



AGENDA ITEM REQUEST FORM

Municipal Services

Don Prince

Department Submitting Request

Dept Head's Signature *DP*

**REGULAR
COMMISSION MTG**
Meeting Dates - 7:00 PM

**DEADLINE TO
Town Clerk**

**ROUNDTABLE
MEETING**
Meeting Dates - 7:00 PM

**DEADLINE TO
Town Clerk**

June 28, 2011

*Subject to Change

Presentation

Reports

Consent

Ordinance

Resolution

Quasi Judicial

Old Business

New Business

SUBJECT TITLE: Primary Debris Emergency Services Contract

EXPLANATION: The Town's Debris Contract for Emergency Services with Grubbs will expire on July 27, 2011. The bidding of these services was discussed at the February 8, 2011 Roundtable and the Commission consensus was for staff to look into piggybacking on existing contracts issued by larger cities and to evaluate renewing the existing contracts.

Staff contacted nine (9) vendors that provide Debris emergency services and the company profiles for the four (4) firms that responded are shown in (Exhibit 1). Our evaluation form is attached (Exhibit 2), which concludes the best firm to act as the Primary Debris Emergency Services Contractor for the Town is Crowder Gulf. The contract Crowder Gulf has with the City of Pembroke Pines (contract PSPW04-04) was found to have the best pricing; it is compliant with FEMA guidelines and expires August 31, 2013. The Crowder Gulf contract will give the Town an overall reduction in cost from the Grubbs' contract as reflected in the price comparison sheet (Exhibit 2).

The best firm to act as the secondary contractor is Ash Britt. The contract Ash Britt has with the City of Weston was found to have good pricing; compliant with FEMA guidelines and the Weston Contract (2006-04) expires June 19, 2016.

The Town's current contractor (Grubbs) agreed to extend the current contract and also submitted a contract from the City of Margate for consideration. The contract Grubbs has with Margate is similar in pricing with the Town's current contract with Grubbs and was found to have higher pricing than the Crowder Gulf Contract

RECOMMENDATION: We recommend piggybacking on the Pembroke Pines Disaster Recovery Agreement (agreement # PSPW04-04) with Crowder Gulf as the Primary Contractor for Debris Emergency Services and Ash Britt as the secondary contractor for Debris Emergency Services piggybacking on the Weston Contract (2006-04)

We Recommend the Commission authorize the proper Town Officials to execute the appropriate contracts once approved as to form by the Town Attorney.

- EXHIBITS:**
- 1: Company Profiles
 - 2: Evaluation form and Pricing Comparison

FISCAL IMPACT AND APPROPRIATION OF FUNDS: There is no cost associated with this contract unless it is utilized in the event of an emergency. The expenses for these services are eligible for reimbursement by FEMA

Reviewed by Town Attorney
 Yes No

Town Manager Initials *DP*

Lauderdale by the Sea, FL

Emergency Disaster Debris Removal Services

May 2011



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Qualifications

Capabilities Profile

CrowderGulf is a family-owned and -operated debris management firm, nationally recognized with over 40 years experience in disaster recovery operations. We have established an extensive record of experience and successful performance while serving as a prime contractor after virtually every major disaster in the Southeast, Southwest and East Coast since 1969. These include disasters in Alabama, Florida, Georgia, Kansas, Kentucky, Louisiana, Mississippi, New York, North Carolina, South Carolina, Texas, and Virginia.

We are experienced in managing large debris removal and reduction operations. Our vast debris reduction experience includes both chipping/grinding and air-curtain or open burning for debris reduction. Priorities for CrowderGulf during reduction are environmental protection and recycling as much of the reduced debris as possible. Our current and past performance, detailed in this proposal, demonstrates our competence in successfully completing multiple contracts simultaneously, regardless of their locations or the amount of damage.

Our management team and large cadre of subcontractors (both local and national) are experienced in disaster debris work and committed to completing every project in a minimum amount of time, in a safe, orderly, and practical manner.

CrowderGulf is well versed on the Incident Command System (ICS) and the National Incident Management System (NIMS). We employ ICS principles in our own command, planning, operations, logistics and administration, and can easily interface with the Client's Emergency Operations Center (EOC).

CrowderGulf managers are trained and experienced in being in full compliance with all FEMA regulations as well as State and Local regulations. Our Assistant Director, Buddy Young, former FEMA Director of Region Six, is an expert on FEMA matters and a great asset to our clients in planning operations while adhering to FEMA policies and procedures.

We continually strive to work in full regulations compliance with all agencies involved in disaster recovery, and have always been successful. Besides FEMA, this includes Federal Highway Agency (FHWA), Environmental Protection Agency (EPA), United States Coast Guard (USCG), United States Corps of Engineers (USACE), Fish and Wildlife Agencies, various state Departments of Transportation, as well as State and Local agencies. In all specialty issues we work closely with the responsible agency representatives to ensure that all regulations are followed.

CrowderGulf has a proven track record of simultaneously managing multiple contracts. After Hurricane Ike in 2008, we had 35 pre-event contracts activated across four counties and three states. We were successful in all operations and had the proven capability and the resources for additional work, if needed. After 2004 hurricanes, CrowderGulf managed 56 contracts concurrently, across four states, and still had resources for additional activations. Regardless of the diverse geographical locations of various disasters, with CrowderGulf's substantial manpower and equipment resources, we are able to honor all of our contractual commitments with dispatch and efficiency.

CrowderGulf's extensive experience, in all phases of disaster debris recovery, enables us to quickly assemble uniquely trained and experienced project teams and match specialized equipment and subcontractor resources with the project requirements. ***Our services include*** (but are not limited to) planning, managing and executing:

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Land Operations

- Emergency Response
- Large Scale Debris Removal
- Debris Reduction & Disposal
- Tree Trimming & Removal
- Demolition
- Sand Removal from ROE
- Beach Sand Screening & Replacement
- Emergency Berm Construction
- Levee Construction
- Land Clearing
- Site Preparation
- Road and Utility Work
- Cellular Tower Construction

Marine Operations

- Emergency Response
- Marine Construction
- Marine Salvage
- Debris Removal from Inland & Off-shore Waters
- Beach Replenishment
- Wetlands Restoration
- Dredging
- Pile Driving
- Bulkhead & Pier Construction
- Vessel Recovery & Demolition

Other Services

- Portable Housing
- Temporary Power Services
- Emergency Ice, Water, other consumables
- Hazardous Material Handling
- Technical and Management Assistance
- Bio-Mass Recycling

Outstanding Qualities

Since our beginning in 1969, we have been committed to achieving the following four qualities that continue to set us apart from our competitors:

- **First**, we establish and maintain a solid working partnership with our client and become an integral part of their disaster management team. This close working relationship allows us to be involved in the preparedness planning and training that is vital to a successful recovery effort.
- **Second**, we maintain the same Project Manager and field supervisors throughout a project. This provides continuity for our Clients and promotes excellent teamwork relationships.
- **Third**, we respect and pay our subcontractors every week. This ensures that we provide the best subcontractors and are able to secure additional qualified subcontractors to complete many contracts simultaneously.
- **Fourth**, we provide accurate documentation in a timely manner throughout the project. As a result, all clients have been reimbursed by FEMA. Being committed to providing current and accurate documentation is crucial for both CrowderGulf and our clients.

Experience Highlights and History

CrowderGulf had its beginnings in 1969 when two brothers, John and Woodie Ramsay, farmers in southwest Alabama and recent Auburn University graduates, were directly affected by Hurricane Camille. John and Woodie joined forces with locals in Mississippi and worked to clean up Biloxi and much of the Mississippi Gulf Coast. Their Company has evolved and grown over the last 40 years, working all major natural disasters throughout the Southeast. In 1984, they began doing business as Gulf Equipment Corporation, an Alabama General Contractor licensed in seven Southeastern states. Based on the work generated, John and Woodie developed three divisions in Gulf Equipment: tower erection, construction, and disaster management.

Today, CrowderGulf Joint Venture, officially created in 1994 and headquartered in Mobile County, AL, continues as a family-owned business with John as President and Woodie as Vice President. CrowderGulf now has satellite offices in Florida, North Carolina, Texas and Virginia, and has done contracted disaster debris work in twelve states including AL, FL, KS, KY, MS, LA, GA, TX, NC, SC, VA and NY.

CrowderGulf has removed, reduced and disposed of more than 100,000,000 cubic yards of debris through more than 170 contracts. After all disasters, CrowderGulf successfully managed simultaneous debris removal contracts in multiple cities, counties and municipalities. These contracts involved disaster debris work in all eligible areas identified in FEMA's Public Assistance Program, Category A.

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The knowledge, experience, commitment, and dedication of CrowderGulf's management team, and our large number of dedicated subcontractors, have been the key factors in every project being successfully completed. Our ability to work closely as team players with multiple individuals and various agendas has been crucial in the success of all our contracts.

➤ ***Highlights from Major Disaster Projects in 2010 – 2011***

On April 20, 2010, the BP Deepwater Horizon Oil Spill occurred, eventually leaking an estimated 4.9 million barrels of oil into the Gulf of Mexico. From the beginning, CrowderGulf played a role in the cleanup, first responding to the needs of our pre-event clients. CrowderGulf became one of six contractors hired for BP for onshore cleanup. We were the only local Alabama company that exclusively employed Baldwin County and Mobile County people to do the work.

Near the end of September, 2010, BP selected CrowderGulf to be the sole contractor to complete the final phase of clean up along the Alabama beaches, including two wildlife preserves. Our selection was due to our commitment to excellent work on all fronts including our superior safety program and our ability to work as a team in support of all stakeholders. CrowderGulf achieved and maintained the best safety record of all contractors on the response, with Alabama not having a recordable incident for 43 days, or approximately 250,000 man hours.

Throughout this project, our management team and crews have worked hand in hand with local, state and federal agencies and municipalities, and BP management, including Safety and Quality Assurance/Quality Control personnel, to safely and efficiently complete the project while complying with all laws, rules and regulations to protect our environment and our wildlife habitat. We have also remained cognizant of and sensitive to the public and their concerns, needs, and requests as we complete our work.

Since September, 2010, our primary work has been onshore cleanup using hand crews and power screening. This operation included simultaneously managing five field offices, one in Mobile County and four in Baldwin County. At the height of the response, work at these five sites involved the employment of over 1200 people and approximately 700 pieces of equipment to clean Alabama beaches.

The largest of the operations for the BP project was the power screening in both Mobile and Baldwin Counties. After several months of discussing and sharing our vast knowledge of sand screening, we were allowed to provide BP with a test run, which impressed BP upper management in how affective this process was in removing tar balls from sand. In approximately five months, we screened the entire Alabama Coast from the toe of the dune to ten (10') above the rack line. This took the coordination of over 160 pieces of heavy equipment, including 40 ton off-road trucks and 330 size excavators with operators, along with a 500 personnel increase. We excavated to an average depth of two (2) feet, resulting in approximately 7 billion pounds of sand screened and over 3 million pounds of hydrocarbon material recovered from the beaches in both Counties. CrowderGulf completed the sand screening project ahead of schedule and was named time and time again the "Crown Jewel" of the BP response.

Due to CrowderGulf's stellar performance and teamwork in Alabama, in March, 2011, we were awarded a BP Master Service Contract for the Gulf Coast Restoration Organization's monitoring and maintenance phase which is tentatively set to continue for 18 months.

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Other types of operations we conducted in response to the Oil Spill includes:

Work Performed	Location	Purpose of Work
Berm Construction	Dauphin Island, AL	Prevent oil from reaching beach areas
Lagoon Pass Dredging to close opening to Gulf	Gulf Shores, AL	To protect lagoon from oil contamination
Back Bay Skimming	Orange Beach, AL	Provided boats and skimmers to patrol back bay waters in an effort to remove oil sheen.
Boom Placement	Baldwin County	Prevent oil from coming ashore and protection of wetlands
Anchor Retrieval	Alabama Gulf Coast Ways	Locate by side scan sonar and retrieve boom anchors abandoned by other contractors
Gabian Basket Removal	Dauphin Island/Fort Morgan	Removed from surf line

➤ **Highlights from Major Disaster Projects in 2008 – 2009**

After the most recent major hurricane in 2008, Hurricane Ike, CrowderGulf was activated on 32 pre-event contracts and added three more contracts for a total of 35. These included contracts in AL, FL, KY, MS, LA and TX. CrowderGulf **simultaneously managed and completed all** of these contracts, in six states, from the smallest (13,000 cubic yards) to the largest (4.1 million), to the satisfaction of all our clients. Each contract had a project manager and field supervisors that stayed with the project from the beginning to the end. This provided the continuity that ensured that the work was performed in a timely manner with minimal problems. Each CrowderGulf management team communicated with their client on a daily basis and provided guidance based on past disaster experience and their ability to appropriately manage the debris removal operation.

