33) Greenville, NC 27835		
REFERENCE						
2017 Hurricane Irma Macon-Bibb, GA	10/12/2017 to 02/23/2018	97,400	\$ 1.9 million	Name: Spencer Hawkins		Vegetative and C&D Debris Removal
				Title: EM Director		
				Phone: 478-832-6301		
				Email: shawkins@maconbibb.us		
				Address: 700 Poplar St. Macon, GA 31201		
REFERENCE						

2016 Hurricane Matthew South Carolina DOT 4 Counties	10/15/2016 to 03/28/2017	642,000	\$ 9.5 million	Name: David Cook		Vegetative and C&D Debris Removal
				Title: SCDOT Maintenance Director		
				Phone: 803-315-8568		
				Email: cookdb@scdot.org		
				Address: 955 Park St. Columbia, SC 29202		
REFERENCE						
2014 Ice Storm Aiken County, SC Aiken, SC - Roads	02/13/2014 to 08/8/2014	1,433,000	\$29.8 million	Name: Paul Matthews		Vegetative and C&D Debris Removal
				Title: EMA Director		
				Phone: 803-642-2561		
				Email: pmatthews@aikencountysc.gov		
				Address: 1930 University PKW Suite 3000 Aiken, SC 29801		
REFERENCE						
2014 Ice Storm Barnwell County, SC SC DOT- Barnwell Co.	02/13/2014 to 07/20/2014	1,000,000	\$11.5 million	Name: Roger Riley		Vegetative and C&D Debris Removal
				Title: Director of Emergency Management		
				Phone: 803-541-1001		
				Email: rriley@barnwellsc.com		
				Address: 57 Wall St. Barnwell, SC 29812		
REFERENCE						
Aiken Co. Facilities, School District, Public Service Authority, Horse Creek water Trail.	02/13/2014 to 08/8/2014	500,000	\$6 million	Name: Paul Matthews		Removed and Processed Debris
				Title: EMA Director		
				Phone: 803-642-2561		
				Email: pmatthews@aikencountysc.gov		
				Address: 1930 University PKW Suite 3000 Aiken, SC 29801		



## EXISTING CONTRACTS

Entity	Contact Name and Title	Address	Brief of Description	Termination Date
Bartow County, GA	Paul Cuprowski EMS Director	10 Elizabeth Street Cartersville, GA 30120	Vegetative and C&D Debris Removal	11/30/2021 to 5/1/2023
Butts County, GA	Glenn Goens Director	625 W. 3th Street Suite 14 Jackson, Georgia 30233	Vegetative and C&D Debris Removal	1/1/2020 to 12/31/2022
Union Co. GA	Pam Hawkins Purchasing Director	65 Courthouse Street Blairsville, Georgia 30512	Vegetative and C&D Debris Removal	1/4/2020 to 1/4/2029
Lowndes Co. GA	Ashley Tye	327 NORTH ASHLEY ST. VALDOSTA, GA 31601	Vegetative and C&D Debris Removal	11/10/20 to 11/10/2025
Gordon Co. GA	Regan Bramblett	200 South Wall Street Calhoun, GA 30701	Vegetative and C&D Debris Removal	3/2/2021 to 3/2/2025
City of Newnan, GA	Ray Norton Public Works Director	25 LaGrange St. Newnan, GA 30263	Vegetative and C&D Debris Removal	4/30/2021 to 4/29/2026
Beaufort County, NC	Lisa Respass Disaster Specialist	1420 Highland Drive Washington, NC 27889	Vegetative and C&D Debris Removal	10/25/2022
Bertie County, NC	Steve Biggs	106 Dundee St., Windsor NC 27983	Vegetative and C&D Debris Removal	10/15/20 to 6/30/2025
Washington County, NC	Ann Keyes	205 East Mail St. Plymouth NC 27962	Vegetative and C&D Debris Removal	5/4/2021 to 9/23/2023
(NC Dept of Public Safety) North Carolina Emergency Management (NCEM)	Angie Dunaway Purchasing Director	3030 Hammond Business Place, RALEIGH, NC US 27603	Vegetative and C&D Debris Removal	9/22/2020 to 9/22/2023
Bertie County, NC	Sarah Tinkham	106 Dundee Street Windsor, NC 27983	Debris Management and Removal Services	10/15/20 to 6/30/2025
DeLand City, of Lake Co. FL	Michael P. Pleus	120 S. Florida Avenue DeLand, FL 32720	Vegetative and C&D Debris Removal	9/9/2020 to 4/16/2023
Temple Terrace, of Lake Co. FL	Charles W. Stephenson	5660 Strand Court Naples, FL 34110	Vegetative and C&D Debris Removal	2/5/2020 to 5/7/2023
City of Gulfport, of Lake Co. FL	James O'Reilly	2401 53rd St. S Gulfport, FL 33707	Vegetative and C&D Debris Removal	2/4/2020 to 4/16/2023
Santa Fe College, FL	David Schlafer	3000 NW 83rd Street Gainesville, Florida 32606	Vegetative and C&D Debris Removal	1/1/2020 to 1/1/2025
State College of Florida Piggyback off of Santa Fe College RFP	Rebecca Ferda	P.O. Box 1849 Beradenton , FL 34206	Vegetative and C&D Debris Removal	5/26/20 to 5/26/2025
City of Edgewood, FL	Bea Meeks/City Clerk	405 Bagshaw Way, Edgewood, FL 32809	Emergency Debris Removal Services	2/19/2020 to 2/19/2025
City of Kissimmee, FL	Nagel Altrui/ Stormwater Engineerr	101 Church St. Kissimmee FL 34741	Vegetative and C&D Debris Removal	3/6/2020 to 3/23/2023
NW FL Water Management District	Lyn Shiver/ Asset Mgmt. Admn. Assistant	81 Water Management Dr. Havana, Florida 32333	Vegetative and C&D Debris Removal	7/10/2020 to 7/9/2025
Gilchrist Co. FL	Ralph Smith Emergency Management Director	209 SE 1st Street Trenton, Florida 32693	Vegetative and C&D Debris Removal	10/1/2020 to 10/1/2024
Escambia Co. FL	Paul Nobles Purchasing Manager	213 Palafox Place Pensacola, FL 32502	Vegetative and C&D Debris Removal	3/5/2020 to 2/13/2023
Bay County, FL	Karen Grindle Chief Procurement Officer	840 West 11th Street Panama City, Florida 32401	Vegetative and C&D Debris Removal	6/1/2021 to 5/31/2026
City of Hialeah, FL	Luis A. Suarez Purchasing Manager	501 PALM AVENUE HIALEAH, FL 33010 – 4719	Vegetative and C&D Debris Removal	8/25/2021 to 11/25/2026
Franklin Co, FL	Jessica Gay	33 Market Street Apalachicola, FL 32320	Vegetative and C&D Debris Removal	9/7/2021 to 9/7/2023

City of Apalachicola, FL	Leo Bebeau	192 Coach Wagoner Blvd Apalachicola, FL 32320	Vegetative and C&D Debris Removal	10/1/2021 to 9/30/2025
City of Pembroke Pines, FL	Eliezer "Eli" Diaz Contracts Specialist	601 City Center Way, Pembroke Pines, FL 33025	Vegetative and C&D Debris Removal	1/12/22 to 5/26/2026
Carter Co. KY	Mike Malone Judge/Executive	300 W Main St STE 227, Grayson, KY 41143	Severe Weather Debris Removal And Disposal Services	3/11/2021 to 3/12/2024
Elliott Co. KY	Myron S. Lewis Judge/Executive	3390 N KY 7 Sandy Hook, KY 41171	Severe Weather Debris Removal And Disposal Services	4/5/2021 to 4/5/2024
Lawrence Co. KY	Phillip L. Carter Judge/Executive	122 S Main Cross Street Louisa, KY 41230	Severe Weather Debris Removal And Disposal Services	4/8/2021 to 4/8/2024
PowerSouth Energy Cooperative, AL	Heather Cravey	2027 E Three Notch St. Andalusia, AL 36421	Disaster Debris Clearance & Removal Services	7/1/2021 to 6/30/2022
Tarrant County, TX	James Bocks MBA, CPPB	100 East Weatherford Fort Worth, Texas 76196	Disaster Debris Removal, Reduction, Disposal	1/31/21 to 2/1/2023
VDOT	Kristy Jeter Contract Officer	87 Deacon Road Fredericksburg, VA 22405	Urgent Debris Removal	1/31/21 to 2/1/2023



## FEMA REIMBURSEMENT PROCESSES

Southern Disaster Recovery (SDR) is highly experienced and qualified to assist any entity with all aspects of FEMA reimbursement and documentation. We have the expertise to perform the tasks of the project to meet the needs of the entity and maximize funds reimbursement. Our operations are based on the Public Assistance Program as stipulated in The Stafford Act and clarified in 44 CFR, FEMA's Public Assistance Program and Policy Guide (PAPPG) and archived debris removal technical documents (FEMA's 325 Guide, the 9500 series) and various other FEMA publications on the subject of disaster debris management.

We have found that the best way to maximize your Federal reimbursement is to conduct and document our work that is fully in adherence with our contract, FEMA's Public Assistance program, national safety standards and state/federal environmental standards. As you will see in the following table; our company is aligned with this statement from top to bottom. Additionally, you will notice the expertise noted in this table is tremendous in addressing those issues that are a matter of interpretation by FEMA field reps and administrators; helping ensure your full eligible reimbursement!

To date, all SDR's clients have received their full eligible reimbursement from the FEMA Public Assistance program.

SDR EMPLOYEE	ROLE WITHIN COMPANY	SPECIFIC EXPERIENCE WITH FEMA PUBLIC ASSISTANCE REIMBURSEMENT AND OTHER GRANT PROGRAMS
<b>Johnny Deloach</b>	FEMA Liaison	<ul style="list-style-type: none"><li>• Retired FEMA employee, deputy for debris in FEMA Region IV</li><li>• Consultant to states/counties</li><li>• Consultant to US Army Corps of Engineers</li><li>• Expertise in: Preliminary Damage Assessments (PDA's), preparation and review of Project Worksheets (PW's), securing Immediate Needs Funding and Expedited Funding</li></ul>
<b>Al McClaran</b>	CEO	<ul style="list-style-type: none"><li>• Written numerous disaster debris management plans organized to adhere to FEMA's Public Assistance program.</li><li>• Has worked directly with local governments in their PDA, PW's and Immediate Needs Funding</li><li>• Has Led and Managed over 90 disaster debris removal projects over the past nine (9) years</li></ul>
<b>Chip Patterson</b>	VP of Operations	<ul style="list-style-type: none"><li>• Operations Chief and grants manager in two State emergency management organizations (NC, FL)</li><li>• City/County Emergency Management Director (Jacksonville/Duval County, FL) and grants manager for over 10 years (FEMA PA, HMGP, FMAP, UASI, SHSGP, MMRS)</li><li>• Technical writer for FEMA's CPG 201 program; Recovery/Public Assistance program; Disaster Debris Management Plan</li><li>• Trainer for FEMA's CPG 201 program (Recovery, PA program, Debris Management) in urban cities</li><li>• Lead technical expert debris removal in catastrophic planning in urban areas (SE FL, NY/NJ, TX)</li><li>• Project Manager, Senior Project Manager, or Director on 27 jurisdictions' disaster debris removal contract activations</li></ul>



<b>Randy Thompson</b>	Government Affairs	<ul style="list-style-type: none"> <li>• Certified Emergency Manager (CEM) with over 30 years' experience in emergency management planning, operational response, project/program management and disaster response/recovery.</li> <li>• Local government public safety experience (Fire/Law Enforcement/Emergency Management)</li> <li>• County Emergency Services Director (10 years) – readiness programs, PA, HMGP, SHSGP, EMPG grant management, disaster response/recovery</li> <li>• County Elected Leader (County Commissioner)</li> <li>• Ten (10) years providing leadership and management in disaster debris removal contract activations.</li> </ul>
<b>Sonny Sims</b>	Sr. Project Manager	<ul style="list-style-type: none"> <li>• Disaster Debris Removal Project Management               <ul style="list-style-type: none"> <li>➤ 2020 SC Tornado- Hampton Co, SC</li> <li>➤ 2020 SC Tornado-SCDOT Barnwell Co, SC</li> <li>➤ 2020 SC Tornado-SCDOT Oconee Co, SC</li> <li>➤ 2020 Spartanburg Tornado- Spartanburg, SC</li> <li>➤ 2018 Hurricane Florence- New Bern, NC</li> <li>➤ 2017 Hurricane Irma- City of Miami &amp; City of Deltona, Florida</li> <li>➤ 2016 Hurricane Matthew- Marion County &amp; Lumberton Co, North Carolina</li> <li>➤ 2014 Ice Storm Barnwell County, SCDOT, South Carolina</li> <li>➤ 2009 Ice Storm Dunklin County, Missouri</li> <li>➤ 2008 Hurricane Ike- Liberty Co, San Jacinto, and Huntsville, Texas</li> <li>➤ 2005 Hurricane Wilma- Coral Gables, Lauderdale by the Sea, City of Miami, University of Miami, Miramar, and Margate, Florida</li> <li>➤ 2005 Hurricane Rita- Islamorada, Florida</li> <li>➤ 2005 LDOT Boregard, Allan, Jefferson Davis Parish, Louisiana</li> <li>➤ 2005 Hurricane Katrina- Coral Gables, City of Miami, University of Miami, <i>Islamorada</i>, Marathon and Dade County, Florida</li> <li>➤ 2005 Hurricane Katrina- Gulf Breeze, Escambia Co, Florida, Mobile Alabama</li> <li>➤ 2004 Hurricane Francis and Charlie- Winter Park, Winter Springs, and Marion County, Florida</li> <li>➤ 2003 Hurricane Isabel- Richmond, Chesterfield Co, and Henrico County, Virginia</li> <li>➤ 2002 Ice Storm Raleigh, North Carolina</li> </ul> </li> </ul>

# PROJECT APPROACH PLAN

## READINESS – RESPOND - RECOVER

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## PROJECT APPROACH PLAN

### READINESS – RESPOND - RECOVER

Freon Removal

Demolition, Removal, and Disposal of Damaged or Condemned Structures Asbestos Removal

➤ **Documentation and Recovery Process**

Quality Control

Field Documentation

Incident Action Plan (Work Plan)

Documenting and Reporting Damage

Invoicing and Data Management

Technical Support for Reimbursement

➤ **Support for the Town of Kiawah Island's Public Information**

Public Notices

Personal Safety Statements (Draft)

Debris Removal Instructions (Draft)

Assistance with Private Property Debris Removal (Draft)

First/Second/Third Pass Notice (Draft)

❖ **NOTE: This plan will be refined and updated following award in consultation with the Town of Kiawah Island. This plan is written referencing and in full compliance with:**

- Archived Documents:
  - FEMA 321 Public Assistance Policy Digest
  - FEMA 322 Public Assistance Guide
  - FEMA 325 Public Assistance Debris Management Guide
  - FEMA 329 Debris Management Brochure
  - FEMA Disaster Assistance Policy
  - DAP 9523.11: Hazardous Stump Extraction and Removal Eligibility
  - DAP 9523.12: Debris Operations; Hand loaded trucks and trailers
  - DAP 9523.13: Debris Removal from Private Property
  - DAP 9523.4: Demolition of Private Structures
  - FEMA Fact Sheets
    - 9580.1 Public Assistance Debris Operations Job Aid
    - 9580.4 Debris Operations
    - 9580.201 Debris Removal – Applicant's Contracting Checklist
    - 9580.203 – Debris Monitoring
- FP 104-009-1 Public Assistance Program and Policy Guide (FEMA PAPPG)
- FEMA Stafford Act Sections 403 & 407
- FEMA Stafford Act Section 316
- 44 CFR 10.8(d)(2) Determination of requirement for environmental reviews
- 44 CFR 206.44 Implementing CoBRA
- National Environmental Protection Act (NEPA)
- FHWA/ER Program - 23 CFR 668 Subpart A
- USACOE EM 385-1-1 Safety Guidance/Accident Prevention Plan

## PROJECT APPROACH PLAN

### READINESS – RESPOND - RECOVER

#### SDR Actions to Support the Town of Kiawah Island Readiness

*This plan is prepared uniquely for the Town of Kiawah Island, and will be updated following contract award and consultation with the Town.*

##### PLANNING:

FEMA states that “applicants with a FEMA accepted Debris Management Plan at the time of an event can increase effectiveness of its debris management mission”. SDR has written and supported planning for numerous FEMA approved plans. Our management team includes experienced State and Local government emergency managers who are deeply experienced in disaster debris removal operations. We will support the Town of Kiawah Island in all debris removal planning activities.

##### TRAINING:

SDR is proficient in leading training and workshops to improve disaster readiness. We teach the FEMA Debris Management Course and conduct readiness workshops for our customers. SDR would lead or support debris management training efforts of the Town of Kiawah Island.

##### EXERCISES:

Disaster debris management operations are a multi-discipline effort for most jurisdictions. Tabletop exercises (scenario-based discussions) are an important readiness activity to reinforce principles learned in Planning and Training. SDR would lead or support tabletop exercise (TTX) development and conduct for the Town of Kiawah Island and the debris management team.

##### TEMPORARY DEBRIS MANAGEMENT SITE ASSESSMENTS:

Detailed site assessment for Temporary Debris Management Sites and “pre-permitting”, if possible, are important pre-cursors to starting disaster debris removal operations rapidly. If TDMS locations are not properly permitted and constructed, debris removal operations cannot commence. SDR uses a very thorough documentation tool to organize TDMS assessments and document site conditions for proper permitting and construction. SDR will lead or support the Town of Kiawah Island in conducting TDMS site assessments.

#### Mobilization and Operations Plan Objectives

- **Debris Clearance** – Roadways shall be cleared of debris as soon as possible to enable emergency and relief organizations to complete their missions in serving the public.
- **Debris Removal** – Debris shall be removed quickly and efficiently to support the community’s social and economic efforts by adhering to federal funding/reimbursement requirements to maximize recovery funds for the Town.

# PROJECT APPROACH PLAN

## READINESS – RESPOND - RECOVER

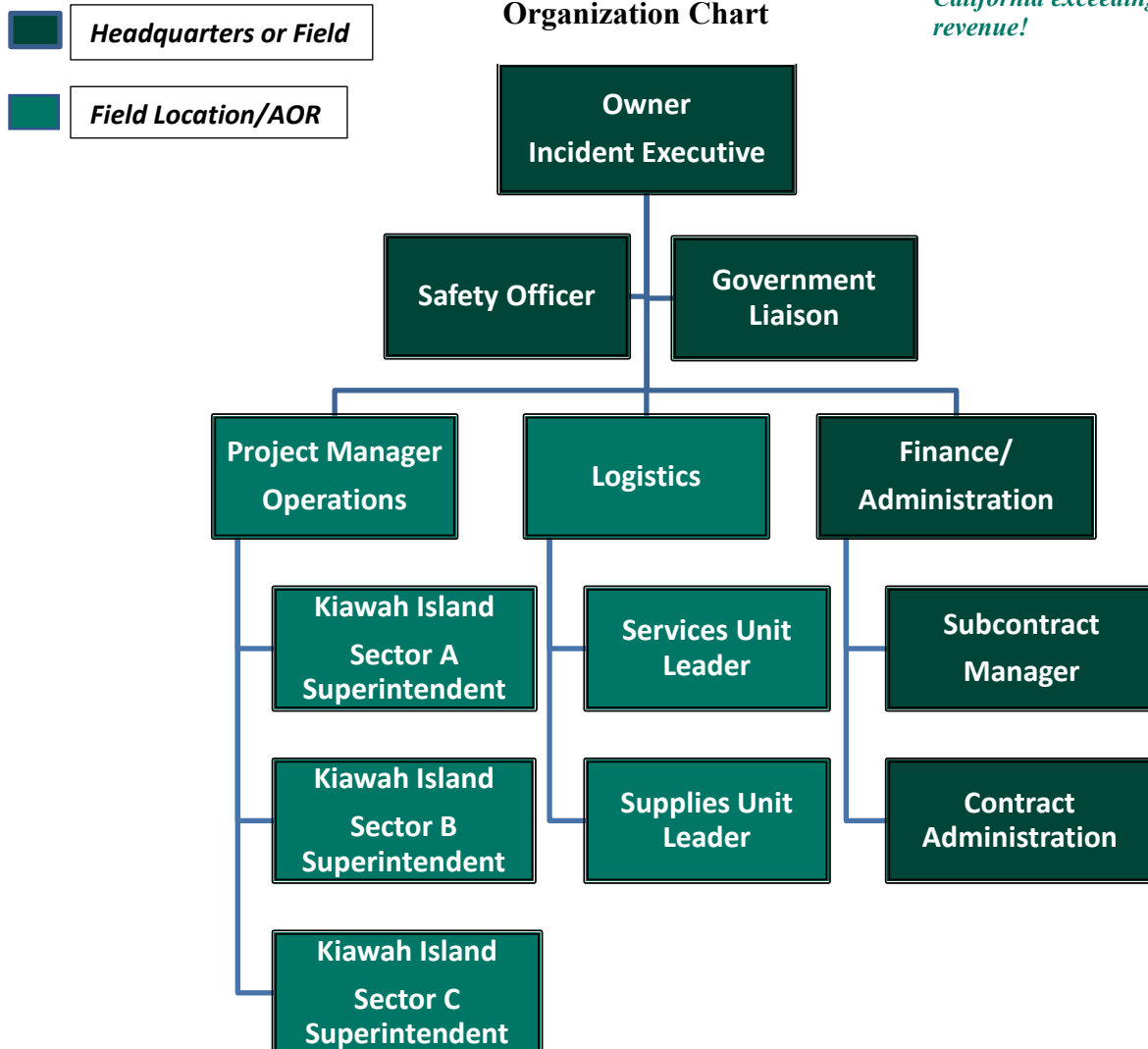
### SDR Organizational Structure To Support The Town of Kiawah Island Disaster Recovery

SDR uses incident command system principles to organize and manage our mission to clear disaster debris in the Town of Kiawah Island. Important ICS principles in our concept of operation include; a manageable span of control, unity of command, an action planning process (work plan) and an organization structure that can expand or contract based on the work plan's objectives. The following Organization Chart illustrates our disaster operations organization chart that is then tailored to the specific disaster size and complexity.

#### Experienced Management Team

*SDR has successfully managed to completion over 60 separate debris contracts in the Northeast US, Southeast US, Mississippi Valley and California exceeding over \$120M in revenue!*

#### SDR Project Management Organization Chart





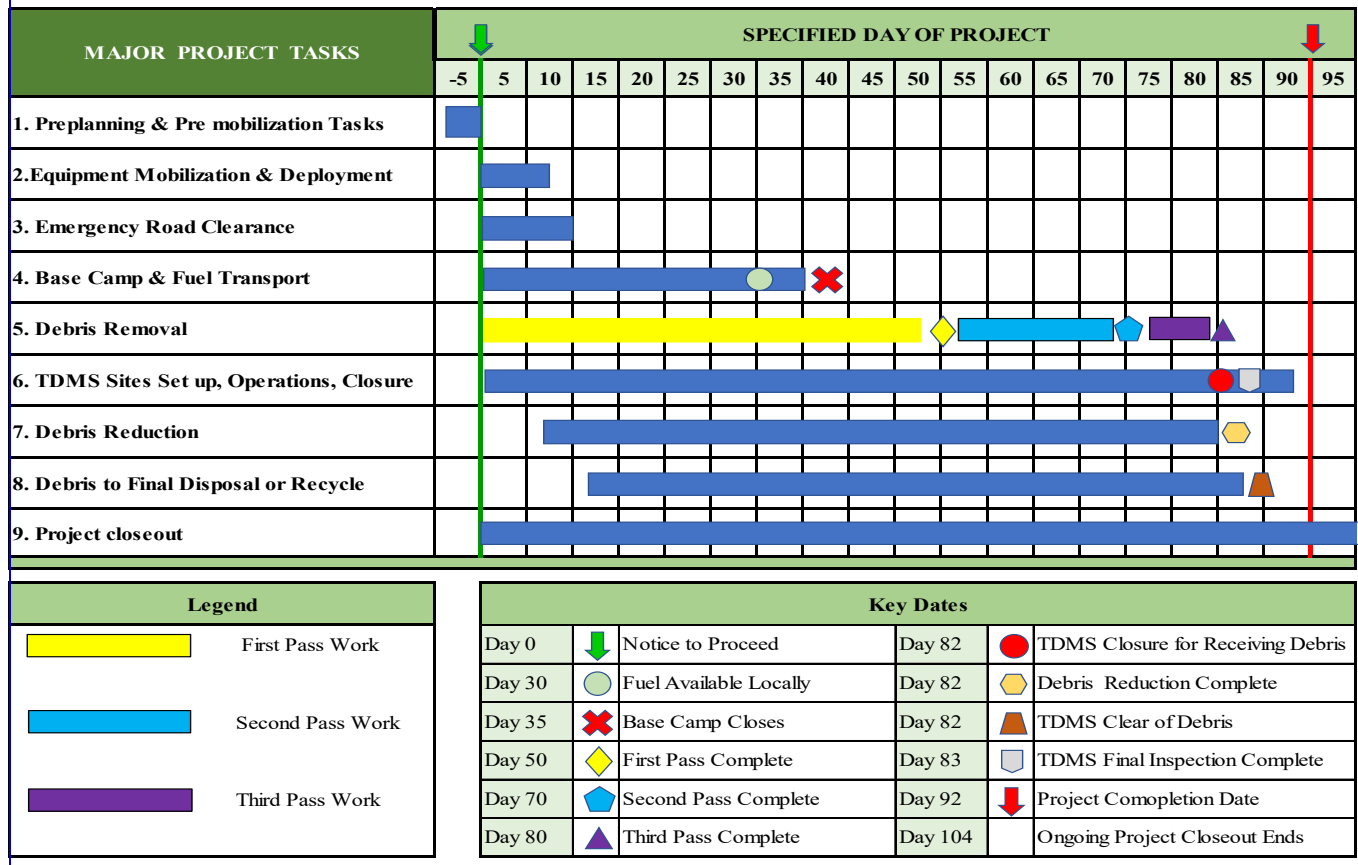
# PROJECT APPROACH PLAN

## READINESS – RESPOND - RECOVER

### Disaster Debris Removal Mission General Process Map

This General Process Map (Gantt Chart) illustrates major aspects of the Scope of Work, their scheduling and timing relationship. The significance of the disaster and the interests of the Town of Kiawah Island will dictate the actual length of the disaster debris removal mission.

#### Sample Task Order Timeline



### Post-Storm Emergency Clearance of Roads and Rights-of-Way:

#### EMERGENCY ROAD CLEARANCE

Actions pertaining to the mobilization of SDR personnel, equipment and coordination with the Town. In disaster response “with notice” much of this effort will occur before the disaster strikes to facilitate a minimum of 24 hours response time:

- Available personnel staffing in the local area.
- Identify and confirm landfill, transfer station locations, debris management sites, hours of operation, and availability in the local area.
- Initial notification/contact of major subcontractors committed to Team SDR.
- Establish coordination with the Town and other local officials important to mission execution.

#### Typical Debris Clearance Crew

- Front end loader (150 hp) with operator
- Equipment transport
- 2 chainsaw men
- Foreman with communications

## PROJECT APPROACH PLAN

### READINESS – RESPOND - RECOVER

- Identify streets with limited access – small width, dead end, proximal ditches.
- Project Administration and Accountability – Advance coordination with subcontractors.
- Payroll and Equipment Inventory Status updates.
- Test and verify all communications.

#### DEBRIS CLEARANCE CREWS

##### SDR and Subcontract Debris Clearance Crews Committed

w/in Region	Reach Back
15 Loaders	58 Loaders
49 Chainsawmen	110 Chainsawmen
22 Equipment Transports	33 Equipment Transports

After the event has passed, SDR will immediately mobilize to the affected area. The Project Manager will arrive at the designated Post-Storm meeting location and initiate recovery activities as conditions permit within 8 hours of notice to proceed.

SDR will provide a minimum of 5 crews to commence debris clearance operations within 24 hours of issuance of a notice to proceed.

#### Quality Check

Team SDR will begin debris clearance along the primary transportation routes, rights-of-way, easements, streets, and roads identified and directed by the Town. Crews will be deployed from the pre-arranged staging areas to clear debris from roads, bridges and emergency vehicle paths as required. Absent specific guidance:

- **Five fully equipped crews operational within 24 hours.**
- **Pre work safety checks of equipment and work site completed**
- **Crew members trained in the use of equipment**
- **100% use of appropriate Personal Protective Equipment**
- **Timely tracking and accounting for hourly equipment.**

- **First priority** will be given to main arterial roadways and access routes leading to EOC's, fire, police and health care facilities.
- **Second priority** will be given to streets and thoroughfares providing access to major utility systems and services, such as electric, water and gas.
- **Third priority** will be given to major highways and commercial streets, followed by residential streets and alleyways.

#### DEBRIS REMOVAL OPERATIONS MOBILIZATION:

Upon receiving the *Notice to Proceed*, Southern Disaster Recovery (SDR) will immediately mobilize resources and initiate actions item as per the contract kick-off meeting and the *Notice to Proceed*.

Examples of kick off meeting expectations include:

- Establish Town priorities
- Establish Town clean-up goals
- Establish Town's point of contact
- Establish contractor project management points of contact
- Determine how project monitoring will be accomplished
- Establish debris monitor points of contact
- Discuss any additional reporting requirements

Immediate action and planning requirements to be accomplished:

- Develop the initial Operational Period Action Plan
- Mobilize and stage equipment
- Organize debris removal assignments (Sectors and Zones)
- Establish temporary debris management site(s) (TDMS)
  - ✓ Confirm proper permitting and/or acquire permits
  - ✓ Establish site layout as per permit(s)

# PROJECT APPROACH PLAN

## READINESS – RESPOND - RECOVER

**EQUIPMENT** - Size and type determined by overall accessibility of rights-of-way and the location overhead utilities.

For maximum and safety and efficiency, SDR will apply the following standards:

**Loading Equipment** – All loading and moving equipment will be operated from the roadway, streets, alleys, or rights-of-way using clam shell loaders, booms, or grapple devices to collect and load debris into collection vehicles. No equipment will be operated behind the curb or outside the defined roadway shoulder/swale section or in an area that may endanger operators or work crews, unless specifically directed to do so by emergency officials.

**Hauling Equipment** – All trucks and trailers used to haul debris will be capable of rapidly and independently dumping loads, and, will be equipped with a tailgate. Trucks will be equipped with a tarp or net to secure loose materials during transport to the disposal facility or site. The tarp/net will not exceed the truck body/trailer measurements.

**Truck Measurements and Signage** – Trucks will be measured accurately and identifying data will be fully documented. The inspection/measuring will be performed by Town and SDR representatives, documented, and signed-off by the jurisdiction. The dimensions will be the inside measurements of the trailer. The truck specifications will be on file with the jurisdiction. Signage and vehicle numbers will be prepared and ready prior to deployment. SDR identification placards will be affixed to the sides of each piece of heavy equipment and trucks.

**Hours of Operation** – Debris removal operations that generate excessive noise levels will take place during daylight hours, seven days a week. Adjustments to the hours of operation, based on working conditions and scope of work, may require a coordinated change with the approval of the Town's designated official.

### SUBCONTRACTING PRACTICES AND PROCEDURE

- ✓ As per our written *Subcontractor Protocol*, we often use subcontractors to ensure our resources are sufficient to complete operations efficiently for prompt emergency debris removal and restoration operations. We have an extensive pool of dependable subcontractors that can mobilize immediately upon notification. SDR ensures: Our subcontractors are fully vetted as to insurance, safety procedures, experience, pricing, and resources.
- ✓ We will pursue local and MBE/WBE/DBE as it is economically feasible to do so.

### LOAD/HAUL CREWS

#### SDR and Subcontract Load/Haul Equipment Committed

w/in Region	Reach Back
18 Grapple Trucks	248 Grapple Trucks
49 Trailers	110 Trailers
15 Loaders	58 Loaders

### STRATEGY TO RETAIN RESOURCES

*Our disaster experience has proven that subcontractors remain on the project and maintain high production levels as long as they are properly incentivized.*

- ✓ **On the Positive Incentive Side**
  - SDR pays subcontractors weekly
  - Production incentives associated with Sector assignments
  - SDR pays a wage where a crew can make a living
- ✓ **On the Negative Incentive Side**
  - By contract, leaving a project without completion and/or a release results in retainage being held.
  - Poor production, safety or quality performance results in less desirable sector assignment

# PROJECT APPROACH PLAN

## READINESS – RESPOND - RECOVER

### TEMPORARY DEBRIS MANAGEMENT SITE SET-UP AND OPERATION

#### 1. General

Southern Disaster Recovery (SDR) will provide all management, equipment, operators, and laborers required for the establishment, operation, and maintenance to accept, process, reduce, incinerate, and dispose of disaster related debris. These Temporary Debris Management Sites (TDMSs) may utilize air curtain incineration and/or mechanical chipping/grinding to reduce vegetative and clean woody debris. The TDMSs may also be used as transfer points for depositing mixed Construction and Demolition (C&D) debris prior to reloading for final transport to an authorized landfill. SDR will manage the TDMSs to accept debris collected under other contracts. Site selection will be done by the Contracting Authority at its own cost.

#### 2. Site Operations Plan

Following identification by the contracting authority of the TDMSs, SDR will develop a Site Operations Plan for each site.

The plan will address the following:

- ✓ Site management, to include point-of-contact and organizational chart
- ✓ Site ingress and egress
- ✓ Site preparation, including clearing, erosion control, and grading
- ✓ Traffic control procedures
- ✓ Site security
- ✓ Site safety
- ✓ Site layout/segregation plan, to include: air curtain incineration areas, mechanical chipping/grinding areas, ash storage or disposal areas, hazardous waste containment area, contractor work area, inspection tower, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations, and 1000-foot clearance area from structures)
- ✓ Environmental mitigation plan, including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate

#### TEMPORARY DEBRIS MANAGEMENT

##### SDR and Subcontract TDMS Equipment Committed

w/in Region	Reach Back
20 Grinders	34 Grinders
34 Trackhoes/Excavators	50 Trackhoes/Excavators
16 Dozers	29 Dozers

#### 3. TDMS Foreman - Day/Night Operations

SDR will provide site foremen for both day and night operations, who will be responsible for all oversight, including traffic control, dumping operations, segregation of debris, incineration and mechanical grinding operations, and site safety.

Both foremen will be responsible for monitoring and documenting all equipment and labor utilized on the site. This information will be compiled with other daily reporting data and will be provided to the contracting authority by the Debris Operations Manager.

If multiple TDMSs are in operation, SDR will assign a site manager for all necessary oversight.

## **PROJECT APPROACH PLAN**

### **READINESS – RESPOND - RECOVER**

#### **4. Site Assessment**

Immediately upon taking occupancy of any site, SDR will conduct an initial site assessment to determine baseline conditions. This assessment will include visual inspection in the presence of a Contracting Authority representative, documentation of any existing improvements to or on the site, aerial and/or ground photography/videography, random soil samples, water samples from any existing wells located on the site, and review for any volatile organic compounds.

Spot soil samples will be taken at the areas considered for the temporary storage of household hazardous waste, ash, and fuel.

Photographs and/or GPS based maps of the site will be updated as the use and configuration of the site changes.

#### **5. Site Design**

The sites will be designed so that air curtain incinerators are located a minimum of 1,000 feet from the nearest occupied building or as specified by the applicable state or local environmental regulatory entity. The area within 50 feet of the burn pits will be cleared of vegetative cover to reduce fire hazard. If pit burning is utilized, and the pit is situated on pervious soils, an impervious layer of clay, limestone, or synthetic material will be provided.

Vegetative debris will be centrally stored near the air curtain incinerators, but at a minimum of 100 feet away from the air curtain incinerators to reduce potential fire hazard. Roads should be designed with separate ingress and egress, where possible, to expedite truck flow in and out of the site. If possible, large turnaround areas will be constructed to enable simultaneous movement of multiple trucks.

To reduce hazards from flying debris, wood chipping operations will be located a minimum of 250 feet from all areas where personnel are actively working.

If needed, access roads will be constructed at each site. Crushed rock or gravel will be used to form a base that will prevent soil erosion, reduce dust generation, and provide truck access during inclement weather. Additional applications of rock may be necessary for road maintenance as the project progresses. Additional reserves of rock should be maintained on site road to repair and rebuild roads for road relocation, mud accumulation, and compression of rock as a result of heavy truck traffic.

#### **6. Site Preparation**

SDR will be responsible for preparing the TDMSs to accept debris. This preparation may include clearing, erosion control, grading, constructing and maintaining haul roads, entrances, dumping pads, equipment washing areas, and burn pits. SDR will provide utility clearance and sanitary facilities, if needed. SDR will protect existing structures at the site(s) and repair any damage caused by our operations at no additional cost to the Town.

#### **7. Site Security**

SDR will provide and maintain site security measures for all operations conducted at the TDMSs.



## **PROJECT APPROACH PLAN**

### **READINESS – RESPOND - RECOVER**

#### **8. Inspection Towers**

SDR will construct and maintain one Inspection Tower at each TDMS site. SDR and the Town personnel will conduct inspections, load volume estimations, and photograph each load of debris delivered to the site from the tower. Existing structures serving this purpose may be utilized following coordination between SDR and the Town. Tower locations may be changed to support the progression of debris storage and reduction as well as normal traffic patterns on the site.

The towers may be constructed using pressure treated wood or metal scaffolding materials. The floor elevation of the tower will be such that it affords the Town representative(s) and SDR personnel a complete view of the load bed of each piece of equipment that hauls debris to the site while allowing for the easy transfer of the debris removal load ticket between the Town representative and the vehicle driver. The floor area will be a minimum of 8' x 8'. A 4' high wall, sturdily fastened to the structure to eliminate fall hazards, will protect the perimeter of the floor area. A roof will be constructed over the floor area, constructed to provide a minimum of 6'-6" of headroom. Steps with a handrail will provide access to the Inspection Tower.

To prevent falls, all personnel on the tower must be "tied-off" to the tower at all times.

#### **9. Debris Unloading and Segregation**

Trucks containing any waste other than vegetative debris will be directed through the disposal site to the C&D debris area of the disposal site.

Trucks insufficiently loaded will be noted and reported. Photos and live video may be utilized to record actual hauling equipment.

Trucks containing vegetative debris will be directed to the debris depository areas of the sites in an orderly manner via the ingress. Upon obtaining clearance from the designated flag person at the depository area, the trucks will back up, dump their load, and exit the site via the egress.

Once the debris has been deposited at the base of the debris storage pile, dozers and track hoes will be used to move and pile the debris. Debris piles will be compacted and constructed with a slope to prevent loose debris from rolling or falling down the sides of the piles.

When feasible, maximum effort will be made to salvage and/or recycle debris.

Only vegetative debris will be brought to the air curtain incinerator section of the disposal site. All non-vegetative debris will be segregated according to its type. Debris sorting will be done when it is picked up for transport to the burning pits. The vegetative waste at each site will be segregated into three basic categories: stumps, logs, and brush.

#### **10. Debris Incineration**

Debris eligible for incineration will be moved to the air curtain incinerator by a front-end loader. The air curtain incinerator will be loaded using a trackhoe. Burning will continue until the box/pit is approximately 1/3 full of ash. At that point, any large, partially burned logs will be removed and placed on an earthen area near the box/pit. After the ash has cooled, it will be removed and placed in an adjacent storage area. The storage area will be bermed or diked to prevent ash from being transported from the pit by storm water runoff during a rainfall event.

## **PROJECT APPROACH PLAN**

### **READINESS – RESPOND - RECOVER**

#### **11. Debris Chipping**

Tub grinders will be set up at each disposal site to convert some of the debris into wood chips suitable for use as mulch or fuel chips. A knuckleboom loader or trackhoe will be used to load debris into the grinder. The grinders will be primarily used for debris with high soil content such as stumps, which are not suitable for incineration. Due to the noise generated by the grinders and the hazard of debris being ejected from the tub, the grinders will be set up at least 150 to 200 feet from all other work areas. The 200-foot boundary will be marked by physical barriers, caution tape, and have appropriate signage.