All of the Hurricane Ike projects resulted in CrowderGulf removing, hauling, reducing and disposing of over 9,000,000 cubic yards of debris and developing and managing over 20 temporary disposal sites. Even with this large number of subcontractors activated, CrowderGulf still had the capacity to activate additional personnel and equipment. Due to CrowderGulf's reputation of treating our subcontractors fairly and paying them on a weekly basis, we have always had a surplus of subcontractors ready to work at a moment's notice.

Hurricane Ike did the most damage in Texas, and as a result CrowderGulf had pre-event contracts activated in four counties and 23 cities in Texas. Two days before Hurricane Ike made landfall, CrowderGulf's management team was on-site in Texas and communicating with the counties/cities in preparation to begin immediate response and recovery efforts for debris removal. Immediately after the storm, CrowderGulf's management team and subcontractors were in place to begin the cleanup in affected Texas counties and cities. Removal, reduction and disposal of the hurricane debris on rights-of-way, were completed by December, 2008. This included eligible debris removal work in waterways, rights-of-entry (ROE) properties, public parks, Galveston County Levee, and the Texas City Dike.

In addition, CrowderGulf **simultaneously** completed three contracts for the Texas General Land Office (GLO) for beach cleaning, side scan sonar of Gulf and Bay waters, removal and disposal of sunken debris, and removal and disposal of abandoned and sunken vessels in waterways under the responsibility of the GLO.

Throughout, the same CrowderGulf senior management personnel were directly involved with the cleanup operation and worked closely with the City, County and State officials and their representatives to ensure that all debris was FEMA eligible and reimbursable. CrowderGulf communicated daily with the City, County and State officials and assisted in decision making to successfully complete the project.

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Below is a chart that gives an overview of the type work we completed after Hurricane Ike:

Client	State	Total Area SqM	Total CY Hauled**	ROW Hauling	ROW Reduce	ROW Dispose	ROE (PPDR & Demo)	Haz Mat	Hazardous Household L&H	Pass Thru Tip Fees	Waste Debris Removal	Other Projects	Vacuum Truck	Generators
Alvin	TX	17.3	223,979	X	X	X				X				
Angleton	TX	10.6	79,162	X	X	X				X			X	
Bayou Vista	TX	.5	41,570	X					X	X				
Beaumont	TX	85.9	989,826	X	X	X			X	X				X
Brazoria County	TX	1597	93,474		X	X								
Brookside Village	TX	2.1	29,331	X	X	X				X				
Calcasieu Parish	LA	1094	7,891	X										
Chambers County	TX	872	27,160	X		X	X			X				
Clear Lake Shores	TX	.7	32,795	X	X	X	X		X	X				
Clute	TX	5.6	18,832	X										
Dauphin Island	AL		200,294	X	X	X						X		
Deer Park	TX	10.4	55,188	X	X	X								
Dickinson	TX	9.8	217,541	X	X	X			X	X	X			
Freeport	TX	13.3	17,412	X	X	X				X				
Friendswood	TX	21	488,181	X										X
Galveston County, MUD (2 contracts)	TX	419	4,154,068	X	X	X	X	X	X	X	X			
Texas General Land Office (3 contracts)	TX		1,356,077	X	X	X					X	X		
Jefferson County	TX	1111	94,144	X	X	X	X		X	X	X			
Kemah	TX	1.8	98,874	X	X	X	X		X	X	X			
League City	TX	52.4	309,795	X	X	X			X	X	X			
Lake Charles	LA	42.5	15,636	X							X			
LaMarque	TX	14.3	126,320	X	X	X			X	X	X			
Manvel	TX	23.3	35,508	X	X	X				X			X	X
Montgomery County	TX	1077	1,132,109	X	X	X				X		X		
Owensboro	KY	18.7	86,006	X	X	X								
Pearland	TX	39.4	392,947	X	X	X			X	X		X		X
Santa Fe	TX	14.0	120,731	X										
Tiki Island	TX	1.3	39,224	X					X	X	X			
Texas City	TX	167.2	210,403	X					X	X	X	X		
Webster	TX	6.7	13,220	X	X	X				X				
Westlake & Sulphur (2 contracts)	LA	2.3	3,194	X										

**includes CY for haul-ins and haul-outs

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➤ ***Highlights from Major Disaster Projects 2005 -2006***

In the aftermath of the 2005, Hurricanes Katrina, Rita and Wilma, CrowderGulf had 56 contracts activated across five states, and completed all of them successfully, removing, reducing and disposing of over 13 million CY of debris. The largest of these contracts was Calcasieu Parish, LA, with approximately 5 million cubic yards of debris hauled.

Pascagoula, MS

CrowderGulf had a pre-event contract in place with Pascagoula, MS and a long working relationship with the town officials. Pascagoula was hit hard by Katrina and lost their municipal office buildings and many City employees lost their homes. John Ramsay, CrowderGulf's President was onsite in Pascagoula just hours after Katrina made landfall. He even helped the Mayor and her family evacuate from their home when their neighborhood was flooded. The day after the storm, **CrowderGulf provided ice, water, and generators to the town and provided temporary office buildings for the City.** After a few days, FEMA mission assigned Mississippi to the USACE. Pascagoula agreed to go with the USACE if the prime contractor for the USACE would allow CrowderGulf to be the contractor to clean up Pascagoula. The prime agreed and CrowderGulf did a turnkey job for Pascagoula. ROE demolition and PPDR was successfully completed in Pascagoula, as well as ROW debris removal and disposal.

Calcasieu Parish, LA

After Hurricane Rita, all of Louisiana was mission assigned to the USACE by FEMA. CrowderGulf entered into a contract with the USACE prime contractor for a turnkey job to clean up Calcasieu Parish, LA. **CrowderGulf's management team remained constant and onsite throughout the contract** work which lasted from September, 2005 through September, 2006. They worked hand in hand with the USACE operations personnel as well as with the Parish and City officials in Calcasieu Parish, in order to complete the project. CrowderGulf managed 58 subcontractors with over 1700 certified trucks, hauling, reducing, and disposing of approximately 5 million cubic yards of debris.

In addition to the ROW debris removal work throughout Calcasieu Parish, including the 14 towns, FEMA reimbursable task orders were issued by the USACE for follow-along work which included, ROE demolition and PPDR, removal of leaning trees and hanging limbs, debris removal from eligible parks and cemeteries, removal and disposal of white goods, small engines, and e-goods, and stump removal. The additional required documentation, organization and planning issues were significant, with the USACE and FEMA being involved.

CrowderGulf's personnel in the Calcasieu Parish field office generated all the documentation and did all of the data entry for the prime contractor. By the end of the project, all data were also reconciled with the USACE data management personnel in their Lake Charles office.

Approximately three years after the operation was completed, the prime contractor began officially reconciling the data with the USACE using the data that CrowderGulf had provided them. This reconciling is still going on in 2010 and CrowderGulf has yet to be completely paid for the project.

For the past five years and continuing today, CrowderGulf has been asked to provide data to the prime contractor for use with the USACE reconciliation, as well as answer many questions about different minor issues. CrowderGulf has quickly complied with all requests and provided any data needed (most data have been provided multiple times). While it is inconceivable that this process has been prolonged for over five years, CrowderGulf's continued documentation compliance and patience in waiting for full payment, is a testimony to our document management capabilities, excellent recording keeping, professionalism, and perseverance.

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➤ ***Highlights from Major Disaster Projects 2004 -2005***

In 2004, as a result of the four hurricanes within a six week span, CrowderGulf had 37 pre-event contracts activated, 23 in Florida, 12 in Alabama, and one in Mississippi. **All of these projects were in operation simultaneously** during the period from October, 2004 through December, 2004, and some continued through June, 2005. More than 15,000,000 cubic yards of debris was removed during this timeframe.

CrowderGulf was activated by both large and small municipalities and provided quality service to all of them. CrowderGulf had nine field offices in operation during these projects. All field offices were operated by local citizens who were provided on-the-job-training and managed by CrowderGulf's onsite senior management.

As with all of CrowderGulf's projects, from the beginning to the end of the work, **CrowderGulf's Management Teams remained the same for each contract**, and met with County officials daily, providing leadership and guidance that allowed all of the damaged areas to be cleaned up in an organized manner. As a result, correct decisions were made in order to get the eligible hurricane debris removed and to restore the Cities/Counties to normal, as quickly as possible. In addition, CrowderGulf helped City and County officials ensure FEMA reimbursement for all eligible work.

Multiple Contract Capabilities

CrowderGulf will respond with manpower and equipment for emergency operations within 24 hours or sooner upon receipt of a Task Order or Notice to Proceed (Release Order) issued by the Client.

Regardless of the number of contracts CrowderGulf has activated after a disaster, we are committed to providing each client with the same priority, quality performance and onsite management. We work as a team with the client and their representatives to successfully complete the project in a timely manner. Regardless of the diverse geographical locations of various disasters, with CrowderGulf's substantial manpower and equipment resources, we are able to honor all of our contractual commitments with dispatch and efficiency.

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

The severity of the disaster will determine how many employees will be assigned to a specific client. Depending on the scope of the disaster, CrowderGulf will use a combination of company crews and subcontractors to perform work. We will begin with CrowderGulf personnel and proceed to add additional manpower and subcontractors until we have a sufficient workforce in place to ensure the Client that we can effectively manage and handle the disaster recovery effort. We have commitment letters from qualified subcontractors who are ready to respond and mobilize to meet the Client's contractual requirements. **Our policy has always been to use local qualified subcontractors.** As subcontractors are identified and qualified, their information is maintained in our subcontractor database and utilized as needed. CrowderGulf will adjust assets as required to optimize operations.

CrowderGulf has a proven record of accomplishment of simultaneously managing multiple contracts. Our past performance, presented below, in handling multiple contracts provides the evidence that we do what we say we will do.

Financial Stability

Financial strength is one of the most important aspects to consider when selecting a debris contractor. After a major disaster, the Client's financial burden could be great. It is important to have a disaster experienced contractor, such as CrowderGulf, that will work to get the job done and trust that invoices will be paid as soon as funds are available.

CrowderGulf's financial stability is solid and reliable and we have established an excellent line of credit with our financial institution over the past twenty years. Regardless of our clients' delay in paying invoices, we have always paid our subcontractors and personnel weekly, as well as meeting all of our other financial obligations without interruption. After several disasters, this has meant that CrowderGulf would have paid out millions of dollars before receiving any payments. CrowderGulf's long time commitment, to pay subcontractors weekly, has allowed us to attract the most experienced and well-equipped subcontractors. As a result, we have developed an extensive cadre of the best debris subcontractors in the United States.

Because John Ramsay, our President and Director of Operations, has had extensive experience working disasters, he is aware that many municipalities are not financially prepared to handle the cost of a major recovery effort. He understands that it takes municipalities time to work through the bureaucracy and obtain funding. Consequently, CrowderGulf's position has always been one of patience with our clients as they endeavor to pay our invoices. Some clients are more financially capable to settle their accounts than others, however, we've never had a situation in which we were unable to amicably resolve any payment issues.

CrowderGulf maintains **all required insurances** such as General Liability, Personal Injury, Workers Compensation, Automobile/Equipment Liability, as well as Maritime Insurance. Gray Insurance Company provides this insurance coverage.

CrowderGulf is an **Equal Opportunity Employer**. It is our policy to provide an employment and work process free of any unlawful discrimination. We will promote the value of a diverse work force, which fosters fair treatment of all individuals based on knowledge, skill, ability and performance.

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

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

Training, Planning and Educational Services

Pre-planning and working as a team are paramount in any operation. CrowderGulf offers preparedness training and technical advice throughout the contract term at no cost to the client. This allows us to develop good working relationships with our clients, and helps all involved be better prepared when a disaster does occur. These relationships are one of the most important factors that ensure a timely and well-managed debris cleanup project after a disaster.

Upon request, CrowderGulf conducts training seminars for our clients on at least a yearly basis. The seminars are attended by members of various departments of the local governments. The client's needs and concerns are addressed in the training session. The responsibilities of all the stakeholders are

reviewed and procedures for debris operations, data tracking, accounting, and Public Assistance funding are discussed, as well as any additional issues that arise during the meeting. A list of training seminars conducted will be issued upon request.