A dozer should be used to stockpile mulch as it is processed by the grinders. Large amounts of processed debris will produce large mulch piles. Consideration should be given to the amount of material that will be chipped and adequate space should be allotted for stockpiled mulch. The piles should be at least 50 feet away from the grinder.

The temperature of the stockpiled mulch should be monitored to prevent spontaneous combustion. If the temperature approaches or exceeds 150 degrees Fahrenheit, the stockpile should be rolled to release the heat buildup. The environmental monitors will record the temperatures of all debris piles on a periodic basis.

#### **12. Fire Protection**

SDR will manage all site operations to minimize the risk of uncontrolled/uncontained fire. Twenty-pound all-purpose fire extinguishers should be strategically stationed around the incinerators/burn pits and specifically around the debris piles with the heaviest concentration of debris. The number of fire extinguishers will vary depending on the size of the TDMSs. At no time should a fire extinguisher be located further than a 1-minute round-trip walking distance from any point on the site. Site conditions may necessitate having additional water-filled extinguishers and readily available hand tools, such as fire rakes.

#### **13. Ash Containment Area**

SDR will contain, store, and remove ash from all incineration operations. The ash containment area will be wet down periodically for the duration of operations to prevent particles from becoming airborne.

#### **14. Household Hazardous Waste Containment**

SDR will construct a containment area at each TDMS for any hazardous waste inadvertently delivered to the site. The containment area will be a minimum of 30' x 30'. The perimeter of the containment area will be constructed with an earthen berm or hay/straw bales that are staked in place. The area will be lined with a heavy gage, non-permeable plastic to provide a waterproof barrier. Additional heavy gage, non-permeable plastic sufficient in size to cover the entire containment area will be kept on site and used to prevent rain from entering the containment area. To direct run-off away from the protected area, the site will be sloped appropriately to provide necessary grading.

#### **15. Site Closure**

SDR will close each TDMS within 30 calendar days of completing the reduction or transfer all delivered debris to an authorized landfill. Site closure will include removing site equipment, debris, and all remnants

## PROJECT APPROACH PLAN

### READINESS – RESPOND - RECOVER

from the processing operation; grading the site; and, restoring the site to pre-occupancy conditions. The site(s) will be restored in accordance with all state, tribal, and local requirements.

SDR will be responsible for the proper disposal of non-burnable debris, ash, wood chips, and hazardous and toxic wastes.

SDR will conduct a final inspection of the site along with the Town representative to receive final approval of the site closure.

#### DEBRIS COLLECTION AND TRANSPORTATION

**Removal Activities** – From the grid/zone assignments, areas are categorized by priority and accessibility. The zones will be equitably established to ensure timely progression throughout the affected area. A “clean as you go” process will be implemented for the waste stream being worked, with crews working from street to street through each zone. Crews and resources will be adjusted as needed during this phase.

**Debris Segregation** – Initial storm/event debris will be separated when feasible.

- Crews will attempt to segregate materials, where feasible, into constituent piles for collection and disposal. Hazardous materials will be segregated and properly stored for future collection.
- Mixed debris will be collected as C&D.

Debris collection passes will continue up to the point where the remaining debris consists of light litter that can be easily collected using raking and sweeping methods of operation.

#### FINAL DISPOSAL OF DEBRIS AND DEBRIS BY-PRODUCTS

Disposal of all eligible debris, reduced debris, ash residue, and other products of debris management will be in accordance with all applicable state, federal, and local laws. Associated related costs will be “pass-through” with no additional charges to the Town. SDR will ensure disposed debris is properly documented in accordance with FEMA protocol by using approved collection/disposal and tipping tickets. Activities will be done in coordination with the Town’s Debris Manager.

#### DISPOSAL/RECYCLING HAULING

##### SDR and Subcontract Disposal/Recycling Trucks Committed

w/in Region  
18 Trackhoes  
49 Trailers

Reach Back  
38 Trackhoes  
110 Trailers

#### REMOVAL OF LEANERS, HANGERS, AND STUMPS

SDR will ensure the location and removal of all approved leaners, hangers, and stumps is properly documented as per FEMA. Any holes remaining after stump removal will be backfilled appropriately.

#### HOUSEHOLD HAZARDOUS WASTE (HHW) REMOVAL, TRANSPORT, AND DISPOSAL

HHW removal will be organized as a unique, separate mission from the debris removal passes. The equipment and specialized training (HAZWOPER training) combine to make this a unique debris removal operation. Consistent with the level of damage from the disaster, an initial pass may be conducted by HAZWOPER qualified personnel to visually inspect disaster debris piles and take action to segregate the HHW from woody, vegetative and C&D material. At a later date, coordinated with the Town, specially trained crews will move the hazard area to remove the HHW. In heavily damaged areas with a significant amount of HHW, the HHW may be placed in a temporary containment cell constructed at a properly permitted TDMS. Otherwise HHW will be taken directly to a proper disposal location.

## **PROJECT APPROACH PLAN**

### **READINESS – RESPOND - RECOVER**

#### ABANDONED VEHICLE REMOVAL

Abandoned vehicle removal will be a unique, separate mission from the debris removal passes. The Town will identify abandoned vehicles to be removed, SDR removes the vehicles and takes them to a Town identified location.

#### ANIMAL CARCASS REMOVAL AND DISPOSAL

As identified by the Town, animal carcasses will be removed and transported to a properly permitted disposal location.

#### ROW WHITE GOODS DEBRIS REMOVAL

A separate debris mission will be organized to remove White Goods in the disaster areas. The removal of white goods will take place using a flat deck, stake body truck with an equipment lift gate. All loading of White Goods will be done manually so as not to disturb any Freon containing lines. Each White Good will be evaluated for its use of freon. Those white goods without freon may be hauled directly to final disposal or recycler. White goods with freon will require the work of a freon technician to remove the ozone depleting gas.

#### FREON REMOVAL

A Section 608 certified technician will maintain, repair or dispose of equipment that could release ozone depleting refrigerants into the air.

#### DEMOLITION, REMOVAL, AND DISPOSAL OF DAMAGED OR CONDEMNED STRUCTURES

As required and directed by Town officials, demolition and removal of condemned structures and buildings resulting from the disaster, will be performed by SDR to reduce or eliminate an immediate threat to life or enhance safety and health to the public. Each demolition will have a site inspection report (including a site plan), right-of-entry agreement, and proper permits. Demolition, removal and disposal of damaged or condemned structures will be considered a special mission within the daily action plan and will unique heavy equipment resources and qualified personnel to complete the mission.

#### DOCUMENTATION AND RECOVERY PROCESS

SDR's Project Manager and Site Superintendents have complete responsibility for quality assurance/quality control (QA/QC) of work performed by SDR and all subcontractors. As with any project, effective QA/QC starts with initial identification of project roles, which is a key element to our standard QA/QC program. Further, oversight and support will be provided from three levels within our organization, including SDR's Principal-In-Charge, Project Manager, and Site Superintendents. The cornerstone of our approach is the assignment of a strong Project Manager capable of integrating each sub-discipline required as part of this project. The Project Manager will have first-line responsibility for performance. Continuity of tasks will be maintained by the Project Manager's oversight of and participation in all contract activities.

By the close of business each day of the contract, the Project Manager will submit a report with the following to the Contracting Officer:

- Contract number
- Daily and cumulative hours for each piece of equipment and personnel
- By unit cost or daily and cumulative CY removed

SDR will reconcile all units of work daily, thereby reducing the occurrence of erroneous or disputed data later in the project, and commits to the following:

- Maintenance of recovery process documents
- Preparation of written and oral status reports as requested by the Town

## PROJECT APPROACH PLAN

### READINESS – RESPOND - RECOVER

- Assistance with claim document preparation as required by the FEMA Public Assistance Program for submittal to the state and the FEMA Public Assistance program

#### DEBRIS TAKEN TO LANDFILL

Should it be more cost effective to transport the eligible debris directly to a permitted landfill for disposal, field procedures will be implemented to ensure that each load ticket prepared at the loading area is properly manifested to the landfill for proper confirmation of truck capacity and disposal information.

#### REDUCED DEBRIS/FINAL HAUL OUT TO DISPOSAL FACILITY

The same procedure listed above will be implemented for debris taken to a TDMS. However, during the final haul out, a separate ticket will be issued for the reduced debris hauled to the final disposal site. Documentation will include haul out time, cubic yards, disposal location and time.

#### INCIDENT ACTION PLAN

The Incident Action Plan (much like a daily work plan) is the process by which the Debris Management Team (Town, Contractor and Debris Monitor) agree to the objectives for the next operational period (day or next series of days); and, by which the rest of the SDR Incident Management Team ensures the Project Manager has the resources to accomplish the objectives.

#### DOCUMENTING AND REPORTING DAMAGE

SDR's **Customer Service Plan** is a tiered system consisting of:

Tier 1: Conduct business in a manner that is professional, ethical, and sensitive to the area in which we work, to prevent damage, and to facilitate positive interactions with the public. Should any damage to property or detrimental public interaction occur, our personnel are trained to solve problems speedily to the mutual satisfaction of all parties involved, including the immediate repair of property if necessary.

Tier 2: Adds the inclusion of the Project Manager's in the problem-solving process. Also, any customer service issues, including damage and repairs, are added to the daily situation report, so the entire operation may learn from the activities.

Tier 3: At this level, any issues identified by the Town are addressed. The Town may have an ongoing citizen complaint system that properly identifies issues and tracks them to resolution. SDR command staff ensures the complaint is included as an action item within the daily Incident Action Plan (IAP) development. All necessary personnel will be apprised of any action items ensure speedy and complete resolution.

#### INVOICING AND DATA MANAGEMENT

All our processes and procedures are designed to ensure each project is carried in such a way that the Town's federal reimbursement is maximized.

Key elements of our systems include:

- Proper certification of haul vehicles with Town signatures and approvals
- Proper field documentation of each load hauled by identifying the precise/certified vehicle, the driver, and location of eligible debris removed
- Proper field documentation of each disposed or reduced load, including disposal location and the safe, permitted operation of that disposal or reduction site location
- Daily reports, which may also include the updated loads-hauled database (if available), to ensure ongoing transparency and communication of work outcomes
- Reports and databases that are fully supported by accurate field documentation

Our project management documentation process also provides for positive identification and control of work on FHWA and other federal aid eligible roads.



## **PROJECT APPROACH PLAN**

### **READINESS – RESPOND - RECOVER**

The client may choose to utilize the SDR Disaster Recovery Load Ticket to record the debris collected and transported from the rights-of-way to the designated disposal sites. SDR captures 15 key data points described in FEMA's Debris Management Guide. The six-part load ticket allows project participants to accurately maintain documentation of billable activities.

At a minimum, the load tickets used will be posted to a weekly spreadsheet and/or database with both a hard copy and electronic version provided to the client. The following ticket information is included in the database:

- Date
- Preprinted ticket number
- Hauler's name
- Truck number and truck capacity in cubic yards
- Total load percentage, as assigned by the client representative in the tower
- Load amount in billable cubic yards
- Debris classification as burnable, non-burnable, mixed, or other
- Point of origin for debris collection, time loaded and unloaded, including location of the temporary disposal site

**Since the load ticket data is the basis for invoicing, SDR works with the Town's monitoring firm to ensure all data is complete and accurate.**

#### **TECHNICAL SUPPORT FOR REIMBURSEMENT**

In addition to utilizing the industry's best practices for debris removal documentation, SDR will provide comprehensive Public Assistance technical support for reimbursement. SDR's Disaster Recovery Services Director will coordinate and set up all necessary meetings. SDR will meet with the Town to review and update the information required for FEMA reimbursement submittals as well as assist with item checklists required for each FEMA category.

SDR's Program Assistance includes:

- Coordination with the Town for their submission of the official request for state assistance and FEMA inspection.
- Review of the FEMA Project Worksheet (PW) for accurate scope of work and unit costs.
- Recovery process documentation, including creating a process to capture the daily log and tickets from the field/contractor and data entry of the recovery process. (Perform daily, weekly ticket reconciliation, and final reconciliation of debris removal ticket ledgers and disposal ledgers (TDMS to final disposal), per FEMA requirements. Provide FEMA Category A submittals including final inspection reports.)
- Review project documentation for consistency, compliance, and completeness. Assist with submission of requests for payment, if needed.
- Make recommendations to Town representatives for reimbursement tasks.
- Assist the Town in negotiations with federal and state agencies and verify completion of work task items for FEMA Category A-B for contract closeout.

## PROJECT APPROACH PLAN

### READINESS – RESPOND - RECOVER

#### PUBLIC NOTICES

SDR will work with Town public information efforts to inform residents about disaster recovery, debris management tasks, and how residents can participate in the community's debris management and the expectations for the upcoming period.

SDR will participate in any established joint information center and provide materials and information to ensure the public is aware of debris clearance disaster recovery endeavors.

SDR can provide weekly public notices of the debris removal schedule to keep those affected by the processes informed. All public notices shall be approved by the Town prior to release and will contain a description of the proposed work and how debris should be placed in the right-of-way for removal as well as a description of eligible debris and the schedule for removal.

Specific information will include:

- Cleanup instructions
- Status of cleanup
- Locations of drop-off or collection sites
- How to source separate
- Projected cleanup locations for the coming week

SDR will participate with the Town with any other public information efforts including providing information for a telephone hotline and/or a flyer to hand out or to be inserted into utility bills/mailouts.

Consistent with the Town's desires, available information will include recycling/diversion programs for the disaster debris such as point of collection, hours, materials to be collected, method of collection (drop-off, curbside, bins, etc.).

#### **Statements for Disaster Debris Information:**

The following written statements are given as examples of what we can provide to assist entities with disseminating information to their constituents and are designed to be modified as needed. They may be used in flyers, newspaper articles, or read over television and/or radio. The statements are intended to fit into an overall public information strategy and may be used in conjunction with other messages about the disaster recovery process.

#### **PERSONAL SAFETY STATEMENTS**

**EVERYONE INVOLVED IN DEBRIS CLEAN-UP IS ENCOURAGED TO WEAR PROPER CLOTHING AND RESPIRATORY PROTECTION.** *Protect yourself with gloves, hard-soled shoes or boots, and respiratory masks as necessary. If you have a cut or a scratch that is not healing properly, seek immediate medical attention.*

**POWER EQUIPMENT CAN BE DANGEROUS.** *If you are not familiar with or haven't operated power equipment such as chain saws or grinders, consider hiring a licensed, qualified contractor to assist you.*

**STAY AWAY FROM UTILITY AND DEBRIS CREWS WORKING IN YOUR AREA.** *All utility and debris crews working for the Town are licensed and qualified for the work they are performing. They maintain safety programs to reduce the occurrence of injuries in their work locations. However, you must stay clear of utility and debris crew operations because of the inherent dangers in operating heavy equipment.*

## **PROJECT APPROACH PLAN**

### **READINESS – RESPOND - RECOVER**

#### **DEBRIS REMOVAL INSTRUCTIONS**

**HELP SPEED UP DEBRIS REMOVAL** by placing debris in the right of way.

Follow these key steps:

- o Keep debris at least three feet from electrical utility poles and boxes, fire hydrants, and water and gas meters.
- o Separate woody (limbs and leaves) debris; construction and demolition debris and household hazardous waste into separate piles.
- o Garbage pickup will resume on your regular schedule on \_\_\_\_\_. Separate garbage from your disaster debris
- o Call \_\_\_\_\_ with debris removal questions at \_\_\_\_\_.
- o Debris removal will be ending soon, so residents are encouraged to take advantage of the free removal service.

#### **DISASTER DEBRIS THAT WILL BE PICKED UP**

- o Woody, vegetative debris: Limb and leaf debris created by the storm event.
- o Construction and demolition (C&D) debris: Debris such as 2X4's, dry wall, shingles, paneling, insulation, etc. that was created by the storm event. Do not place C&D debris at the roadside if your insurance company pays for a contractor to clear your C&D debris from your home.
- o White goods: appliances and other household devices that were damaged/destroyed by the storm event.
- o Household hazardous waste: Material that includes such things as paint, fuels, insecticides, pesticides, sprays with petroleum distillates, etc. These will only be picked up if they are associated with damage from the storm event.

Each of these will need to be separate from the other at the roadside. Some of the materials will be processed for recycling and some of these materials will go to immediate disposal. Your assistance is necessary for debris clearance to progress rapidly and correctly.

#### **ASSISTANCE WITH PRIVATE PROPERTY DEBRIS REMOVAL**

Anyone who needs assistance with debris removal, such as senior citizens, and those that need help with activities of daily living may call \_\_\_\_\_ to schedule a volunteer to assess your needs. Assistance will be provided by volunteer groups working in our area and will be prioritized for those that do not have insurance coverage to pay for the cleanup.

#### **FIRST/SECOND/THIRD PASS NOTICE**

The Town's contractor will be in \_\_\_\_\_ (add in neighborhoods or street designations) for a (first/second/third) pass at picking up disaster debris from the road right of way. Only eligible debris will be picked up.