Key Personnel

CrowderGulf will commit one of our senior personnel to be stationed at the EOC to better coordinate debris operations, communications and scheduling. If requested by the Client, CrowderGulf will have a Senior Management Representative physically present at the Client's Emergency Operations Center upon issuance of a Notice to Proceed by the Client and prior to hurricane landfall. CrowderGulf will respond with manpower and equipment within 24 hours of receipt of a Task Order or a Notice to Proceed.

When a disaster is imminent, we send a mobile office/command center to the area. As soon as conditions permit, CrowderGulf will establish a full-time, self-sufficient office, with full communications capability in the disaster area that will be solely dedicated to the disaster recovery effort.



The command center has two gas powered generators that supply power. The interior cabin can be cooled or heated depending on the environment. There are fresh water, gray water and sewage tanks that make the unit independent for a period of time. A microwave oven, coffee machine, refrigerator, ice maker and a private toilet make the unit comfortable. Multiple work stations with LCD computer/TV monitors one conference room with large table and a 42" plasma monitor/TV and two satellite receivers for TV viewing. VSAT for broadband internet and VoIP lines TV/copier/fax/scanner make the unit fully operational.

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

CrowderGulf has management and inspection personnel who are currently employed by CrowderGulf on a continuing or consulting basis. These individuals have vast experience in managing and performing disaster related work. They consist of:

1. Senior Management personnel who are full time employees with expertise and experience in numerous disaster debris operations dating back to 1969.
2. Large subcontractors who provide their own competent management and inspection personnel with supervision from our Management Team, along with over 200 other self-sufficient experienced subcontractors who have worked with us on previous disasters and understand CrowderGulf's management philosophy and Management Plan. We meet annually with our prime subcontractors to update them on current policies and procedures.
3. Retired and semi-retired construction, City, County, FEMA, and Power Company professionals, who are experienced in managing and inspecting disaster related work.
4. CrowderGulf has a standby agreement in place with various engineering companies to provide personnel for engineering services, if needed.
5. Temporary housing company, **North American Catastrophe Services, Inc.**, (www.nacs1.com), as a teaming partner. NACS is recognized as the nation's leader in providing turnkey solutions to

temporary housing. They are capable of responding under the PA program as well as the IA program. Their PA housing can consist of every level of service needed including but not limited to housing, catering, laundering, security and power support. Their turnkey IA housing program is the blueprint for GSA.

6. A stand-by teaming agreement in place with **Garner Environmental Services, Inc.**, (www.garner-es.com) to handle hazardous materials.

All CrowderGulf officers, managers and supervisors have been involved in **previous successful disaster related debris operations** and have been trained in quality control, safety, ethics and drug policies of CrowderGulf.

The following is a list of our key management, administrative and supervisory personnel:

- **John Ramsay – Director of Operations (DO) & President** Mr. Ramsay is a graduate of Auburn University with a degree in Agriculture and has over 40 years of experience in storm debris removal and reduction operations and management. He has directed the successful completion of major operations from the most recent work in 2008 in the Houston-Galveston Area as a result of Hurricanes Gustav and Ike, as well as the 2005 Hurricanes Dennis, Katrina, Rita and Wilma, and all other disaster work since Hurricane Camille in 1969. As one of the owners and the founder of CrowderGulf, he takes a personal interest in each of the municipalities we have served over the years.

Mr. Ramsay is one of the foremost experts in all phases of a debris operation, including removal, reduction, recycling and disposal. He is well respected in the field and his technical advice has been and continues to be sought after by other contractors, municipalities, and various agencies such as Wildlife and Fisheries. Partly because of his farming background, John was innovative in exploring and using recycling methods long before it was popular.

- **Raymond “Buddy” Young – Assist Director of Operations (ADO) / Technical Assistance Manager** Mr. Young was Regional Director of FEMA Region VI from 1993 – 2001 and served as Administrator for 133 federally declared disasters and emergencies. He is nationally known and recognized in the Emergency Management business and is extremely knowledgeable about FEMA policies and procedures. He is a retired Captain of the Arkansas State Police where he served for 26 years. As the Assistant Director of Operations, he provided management and technical assistance in the Texas Gulf Coast Region due to Hurricane Ike’s impact in 2008. He was also tasked in CrowderGulf’s response to the following events: 2005 Hurricanes Dennis, Katrina, Rita and Wilma, 2004 Hurricanes Charley, Frances, Ivan and Jeanne, and 2003 Hurricane Isabel.

Mr. Young works with the Texas A&M Engineering Extension Program as an adjunct instructor. This program has a contract to provide terrorism response training to include all types of incidents for local and state governments, as well as the U. S. Air Force. He conducts full-scale exercises with local and state agencies in response to incidents of terrorism and natural disasters. Buddy is one of the most knowledgeable people working in the debris management business with firsthand experience in managing major disasters. He is also a current member of the Board of Directors for Disaster Recovery Contractors Association (DRCA).

- **Margaret R. Wright, Ph.D. – Senior Program Manager (SPM)** Dr. Wright has had over twenty years of professional training and managerial experience. Most recently in Texas following Hurricanes Gustav and Ike, she setup and managed the field documentation for active contracts as well as worked with the monitoring companies reconciling accounts to quickly provide the municipalities the required information for FEMA documentation. As a vital member of CrowderGulf’s Senior Management Team, her duties have included proposal writing, training developer and facilitator, regulations compliance, management of record keeping, including day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects. Her past projects have included: 2005 Hurricane Rita in Calcasieu Parish, Louisiana, working with the Corps of Engineers, 2005 also included Hurricanes Dennis, Katrina and Wilma as the senior manager overseeing all reconciling and invoicing documentation, 2004 Hurricanes Charley, Frances, Ivan

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and Jeanne, 2003 in Virginia after Hurricane Isabel and in 1996 in North Carolina for Hurricane Fran she acted as the onsite Office Manager.

- **John Campbell – Senior Project Manager (SPM)** Mr. Campbell has over 40 years experience in disaster response planning and management. He has a B.S. degree in Political Science from the University of Southern Miss. and a Masters degree in Logistics Management from the Florida Institute of Technology. After retirement from the Army as a full Colonel with 30 years of service, he served for 6 years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida. He has direct experience in debris recovery operations from Hurricane Iniki in Hawaii and Hurricanes Charley, Ivan and Wilma that impacted Southwest Florida. He also provided mutual aide to Escambia County Florida following Hurricane Ivan. Mr. Campbell also served as the Senior Project Manager for over a year in the Texas gulf coast region for CrowderGulf following Hurricane Ike's impact in September 2008. During his 36 years of public service, he amassed an extensive background in high-level management, disaster response and training. He also trains CrowderGulf clients in all facets of debris management, Incident Command System (ICS), National Incident Command System (NIMS) and the FEMA PA program process. Mr. Campbell was previously qualified as an accredited Professional Emergency Manager through the Florida Emergency Preparedness Association (FEPA) and remains active in the organization.
- **Ashley Ramsay-Naile – General Manager (GM)** Mrs. Ramsay-Naile has been involved in managing the day to day business of CrowderGulf operations since 1995 when Hurricane Opal impacted the Florida Panhandle. She has played a vital role in establishing the Disaster Administration Office (DAO) in which she has structured and managed since its acquisition. As General Manager for CrowderGulf her role has provided a liaison to clients, logistics coordination with our field operations, contract negotiations, preparation of proposals, subcontractor coordination, field supervisor, project manager, and all aspects of back office activities including accounts payable, accounts receivable and human resources. Activations have included: 1995 Hurricanes Opal and Erin, 1996 Hurricane Fran, 2004 Hurricanes Charley, Ivan, and Jeanne, 2005 Hurricanes Dennis, Katrina, Rita and Wilma, 2008 Hurricane Gustav and Ike.
- **Eric Hall – Senior Debris Reduction Manager (DM) / Project Manager** Mr. Hall is a specialist in Air Curtain Incineration with experience in the storm debris business dating back to 1987. His experience as CrowderGulf's Debris Reduction Manager and Project Manager spans from Hurricane Andrew in 1992 to Hurricane Ike in 2008. This experience includes managing debris reduction operations in Florida following Hurricanes Andrew in 1992 and Opal and Erin in 1995; in North Carolina following Hurricane Fran in 1996, Ft. Lauderdale post Hurricane Katrina in 2005 and most recently in Montgomery County, Texas, following Hurricane Ike. In addition to serving as the company's Debris Reduction Manager he took on the role of Project Manager, overseeing field operations and reduction site operations, in Dare County, North Carolina following Hurricane Isabel in 2003; in Orlando following Hurricanes Charley, Frances and Jeanne in 2004, 2006 in North Miami Beach following Katrina and Wilma, and 2008 in Texas after Hurricane Ike.
- **Wesley Naile- Logistics Coordinator and Pre-Event Contract Administrator** Mr. Naile began working for CrowderGulf in 2004, working in Volusia County Florida as a Field Manager during Hurricane Charley, Frances and Jeanne. In 2005, he was assigned the duties of Logistics Coordinator working out the disaster administration office, providing materials, equipment and subcontractors to CrowderGulf's clients. Some of the activations as logistics coordinator include Hurricane Katrina, Rita, Wilma, Gustav and Ike. Wes is responsible for the management of the pre-event contracts database, pre-event contract awards and contract renewals. In 1999, he worked for Gulf Equipment Corporation Wireless Telecom Division on the southern east coast doing tower site build out. He has attended the University of South Carolina of Beaufort. He has served three years in the US Army as a Combat Engineer with an honorable discharge.
- **Reid Loper – Project Manager** Reid started his career with CrowderGulf in 2010, as the Senior Project Manager (PM) for the BP Oil Spill. As PM, he has been responsible for managing over 1200 people and 400 pieces of equipment. Managing several projects at once is Reid's strong point and the BP project has consisted of simultaneously managing more than eight different major projects within the Area of Responsibility (AOR) for the BP Oil Spill operation. These projects ranged from sand screening, dredging, vessel operations, to side scan sonar work. All projects have cumulatively exceeded \$120 million in invoicing and total project cost. Reid worked as a project manager for a commercial construction company

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in Atlanta, Georgia, prior to choosing to return to the Gulf Coast. The time spent in Atlanta gave him vast knowledge in management, estimating, schedule and budget supervision. Reid has estimated over \$200 million of work and completed over \$100 million in commercial construction, producing an average of 18% savings on project combined.

Reid graduated from Auburn University in Aerospace Engineering where he worked as a research and design student. During his college tenure, Reid was very active in the university, community service, and fraternity life, where he served as an officer and received several awards such as "Most Outstanding Officer" and "Graduate of the Year". Immediately after graduation, Reid spent a brief time at NASA, where he was tasked to design reaction thrusters on the ARES Rocket, which was planned to replace the current space shuttle.