#### **NOTE:**

**Town should insert the appropriate debris and/or safety statements above to assist residents and business owners with the safe and efficient removal of debris.**



## SDR Equipment List

Name	Equipment Description	VIN/Serial No.
2015 Talbert	Lowboy Trailer	40FSK5135F1034069
2016 Kenworth T880	Road Truck w/26' Forage Trailer	1NKZLP0XXGJ115213
2001 Peerless	Live Bottom Trailer	1PLE045241PH52089
2004 Mack CHN 600	Road Tractor	1M1AA18Y44N157606
2003 Hudson	10 Ton Equipment Trailer HTD18	10NNTDIDX31000045
2006 International 4000S	Bucket Truck	1HTMMAAN96H219994
2019 Kenworth T880	Road Truck w/30' Trinity Trailer	1NKZXPEX0KJ282444
2020 Kenworth T880	Dump Truck	1NKZXPEX1LJ358500
2021 Kenworth T880	Road Tractor	1XKZP4TX4MJ447907
1999 Komatsu	Excavator PC300-6	A83018
2016 Volvo Artic Hauler	Off-Road Truck	740285
Mccloskey	Trommel Screener	89467
Caterpillar	Wheel Loader IT38G	CSX00780
2007 Komatsu	Excavator PC200LC-8	C60323
2010 Komatsu	WA250-6 Wheel Loader w/ Coupler Buckets & Forks	A76226
2005 Caterpillar	Track Loader 953C	BBX01052
2004 McPherson	Air Curtain Incinerator	5811104
2014 Komatsu	Excavator PC210LC-10w/42" bucket&thumb	A10410
2014 Komatsu	Crawler Dozer D39PX-23	90319
Reach Fork Lift	Reach Fork lift 6K-34'Diesel FL01-0381	RS5JV1211550
2017 Komatsu	Excavator PC170LC-10w/42" bucket & thumb	EJX00253
2017 CAT	Track Loader 259D	FTL12657
Komatsu	Wheel Loader WA320-7w/bucket	A36081

**\*SDR also has a dedicated fleet of subcontractors with 90+ self-loaders and 60+ bucket trucks.**

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

## ATTACHMENT B

### FEE SCHEDULE

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	\$ 7.25 /cu.yd.
	21-40 Miles	\$ 8.50 /cu.yd.
	41-70 Miles	\$ 8.50 /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	\$ 4.90 /cu.yd.
	21-40 Miles	\$ 6.75 /cu.yd.
	41-70 Miles	\$ 8.90 /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 and Reduction Site (TDSRS) or Charleston County approved recycling or disposal site	
	Mileage Radius: 0-20 Miles	\$ 7.25 /cu.yd.
	21-40 Miles	\$ 8.50 /cu.yd.
	41-70 Miles	\$ 9.75 /cu.yd.
4.	Validated load hauled tickets for Construction and Demolition debris 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	\$ 4.90 /cu.yd.
	21-40 Miles	\$ 6.75 /cu.yd.
	41-70 Miles	\$ 8.90 /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 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	\$ 3.95 /cu.yd.
7.	Validated load hauled tickets for hazardous materials 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	\$ 220.00/cu.yd.
	21-40 Miles	\$ 275.00/cu.yd.
	41-70 Miles	\$ 290.00/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	\$ 165.00/cu.yd.
	21-40 Miles	\$ 180.00/cu.yd.
	41-70 Miles	\$ 195.00/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 disposal facility	
	Mileage Radius: 0-20 Miles	\$ 1.25 /lb
	21-40 Miles	\$ 1.75 /lb



	41-70 Miles	\$ 2.25 /lb
10.	<u>Hazardous trees</u> – Trees will be evaluated by the Charleston County/Town of 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	\$ 180.00 /tree
	13"-24" Diameter	\$ 295.00 /tree
	25"-48" Diameter	\$ 425.00/tree
	> 48" Diameter	\$ 590.00 /tree
11.	Stumps over 24" in diameter (requires FEMA Eligibility)	\$ /tree
	24"-35" diameter	\$ 225.00 /stump
	36"-47" diameter	\$ 395.00 /stump
	>47" diameter	\$ 525.00 /stump
12.	<u>Hangers</u> – Hangers will be considered any hanging/damaged remaining in the 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 hanger	
	2" or greater	\$ 72.00 /tree
13.	<u>Private Property Demolition and Debris Removal</u> – The CONTRACTOR shall operate beyond the Public Right-of-Way (ROW) only as identified and directed by 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	\$ 2.75 per sq.ft.
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 reimbursement.	
15.	<u>Fallen Trees</u> – The CONTRACTOR shall cut a fallen tree, which extends onto the ROW from private property, at the point where it enters the ROW. Vegetative debris will be placed on the ROW for collection as addressed under item #1. (a.)	Price Included
16.	<u>Validated load hauled tickets for Fill Dirt</u> – As identified and directed by the Town of Kiawah Island, the CONTRACTOR shall place compatible fill dirt in ruts created by equipment and vehicles, holes created by removal of hazardous stumps and other areas that pose an imminent and significant threat to public health and safety	\$ 12.50 /cu.yd.
17.	<u>Validated load hauled tickets for pickup of white goods</u> 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	\$ 35.00 /cu.yd.
	21-40 Miles	\$ 40.00 /cu.yd.
	41-70 Miles	\$ 45.00 /cu.yd.
18.	Validated load hauled tickets for white goods 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	\$ 15.00 /cu.yd.
	21-40 Miles	\$ 22.00 /cu.yd.
	41-70 Miles	\$ 29.00 /cu.yd.
19.	<u>Validated load hauled tickets for White Goods that require refrigerant, mercury or oil recovery</u> 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 /cu.yd.
	21-40 Miles	\$ 85.00 /cu.yd.
	41-70 Miles	\$ 90.00 /cu.yd.
20.	Validated load hauled tickets for white goods that require refrigerant, mercury or 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	\$ 15.00 /cu.yd.
		21-40 Miles	\$ 22.00 /cu.yd.
		41-70 Miles	\$ 29.00 /cu.yd.
21.	Validated load hauled tickets for soil, mud and sand 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 site. Pick up and disposal.		
	Mileage Radius:	0-20 Miles	\$ 14.50 /cu.yd.
		21-40 Miles	\$ 16.50 /cu.yd.
		41-70 Miles	\$ 18.50 /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	\$ 11.50 /cu.yd.
		21-40 Miles	\$ 13.50 /cu.yd.
		41-70 Miles	\$ 15.50 /cu.yd.
23.	<u>Validated load hauled tickets for Vehicles and 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 vehicles and vessels</u>		
	Mileage Radius:	0-20 Miles	\$ 345.00 /unit
		21-40 Miles	\$ 475.00 /unit
		41-70 Miles	\$ 550.00 /unit
24.	<u>Validated load hauled tickets for Vehicles and Vessels picked up at the Temporary Debris Storage and Reduction Site (TDSRS), hauled to and dumped at a Charleston County approved recycling facility.</u>		
	Mileage Radius:	0-20 Miles	\$ 225.00 /unit
		21-40 Miles	\$ 295.00 /unit
		41-70 Miles	\$ 345.00 /unit
25.	<u>Validated load hauled tickets for Putrescent Debris, picked up at the designated work zone, hauled to and dumped at a Charleston County approved landfill.</u>		
	Mileage Radius:	0-20 Miles	\$ 64.00 /cu.yd.
		21-40 Miles	\$ 67.00 /cu.yd.
		41-70 Miles	\$ 70.00 /cu.yd.
26.	Validated load hauled tickets for bio waste debris picked up at the designated work zone, hauled to and dumped at a Charleston County approved disposal facility		
	Mileage Radius:	0-20 Miles	\$ 88.00 /cu.yd.
		21-40 Miles	\$ 94.00 /cu.yd.
		41-70 Miles	\$ 99.00 /cu.yd.
27.	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	\$ 25.00 per unit
		21-40 Miles	\$ 35.00 per unit
		41-70 Miles	\$ 45.00 per unit
28.	Validated load hauled tickets for e-waste debris 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 per unit
		21-40 Miles	\$ 30.00 per unit
		41-70 Miles	\$ 40.00 per unit
29.	<u>Validated load hauled tickets for franchise replacement garbage service, in the 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</u>		
	Mileage Radius:	0-20 Miles	\$ 56.00 /cu.yd.
		21-40 Miles	\$ 65.00 /cu.yd.
		41-70 Miles	\$ 74.00 /cu.yd.
30.	<u>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</u>		

	<u>designated work zone, hauled to and dumped at a Charleston County approved recycling facility</u>	
	Mileage Radius: 0-20 Miles	\$ 56.00 /cu.yd.
	21-40 Miles	\$65.00 /cu.yd.
	41-70 Miles	\$ 74.00 /cu.yd.
31.	<u>Validated load hauled tickets for franchise replacement yard waste service, in the event current franchise hauler is not able to meet obligations. Yard Waste to be picked up at the designated work zone, hauled to and dumped at a Charleston County approved recycling facility</u>	
	Mileage Radius: 0-20 Miles	\$ 15.60 /cu.yd.
	21-40 Miles	\$17.60 /cu.yd.
	41-70 Miles	\$19.60 /cu.yd.
32.	<u>Validated load hauled tickets for household storm debris (carpet, furniture, 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</u>	
	Mileage Radius: 0-20 Miles	\$ 17.50 /cu.yd.
	21-40 Miles	\$ 19.50 /cu.yd.
	41-70 Miles	\$ 21.50 /cu.yd.
33.	<u>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>	
	Mileage Radius: 0-20 Miles	\$17.50 /cu.yd.
	21-40 Miles	\$19.50 /cu.yd.
	41-70 Miles	\$ 21.50 /cu.yd.
34.	<u>Beach restoration – Cost for restoration to coast line and beaches.- The CONTRACTOR shall use equipment rental type pricing and follow all appropriate regulatory concerns.</u>	\$ 68.00 /LF
35.	<u>Training and Assistance Sessions shall be for all key Town of Kiawah Island personnel and assistance in all disaster debris recovery planning efforts as requested</u>	Price included
36.	<u>Preliminary Damage Assessment – Determining the impact and magnitude of the 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</u>	Price included
37.	<u>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</u>	Price included
38.	<u>Temporary Storage of Documents – The CONTRACTOR shall provide storage of daily or disaster-related documents and reports for protection during the disaster event</u>	Price included
39.	<u>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 debris management 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</u>	Price included
40.	<u>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</u>	Price included
41.	<u>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</u>	Price included
42.	<u>Navigation hazard removal for canals and rivers - The CONTRACTOR shall use equipment rental type pricing and follow all appropriate regulatory concerns.</u>	Price included
43.	<u>The cost for emergency road clearance will be billed by hourly rates. See Hourly Fee Schedule.</u>	

## Hourly Rate Schedule – Town of Kiawah Island

DESCRIPTION OF SERVICE	UNIT	UNIT COST
Backhoe - Rubber Tire Type, J.D. 310 or equal w/bucket & hoe	Hour	\$80.00
Bucket Truck - 50 Ft.	Hour	\$115.00
Bucket Truck - 50' to 75'	Hour	\$145.00
Chipper w/2-man Crew	Hour	\$94.00
Crane - 100 Ton (8 Hr. Minimum)	Hour	\$295.00
Crane - 50 Ton	Hour	\$210.00
Crane 30 Ton or larger	Hour	\$115.00
Dozer -D-6 or equivalent	Hour	\$155.00
Dozer-CAT D4 or equivalent	Hour	\$115.00
Dozer-Cat D8 or equivalent	Hour	\$95.00
Dump Truck - 5 CY	Hour	\$85.00
Dump Truck - Trailer, 50-80 cubic yard	Hour	\$115.00
Dump Truck-Tandem, 14-18 cubic yard	Hour	\$79.00
Dump Truck-Trailer, 24-40 CY	Hour	\$89.00
Dump Truck-Trailer, 41-60 CY	Hour	\$110.00
Dump Trailer w/Tractor, 30 to 40 CY	Hour	\$78.00
Dump Trailer w/Tractor, 41 to 50 CY	Hour	\$95.00
Dump Trailer w/Tractor, 51 to 60 CY	Hour	\$105.00
Dump Truck - 10 to 15 CY	Hour	\$120.00
Walking Floor Trailer w/Tractor, 100CY	Hour	\$115.00
Equipment Transports	Hour	\$130.00
Excavator - Cat 320 or equivalent	Hour	\$142.00
Excavator - Cat 325 or equivalent	Hour	\$165.00
Excavator - Cat 330 or equivalent	Hour	\$183.00
Excavator - Rubber Tired with debris grapple	Hour	\$132.00

## Hourly Rate Schedule – Town of Kiawah Island

DESCRIPTION OF SERVICE	UNIT	UNIT COST
Farm Tractor w/Box blade	Hour	\$78.00
Feller Bunchers 611 Hydro-Ax or equivalent	Hour	\$167.00
Forklift - Extends Boom with debris grapple	Hour	\$89.00
Jetter Vac Truck	Hour	\$210.00
Loader - Bobcat, 753 or John Deere 648-E with debris grapple or equivalent	Hour	\$115.00
Loader - Front End, 544 or equal with debris grapple or equivalent	Hour	\$118.00
Loader - Knuckle boom -216 Prentice or equivalent	Hour	\$135.00
Loader - Self, Knuckle Boom Truck, 25-35 CY Body	Hour	\$143.00
Loader - Self, Knuckle Boom Truck, 35-45 CY Body	Hour	\$152.00
Loader - Skid Steer-753 Bobcat w/Bucket or equivalent	Hour	\$115.00
Loader - Steer-753 Bobcat Skid with Street Sweeper or equivalent	Hour	\$118.00
Loader - Towed w/Tractor, Prentice 210 or equivalent	Hour	\$125.00
Loader - Wheel JD 644, or equivalent, with debris grapple or equivalent	Hour	\$152.00
Loader - Wheel, Cat 955 or equivalent	Hour	\$162.00
Loader - Wheel, Cat 966 or equivalent	Hour	\$177.00
Loader - Wheel, JD 644, 2-3 CY Articulated w/Bucket or equivalent	Hour	\$159.00
Log skidder-JD 648E, or equivalent	Hour	\$149.00
Motor Grader-CAT 125 - 140HP or equivalent	Hour	\$135.00
Pickup Truck - Unmanned	Hour	\$17.50
Portable Light Plant	Hour	\$27.00
Power Screen	Hour	\$395.00
Loader-Self, Scraper CAT 623 or equivalent	Hour	\$147.00
Stacking Conveyor	Hour	\$76.00
Stump Grinder/ Vermeer 252 or equivalent	Hour	\$67.00
Street Sweeper	Hour	\$122.00
Sweeper – open air broom	Hour	\$49.00
Track hoe 690 J.D. or equivalent	Hour	\$155.00



## Hourly Rate Schedule – Town of Kiawah Island

DESCRIPTION OF SERVICE	UNIT	UNIT COST
Truck - 1 ton Pickup	Day	\$149.00
Truck - 1/2-ton Pickup	Day	\$130.00
Truck - 3/4-ton Pickup	Day	\$140.00
Truck - 6 Wheel Drive Heavy Off Roads	Hour	\$139.00
Truck - Box	Day	\$165.00
Truck - Service	Hour	\$72.00
Truck - Supplies	Hour	\$65.00
Truck - Water	Hour	\$61.00
Utility Van	Day	\$172.00
Towed Beach sand cleaner and Tractor		\$ 125.00

DESCRIPTION OF SERVICE	UNIT	UNIT COST
<b><u>MISCELLANEOUS EQUIPMENT &amp; SERVICES</u></b>		
Hay bales	Each	\$14.10
Staked Silt Fence	LF	\$3.25
Fill Dirt	CY	\$12.00
Tree Protection, as required	LF	\$4.75
Dewater, as required	Hour	\$43.42
Bagged Ice, 50/100 lbs.	per	\$0.39/lb
Bottled Water, Palletized Truck Load	Lb.	\$0.16/lb
Bulk Water, Tanker	Gal	\$2.92
Water Tanker for Bulk Water, Tanker	Gal	\$0.75
Light Tower w/Generator	Day	\$96.00
Office Trailer, 40 ft	Day	\$175.00
Portable Toilet, Single	Day	\$6.50
Portable Toilet, Single	Week	\$38.00

## Hourly Rate Schedule – Town of Kiawah Island

DESCRIPTION OF SERVICE	UNIT	UNIT COST
<b>PERSONNEL RATES</b>		
Traffic Control Personnel	Hour	\$36.00
Laborer	Hour	\$34.00
Survey Person w/Truck	Hour	\$44.00
Inspector w/Vehicle	Hour	\$44.00
Chainsaw w/Operator	Hour	\$41.00
Foreman w/Truck	Hour	\$58.00
Superintendent w/Truck	Hour	\$67.00
Climber w/Gear	Hour	\$98.00
Mechanic w/Truck and Tools	Hour	\$72.00
Ticket Writers / Individual	Hour	\$28.00
Clerical / Individual	Hour	\$30.00
Program Management Services – Professional	Hour	\$85.00
Program Management Services – Administrative	Hour	\$72.00
Safety Inspector	Hour	\$68.00

## 1. General

Southern Disaster Recovery (SDR) will provide all management, equipment, operators, and laborers required for the establishment, operation, and maintenance to accept, process, reduce, incinerate, and dispose of disaster related debris. These Temporary Debris Management Sites (TDMSs) may utilize air curtain incineration and/or mechanical chipping/grinding to reduce vegetative and clean woody debris. The TDMSs may also be used as transfer points for depositing mixed Construction and Demolition (C&D) debris prior to reloading for final transport to an authorized landfill. SDR will manage the TDMSs to accept debris collected under other contracts.

Site selection will be done by the Contracting Authority at its own cost.

## 2. Site Operations Plan

Following identification by the contracting authority of the TDMSs, SDR will develop a Site Operations Plan for each site.

The plan will address the following:

- ✓ Site management, to include point-of-contact and organizational chart
- ✓ Site ingress and egress
  - Tracking rock coming on/off roadway
- ✓ Site preparation, including clearing, erosion control, and grading
  - Silt fencing in those areas that require it.
- ✓ Traffic control procedures
- ✓ Site security
- ✓ Site safety and health
  - Fire Extinguisher
  - First Aid kit
  - personal sanitation (porta-a-let)
  - hand washing station
  - Light plant for night operations
- ✓ Site layout/segregation plan, to include: air curtain incineration areas, mechanical chipping/grinding areas, ash storage or disposal areas, hazardous waste containment area, contractor work area, inspection tower, and safety zone clearance areas (100-foot clearance area between stockpiled debris and incineration operations, and 1000-foot clearance area from structures)
- ✓ Appropriate Heavy Equipment for the Operation
  - 1000 hp horizontal grinder
  - Air curtain incinerator (ACI)
  - Tracked or wheeled Excavator; bucket with thumb to load Grinder or ACI
  - D-4 or Greater Dozer for mulch pile management
  - For high capacity TDMS locations; a second tracked Excavator to stack woody, vegetative material
  - Water truck for dust control and for air curtain incineration operations
- ✓ Environmental mitigation plan, including considerations for smoke, dust, noise, traffic, safety buffer zones, storm water runoff, historic preservation, wetlands, and endangered species as appropriate

### 3. Worksite Evaluation

While an entity's Risk Management Department may employ the appropriate and available loss control resources to evaluate and identify any potential exposures to worksite safety or health vulnerabilities, Southern Disaster Recovery (SDR) is committed to practices that reduce or eliminate incidences of or exposure to falls, electrocution, noise, cut/laceration hazards, high ambient temperatures, hazardous substances, or infectious materials.

#### Standard Safety Training

SDR is committed to deliver comprehensive health and safety training prior to employees being deployed to a project. We provide:

- General hazard instruction, including site conditions and work expectations.
- Dialogue regarding the common stressors for response and recovery workers, such as extended work shifts, adaptation issues, less than ideal sleeping and eating conditions, and critical incident stress concerns.
- Site-specific training as to unique hazardous conditions and the proper identification of specialized controls, equipment, work practices, and the PPE required. (NOTE: The additional controls may be identified in a Job Hazard Analysis (JHA) specifically developed for the task or operation.)
- Daily job briefings for the work plan, anticipated hazards, and required exposure controls.

#### Hazard Control

In conjunction with the entity, we will employ all appropriate actions to mitigate hazards according to the hierarchy of controls listed below:

- **Elimination or substitution:** Eliminate the hazard from the work area (e.g., repair or remove fallen electrical power lines before allowing other work to proceed in the area). Although desirable, elimination and substitution may not be options for most airborne/chemical hazards created by a natural disaster.
- **Engineering controls:** Take steps to reduce or eliminate exposure to a hazard by guarding the pinch points associated with a machine's moving parts, providing ventilation to a permit-required confined space, using heavy equipment with temperature-controlled cabs, and placing barriers around the swing radius of rotating heavy equipment.
- **Work practice or administrative controls:** Implement work procedures that reduce the probability of exposure. For example, use well-rested crews and daylight hours to perform hazardous or unfamiliar tasks, take frequent breaks during hot weather, remove non-essential personnel from the area during certain task/operations, and decontaminate equipment and personnel after contact with contaminated floodwater or chemicals. When possible, use water to suppress dust and work up-wind in dusty conditions. Where extensive hot-work is performed in the form of cutting and burning, use extended length torch handles to increase the distance from the individual's breathing zone to the generation of toxic fumes.
- **Personal Protective Equipment (PPE):** As appropriate, use proper PPE for the hazard and level of exposure. SDR will provide all necessary PPE for its employees at no cost to the employee.

## General PPE recommended for all response/recovery tasks:

- **Foot protection:** ANSI-approved protective footwear for the activity being performed. Give special consideration to water protection in wet or flooded areas.
- **Eye protection:** Safety glasses with side shields.
- **Head protection:** Hard hats or helmets in areas where overhead or electrical hazards exist.
- **Appropriate work clothing:** Ensure protection where there is potential for cuts, abrasions, irritation, or overexposure to sunlight. Consideration should be given to heat and cold stress issues.
- **Hand protection:** Protection should be specific to job hazards (e.g., heavy-duty leather work gloves for handling debris with sharp edges and/or chemical protective gloves appropriate for chemicals potentially contacted).

## Provide the following additional PPE, as required:

- **Eye and face protection (specialty):** Goggles, full-face shields, or other suitable protection as needed to protect against flying objects and liquid splash hazards.
- **High-visibility apparel:** High-visibility safety apparel and headwear along with other traffic safety measures, in areas where vehicles or heavy equipment are used. This is especially important when working in temporary roadway work zones.
- **Hand protection (specialty):** Appropriate gloves suitable for the tasks being performed (balancing dexterity with protection). Considerations include biological hazards (blood borne pathogens), chemical hazards, and physical hazards (abrasions, cuts, punctures, and heat). Vibration-dampening gloves should be used when vibration hazards exist (e.g., during jackhammer use).
- **Work clothing and gear (specialty):** Lanyards, harnesses, and supports for fall protection, and chemical protective clothing where contact with chemicals may occur.
- **Leg protection:** Snake boots or snake gaiters to protect against snakebites in areas where snakes are indigenous. Chaps when using chain saws.
- **Respiratory protection:** Appropriate respiratory protection necessary for the circumstances will be provided. **In all cases, surgical masks and dust masks that are not NIOSH-approved are not considered suitable respiratory protective devices.**
- **Hearing protection:** Earmuffs and/or earplugs should be utilized when working around potential noise sources. Hearing protection must be worn when noise levels exceed 90 dBA. (NOTE: If a conversation cannot be maintained in a normal speaking voice with a person who is standing at arm's length (approximately 3 feet), the noise level may exceed 90 dBA.)