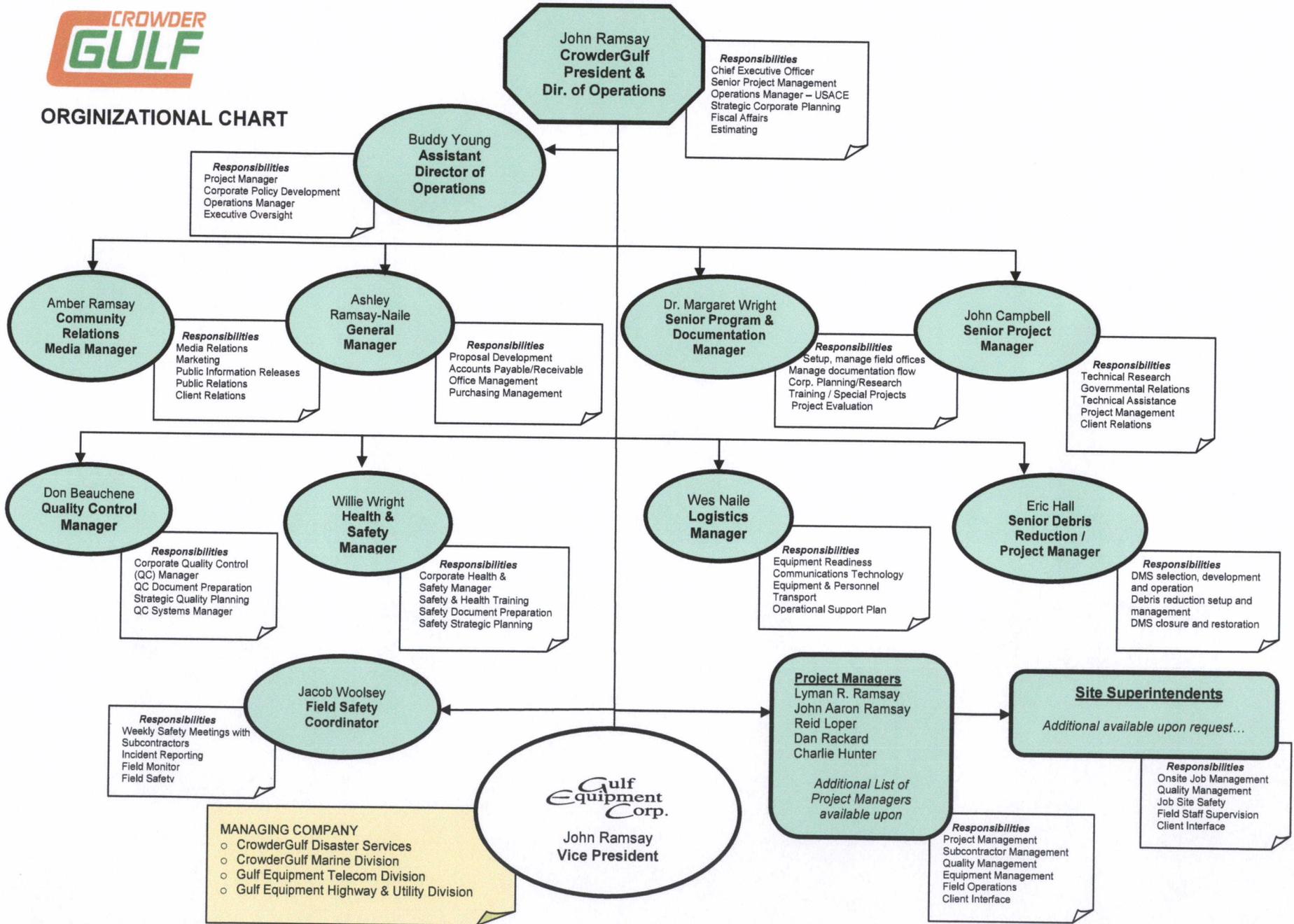
- **William "Willie" Wright – Safety / Quality Control Manager (SQCM)** Mr. Wright has an engineering degree from Auburn University and worked for Alabama Power Company for 31 years in various management positions. In the aftermath of Hurricanes Frederick, Erin and Opal he was responsible for managing and coordinating power crews in the restoration of power in the Southeastern Division of Alabama Power. He served as a Safety Specialist for Alabama Power from 1995 until his retirement. He is presently a Safety Consultant to CrowderGulf and a key member of our Senior Management Team. Mr. Wright managed CrowderGulf's debris and reduction operation in York County, Virginia after Hurricane Isabel and Orange County, Florida following Hurricanes Charley and Frances and in Escambia County, Florida, after Hurricane Ivan.
- **Dan Rackard – Marine Operations Manager** Mr. Rackard has 22 years of active U.S. Army assignments from 1976 till 1998, upon retiring he worked for the City of Gulf Shores, AL, as the Streets Superintendent. Mr. Rackard has been involved in many natural disasters both as an Army Engineer and in the public/private sector. Mr. Rackard began work with CrowderGulf in 2004, following Hurricane Ivan and has worked as a Project Manager, Estimator, Proposal Writer, and Contract Negotiator. Mr. Rackard has been awarded the "Bronze De Fleury Medal" for significant contributions to the U.S. Army Corps of Engineers.
- **Don Beauchene – Project Manager** Retired from the U.S. Coast Guard in 2001 after serving 22 years, and came to work for CrowderGulf in 2004. Since his arrival with CrowderGulf he has helped to manage several major storms, Hurricanes Ivan in 2004, Hurricanes Dennis and Katrina, Rita in 2005, and Hurricane Ike in 2008. He has also provided Quality Control for CrowderGulf's Marine Division for Side Scan Sonar and Marine Debris removal operations.
- **Jenny Todd – Subcontractor SMBE Manager** Ms. Todd is a lifelong citizen of Mobile County, AL. In 2003, she earned a Bachelor of Science degree in Marketing and a minor in Mathematics from the University of Alabama and joined a law firm in Tuscaloosa before returning to Mobile in 2005 in an effort to join the rebuilding process along the Gulf Coast after Hurricane Katrina. After joining the CrowderGulf team following Katrina in 2005, she worked various sides of the reconciliation and reporting aspect of storm debris management from start to finish through all 56 activated contracts including Hurricanes Rita and Wilma. Her legal experience, diligence and familiarity of report processes and regulations along with her professional subcontractor relations over the entire process made her the ideal candidate to manage the Subcontracts division for all 35 activated pre-events in 2008 following Hurricane Ike. In addition to managing subcontractors, she has developed and promoted CrowderGulf's Small/Minority Business division. Her focal point has been to contact and localize subcontractors during and after the RFP development phase in an effort to maintain community involvement and maximize local small /minority businesses participation.

Resumes available upon request.

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ORGINIZATIONAL CHART



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Equipment Capabilities

We currently maintain a large inventory of company-owned equipment. A percentage of this inventory is debris specific and is immediately available for response to a disaster. Company-owned equipment will be dispatched to the disaster area immediately upon receipt of a Notice to Proceed. The following is a partial list of company-owned equipment available for use in any debris operation:

• 16 yard – 24 yard Dump Trucks	140
• 30 yard – 50 yard Dump Trucks	35
• Rubber Tire Loaders (equipped with debris handling grapples)	16
• Rubber Tire and Track Equipped Excavators (with buckets and grapples)	10
• Knuckle Booms	7
• Self Loading Knuckle Boom Trucks	15
• Pick-Up Trucks (equipped with portable phones for Foremen)	10
• Service Trucks	8
• Skid-Steer Loaders (equipped with buckets and grapples)	10
• Self-Loading Trucks – 30 – 100 cubic yards	10
• Diamond Z 14' Tub Grinders	6
• Air Curtain Incinerators	9

We have active accounts with all major national equipment rental companies to supplement our equipment needs as necessary (i.e. Caterpillar, John Deere, United Rental, Sunbelt, etc.).

Subcontractor Equipment

As the successful bidder, we intend to utilize subcontractors for a percentage of debris operations. **It is our policy to utilize available qualified local subcontractors to the greatest extent possible.** We also endeavor to employ a percentage of qualified Minority Business Enterprise (MBE) subcontractors. CrowderGulf has a number of qualified subcontractors who can provide their own competent management and inspection personnel with supervision from CrowderGulf's management team. We maintain a subcontractor database of over 1,000 prequalified subcontractors. The database allows us to quickly identify companies by size, equipment and geographical location. CrowderGulf's subcontractor database identifies large and small qualified subcontractors who have committed the following equipment and manpower to our disaster operations:

Equipment Summary		Manpower Summary	
Dump Trucks	4088	Project Managers	50
Self Loaders		Superintendents & Foremen	117
40 to 120 cubic yards	1008	Drivers/Operators	8884
Wheel Loaders	870	Workers	571
Skid Steer Loader	1380		
Excavators	727		
Knucklebooms	656		
Trackhoes	214		
Backhoes	235		
ACIs	57		
Tub Grinders	148		

All equipment used for this contract will be rubber wheeled or rubber tracked unless otherwise approved by the Client. No subcontractor will be allowed to solicit work from private citizens while assigned to the contract. No equipment assigned to this contract will be used for any other contract work while assigned to the Client contract.

List of potential qualified subcontractors will be made available upon request.

References (Disaster Recovery Projects)

1. **Client:** **BP Oil Exploration & Production / O'Brien's Response Management**
Address: BP Baldwin Co. Branch Ofc.-9989 Fort Morgan Road, Gulf Shores, AL 36547
Contact: Charles "Joe" Golden, Alabama Division Manager (251) 583-6506, Charles.golden0@bp.com; Mike Tucker, Division Supervisor - Baldwin County, AL (251) 382-4810, mike.tucker2@bp.com; John Maynard, GCRO Division Supervisor - Baldwin County, AL (251) 802-7542; James "Jim" Poore, Mechanical Supervisor (251) 680-1627, pooreboyjim@att.net; Mark Schmidt, Division Supervisor - Mobile County, AL (251) 843-670-1393; Dale Streets, Supervisor - Mobile County, AL (409) 750-1394, denzil.streets@bp.com; Hal Thompson, Supervisor - Mobile County, AL (251) 583-6979, Harold.thompson@bp.com; Duane Miller, Manager - O'Brien's Response Management, (251) 716-1620, duane.miller@obriensrm.com
Project(s): ***MC252 – Oil Spill Response - Deep Horizon Cleanup (05/10 – Ongoing)***
Summary: Manage equipment & personnel to build sand berm, screen sand & replace to final grade
Contract Value: \$ 90,000,000 +

2. **Client:** **Town of Dauphin Island, Alabama**
Address: 1011 Beinville Blvd, Dauphin Island, AL 36528
Contact(s): Jeff Collier, Mayor (251) 861-5525, jcollier@townofdauphinisland.org
Corey Moore, Code Enforcement Officer (251) 234-7466 cell, (251)861-5525 ofc. cmoore@townofdauphinisland.org; Wanda Sandagger, Project Director (251) 767-0308, (251) 861-5525, Fax (251)861-2154, wsandagger@townofdauphinisland.org
Project: ***MC252 – Oil Spill Response - Deep Horizon Cleanup (05/10 – Ongoing)***
FEMA – 1797 –DR 2008 Hurricane Ike (09/08 – 12/08)
Summary: Sand Collection, screening and placement due to hurricane debris
Contract Value: Ike - \$ 3,030,962 **CY Recovered & Reduced:** 10,477 CY
Oil Spill - \$2,235,000

3. **Client:** **City of Friendswood, Texas**
Address: 910 S. Friendswood Dr., Friendswood, TX 77546
Contact: Terry Byrd, Emergency Management Coordinator (281) 996-3335, tbyrd@ci.friendswood.tx.us
Project: ***FEMA – 1791 –DR 2008 Hurricane Ike (09/08 – 1/09)***
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: \$ 4,054,033 **CY Recovered & Reduced:** 488,182 CY

4. **Client:** **Galveston County, Texas**
Address: 1353 FM 646, Ste 201, Dickinson, TX 77539
Contact(s): John Lee, Jr., Mitigation Coordinator (281) 309-5035, ext. 5357, Fax-(888) 534-5607, john.lee@co.galveston.tx.us;
Lee Crowder (409)682-3690;
Pat Doyle, County Commissioner (409) 770-5333
Project: ***FEMA – 1791 –DR 2008 Hurricane Ike (09/08 – 09/09)***
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: \$ 26,748,443 **CY Recovered & Reduced:** 887,157 CY

5. **Client:** **Montgomery County, Texas**
Address: 501 N. Thompson, Ste 210, Conroe, TX 77301
Contact(s): Ed Chance, County Commissioner (936) 760-6919
Nicky Kelly, Deputy Emergency Mgmt Coordinator (939) 539-7817
nkelly@co.montgomery.tx.us
Project: ***FEMA – 1791 –DR 2008 Hurricane Ike (09/08 – 12/08)***
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: \$ 16,323,086 **CY Recovered:** 942,957 **CY Reduced:** 188,503 CY

6. **Client:** State of Alabama Department of Conservation and Natural Resources
Address: 64 Union St., Ste 468, Montgomery, AL 36130
Contact: Terry Boyd, DCNR Director (334)850-5060, (334) 868-9851, (334) 242-3476
Terry.Boyd@dcnr.alabaman.gov
Address: Volkert & Associates – 316 South McKenzie St., Foley, AL 36535
Contact: Matt Bell, Engineer, (251) 968-7551, Fax (251) 968-2318 mbell@volkert.com
Mitch Kidd, Engineer (Volkert), (251) 968-7551, mkidd@volkert.com
Project(s): **FEMA – 1605 –DR 2005 Hurricane Katrina (09/05 – 03/06)**
FEMA – 1549 –DR 2004 Hurricane Ivan (06/05 – 05/06)
Summary: Debris removal, disposal and beach cleaning – Gulf of Mexico, Alabama State Park, Little Lagoon, Weeks Bay, Magnolia River and Dauphin Island
7. **Client:** Baldwin County, Alabama
Address: 32100 McAuliffe Dr., Robertsedale, AL 36567
Contact: Charles "Skip" Gruber, District 4 Commissioner – South Baldwin County, AL, (251) 943-5061, (251) 972-6842 – Fax, cgruber@baldwincountyal.gov
Lee Ann Ryals, Director of Baldwin Co. EMO (251) 947-1011, (251) 972-6807, Fax (251) 580-1616, lryals@co.baldwin.al.us
Project(s): **MC252 – Oil Spill Response - Deep Horizon Cleanup (05/10 – Ongoing)**
FEMA – 1605 –DR 2005 Hurricane Katrina (09/05 – 12/05)
FEMA – 1593 –DR 2005 Hurricane Dennis (07/05 – 08/05)
FEMA – 1549 –DR 2004 Hurricane Ivan (09/04 – 02/05)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Oil Spill - \$4,280,170
Katrina - \$ 3,744,960 **CY Recovered & Reduced:** 294,712 CY
Dennis - \$ 565,000 **CY Recovered & Reduced:** 44,561 CY
Ivan - \$ 34,000,000 **CY Recovered & Reduced:** 1,978,760 CY
8. **Client:** City of Gulf Shores, Alabama
Address: P.O. Box 299, Gulf Shores, AL 36547
Contact: Marc Acreman, Public Works Director (251) 986-6780
macreman@gulfshoresal.gov ; Chuck Hamilton, Former Public Works Director (251) 269-7264 - Cell
Project(s): **FEMA – 1605 –DR 2005 Hurricane Katrina (09/05 – 10/05)**
FEMA – 1549 –DR 2004 Hurricane Ivan (09/04 – 11/04)
Summary: Manage, survey, collect, reduction and disposal of debris, beach cleaning, debris removal from Gulf Waters and surrounding water bodies
9. **Client:** City of Pascagoula, Mississippi
Address: 603 Watts Ave., Pascagoula, MS 39567
Contact: Kay Kell, City Manager, (228) 217- 0330 or (228) 938-6614,
Fax – (228) 938-6637, kkell@cityofpascagoula.com
Project(s): **FEMA – 1604 –DR 2005 Hurricane Katrina (08/05 – Present)**
FEMA – 1594 –DR 2005 Hurricane Dennis (07/05 – 08/05)
FEMA – 1550 –DR 2004 Hurricane Ivan (09/04 – 10/04)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Katrina - \$ 20,525,598 **CY Recovered:** 1,518,990 CY **Reduced:** 800,000 CY
Dennis - \$ 73,606 **Time and Materials**
Ivan - \$ 343,307 **CY Recovered & Reduced:** 41,367 CY
10. **Client:** City of West Palm Beach, Florida
Address: 1045 Charlotte Ave., West Palm Beach, FL 33401
Contact: John Alford, Director of Public Utilities Dept., (561) 822-2060,
Fax – (561) 659-8092, jalford@wpb.org
Project: **FEMA – 1609 –DR 2005 Hurricane Wilma (10/05 – 12/05)**
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: \$ 3,333,174 **CY Recovered & Reduced:** 173,688 CY

11. **Client:** Lee County, Florida
Address: 14752 Six Mile Cypress Parkway, Fort Myers, FL 33912
Contact(s): John Wilson, Emergency Management Director, (239) 229-1117 cell or (239) 533-3911, Fax-(239) 482-2605, WILSONJD@leegov.com
Lindsey Sampson, Solid Waste (239) 533-8000, sampsolj@leegov.com
Project(s): **FEMA – 1609 –DR 2005 Hurricane Wilma (10/05 – 12/05)**
FEMA – 1561 –DR 2004 Hurricane Jeanne (08/04 – 02/05)
FEMA – 1539 –DR 2004 Hurricane Charley (08/04 – 02/05)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Wilma - \$ 8,237,000 **CY Recovered & Reduced:** 411,784 CY
Charley - \$ 10,057,413 **CY Recovered & Reduced:** 902,555 CY
12. **Client:** City of Fort Lauderdale, Florida
Address: 100 N. Andrews Ave., Ft. Lauderdale, FL 33301
Contact: Albert Carbon, Public Works Director (954) 828-5341, Fax (954) 828-5576
acarbon@fortlauderdale.gov
Greg Slagle, Public Works Department, Superintendent,
(954) 828-5341, Fax - (954) 828-5576, gslagle@fortlauderdale.gov
Project(s): **FEMA – 1609 –DR 2005 Hurricane Wilma (10/05 – 03/06)**
FEMA – 1602 –DR 2005 Hurricane Katrina (08/05 – 10/05)
FEMA – 1545 –DR 2004 Hurricane Frances (09/04 – 12/04)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Wilma - \$ 28,000,000 **CY Recovered & Reduced:** 627,735 CY
Katrina - \$ 5,470,554 **CY Recovered & Reduced:** 80,627 CY
Frances - \$ 2,524,320 **CY Recovered & Reduced:** 66,196 CY
13. **Client:** Orange County, Florida
Address: Public Works Complex, Building 1,
4200 John Young Pkwy, Orlando, FL 32939
Contact: Ralphetta G. Aker, Fiscal & Admin. Manager (407) 836-8011
Ralphetta.Aker@ocfl.net
Project(s): **FEMA – 1545 –DR 2004 Hurricane Frances (09/04 – 04/05)**
FEMA – 1539 –DR 2004 Hurricane Charley (08/04 – 09/04)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Charley/Frances Combined - \$ 38,458,648
CY Recovered & Reduced: 1,476,326 CY
14. **Client:** Polk County, Florida
Address: P.O. Box 9055, Drawer T503, Bartow, FL 33831
Contact: Lance Davis, Roadway Maintenance Superintendent
(863) 534-7361, lancedavis@polk-county.net
Project Title: **FEMA – 1539 –DR 2004 Hurricane Charley (08/04 – 03/05)**
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: \$ 23,420,373 **CY Recovered & Reduced:** 1,816,980 CY
15. **Client:** Walton County, Florida
Address: 176 Montgomery Circle, Defuniak Springs, FL 32435
Contact: Bill Imfield, Director of Purchasing (850) 892-8470,
Fax - (850) 892-8689, imfbill@co.walton.fl.us
Project(s): **FEMA – 1604 –DR 2005 Hurricane Katrina (08/05 – 12/05)**
FEMA – 1594 –DR 2005 Hurricane Dennis (07/05 – 08/05)
FEMA – 1550 –DR 2004 Hurricane Ivan (09/04 – 01/05)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Katrina - \$ 77,190 **CY Recovered & Reduced:** 2,794 CY
Dennis - \$ 1,473,283 **CY Recovered & Reduced:** 53,330 CY
Ivan - \$ 2,605,637 **CY Recovered & Reduced:** 153,671 CY

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16. **Client:** Escambia County, Florida
Address: 213 Palafox Place, 2nd Floor, Pensacola, FL 32502
Contact: Paul R. Nobles, Purchasing Supervisor (850) 595-4918
Fax – (850) 595-4805, paul_nobles@co.escambia.fl.us
Project(s): **FEMA – 1594 –DR 2005 Hurricane Dennis (07/05 – 11/05)**
FEMA – 1550 –DR 2004 Hurricane Ivan (09/04 – 06/05)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Dennis - \$ 6,264,499 **CY Recovered & Reduced:** 423,066 CY
Ivan - \$ 60,971,155 **CY Recovered & Reduced:** 3,338,354 CY
17. **Client:** Hardee County, Florida
Address: 404 W. Orange St, Wauchula, FL 33873
Contact: Richard Shepard, Emergency Management Director (863) 773-6373 ext. 8443,
Fax (863) 773-3827, richard.shepard@hardeecounty.net
Address: 685 Airport Road, Wauchula, FL 33873
Contact: Teresa Carver, Solid Waste Director (863) 773-5089 Ext-8535,
Fax (863) 773-3907, Teresa.carver@hardeecounty.net
Project: **FEMA – 1539 –DR 2005 Hurricane Charley (08/04 – 02/05)**
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: \$ 5,822,357 **CY Recovered & Reduced:** 452,202 CY
18. **Client:** City of Sanibel Island, Florida
Address: 800 Dunlop Rd, Sanibel, FL 33957-4096
Contact: Gates Castle, Public Works Director (239) 472-6397,
Fax (239) 472-5648, Gates.castle@mysanibel.com
Project(s): **FEMA – 1609 –DR 2005 Hurricane Wilma (10/05 – 12/05)**
FEMA – 1539 –DR 2004 Hurricane Charley (08/04 – 02/05)
Summary: Manage, survey, collect, reduction and disposal of debris
Contract Value: Wilma - \$ 538,981 **CY Recovered & Reduced:** 46,937 CY
Charley - \$ 6,103,457 **CY Recovered & Reduced:** 343,509 CY
19. **Client:** Virginia Peninsulas Public Services Authority
Address: 475 McLaws Circle, Ste 3B, Williamsburg, VA 23185
Contact: Stephen B. Geissler, P.E., Executive Director (757) 259-9850
Fax – (757) 259-9855, sbgeissler@vppsa.org
Project: **FEMA – 1491 –DR 2003 Hurricane Isabel (09/03 – 04/04)**
Summary: Manage, survey, collect, reduction and dispose of approximately
1.9 Million cubic yards of debris
Entities: City of Newport News, James City County, City of Poquoson, York County
Contract Value: \$ 23,941,641 **CY Recovered & Reduced:** 1,715,593 CY
20. **Client:** Southeastern Public Service Authority
Address: 723 Woodlake Dr., Chesapeake, VA 23320
Contact: Steve Coomer, CPPB, Purchasing Administrator (757) 420-4700
Fax – (757) 961-4159, scoomer@spsa.com
Project: **FEMA – 1491 –DR 2003 Hurricane Isabel (09/03 – 04/04)**
Summary: Manage, survey, collect, reduction and dispose of approximately
2.25 Million cubic yards of debris
Entities: City of Norfolk, Isle of Wight City, City of Suffolk, Southampton City,
City of Virginia Beach
Contract Value: \$ 19,313,624 **CY Recovered & Reduced:** 2,206,113 CY

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Past Performance Chart *(Company Confidential Information)*

The chart below contains a partial listing of contracted work accomplished by CrowderGulf, a complete list can be made available dating back to Hurricane Frederick in 1979.

PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
BP Oil Exploration & Production / O'Brien's Response Management AL	<p>PRIME CONTRACTOR: 2010 Deep Water Horizon Oil Spill Clean-Up from Oil Spill 5/20/2010 - Ongoing</p> <ul style="list-style-type: none"> ▪ Provided management, equipment and personnel for setting booms and construction of building sand berms in Dauphin Island ▪ Screen berm sand for oil contamination and repositioned to softer profile in Dauphin Island ▪ Excavated, hauled and screened sand, and replaced to final grade on the Alabama Beaches in Mobile and Baldwin Counties for Dauphin Island and Gulf Shores ▪ Baldwin County Only – 21.18 miles of beach cleaned, 2,452,000 pounds of hydrocarbon removed, 3 billion pounds of sand sifted. ▪ Emergency closure of Little Lagoon Pass in Gulf Shores 	\$90,000,000 +	All Alabama Beaches	John Ramsay Ashley Ramsay Reid Loper	<ul style="list-style-type: none"> ▪ Mike Tucker, Division Supervisor - Baldwin County, AL (251) 382-4810, mike.tucker2@bp.com ▪ John Maynard, CGRO Division Supervisor - Baldwin County, AL (251) 802-7542 ▪ James "Jim" Poore, Mechanical Supervisor (251) 680-1627, pooreboyjim@att.net ▪ Mark Schmidt, Division Supervisor - Mobile County, AL (251) 843-670-1393, mark.schmidt@bp.com ▪ Dale Streets, Supervisor - Mobile County, AL (409) 750-1394, denzil.streets@bp.com ▪ Hal Thompson, Supervisor – Mobile County, AL (251) 583-6979, Harold.thompson@bp.com ▪ Charles "Skip" Gruber, Commissioner – District 4 South Baldwin County, AL (251) 943-5061, (251) 972-6842 – Fax cgruber@baldwincountyal.gov ▪ Duane Miller, Manager – O'Brien's Response Management, (251) 716-1620, duane.miller@obriensrm.com
Baldwin County, AL	<p>PRIME CONTRACTOR: MC252 – Oil Spill Response 5/19/2010 – 7/12/2010</p> <ul style="list-style-type: none"> ▪ Implement proactive measures to contain by providing and installing containment and absorbent boom along the Coastal Waters of Baldwin County 	\$1,455,900	Lump Sum	John Ramsay Dan Rackard	<ul style="list-style-type: none"> ▪ Leigh Ann Ryals, EMC Director (251) 947-1011, (251) 972-6807 (251) 580-1616-Fax, iryals@co.baldwin.al.us ▪ 32100 McAuliffe Dr., Robertsdale, AL 36567 ▪ Wander Gautney (251) 580-2520 Fort Morgan Road, Gulf Shores, AL 36547
	<p>PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1605-DR-AL 9/1/2005-3/1/2006</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$3,744,960	294,712 CY	John Ramsay John A. Ramsay Lyman Ramsay	
	<p>PRIME CONTRACTOR: Hurricane Ivan, FEMA-1549-DR-AL 9/24/2004-2/22/2005</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$34,000,000	1,978,760 CY		
	<p>PRIME CONTRACTOR: : Hurricane Dennis, FEMA-1593-DR-AL 7/26/2005-8/27/2005</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$565,000	44,561 CY		