Specialized PPE and procedures are required for employees who may be exposed to other hazards for which additional protection and procedures are needed (e.g., structural firefighting, confined-space entry, response to hazardous materials releases, asbestos or lead abatement, welding, cutting, and burning). If the evaluation of the work area/conditions reveals the presence of these explicit situations, the operation will be reassigned to a specialized contractor or employee(s) specifically trained and equipped to handle the hazard.

## Training

Employees should be properly trained to recognize and avoid unnecessary hazards while performing any disaster debris related tasks. It is preferable to only use employees who are



already trained and proficient in the required skills for the job; however, should other employees be needed, job-specific training will be provided prior to the assignment. This training will typically be provided by the appropriate supervisory personnel and includes specific safety training, selection and use of appropriate PPE, and any other instruction as deemed necessary for the task or operation.

**Note:** Contracts with private vendors will require that they adhere to all industry safety standards including, but not limited to OSHA regulations where applicable, as well as the above outlined standards. Entity and contractor personnel may participate in general training/briefings as the situation warrants. Verification of any required training will be maintained by the appropriate personnel department and be available for inspection upon request.

Instances of observed non-compliance with any required procedure or regulation will be reported to the onsite Project Manager with appropriate remedial action taken as necessary

#### **4. TDMs Foreman - Day/Night Operations**

SDR will provide site foremen for both day and night operations, who will be responsible for all oversight, including traffic control, dumping operations, segregation of debris, incineration and mechanical grinding operations, and site safety. Both foremen will be responsible for monitoring and documenting all equipment and labor utilized on the site. This information will be compiled with other daily reporting data and will be provided to the contracting authority by the Debris Operations Manager.

If multiple TDMs are in operation, SDR will assign a site manager for all necessary oversight.

#### **5. Site Assessment**

Immediately upon taking occupancy of any site, SDR will conduct an initial site assessment to determine baseline conditions. This assessment will include visual inspection in the presence of a Contracting Authority representative, documentation of any existing improvements to or on the site, aerial and/or ground photography/videography, random soil samples, water samples from any existing wells located on the site, and review for any volatile organic compounds. Spot soil samples will be taken at the areas considered for the temporary storage of household hazardous waste, ash, and fuel storage areas. Photographs and/or GPS based maps and 3D laser scanning of the site will be updated as the use and configuration of the site changes.

#### **6. Site Design**

The sites will be designed so that air curtain incinerators are located a minimum of 1,000 feet from the nearest occupied building or as specified by the applicable state or local environmental regulatory entity. The area within 50 feet of the burn pits will be cleared of vegetative cover to reduce fire hazard. If pit burning is utilized, and the pit is situated on pervious soils, an impervious layer of clay, limestone, or synthetic material will be provided.

Vegetative debris will be centrally stored near the air curtain incinerators, but at a minimum of 100 feet away from the air curtain incinerators to reduce potential fire hazard. Roads should be designed with separate ingress and egress, where possible, to expedite truck flow in and out of the site. If possible, large turnaround areas will be constructed to enable simultaneous movement of multiple trucks.

To reduce hazards from flying debris, wood chipping operations will be located a minimum of 250 feet from all areas where personnel are actively working. If needed, access roads will be

constructed at each site. Crushed rock or gravel will be used to form a base that will prevent soil erosion, reduce dust generation, and provide truck access during inclement weather.

Additional applications of rock may be necessary for road maintenance as the project progresses. Additional reserves of rock should be maintained on site road to repair and rebuild roads for road relocation, mud accumulation, and compression of rock as a result of heavy truck traffic.

## **7. Site Preparation**

SDR will be responsible for preparing the TDMSs to accept debris. This preparation may include clearing, erosion control, grading, constructing and maintaining haul roads, entrances, dumping pads, equipment washing areas, and burn pits. SDR will provide utility clearance and sanitary facilities, if needed. SDR will protect existing structures at the site(s) and repair any damage caused by our operations at no additional cost to the Contracting Authority.

## **8. Site Security**

SDR will provide and maintain site security measures for all operations conducted at the TDMSs.

## **9. Inspection Towers**

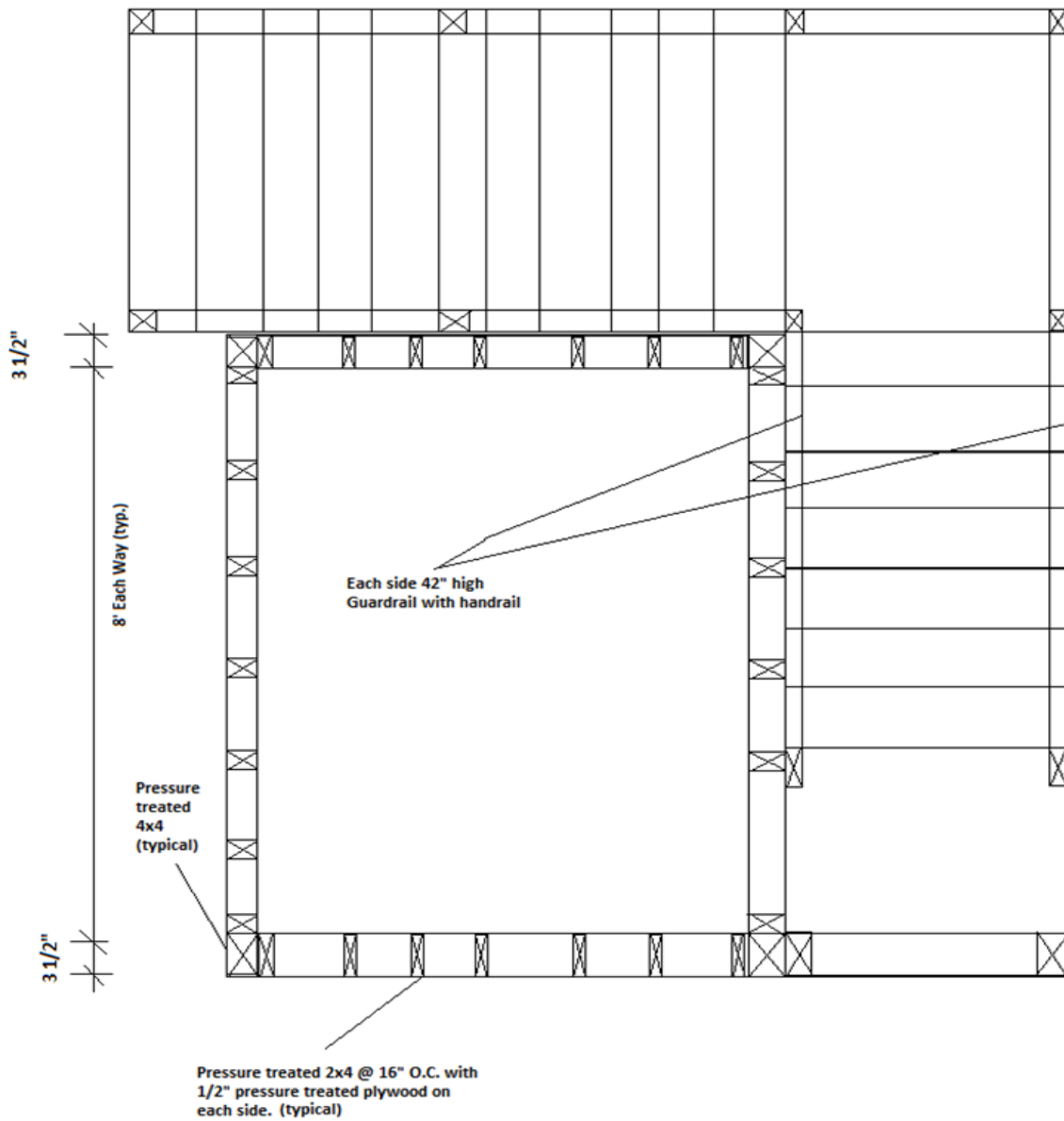
SDR will construct and maintain one Inspection Tower at each TDMS site. SDR and Contracting Authority personnel will conduct inspections, load volume estimations, and photograph each load of debris delivered to the site from the tower. Existing structures serving this purpose may be utilized following coordination between SDR and the Contracting Authority. Tower locations may be changed to support the progression of debris storage and reduction as well as normal traffic patterns on the site.

The towers may be constructed using pressure treated wood or metal scaffolding materials. The floor elevation of the tower will be such that it affords the Contracting Authority representative(s) and SDR personnel a complete view of the load bed of each piece of equipment that hauls debris to the site while allowing for the easy transfer of the debris removal load ticket between the Contracting Authority representative and the vehicle driver. The floor area will be a minimum of 8' x 8'. A 4' high wall, sturdily fastened to the structure to eliminate fall hazards, will protect the perimeter of the floor area. A roof will be constructed over the floor area, constructed to provide a minimum of 6'-6" of headroom. Steps with a handrail will provide access to the Inspection Tower.

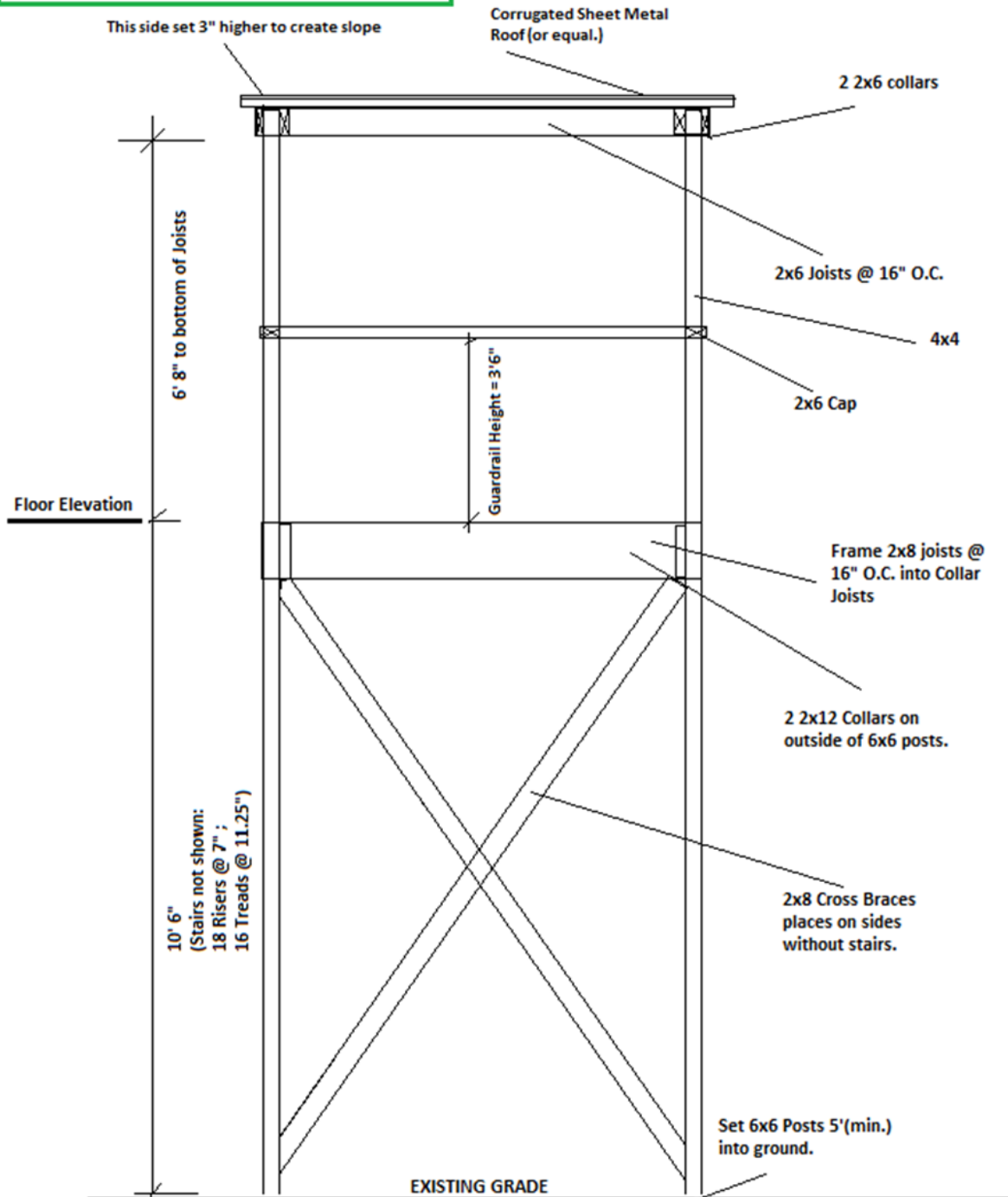
To prevent falls, all personnel on the tower must be "tied-off" to the tower at all times.

➤ *(Tower design is shown in the following two pages)*

**Plan View -  
Standard Inspection Tower**



## Section View - Standard Inspection Tower



Note:  
All wood to be pressure treated.

## **10. Debris Unloading and Segregation**

Trucks containing any waste other than vegetative debris will be directed through the disposal site to the C&D debris area of the disposal site.

Trucks insufficiently loaded will be noted and reported. Photos and live video may be utilized to record actual hauling equipment.

Trucks containing vegetative debris will be directed to the debris depository areas of the sites in an orderly manner via the ingress. Upon obtaining clearance from the designated flag person at the depository area, the trucks will back up, dump their load, and exit the site via the egress.

Once the debris has been deposited at the base of the debris storage pile, dozers and track hoes will be used to move and pile the debris. Debris piles will be compacted and constructed with a slope to prevent loose debris from rolling or falling down the sides of the piles.

When feasible, maximum effort will be made to salvage and/or recycle debris.

Only vegetative debris will be brought to the air curtain incinerator section of the disposal site. All non-vegetative debris will be segregated according to its type. Debris sorting will be done when it is picked up for transport to the burning pits. The vegetative waste at each site will be segregated into three basic categories: stumps, logs, and brush.

## **11. Debris Incineration**

Debris eligible for incineration will be moved to the air curtain incinerator by a front-end loader. The air curtain incinerator will be loaded using a trackhoe. Burning will continue until the box/pit is approximately 1/3 full of ash. At that point, any large, partially burned logs will be removed and placed on an earthen area near the box/pit. After the ash has cooled, it will be removed and placed in an adjacent storage area. The storage area will be bermed or diked to prevent ash from being transported from the pit by storm water runoff during a rainfall event.

## **12. Debris Chipping**

Tub grinders will be set up at each disposal site to convert some of the debris into wood chips suitable for use as mulch or fuel chips. A knuckleboom loader or trackhoe will be used to load debris into the grinder. The grinders will be primarily used for debris with high soil content such as stumps, which are not suitable for incineration. Due to the noise generated by the grinders and the hazard of debris being ejected from the tub, the grinders will be set up at least 150 to 200 feet from all other work areas. The 200-foot boundary will be marked by physical barriers, caution tape, and have appropriate signage.

A dozer should be used to stockpile mulch as it is processed by the tubgrinders. Large amounts of processed debris will produce large mulch piles. Consideration should be given to the amount of material that will be chipped and adequate space should be allotted for stockpiled mulch. The piles should be at least 50 feet away from the tubgrinder.

The temperature of the stockpiled mulch should be monitored to prevent spontaneous combustion. If the temperature approaches or exceeds 150 degrees Fahrenheit, the stockpile should be rolled to release the heat buildup. The environmental monitors will record the temperatures of all debris piles on a daily basis.



### **13. Fire Protection**

SDR will manage all site operations to minimize the risk of uncontrolled/uncontained fire. Twenty-pound all-purpose fire extinguishers should be strategically stationed around the incinerators/burn pits and specifically around the debris piles with the heaviest concentration of debris. The number of fire extinguishers will vary depending on the size of the TDMSs. At no time should a fire extinguisher be located further than a 1-minute round-trip walking distance from any point on the site. Site conditions may necessitate having additional water-filled extinguishers and readily available hand tools, such as fire rakes.

### **14. Ash Containment Area**

SDR will contain, store, and remove ash from all incineration operations. The ash containment area will be wet down periodically for the duration of operations to prevent particles from becoming airborne.

### **15. Household Hazardous Waste Containment**

SDR will construct a containment area at each TDMS for any hazardous waste inadvertently delivered to the site. The containment area will be a minimum of 30" x 30". The perimeter of the containment area will be constructed with an earthen berm or hay/straw bales that are staked in place. The area will be lined with a heavy gage, non-permeable plastic to provide a waterproof barrier. Additional heavy gage, non-permeable plastic sufficient in size to cover the entire containment area will be kept on site and used to prevent rain from entering the containment area. To direct run-off away from the protected area, the site will be sloped appropriately to provide necessary grading.

### **16. Site Closure**

SDR will close each TDMS within 30 calendar days of completing the reduction or transfer all delivered debris to an authorized landfill. Site closure will include removing site equipment, debris, and all remnants from the processing operation; grading the site; and restoring the site to pre-occupancy conditions. The site(s) will be restored in accordance with all state, tribal, and local requirements.

SDR will be responsible for the proper disposal of non-burnable debris, ash, wood chips, and hazardous and toxic wastes.

SDR will conduct a final inspection of the site along with a Contracting Authority representative to receive final approval of the site closure.



Tab | 3

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## **WAYS AND MEANS**

### **Agenda Item**



# Request for Ways and Means Committee Recommendation

**TO:** Ways and Means Chairman and Committee Members

**FROM:** Brian Gottshalk, Public Works Director

**SUBJECT:** Request to Recommend Contractor for Kestrel Court Solid Waste Center

**DATE:** 25 May, 2022

---

## **BACKGROUND:**

In the past few years, The Town has seen tremendous growth on the island. This growth has directly impacted the amount of solid waste on the island. The Town has a public solid waste drop off center located on Kestrel Court. This site has seen increased stress over the past few years and needs to be improved.

## **ANALYSIS:**

The Town contracted with LS3P to work with Carolina Waste in coming up with a design that will be more conducive for users, as well as increase the capacity of waste that can be handled at this site. The construction design was posted publicly for contractors to review and bid. The Town received three bids back:

<b>Duke Construction, LLC:</b>	<b>\$179,310.00</b>
<b>Truluck Construction:</b>	<b>\$187,247.50</b>
<b>Insistenza Group, LLC:</b>	<b>\$1,395,601.00</b>

## **ACTION REQUESTED:**

Town Staff requests that the Ways and Means Committee recommend to Town Council awarding this project to Duke Commercial Construction.

## **BUDGET & FINANCIAL DATA:**

This project will be funded through the General Fund.

DATE: May 16th, 2022

## ORGANIZATIONAL INFORMATION

NAME OF OFFEROR: Duke Commercial Construction, LLC

BUSINESS ADDRESS: 17 Alberta Ave, Charleston SC, 29403

### **BY SUBMITTING THIS PROPOSAL, THE UNDERSIGNED OFFEROR REPRESENTS:**

1. The offeror has carefully examined specifications for the Services;
2. The offeror is familiar with all the conditions surrounding the performance of the Services;
3. If awarded the Contract, the offeror will provide all labor, material, supplies and equipment necessary to execute the Services in accordance with the Contract Documents;
4. The offeror understands the Town reserves the right to reject any or all responses which does not meet the proposal requirements, or all proposals in the event the Project is canceled, postponed, or if it is in the best interest of Town of Kiawah Island;
5. If awarded the Contract, will enter and execute a contract as required in the Invitation to Bid;
6. The Offeror is legally able to enter into and perform a contract, if awarded;
7. The Offeror is current on all taxes and fees owed to the Town;
8. The Offeror has provided proof of insurance as required by the Town.