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
Town of Dauphin Island, AL	PRIME CONTRACTOR: MC252 – Oil Spill Response 6/1/2010 – 7/21/2010 <ul style="list-style-type: none"> ▪ Built an additional sand berm for protection per BP Grant ▪ Planted Sea Oats 	\$2,235,000 +	3 Miles of Beaches	John Ramsay Ashley Ramsay Reid Loper	<ul style="list-style-type: none"> ▪ Jeff Collier, Mayor (251) 861-5525 1011 Beinville Blvd, Dauphin Island, AL 35628 jcollier@townofdauphinisland.org ▪ Corey Moore, Code Enforcement Officer, (251) 234-7466 cell, (251)861-5525 ofc. cmoore@townofdauphinisland.org ▪ Wanda Sandagger, Project Administrator (251) 767-0308, (251) 861-2154 - Fax wsandagger@townofdauphinisland.org
	PRIME CONTRACTOR: Tropical Storm Ida, FEMA-1866-DR-AL 11/12/2009-4/12/2010 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for push ▪ Provided sand screening & beach reclamation services 	\$922,471	79,180 CY	John Ramsay Ashley Ramsay Dan Rackard	
	PRIME CONTRACTOR: Hurricane Ike, FEMA-1797-DR-AL 9/15/2008-3/13/2009 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for: <ul style="list-style-type: none"> - Sand screening & beach restoration - Drainage ditch excavation - Sand fence replacement - Road and damaged parking lot reconstruction 	\$3,270,130	200,294 CY	John Ramsay Dan Rackard	
	PRIME CONTRACTOR: Hurricane Gustav, FEMA-1789-DR-AL 9/4/2008-9/10/2008 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for emergency push & various projects 	\$53,313	Hourly	John Ramsay Dan Rackard	
Texas GLO – General Land Office	PRIME CONTRACTOR: Hurricane Ike, FEMA-1791-DR-TX, RFP # 91170A-DF, Contract # 09-152-000-3591 2/20/2009–2/15/2010 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced, disposed and recovered marine debris & sunken vessel from Gulf and Bay Waters 	\$16,088,730	32,965 CY	John Ramsay Buddy Young Margaret Wright	<ul style="list-style-type: none"> ▪ Ben Au, Architect Director, Construction Services, (512) 463-6293 1700 N Congress Ave, Austin, TX 78701 Benjamin.Au@glo.state.tx.us ▪ John Gillen, Director Coastal Assistance (512)936-2239, John.Gillen@glo.state.tx.us ▪ Tony Williams, Professional Services Coastal Leasing, (512)463-5055 Tony.Williams@GLO.STATE.TX.US
	PRIME CONTRACTOR: Hurricane Ike, FEMA-1791-DR-TX, RFP # 91165-SG, Contract # 09-135-000-3564 12/18/2008–4/15/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced, disposed of sand debris ▪ Cleaned and restored beaches 	\$11,078,944	7,735,163 CY	John Ramsay John Campbell Margaret Wright	
City of LaMarque, TX	PRIME CONTRACTOR: : Hurricane Ike NRCS Project 12/15/09-2/23/10 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for tree removal from Highland Bayou 	\$174,555	Lump Sum	John Ramsay Buddy Young John Campbell Chad Sanders Robert Brosh	<ul style="list-style-type: none"> ▪ Todd Zacherl, Fire Chief (409) 938-9261 111 Bayou Rd, LaMarque, TX 77561 tzacherl@ci.la-marque.tx.us
	PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX 9/22/2008-1/21/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Removed, transported & disposed of White Goods 	\$1,700,914	106,093 CY	John Ramsay Buddy Young John Campbell Chad Sanders Robert Brosh	

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
Galveston County, TX	<p>PRIME CONTRACTOR IKE-FEMA-1791-DR-TX Pre-Event RFP # B062010 09/18/08 – 09/11/09</p> <ul style="list-style-type: none"> ▪ ROW debris removal and levee cleanup & canal debris removal from Hurricane Ike. ROE for private property debris removal and demolition. ▪ Debris reduction by grinding and burning. ▪ Removal of leaner and hanger trees from ROW plus ROE and dead trees killed by the salt water surge. 25 miles of protection levee and 5 miles from ship channel protection dike ▪ Debris removal and disposal from eligible parks, cemeteries and schools ▪ Debris removal and disposal of white good and abandoned vehicles and tires 	\$26,784,443	Lump Sum	John Campbell Margaret Wright	<ul style="list-style-type: none"> ▪ John Lee, Jr., Mitigation Coordinator john.lee@co.galveston.tx.us (281) 309-5035, (800) 393-0203
City of Bayou Vista, TX	<p>PRIME CONTRACTOR: Hurricane Ike, FEMA-1791-DR-TX, Pre-Event RFP # B062010 9/23/2008-10/29/2008</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Removed, transported & disposed of White Goods 	\$798,580	41,603 CY	John Ramsay Buddy Young John Campbell Robert Brosh	<ul style="list-style-type: none"> ▪ Chief Ed Lucas, Chief of Police (409) 935-0449 (409) 935-2893 – Fax 2929 Hwy 6, Bayou Vista, TX 77563 lucasbvpd@comcast.net
City of Clute, TX	<p>PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX 9/21/2008-10/17/2008</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$202,393	18,832 CY	John Ramsay Buddy Young Tim Smith	<ul style="list-style-type: none"> ▪ Mark S. Wicker, Chief of Police/ EMC (979) 265-6194, (979) 265-4551 – Fax 104 E. Main, Clute, TX 77531 mwicker@ci.clute.tx.us ▪ Calvin Shiflet, Mayor (979) 264-7369 cshiflet@ci.clute.tx.us
City of Brookside Village, TX	<p>PRIME CONTRACTOR: : Hurricane Ike FEMA-1791-DR-TX 9/20/2008-10/27/2008</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$339,243	21,926 CY	John Ramsay Buddy Young Ken Francisco	<ul style="list-style-type: none"> ▪ Buck Stevens (281) 546-9667, (281) 997-9777 (281) 412-7034 – Fax 6243 Brookside Rd, Brookside Village, TX 77581 buckstevens@gmail.com
City of Manvel, TX	<p>PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX 9/20/2008-11/5/2008</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$365,500	25,170 CY	John Ramsay Buddy Young Clem Harden	<ul style="list-style-type: none"> ▪ Delores M. Martin, Mayor (281) 489-0630 (281) 489-0634 – Fax P.O. Box 187, Manvel, TX 77578 dmartin@cityofmanvel.com ▪ Jay White, Public Works (281) 585-4997 jwhite@cityofmanvel.com
City of Santa Fe, TX	<p>PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX 9/20/2008-10/26/2008</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$996,034	120,731 CY	John Ramsay Buddy Young Jim Cooper	<ul style="list-style-type: none"> ▪ Barry Cook, EMC Chief of Police / Public Safety (409) 925-3092, (409) 316-1941 – Fax P. O. Box 950, Santa Fe, TX 77510-0950 Barry@ci.santa-fe.tx.us ▪ Ralph Stenzel, Mayor (409) 925-6412 mayor@ci.santa-fe.tx.us
City of Kemah, TX	<p>PRIME CONTRACTOR: : Hurricane Ike FEMA-1791-DR-TX 9/20/2008-8/14/2009</p> <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$1,562,035	96,567 CY	John Ramsay Buddy Young John Campbell Daryl Harding Rod Harding	<ul style="list-style-type: none"> ▪ R. W. Kerber, EMC / City Administrator (281) 334-1611, (281) 334-6583 – Fax 140 Hwy 1476, Kemah, TX 77565 rkerber@kemah-tx.com

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of Angleton, TX	PRIME CONTRACTOR: : Hurricane Ike , FEMA-1791-DR-TX 9/19/2008-10/28/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$999,317	79,163 CY	John Ramsay Buddy Young Phil Webb	<ul style="list-style-type: none"> ▪ Mike Jones, Emergency Management Coordinator, Lieutenant (979) 849-2383, (409) 880-3747 – Fax mjones@angletonpd.net
Jefferson County, TX	PRIME CONTRACTOR: : Hurricane Ike , FEMA-1791-DR-TX, <i>Pre-Event RFP # 08-038/DC</i> 9/20/2008-2/9/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Removed, transported & disposed of leaning/hanging trees 	\$1,275,233	78,708 CY	John Ramsay Don Beauchene	<ul style="list-style-type: none"> ▪ Douglas Anderson III, Purchasing Manager (409) 835-8593, (409) 835-8456 – Fax 1149 Pearl St, 1st Floor, Beaumont, TX 77701 ▪ Greg Fountain, EMC (409) 722-4371, (409) 721-6165 – Fax 2748 Viterbo Rd, Rm 6, Beaumont, TX 77705 gfountain@co.jefferson.tx.us
	PRIME CONTRACTOR: Hurricane Rita , FEMA-1606-DR-TX 9/30/2005-10/30/2005 Pre CORPS <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris. 	\$6,308,446	532,372 CY	John Ramsay Don Beauchene	
	SUBCONTRACTOR For D & J During CORPS Contract: Hurricane Rita , FEMA-1606-DR-TX 10/31/2005-2/21/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris. 	\$6,813,752	537,500 CY	John Ramsay Don Beauchene	
City of Clear Lake Shores, TX	PRIME CONTRACTOR: : Hurricane Ike , FEMA-1791-DR-TX 9/19/2008-10/7/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Removed, transported & disposed of leaning/hanging trees & salt water kill trees ▪ Removed, transported & disposed of White Goods 	\$633,545	24,724 CY	John Ramsay John Campbell Rod Harding	<ul style="list-style-type: none"> ▪ Paul Shelley, City Administrator (281) 334-2799, (281) 884-1083 1006 South Shore Dr, Clear Lake Shores, TX 77565 chief@clearlakeshores-tx.gov
City of Beaumont, TX	PRIME CONTRACTOR: : Hurricane Ike , FEMA-1791-DR-TX, <i>Pre-Event Bid No. BF-0706-06</i> 9/19/2008-4/15/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Removed, transported & disposed of leaning/hanging trees ▪ Removed, transported & disposed of White Goods ▪ Provided Generator Services 	\$11,948,522	746,737 CY	John Ramsay Don Beauchene	<ul style="list-style-type: none"> ▪ Kyle Hayes, City Manager (409) 880-3708 (409) 880-3720 P.O. Box 3827, Beaumont, TX 77704 khayes@ci.beaumont.tx.us
City of Webster, TX	PRIME CONTRACTOR: : Hurricane Ike FEMA-1791-DR-TX 9/18/2008-10/1/2008 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$187,227	13,220 CY	John Ramsay John Campbell Rod Harding	<ul style="list-style-type: none"> ▪ Shannon Hicks, Director of Public Works (281) 316-3700, (281) 316-3707 855 Magnolia, Webster, TX 50595 shicks@cityofwebster.com
Brazoria County, TX	PRIME CONTRACTOR: : Hurricane Ike , FEMA-1791-DR-TX 9/18/2008-11/13/2008 <ul style="list-style-type: none"> ▪ Operated & managed Four Bum Sites 	\$254,205	93,474 CY	John Ramsay Ronnie Duhon	<ul style="list-style-type: none"> ▪ Stephanie Bradford, Data Specialist (979) 864-1265 111 E Locust St, Bldg A-29, Ste 100 Angleton, TX 77515 stephanieb@brazoria-county.com
City of Alvin, TX	PRIME CONTRACTOR: : Hurricane Ike , FEMA-1791-DR-TX 9/18/2008-12/18/2008 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$2,485,571	190,545 CY	John Ramsay Buddy Young Jim Cooper	<ul style="list-style-type: none"> ▪ David Kocurek, Public Works Director (281) 388-4315 216 West Sealy, Alvin, TX 77511 dkocurek@psf.cityofalvin.com