**I. PERSONNEL AND TIMELINE:**

Provide a list of personnel that will be committed to this engagement and their job function. Include a timeline for project completion.

TA Iaria: About 10 days - Site prep and improvement and removal of 3 oaks per sheet A101

---

Beech Contractors: 3 weeks - Slab prep work, trenching and forming. Scope includes adding one single #5 rebar mat, 16 OC per LS3P's response to prebid questions. 9" slab will be installed as shown on sheet S101

---

Manor Fence: <1 week. Relocating one access gate

---

Consolidated Electric: ~3 weeks. Equipment lead time may impact schedule. Equipment will be installed per E001 and E002.

---

**\*\*If project is awarded, Duke Commercial will provide official schedule for Clients review and approval prior to mobilizing\*\***

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**II. EXPERIENCE:**

**At least three (3) references for similar work performed are required; however, you may provide as many as five (5) references.**

1. **COMPANY NAME:** Amelia Interior Design

Contract Title Amelia Kearney

750 Custom interior upfit for new design studio. Scope included  
Scope of Work: electrical, floor, drywall, cabinets, demo

Contracting Office: Amelia Kearney

Contact Name: Amelia Kearney

Title: Owner Address: 237 King Street, Charleston SC 29401

Telephone: 843.764.7058

Email: \_\_\_\_\_

2. **COMPANY NAME:** Redan Construction, LLC.

Contract Title Fetter Healthcare

8,500sqft clinic improvment, demo, construct new walls,  
Scope of Work: new casework, electrical, plumbing for new dental chair, med  
gas, new RTU, duct work, paint, floor

Contracting Office: Fetter Healthcare

Contact Name: Tremayne Smith

Title: Facilities Manager Address: 51 Nassau Street, Charleston SC 29403

Telephone: 843.834.0517

Email: tremayne\_smith@fetterhealthcare.org



II. EXPERIENCE (Continued):

- 3.
- COMPANY NAME:**
- Redan Construction, LLC.

Contract Title Nelliefield RecreationScope of Work: 4-5 Acres, land development to construction 2500sqft pavilion, community playground, boardwalk, walking path, parking lot, and green spaceContracting Office: Nelliefield Plantation HOAContact Name: Lisa KernsTitle: President HOA Address: \_\_\_\_\_Telephone: 843-818-9396Email: lisakerns.crs@gmail.com

- 4.
- COMPANY NAME:**
- Redan Construction, LLC.

Contract Title IX ArtistryScope of Work: 2,000 sqft luxury build-out of a new space with eight salon stations, three hair washing stations, new lighting, new HVAC and seal concreteContracting Office: IX ArtistryContact Name: Maggie & LashTitle: Owners Address: 99 Westedge, Charleston SC, 29403Telephone: 843.605.1125

Email: \_\_\_\_\_

- 5.
- COMPANY NAME:**
- Navy Yard Developers

Contract Title Lauren McWilliamsScope of Work: Navy Yard Developers  
4,000 sqft tenant upfit, new storefront, walls, 2x2 ceiling, casework, sealed concrete floor, paint, mechanical, electrical and plumbingContracting Office: Lauren McWilliamsContact Name: Lauren McWilliamsTitle: Property Manager Address: 1360 Truxton AveTelephone: 843.566.3656

Email: \_\_\_\_\_

**BUSINESS LICENSE:**

The Offeror is not required to have a valid business licenses to submit a Proposal. However, the offeror must possess a valid Business License for business undertaken within the corporate limits of the Town of Kiawah Island.

Does your business have a valid **Town of Kiawah Island** Business License?

  X   Yes—No If yes, list the number   SBL21-000702  

Contact (843) 768-9166 with any questions. If no, a business license must be obtained upon award of the contract.

**INSURANCE:**

The successful offeror, at his own expense, shall keep in force and at all times and maintain during the term of any contract resulting from this RFP the insurance requirements as outlined below.

GENERAL LIABILITY: \$1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a \$2,000,000 general aggregate limit.

AUTOMOBILE LIABILITY: \$1,000,000 combined single limit per accident for bodily injury and property damage.

WORKERS’ COMPENSATION: Statutory limits are required by South Carolina state law and employer’s liability limits of \$100,000 per accident.

The successful offeror shall provide an acceptable Insurance Certificate(s) and Endorsement(s) to the Town no later than the execution of any contract resulting from this RFP. The Town reserves the right to receive any additional documentation or information verifying insurance coverage as the Town deems necessary. The Town may contact the successful offeror’s insurance agent(s) or carrier(s) directly concerning any insurance issues.

The Town of Kiawah Island must be advised immediately of any changes in required coverage(s).

**INDEMNIFICATION**

Except for expenses or liabilities arising from the negligence of the Town, the offeror hereby expressly agrees to indemnify and hold the Town of Kiawah Island harmless against any and all expenses and liabilities arising out of performance or default of any resulting contract as follows:

The offeror expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or any person, firm or corporation directly or indirectly employed by the offeror, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the Town and its employees or any member of the public, to indemnify and save the Town and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs, and expenses arising out of the performance or default of any resulting contract from this RFP. Such costs are to include any defense, settlement, or reasonable attorneys' fees incurred by the Town or its employees. This promise to indemnify shall include bodily injuries or death occurring to offeror's employees and any person directly or indirectly employed by the offeror (including without limitation any employee of any subcontractor), the Town's employees, the employees of any other independent contractors, or occurring to any member of the public. When the Town submits a notice, the offeror shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of this Agreement. The limits of insurance coverage required herein shall not serve to limit this obligation to indemnify. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

**MINORITY/WOMEN-OWNED ENTERPRISE:**

Are you a Minority or Woman-Owned business?\_\_\_\_Yes<sup>X</sup>\_\_\_\_No

If so, are you certified?\_\_\_\_Yes<sup>X</sup>\_\_\_\_No

If you are certified, you must furnish a copy of your certificate with your submittal.

**SECTION D**

**SUBMITTAL FORM**  
**Page Eight**

**NON-COLLUSION OATH**

COUNTY OF: CHARLESTON COUNTY

STATE OF: South Carolina

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared 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, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS 16th DAY OF May, 2022, 2021

\_\_\_\_\_  
Authorized Signature for Offeror

Please print Offeror's name and address:

17 Alberta Ave

Charleston SC, 29403

\_\_\_\_\_

\_\_\_\_\_  
PRINT NAME: \_\_\_\_\_

NOTARY PUBLIC FOR THE STATE OF \_\_\_\_\_

My Commission Expires: \_\_\_\_\_

	Cost
Site Prep	\$18,800.00
Concrete Slab	\$102,960.00
Tree and Vegetation Removal	\$13,200.00
Access Gate Relocation	\$11,800.00
Electrical Work	\$32,550.00
<b>Total Cost</b>	<b>\$179,310.00</b>

**TIMELINE:**

Should the offeror be awarded this contract on the 7<sup>th</sup> of June, 20212, please provide a timeline for this project (start date, completion date, milestones, etc.):

---

06.07.2022 - GC to mobilize and begin site prep. We anticipate this project taking about 6 weeks.

---

Note, in order to confirm, GC to provide schedule for clients review and approval.

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Depending on lead time on material and schedule of inspections, project may be completed sooner. Also, dependent on summer weather.

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NAME OF COMPANY: Duke Commcercial Construction, LLC.

By: \_\_\_\_\_ Signature  
Nicholas L. Ranko, MBA  
Print Name

Title: Owner (i.e., Owner, Partner, Corporate Officer, etc.)

Address: 17 Alberta Ave

City: Charleston SC State: Zip: 29403

Telephone Number: 843.301.1755 Business Fax Number: \_\_\_\_\_

Is your firm a \_\_\_\_\_ Corporation, X Sole Proprietorship, or \_\_\_\_\_ Partnership?

If incorporated, please list state of incorporation: \_\_\_\_\_

FEIN or SSN: 87-1753825



**BUSINESS LICENSE CERTIFICATE****TOWN OF KIAWAH ISLAND**

4475 BETSY KERRISON PKWY

KIAWAH ISLAND, SC 29455

Phone: (843) 768-9166 FAX (843) 768-4764

**Duke Commercial Construction, LLC.****17 Alberta Avenue****Charleston, SC 29403****2022****BUSINESS DESCRIPTION:****BUSINESS NAME:**

Duke Commercial Construction, LLC.

General Contractor

**BUSINESS OWNER:**

Nicholas Ranko

**Class**

8

**BUSINESS LOCATION:**

17 Alberta Avenue

Charleston, SC 29403

**NAICS CODE:**

236118

**BUSINESS LICENSE NUMBER:** SBL21-000702**Account Number:**

21-006447

**Business License Number:**

SBL21-000702

**Effective Date:**

04/19/2022

**Expiration Date:**

04/30/2023

**RESIDENT BUSINESS MUST POST IN A CONSPICUOUS PLACE. NON RESIDENT BUSINESS MUST KEEP IN POSSESSION. NOTIFY THE BUSINESS LICENSE OFFICE OF ANY CHANGES IN LOCATION OR OWNERSHIP.**



DUKECOM-01

NPRUITT

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/5/2022

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

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

PRODUCER Anderson Insurance Associates, Inc. 3491 Shelby Ray Court Charleston, SC 29414	CONTACT NAME: Nicole Pruitt PHONE (A/C, No, Ext): (843) 725-4924 124 E-MAIL ADDRESS: npruitt@aiasc.com FAX (A/C, No): INSURER(S) AFFORDING COVERAGE INSURER A : Evanston Insurance Company INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :	NAIC # 35378
INSURED  Duke Commercial Construction LLC 17 Alberta Ave. Charleston, SC 29403		

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			3AA525178	12/3/2021	12/3/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 POLLUTION LIAB \$ 1,000,000
	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$			EZXS3065860	12/3/2021	12/3/2022	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N N / A					PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

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

## CERTIFICATE HOLDER

## CANCELLATION

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

AUTHORIZED REPRESENTATIVE



NPRUITT

## EVIDENCE OF PROPERTY INSURANCE

DATE (MM/DD/YYYY)  
4/6/2022

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

AGENCY Anderson Insurance Associates, Inc. 3491 Shelby Ray Court Charleston, SC 29414	PHONE (A/C, No, Ext): (843) 763-7525	COMPANY North American Specialty 650 Elm Street Manchester, NH 03101-2524	
FAX (A/C, No): (843) 763-7529	E-MAIL ADDRESS: companymail@aiaasc.com		
CODE:	SUB CODE:		
AGENCY CUSTOMER ID #: DUKECOM-01			
INSURED Duke Commercial Construction LLC 17 Alberta Ave. Charleston, SC 29403	LOAN NUMBER	POLICY NUMBER DIN2013144400	
	EFFECTIVE DATE 4/5/2022	EXPIRATION DATE 4/5/2023	<input type="checkbox"/> CONTINUED UNTIL TERMINATED IF CHECKED
THIS REPLACES PRIOR EVIDENCE DATED:			

## PROPERTY INFORMATION

LOCATION/DESCRIPTION

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

## COVERAGE INFORMATION

PERILS INSURED

BASIC

BROAD

SPECIAL

COVERAGE / PERILS / FORMS

AMOUNT OF INSURANCE

DEDUCTIBLE

Builders Risk -Limit at any one location Limit  
Limit per disaster Limit  
Transit limit Limit  
Other Limit

\$350,000  
\$350,000  
\$25,000

2,500  
  
  
2,500

## REMARKS (Including Special Conditions)

Special Conditions:

Project- Vandiver Wrestling Locker Room Renovations

## CANCELLATION

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

## ADDITIONAL INTEREST

NAME AND ADDRESS

ADDITIONAL INSURED

LENDER'S LOSS PAYABLE

☐ LOSS PAYEE

MORTGAGEE

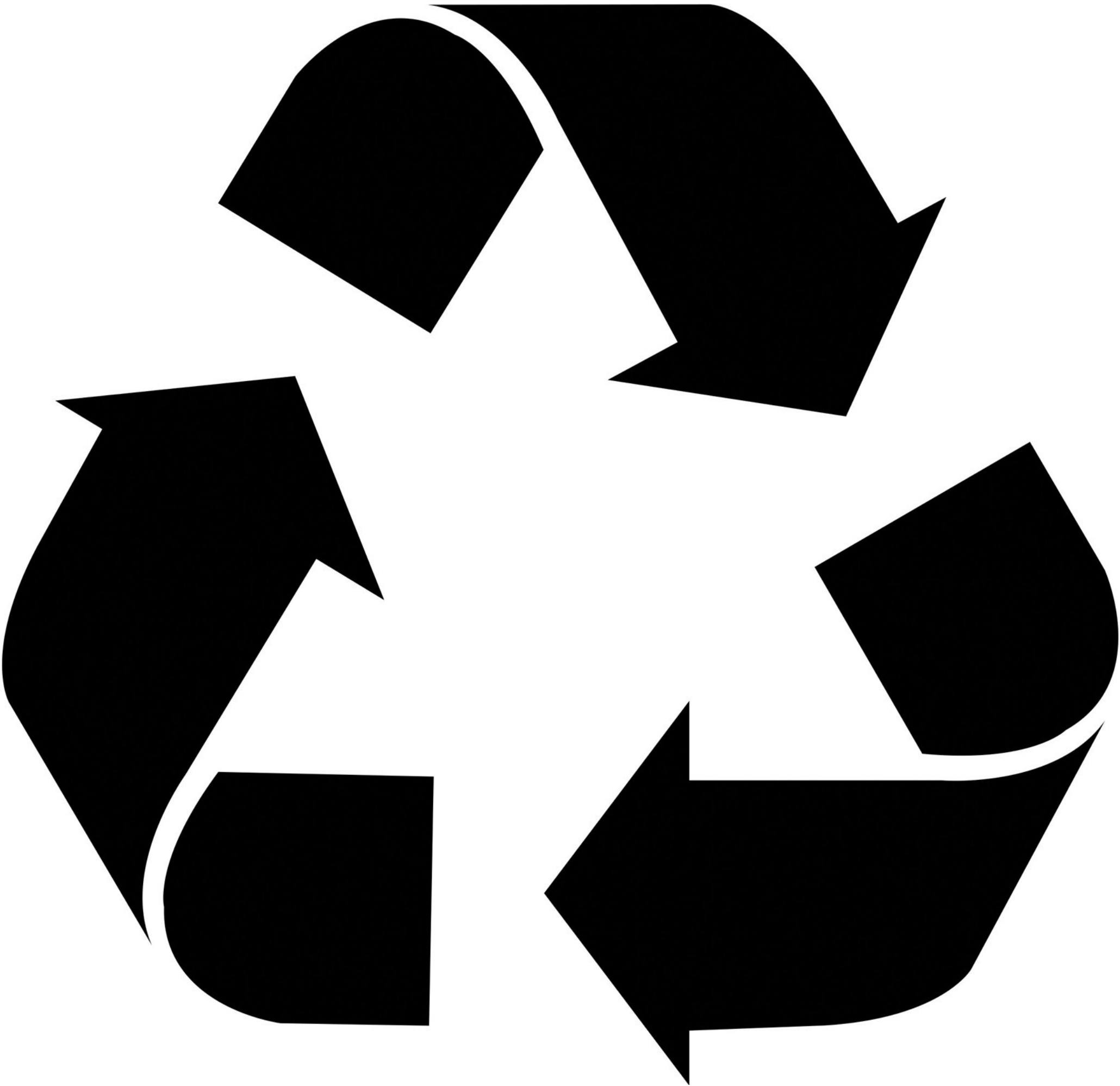
LOAN #

AUTHORIZED REPRESENTATIVE

# Kiawah Recycling Center

LS3P: 1701-210530

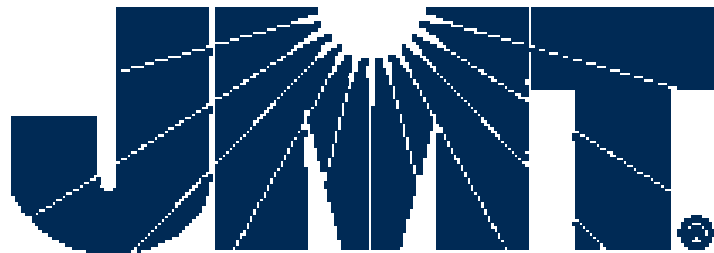
KESTREL COURT



CURRENT ISSUE: 2022.04.29\_CONSTRUCTION DOCS



Buford Goff & Associates



ARCHITECT  
LS3P ASSOCIATES LTD

105 1/2 KING STREET  
CHARLESTON, SC 29401  
843.577.4444

ELECTRICAL  
BUFORD GOFF & ASSOCIATES

1331 ELMWOOD AVE, STE 200  
COLUMBIA, SC 29201  
803.254.6302

STRUCTURAL  
JOHNSON, MIRMIRAN & THOMPSON

15720 BRIXHAM HILL AVE, STE 300  
CHARLOTTE, NC 28277  
704.926.6579



DESIGN NOTES

IBC 2015 INTERNATIONAL BUILDING CODE W/ SC MODIFICATIONS  
ASCE 7-10 MINIMUM DESIGN LOADS FOR BUILDINGS AND OTHER STRUCTURES  
ACI 318-14 MANUAL FOR CONCRETE CONSTRUCTION

PROJECT LOADS

TRUCK LOADS HS-20 & SHV LOADS 17 KIP @ 4FT OC

SEISMIC DESIGN CRITERIA

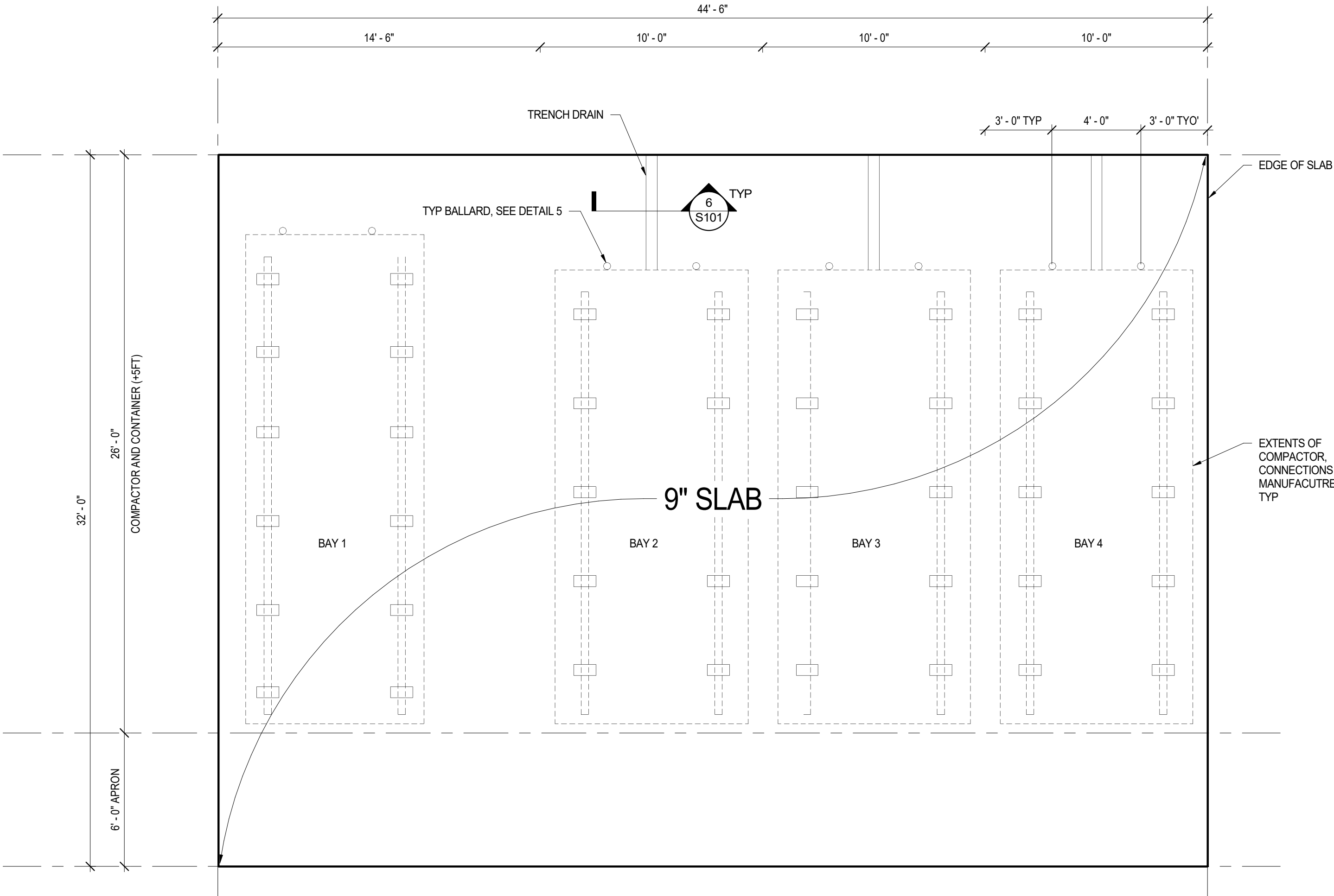
SEISMIC RESISTING SYSTEMS: GROUND STRUCTURE