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of League City, TX	PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX, Pre-Event RFP #05-0002 9/18/2008-4/22/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Removed, transported & disposed of leaning/hanging trees 	\$4,108,866	261,353 CY	John Ramsay John Campbell Rod Harding	<ul style="list-style-type: none"> ▪ Denny Holt, EMC (281) 554-1300 300 West Walker, Ste 211 League City, TX 77573 denny.holt@leaguecity.com
City of Pearland, TX	PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX 9/18/2008-1/23/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$4,638,531	370,428 CY	John Ramsay Buddy Young Austin Bolton	<ul style="list-style-type: none"> ▪ Bill Eisen, City Manager (281) 652-1662, (281) 652-1708 – Fax 3519 Liberty Dr, Pearland, TX 7758 beisen@ci.pearland.tx.us
Montgomery County, TX	PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX, Pre-Event Project # 2006-0003 9/18/2008-3/9/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$16,323,086	942,957 CY	John Ramsay Eric Hall Charlie Hunter Margaret Wright	<ul style="list-style-type: none"> ▪ Nicky Kelly, Deputy EMC (936) 539-7817, (936) 760-6919 – Fax 301 N Thompson, Ste 210, Conroe, TX 77301 nkelly@co.montgomery.tx.us ▪ Ed Chance, County Commissioner (936) 539-7963
City of Deer Park, TX	PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX 9/17/2008-10/4/2008 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$571,213	55,188 CY	John Ramsay Amber Ramsay	<ul style="list-style-type: none"> ▪ Ron Crabtree, City Manager (281) 478-7246 710 E. San Augustine, Deer Park, TX 77536 rcrabtree@deerparktx.org
City of Friendswood, TX	PRIME CONTRACTOR: : Hurricane Ike, FEMA-1791-DR-TX, Pre-Event Bid No. 12.17.02 9/16/2008-1/13/2009 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$4,054,033	488,181 CY	John Ramsay Buddy Young Jim Rinehart	<ul style="list-style-type: none"> ▪ Mr. Terry Byrd, EMC, Fire Marshall (281) 996-3335, (281) 996-3200 910 S. Friendswood Dr, Friendswood, TX 77546 tbyrd@ci.friendswood.tx.us
City of Westlake, LA	PRIME CONTRACTOR: Hurricane Ike, FEMA-1792-DR-LA 9/29/2008-10/6/2008 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$23,737	2,531 CY	John Ramsay Keith Ortego	<ul style="list-style-type: none"> ▪ Dan W. Cupit, Mayor (337) 433-0691 1001 Mulberry St, West Lake, LA drcupit@prodigy.net
City of Lake Charles, LA	PRIME CONTRACTOR: : Hurricane Ike, FEMA-1792-DR-LA, Pre-Event RFP 06-0002 9/18/2008-10/17/2008 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$150,000	15,666 CY	John Ramsay Keith Ortego	<ul style="list-style-type: none"> ▪ Mister Edwards, Director of Public Works (337) 491-1308, (337) 491-9187 – Fax 326 Pujo St, Lake Charles, LA 70601 medwards@mail.city-lakecharles.org
Calcasieu Parish, LA	PRIME CONTRACTOR: Hurricane Ike, FEMA-1792-DR-LA, Pre-Event RFP # 06-0002 9/30/2008-10/23/2008 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$78,350	7,890 CY	John Ramsay Keith Ortego	<ul style="list-style-type: none"> ▪ Alan Wainwright, PW Operation Manager (337) 721-3700, (337) 437-3514 – Fax 1015 Pitton St, Lake Charles, LA 70602 awainwright@cpnj.net
	SUBCONTRACTOR: United States Corps of Engineers / Ceres Hurricane Rita, FEMA-1606-DR-TX, WP912P8-05D-0024 9/30/2005-8/28/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed 14 disposal sites: burning, chipping ▪ Removed, transported & disposed of white goods & e-goods ▪ Removed, transported & disposed of hanging limbs & leaning trees ▪ Surveyed houses for asbestos demo & properly disposed of asbestos material 	\$78,799,000	4,287,093 CY	John Ramsay Buddy Young Margaret Wright	<ul style="list-style-type: none"> ▪ Bill Smith, USCOE Tulsa, OK ▪ Charlie Crumpler, USCOE Retired (918) 669-7487 (901) 508-9075

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of Owensboro, KY	PRIME CONTRACTOR: January 2009 Severe Winter Ice Storm, Pre-Event FEMA-3302-DR-KY 2/25/2009-3/25/2009 <ul style="list-style-type: none"> Managed, surveyed, collected, reduced & disposed of debris 	\$1,002,056	11,544 CY	John Ramsay Doug Walton	<ul style="list-style-type: none"> Tony Cecil (270) 929-4188, (270) 687-8556 cecilta@owensboro.org Jody Beatty, Purchasing Manager (270) 687-8431, (270) 687-4444 101 East 4th St, Owensboro, KY 42303 bettyis@owensboro.org
	PRIME CONTRACTOR: : Hurricane Ike Related, FEMA-1802-DR-KY, Pre-Event Bid No. 2650 9/20/2008-10/17/2008 <ul style="list-style-type: none"> Managed, surveyed, collected, reduced & disposed of debris 	\$780,192	86,066 CY		
State of Louisiana Dept. of Wildlife & Fisheries, East Baton Rouge Parish	PRIME CONTRACTOR: : Shrimp & Fishing Grounds Debris Removal Contract 7/9/2007-7/9/2010 (extended) <ul style="list-style-type: none"> Provided management, materials, equipment & crews for side scan sonar in statewide coastal waters of Louisiana for the removal & disposal of debris 	\$5,143,200	Lump Sum	John Ramsay Dan Rackard Don Beauchene	<ul style="list-style-type: none"> Martin Bourgeois, Marine Fisheries Biologist (225) 765-2401 2000 Quail Dr., Baton Rouge, LA 70808 mbourgeois@wlf.louisiana.gov
Brevard County, FL	PRIME CONTRACTOR: : Tropical Storm Fay, FEMA-1785-DR-FL, Pre-Event Bid No. P # 3-06-03 9/1/2008-9/16/2008 <ul style="list-style-type: none"> Managed, surveyed, collected, reduced & disposed of debris 	\$282,810	13,797 CY	John Ramsay Charlie Hunter	<ul style="list-style-type: none"> Leslie Rothering, Purchasing Manager (321) 617-7390 leslie.rothering@brevardClient.us "Euri" Euripides Rodriguez Solid Waste Director 2725 Judge Fran Jamieson Way Building A, Suite 118, Viera, Florida 32940 (321) 633-2042,(321) 633-2038 – Fax Euripides.Rodriguez@brevardcounty.us
	PRIME CONTRACTOR: Hurricane Frances, FEMA-1545-DR-FL 9/21/2004-2/16/2005 <ul style="list-style-type: none"> Managed, surveyed, collected, reduced & disposed of debris 	\$11,000,000	493,093 CY		
Pasco County, FL	PRIME CONTRACTOR: : Maintenance Contract, Bid No. 08-046 – Misc. Stormwater Drainage Maintenance 6/6/2008-6/5/2010 <ul style="list-style-type: none"> Provided management, materials, equipment & crews for clearing, maintaining & restoring miscellaneous storm water drainage canals Countywide 	\$2,500,000	Hourly	John Ramsay James Thompson	<ul style="list-style-type: none"> Michelle Baker, Engineering Services (727) 847-8140 ext. 8756 14236 6th St, Ste 201, Dade City, FL 33523 mbaker@pascocountyfl.net
	PRIME CONTRACTOR: : Maintenance Contract, Bid No. 07-076–Misc. Stormwater Drainage Maintenance 6/5/2007-6/8/2008 <ul style="list-style-type: none"> Provided management, materials, equipment & crews for clearing, maintaining & restoring miscellaneous storm water drainage canals Countywide 	\$950,866	Hourly		
City of Sanibel Island, FL	PRIME CONTRACTOR: : Beach Cleanup Red Drift Algae 2/9/2007-2/18/2007 <ul style="list-style-type: none"> Provided management, materials, equipment & crews for hand raking & removal of red drift algae from beach 	\$65,716	Hourly	John Ramsay Ricky Jones	<ul style="list-style-type: none"> Gates Castle, Public Works Director (239) 472-6397, (239) 472-5648 – Fax 800 Dunlop Rd, Sanibel, FL 33957 gates.castle@mysanibel.com
	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL 10/28/2005-12/1/2005 <ul style="list-style-type: none"> Managed, surveyed, collected, reduced & disposed of debris Operated & managed temp disposal sites 	\$546,000	46,937 CY		
	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL 8/21/2004-1/23/2005 <ul style="list-style-type: none"> Managed, surveyed, collected, & disposed of debris 	\$6,103,458	343,509 CY		

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of Biloxi, MS	PRIME CONTRACTOR: : Hurricane Gustav, FEMA-1794-DR-MS 9/5/2008-10/18/2008 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$286,527	24,005 CY	John Ramsay Raymond McConnell	<ul style="list-style-type: none"> ▪ Jonathan Kiser, POC (228) 702-1059 – Cell (228) 374-1211, (228) 374-1216 – Fax Jonathan.kiser@neel-schaffer.com
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1604-DR-MS 5/2/2007-5/23/2007 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews for the demo & disposal of Gulf Beach Hotel 	\$313,188	Hourly	John Ramsay Lyman Ramsay Raymond McConnell	<ul style="list-style-type: none"> ▪ A. J. Holloway, Mayor, mayor@biloxi.ms.us ▪ Jonathan Kiser, PE, Neel Schaffer (228) 702-1059 – Cell (228) 374-1211, (228) 374-1216 – Fax Jonathan.kiser@neel-schaffer.com
	PRIME CONTRACTOR: : Hurricane Katrina FEMA-1604-DR-MS 4/16/2007-4/21/2007 <ul style="list-style-type: none"> ▪ Removed, transported & disposed of Inaccessible Trees 	\$22,527	53 Units		
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1604-DR-MS 10/9/2006-10/23/2006 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews for Boat Salvage 	\$25000	Lump Sum		
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1604-DR-MS 10/9/2006-11/30/2006 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews for Beauvoir Oyster Bayou Debris Removal 	\$35,000	Lump Sum		
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1604-DR-MS 9/1/2005-7/1/2007 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Removal, transportation & disposal of leaning/hanging trees ▪ Removal, transportation & disposal of White Goods ▪ Removal, transportation & disposal of inaccessible trees & standing dead trees ▪ Demo & proper disposal of structures containing asbestos 	\$17,000,000	1,044,164 CY		
Hancock County, MS	PRIME CONTRACTOR: Hancock County Board of Supervisors 5/31/07 – 6/25/07 <ul style="list-style-type: none"> ▪ Removal and disposal of junked / abandon small and large vehicles as well as boats. 	\$360,000	Lump Sum	Jim Cooper	<ul style="list-style-type: none"> ▪ Travis McCoy, Neel-Schaffer travis.mccoy@neel-schaffer (601) 948-3071, (601) 941-1164
Jackson County, MS	PRIME CONTRACTOR: Board of Supervisors 5/26/06 – 8/31/06 <ul style="list-style-type: none"> ▪ Removal of Debris Generated by Hurricane Katrina from Drainage Ways and Waterways. 	\$651,266	Lump Sum	Dan Rackard	<ul style="list-style-type: none"> ▪ Sam Taylor, Neel-Schaffer Engineering ▪ Jonathan Kiser, PE, Neel Schaffer jkiser@neel-schaffer.com (228) 374-1211
City of Gulf Shores, AL	PRIME CONTRACTOR: Hurricane Katrina, FEMA-1605-DR-AL 10/2/2005-2/20/2006 <ul style="list-style-type: none"> ▪ Removed & disposed of debris at West Beach ▪ Provided equipment & personnel for Beach plowing & sand screening ▪ Provided equipment & personnel for 7 miles of berm reconstruction 	\$7,147,306	Hourly	William McGough Dan Rackard	<ul style="list-style-type: none"> ▪ Mark Acreman, PE City Engineer (251) 968-1155, (251) 968-1181 - Fax P.O. Box 299, Gulf Shores, AL 36547 macreman@gulfshoresal.gov