WIND LOAD PER ASCE 7-16

WIND BORN DEBRIS: APPLICABLE  
BUILDING RISK CAT: II  
DESIGN WIND (VULT): 147 MPH  
DIRECTIONALITY FACTOR (Kd): 0.85  
WIND EXPOSURE: B  
TOPOGRAPHIC FACTOR (Kzt): 1.0

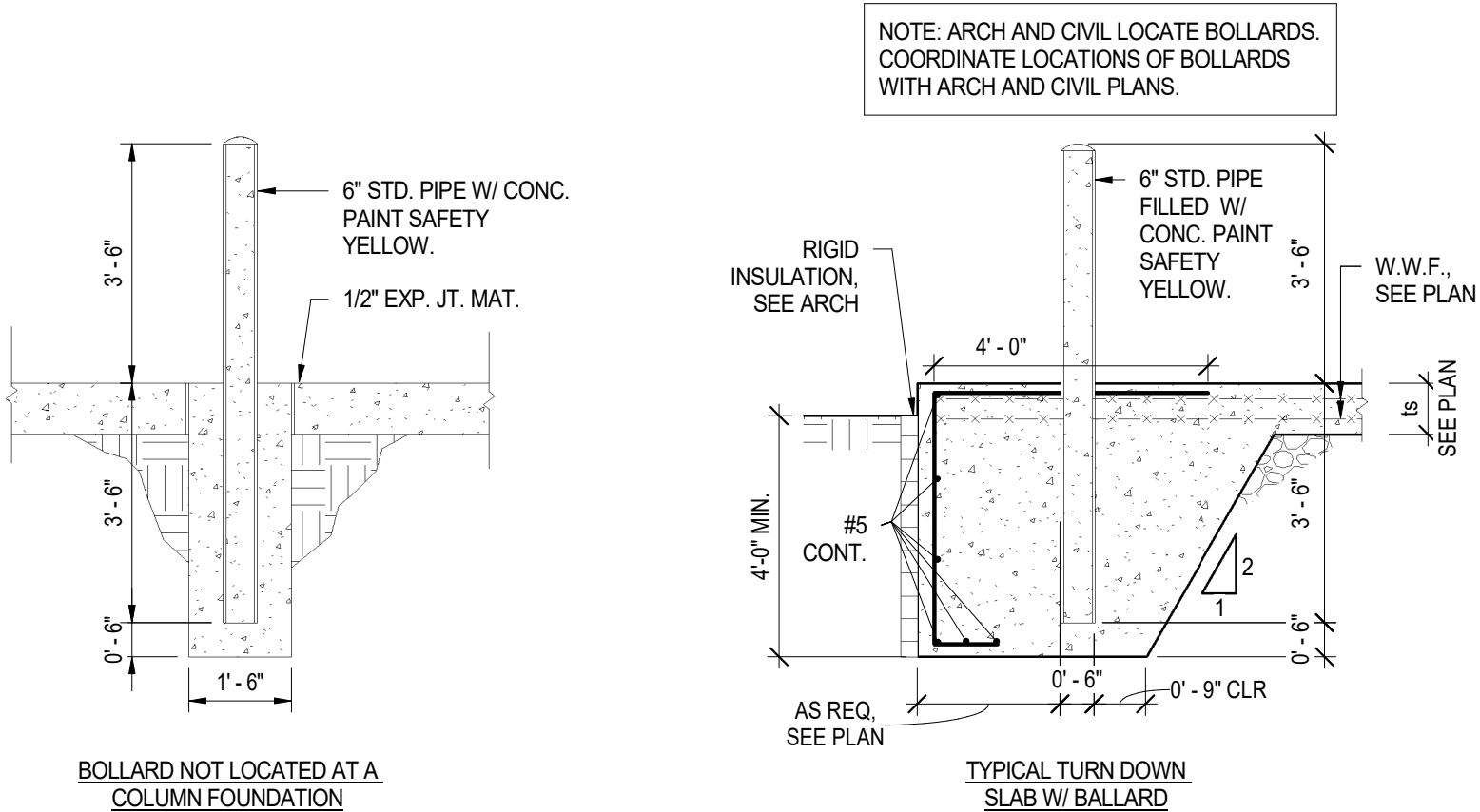
CONCRETE NOTES

- ALL CONCRETE DESIGN AND CONSTRUCTION SHALL BE IN ACCORDANCE WITH ACI 318-14 AND 301, LATEST EDITION.  
EXPOSURE CATAGORIES F1,S1,C1,P1
- UNLESS NOTED OTHERWISE, PROVIDE CONCRETE SHALL DEVELOP A MINIMUM COMPRESSIVE STRENGTH OF 4000 PSI IN 28 DAYS.
- CONCRETE SLUMP SHALL NOT EXCEED 4 INCHES, UNLESS OTHERWISE NOTED ON AN APPROVED MIX DESIGN.
- DEFORMED REINFORCING SHALL BE NEW BILLET STEEL CONFORMING TO ASTM A615, LATEST REVISION, GRADE 60.
- UNLESS OTHERWISE NOTED, DETAILING, FABRICATION AND PLACING OF REINFORCING STEEL SHALL CONFORM TO THE "MANUAL OF STANDARD PRACTICE FOR DETAILING REINFORCED CONCRETE STRUCTURES"-ACI 315.
- CONCRETE COVER FOR REINFORCING SHALL BE 2" EXCEPT FOR CONCRETE CAST AGAINST THE GROUND. CONCRETE COVER FOR CONCRETE CAST AGAINST GROUND SHALL BE 3 INCHES.
- ALL CONCRETE SHALL BE COMPACTED USING HIGH FREQUENCY, INTERNAL MECHANICAL VIBRATING EQUIPMENT, SUPPLEMENTED BY HAND SPADING AND TAMPING.
- HORIZONTAL WALL REINFORCING AT INTERSECTING WALLS OR BEAMS SHALL TERMINATE WITHIN 3" OF THE FAR FACE OF THE WALL WALL OR BEAM WITH A STANDARD 90° HOOK.
- UNLESS OTHERWISE NOTED CHAMFER EXPOSED CONCRETE CORNERS WITH A 3/4" x 45° CHAMFER.
- LOCATE WELDED WIRE FABRIC IN THE UPPER THIRD OF THE SLAB AND LAP IT A MINIMUM OF 8 INCHES AT SPLICES. PROVIDE FABRIC CONFORMING TO ASTM 185, LATEST EDITION.
- DO NOT BACKFILL AGAINST CONCRETE OR MASONRY WALL UNTIL WALL, FLOOR SLAB AND FOOTING HAVE CURED TO 28 DAY STRENGTH.
- DO NOT WATER TEST CONCRETE UNTIL CONCRETE WITHIN THE STRUCTURE HAS CURED TO 28 DAY STRENGTH.
- REFER TO MEP AND ARCH DRAWINGS FOR PENETRATIONS IN CONCRETE WALL AND FLOORS REQUIRING SLEEVES AND OR OTHER EMBEDDED ITEMS.
- PROVIDE CLASS B LAP SPLICES IN ACCORDANCE WITH ACI UNLESS NOTED OTHERWISE.
- CONTRACTOR TO SUBMIT CONTROL AND CONSTRUCTION JOINT PLAN TO EOR.



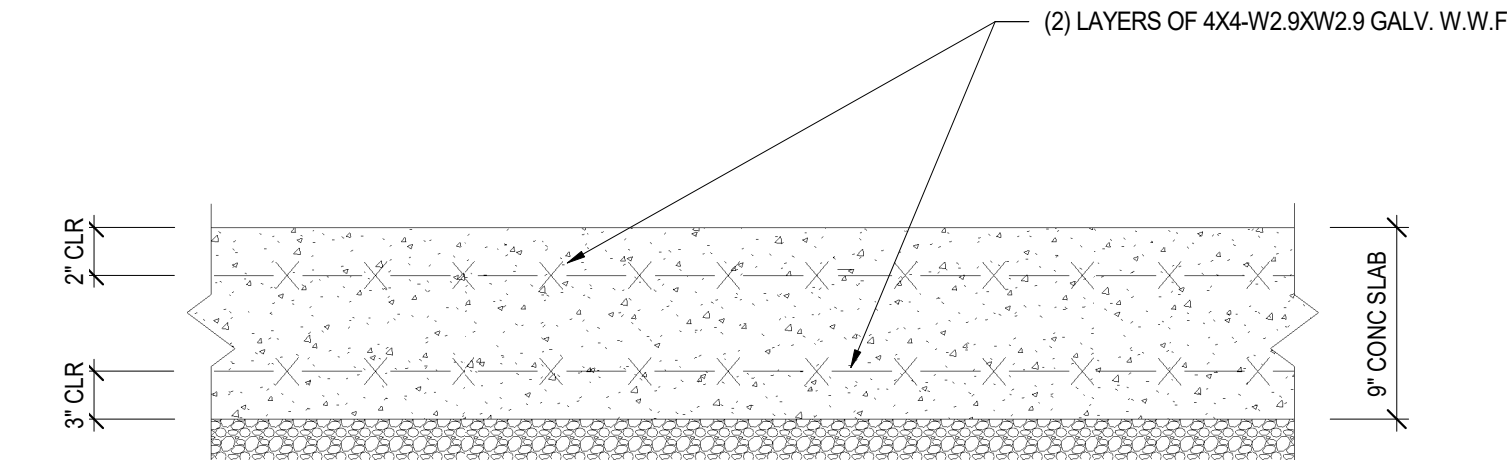
1  
S101  
1/4" = 1'-0"

STRUCTURAL- FOUNDATION PLAN

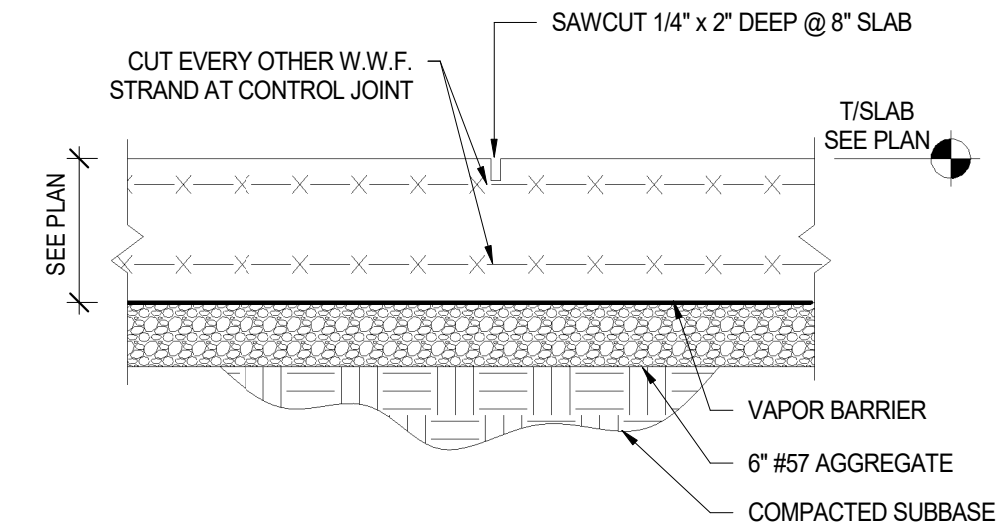


5  
S101  
3/8" = 1'-0"

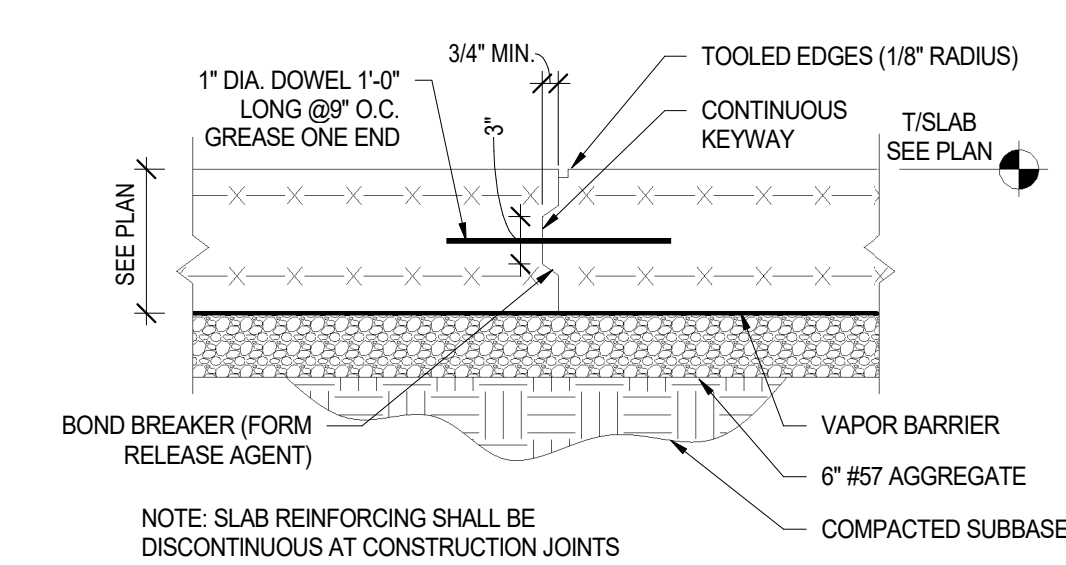
FNDN - BOLLARD DETAIL



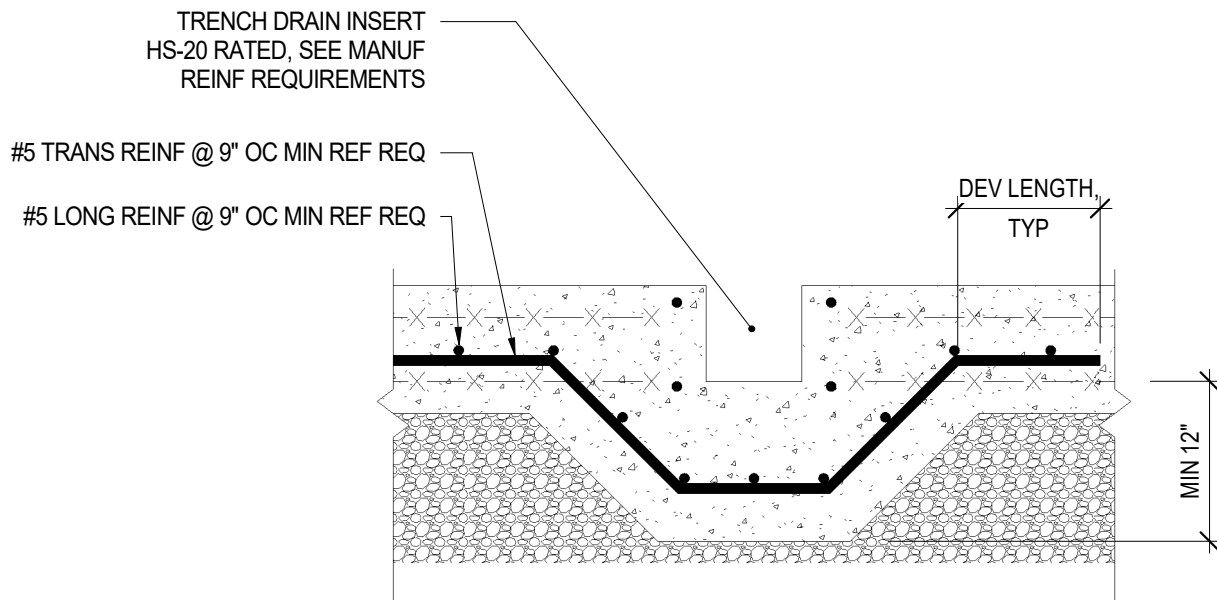
2  
S101  
1 1/2" = 1'-0"



3  
S101  
1" = 1'-0"



4  
S101  
1" = 1'-0"



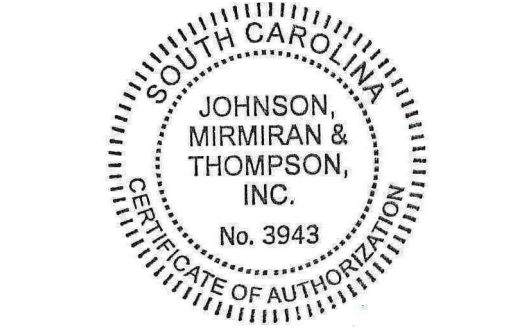
6  
S101  
1" = 1'-0"

TRENCH DRAIN / UNDER CARRIAGE



205 1/2 KING STREET  
CHARLESTON, SOUTH CAROLINA 29401  
TEL. 843.722.4789 FAX. 843.577.4444  
WWW.LS3P.COM

SEAL:



REVISIONS

NO.	DATE	DESCRIPTION
0	04/29/22	PERMIT DOCUMENTS

PROJECT:

KIAWAH RECYCLING  
CENTER

PROJECT NUMBER:

1701-151810

DATE:

04/29/22

SCALE:

PLAN SET:

PERMIT SET

DRAWING TITLE:

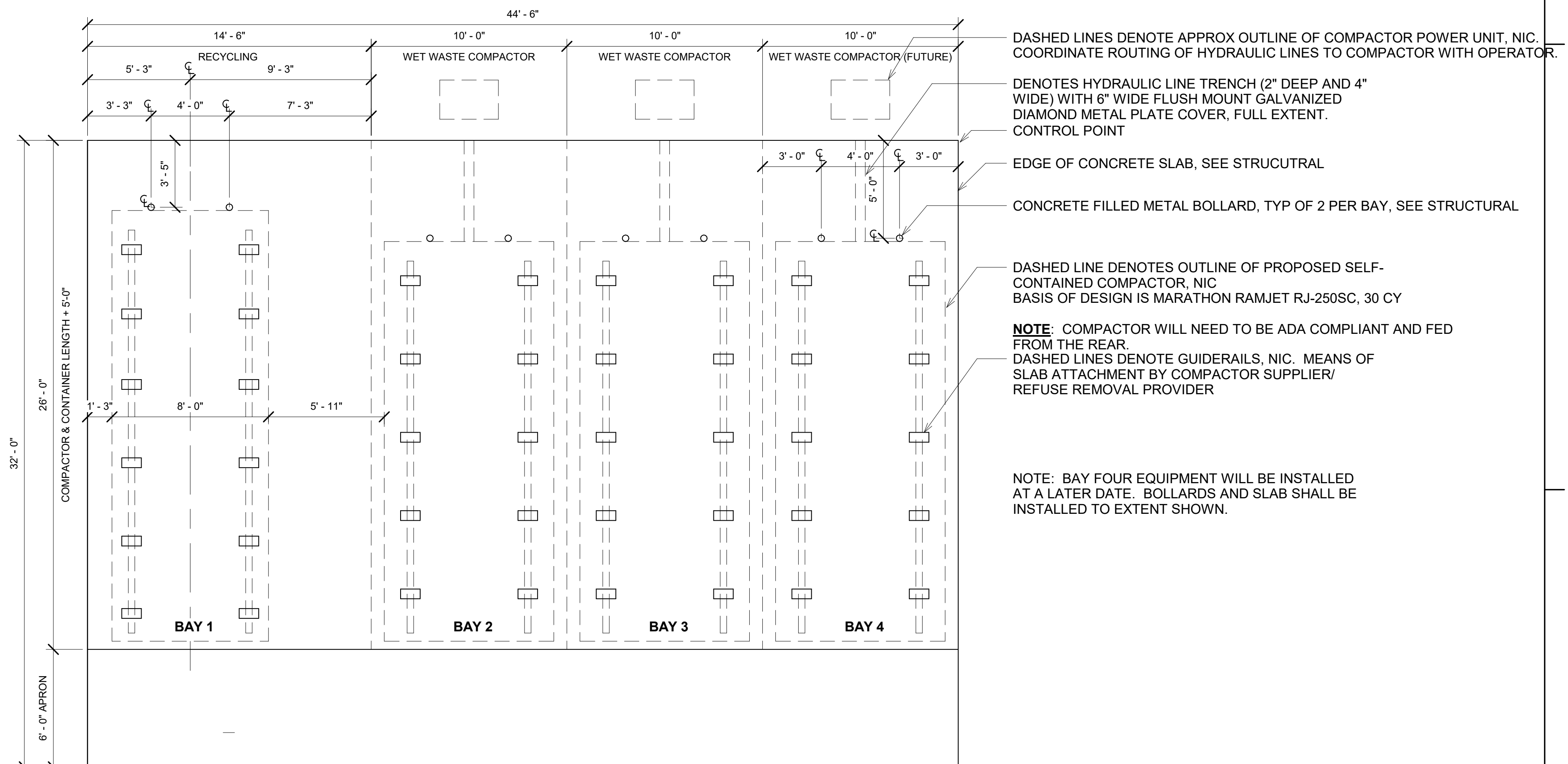
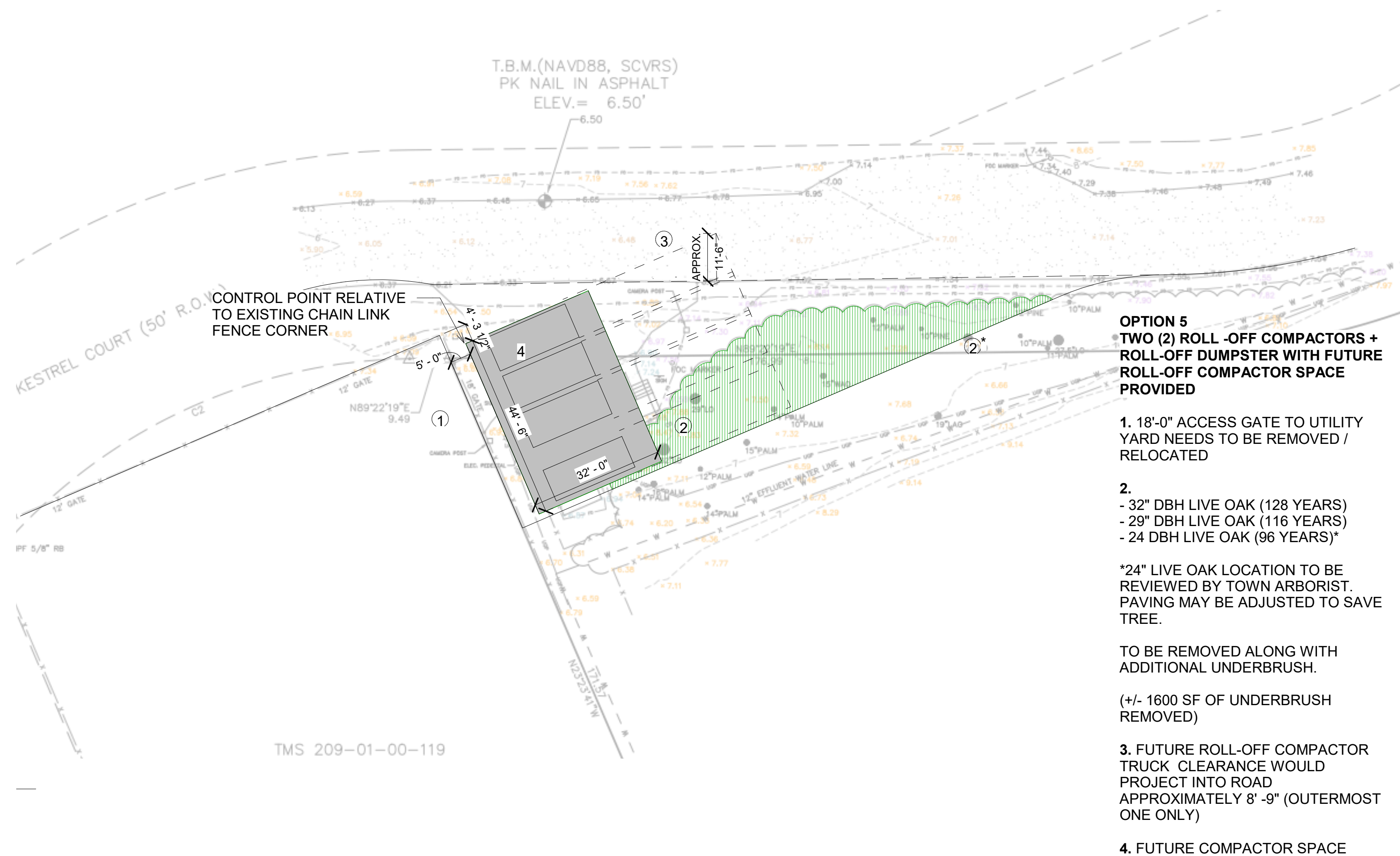
SLAB PLAN & DETAILS

DRAWING NUMBER:

S101



4/27/2022 4:45:55 PM



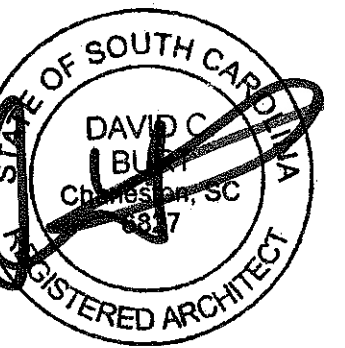
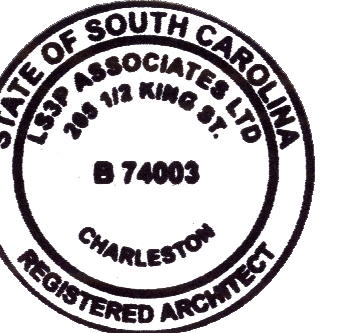
**KESTREL  
COURT**

**LS3P**

205 1/2 KING STREET  
CHARLESTON, SOUTH CAROLINA 29401

TEL. 843.577.4444 FAX. 843.722.4789

[WWW.LS3P.COM](http://WWW.LS3P.COM)



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# Kiawah Recycling Center

**LS3P PROJECT: 1701-210530**

[illegible]

SHEET NAME:  
RECYCLING  
CENTER - SLAB

ORIG 2022.04.29  
SUBMISSION:

SHEET: **A-101**



THE LINE SHOWN ABOVE IS EXACTLY  
ONE INCH LONG AT THIS SHEET  
ORIGINAL SIZE

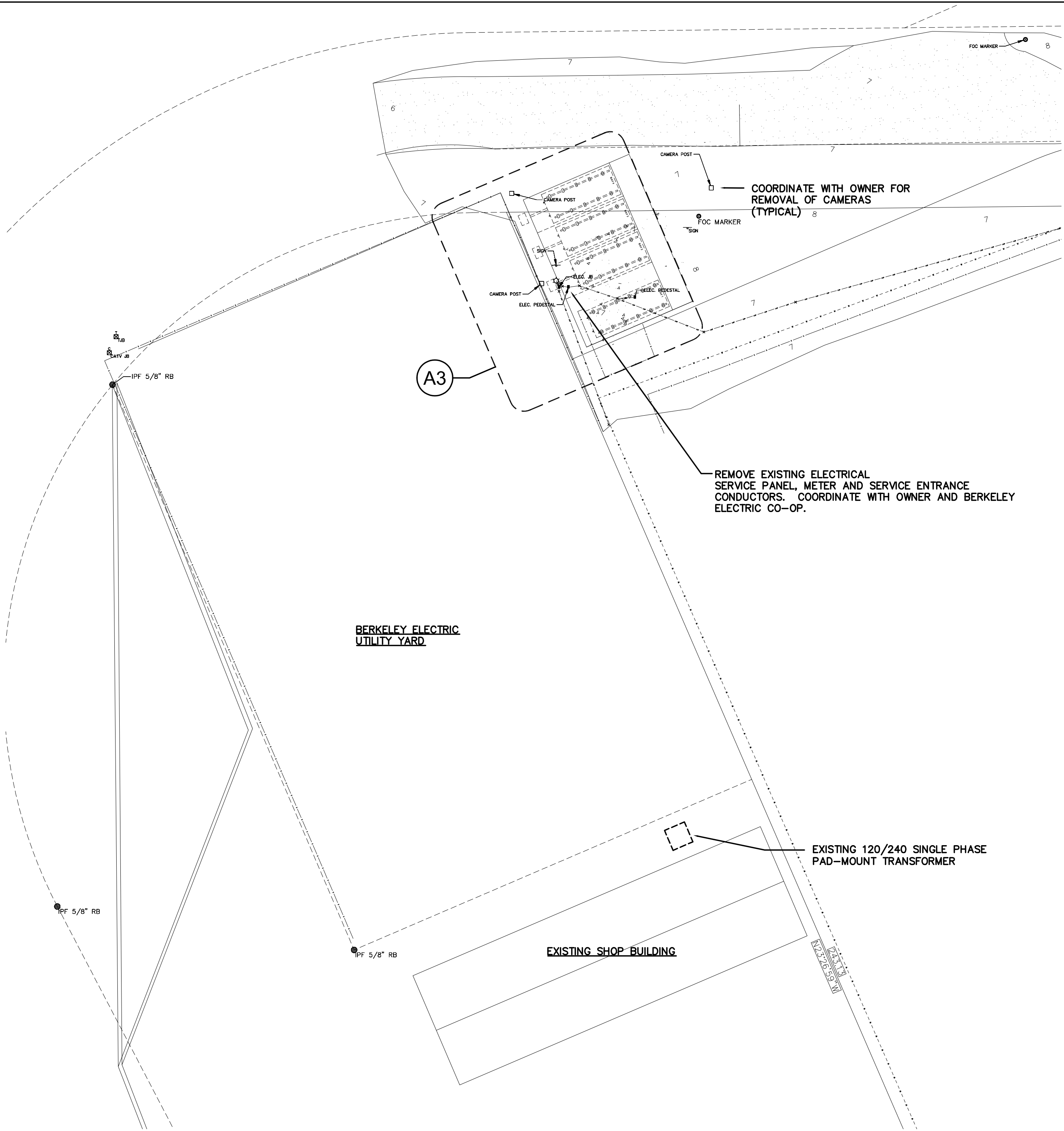
D

C

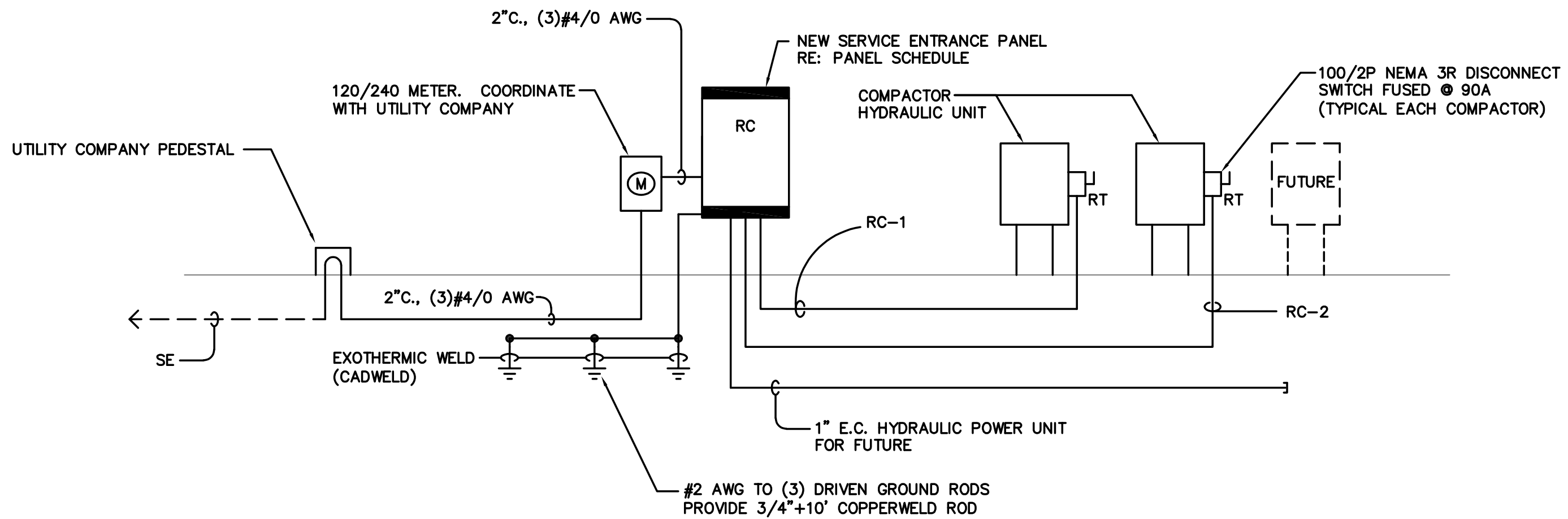
B

A

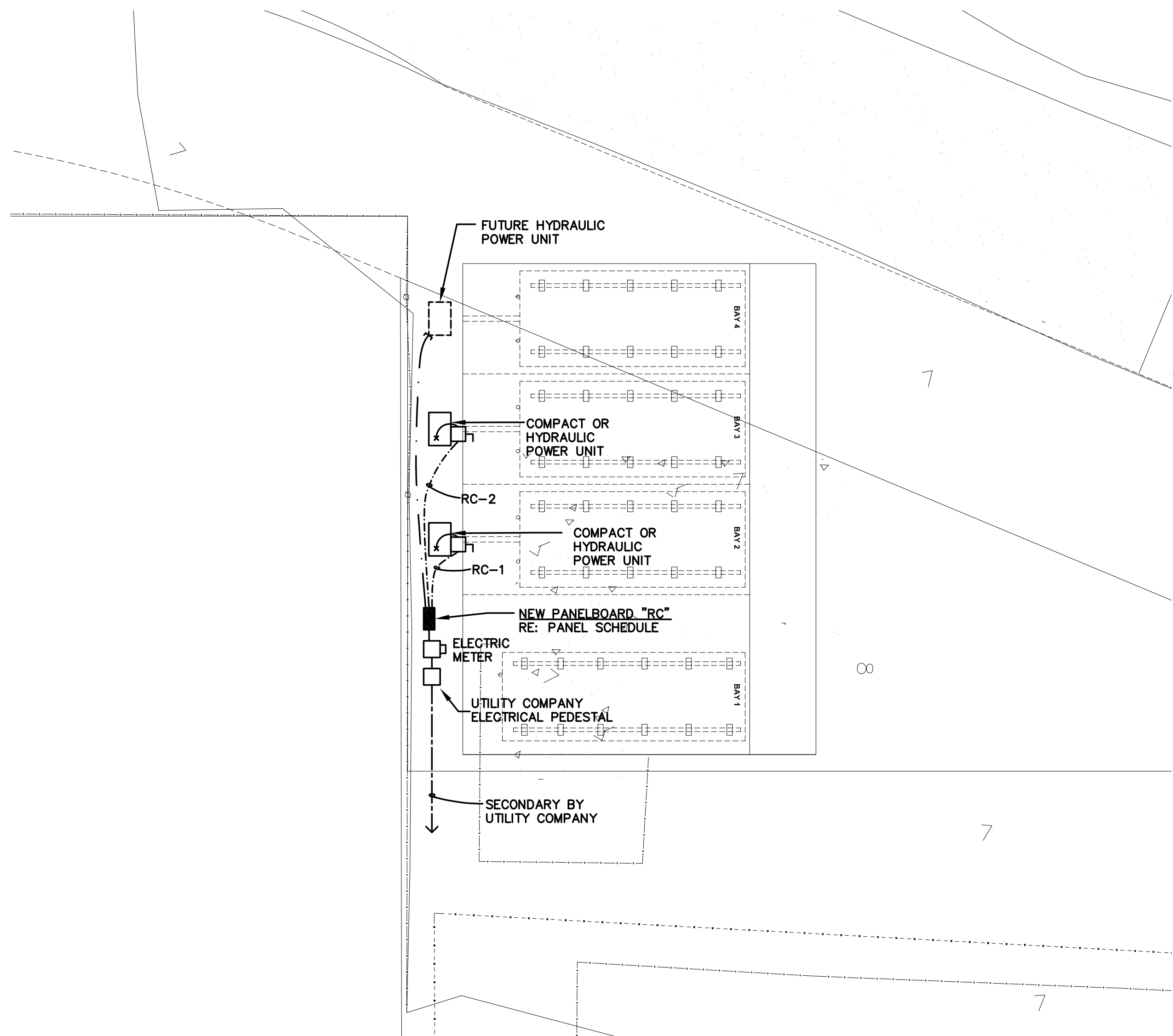
Panel: RC											AIC (symm amperes): 22,000					
Mains: 225A MCB											Mounting: NEMA 3R					
Voltage: 240/120 1 Phase 3 Wire																
DESCRIPTION	CON	Ø	N	G	TRIP	POLES	#	Ø	#	POLES	TRIP	CON	Ø	N	G	DESCRIPTION
COMPACTOR #2	1"	4	--	6	125	2P	1	L1	2	2P	125	1"	4	--	6	COMPACTOR #3
--	--	4	--	--	125	--	3	L2	4	--	125	--	4	--	--	--
FUTURE #4	1"	--	--	--	125	2P	5	L1	6	1P						SPACE
--	--	--	--	--	125	--	7	L2	8	1P						SPACE
SPARE					20	1P	9	L1	10	1P						SPACE
RECEPTACLES	1/2"	12	12	12	20	1P	11	L2	12	1P						SPACE
REMARKS: PROVIDE SQUARE D NQ SERIES WITH SURGELOGIC SPD SURGE PROTECTIVE DEVICE																



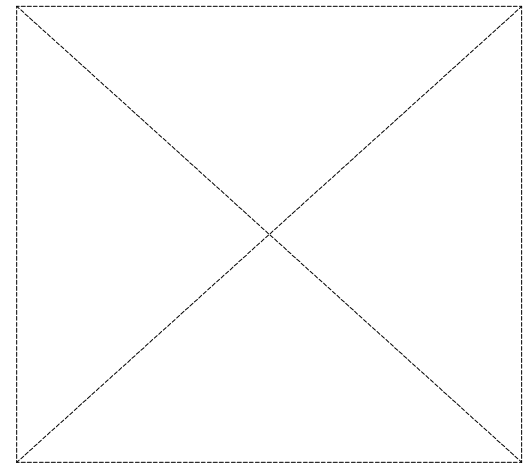
A1 PARTIAL SITE PLAN - ELECTRICAL  
1" = 20'-0"



C3 POWER RISER DIAGRAM  
NOT TO SCALE

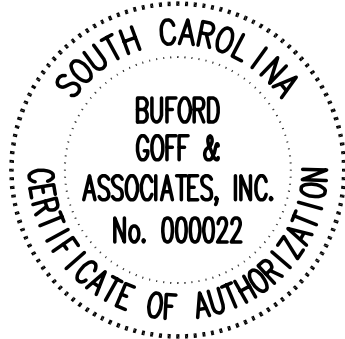


A3 ENLARGED PLAN - ELECTRICAL  
1/8" = 1'-0"



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Kiawah Recycling  
Center

Δ	DATE	DESCRIPTION

SHEET NAME:  
FLOOR PLANS -  
ELECTRICAL

ORIG  
SUBMISSION: 2022.04.29

SHEET:  
E-001

4/19/2022 10:18:23 AM

1

2

3

4

5

LS3P PROJECT:1701-210530



**SHEET:** **E-002**