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of Pascagoula, MS	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1604-DR-MS 10/2/2007-10/19/2007 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews for demolition of Residents 	\$28,000	Hourly	John Ramsay Dan Rackard Tim Smith Wes Naile	<ul style="list-style-type: none"> ▪ Kay Kell, City Manager (228) 217-0330, (228) 938-6614 (228) 938-6637 – Fax 603 Watts Ave, Pascagoula, MS 39567 kkell@cityofpascagoula.com ▪ Brian Nelson, Public Works Director (228) 938-6620, (228) 938-6765 – Fax banelson@cityofpascagoula.com ▪ Jaci Turner, P.E., Compton Engineering (228) 769-9079, (228) 623-6950 jturner@comptonengineering.com
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1604-DR-MS, Demo Carver Village 1/9/2007-1/30/2007 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews for demolition of Carver Village 	\$1,645,330	Lump Sum	John Ramsay Dan Rackard Tim Smith Wes Naile	
	PRIME CONTRACTOR: : Hurricane Katrina, Culvert Debris Cleaning North of Ingalls Avenue 6/6/2007-7/31/2010 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews for cleaning & video inspection of various storm sewers throughout the City, primarily consisting of all storm drain piping 	\$336,860	Hourly	John Ramsay Dan Rackard Tim Smith	
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1604-DR-MS, W912P8-05-D-0025 9/1/2005-6/30/2006 Pre CORPS 9.01.05 - 9.04.05 & Post CORPS 7.01.06 – 8.28.07 SUBCONTRACTOR FOR ASHBRIIT During CORPS Contract: – 9.05.05 - 6.30.06 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed 3 temp disposal sites ▪ Removal, transportation & disposal of leaning/hanging trees (ROW & ROE) ▪ Removal, transportation & disposal of White Goods ▪ Demolition of houses & proper disposal of asbestos material. ▪ Supplied ice, meals, generators, temp trailers, fuel, radios, & vehicles 	\$20,525,598	1,204,673 CY	John Ramsay John A. Ramsay Tim Smith	
	PRIME CONTRACTOR: Hurricane Ivan, FEMA-1550-DR-MS 9/23/2004-10/15/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$337,000	41,367 CY	John Ramsay John A. Ramsay	
Lee County, FL	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL <i>Debris Removal Lee County Public Works, Division of Natural Resources</i> 5/2/2006-6/4/2006 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews for removal of debris from waterways 	\$149,000	Lump Sum	John Ramsay Ricky Jones	<ul style="list-style-type: none"> ▪ John Wilson, Emergency Management Director (239) 533-3911, (239) 229-1117-Cell (239) 482-2605 – Fax 14752 Six Mile Cypress Parkway Fort Myers, FL 33912 WILSONJD@leegov.com ▪ John Wilson, Emergency Management Director (239) 533-3911, (239) 229-1117-Cell (239) 482-2605 – Fax 14752 Six Mile Cypress Parkway Fort Myers, FL 33912 WILSONJD@leegov.com ▪ Lindsey Sampson, Solid Waste Director (239) 338-3302 10550 Buckingham Rd, Ft. Myers, FL 33905 sampsolj@leegov.com
	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL 10/28/2005-12/13/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites 	\$8,237,000	447,628 CY	John Ramsay Danny Dunston	
	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL 8/19/2004-12/31/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$14,000,000	902,555 CY		

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
United States Coast Guard	PRIME CONTRACTOR: : Hurricane Katrina , FEMA-1604-DR-MS, HSCG84-07-C-HYV019 3/30/2007-6/30/2007 <ul style="list-style-type: none"> ▪ Teamed with small local marine business to provide material, labor, & equipment to remove & dispose of marine debris from ½ Mile to 4 miles offshore in Jackson, Hancock, & Harrison Counties, Mississippi 	\$4,888,848	Lump Sum	John Ramsay Dan Rackard Don Beauchene Ricky Jones	<ul style="list-style-type: none"> ▪ Commander Carl Edminston (251) 583-8420 carl.i.edminston@uscg.mil ▪ Lt. Patrick Coleman – (251) 234-0501 (251) 404-5051 patrick.f.coleman@uscg.mil
	PRIME CONTRACTOR: : Hurricane Katrina FEMA-1604-DR-MS HSCG84-07-R-HYV020 3.17.07-5.16.07 <ul style="list-style-type: none"> ▪ Provided management, materials, equipment & crews to remove & dispose of wet debris from Jackson County, Mississippi Bayous 	\$1,869,207	Lump Sum	John Ramsay Dan Rackard	
	PRIME CONTRACTOR: : Hurricane Katrina , FEMA-1604-DR-MS, HSCG84-06-Q-AA8175 8/22/2006-10/22/2006 <ul style="list-style-type: none"> ▪ Provided necessary labor, equipment materials, transportation, management and other services necessary to remove & dispose of marine debris in Hancock County, Mississippi 	\$2,539,108	Lump Sum	John Ramsay Jim Cooper	
	PRIME CONTRACTOR: : Hurricane Katrina , FEMA-1604-DR-MS, HSCG84-06-Q-AA8172 8/17/2006-2/2/2007 <ul style="list-style-type: none"> ▪ Dispose of wet debris from coastline to 1/2 mile from shores in Jackson, Harrison & Hancock Counties, Mississippi 	\$6,700,000	Lump Sum	John Ramsay Dan Rackard Don Beauchene	
Collier County, FL	PRIME CONTRACTOR: : Hurricane Wilma , FEMA-1609-DR-FL <i>Disaster Debris Removal & Disposal Stormwater Management Contract #05-3661</i> Phase I > 3/20/2006-7/2/2006, Phase II > 8/13/2006-9/10/2006 <ul style="list-style-type: none"> ▪ Removed, transported & disposed of wet debris from 40+ miles of canals 	\$1,733,500	Lump Sum	John Ramsay Ricky Jones	<ul style="list-style-type: none"> ▪ Ms. Margaret Bishop, PE, Senior Project Manager, (239) 213-5897 3301 East Tamiami Trail, Naples, FL 34112 margaretBishop@colliergov.net ▪ George Yilmaz, Director of Wastewater (239) 594-1731 6027 Shirley St., Naples, FL 34109 GeorgeYilmaz@colliergov.net
	PRIME CONTRACTOR: : Hurricane Wilma , FEMA-1609-DR-FL 10/22/2005-11/22/2005 <ul style="list-style-type: none"> ▪ Provided generators, vac trucks with operators, & fuel services 	\$775,000	Lump Sum	John Ramsay Ashley Ramsay Rod Harding	
City of Gulfport, MS	PRIME CONTRACTOR: : Hurricane Katrina , FEMA-1604-DR-MS 3/16/2006-9/20/2006 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for <u>Demolition</u> of Commercial Property South of CSX Railroad ▪ Removed, transported & disposed of demo debris 	\$483,357	Lump Sum	John Ramsay Doug Walton	<ul style="list-style-type: none"> ▪ John Hoyle, Vice President, R. W. Beck Eng. (321) 303-2543, (407) 422-4911 jhoyle@rwbeck.com ▪ Bill Powell, Director of Engineering (228) 868-5815, (228) 868-5822 – Fax 4050 Hewes Ave, Gulfport, MS 39507 engineering@ci.gulfport.ms.us
	PRIME CONTRACTOR: : Hurricane Katrina , FEMA-1604-DR-MS 12/10/2005-6/29/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$9,799,000	247,775 CY	John Ramsay Lyman Ramsay Doug Walton	

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of Ft. Myers, FL	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL 10/28/2005-12/13/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites 	\$794,838	22,289 CY	John Ramsay Danny Dunston	<ul style="list-style-type: none"> ▪ William Mitchell, City Manager (239) 321-7022, (239) 344-5935 – Fax 2600 Dr. Martin Luther King Jr. Blvd Ft. Myers, FL 33916 CityManager@cityftmyers.com
	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL 8/19/2004-11/5/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$2,559,287	145,807 CY	John Ramsay Howard Turner	
City of North Miami, FL	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL 10/28/2005-2/3/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites 	\$3,700,000	155,487 CY	John Ramsay Eric Hall	<ul style="list-style-type: none"> ▪ Mark E. Collins, Public Works Director (786) 258-3277, (786) 258-3277 – Cell (305) 895-4658 – Fax 776 NE 125th St, 3rd Floor North Miami, FL 33161 mecollins@northmiamifl.gov
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1602-DR-FL 9/9/2005-9/12/20052005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping sites 	\$130,000	11,441 CY		
City of West Palm Beach, FL	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL 10/27/2005-1/11/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites ▪ Removed, transported & disposed of dangerous stumps 	\$3,333,174	359,489 CY	John Ramsay James Cooper	<ul style="list-style-type: none"> ▪ Ken Reardon, Assistant City Administrator (561) 644-7483 kreardon@wpb.org ▪ John Alford, Public Utilities Dept. Director (561) 822-2060, (561) 659-8092 – Fax 1045 Charlotte Ave, West Palm Beach, FL 33401 jalford@wpb.org
City of Wilton Manors, FL	PRIME CONTRACTOR: Hurricane Wilma, FEMA-1609-DR-FL 10/29/2005-12/9/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites 	\$1,706,597	69,865 CY	John Ramsay Jack Boland Perry Laspina	<ul style="list-style-type: none"> ▪ David Archacki, Emergency Management Coordinator (954) 390-2190, (954) 567-4212 – Fax 524 Northeast 21st Court Wilton Manors, FL 33305 darchacki@wiltonmanors.com
	PRIME CONTRACTOR: Hurricane Katrina, FEMA-1602-DR-FL 8/29/2005-9/8/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site 	\$210,000	10,760 CY		
	PRIME CONTRACTOR: Hurricane Frances, FEMA-1545-DR-FL 8/21/2004-10/2/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp chipping site 	\$180,000	4,682 CY	John Ramsay Buddy Young Margaret Wright	

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of Pompano Beach, FL	PRIME CONTRACTOR: Hurricane Wilma, FEMA-1609-DR-FL 10/27/2005-1/20/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites 	\$8,138,864	411,784 CY	John Ramsay Jack Boland Walt Nawarra	<ul style="list-style-type: none"> ▪ Russell Ketchum, Public Works (954) 545-7011 or (954) 786-4030 (954) 786-4028 – Fax 1190 NE 3rd Ave, Bldg B Pompano Beach, FL 33060 Russell.Ketchum@copbfl.com
	PRIME CONTRACTOR: Hurricane Katrina, FEMA-1602-DR-FL 8/31/2005-9/23/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site 	\$140,795	15,611 CY	John Ramsay Jack Boland Walt Nawarra	
	PRIME CONTRACTOR: Hurricane Frances, FEMA-1545-DR-FL 9/22/2004-10/21/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site 	\$400,000	26,767 CY	John Ramsay Jack Boland	
City of Pembroke Pines, FL	PRIME CONTRACTOR : Hurricane Wilma, FEMA-1609-DR-FL 10/27/2005-1/20/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites 	\$11,752,000	703,337 CY	John Ramsay Charlie Hunter	<ul style="list-style-type: none"> ▪ Shawn Denton, Director of Public Services (954) 437-1111 10100 Pines Blvd, 4th Floor Pembroke Pines, FL 33025 sdenton@ppines.com
	PRIME CONTRACTOR : Hurricane Katrina, FEMA-1602-DR-FL 8/29/2005-9/16/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping sites 	\$730,000	55,292 CY	John Ramsay Charlie Hunter	
Walton County, FL	PRIME CONTRACTOR : Hurricane Katrina, FEMA-1602-DR-FL 9/8/2005-9/17/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site 	\$77,190	2,794 CY	John Ramsay Doug Walton	<ul style="list-style-type: none"> ▪ Bill Imfeld, Director of Purchasing (850) 892-8470, (850) 892-8689 – Fax 176 Montgomery Circle Defuniak Springs, FL 32435 imfbill@co.walton.fl.us
	PRIME CONTRACTOR : Hurricane Dennis, FEMA-1595-DR-FL 7/15/2005-9/15/2005 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for Push & various projects ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping sites 	\$1,473,283	53,330 CY		
	PRIME CONTRACTOR: Hurricane Ivan, FEMA-1551-DR-FL 9/29/2004-11/26/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$2,000,000	153,671 CY		

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
City of Ft Lauderdale, FL	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL 10/27/2005-3/8/2006 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for Push & various projects ▪ Managed, surveyed, collected, reduced & disposed of debris from the right of way ▪ Operated & managed temp disposal chipping site ▪ Removed, transported & disposed of leaning/hanging trees, dangerous stumps ▪ Removed, transported & disposed of wet canal debris 	\$28,000,000	627,735 CY	John Ramsay Jack Boland	<ul style="list-style-type: none"> ▪ Greg Slagle, Public Works Department (954) 828-5341 (954) 828-5576 – Fax 100 N. Andrews Ave, Ft. Lauderdale, FL 33301 GSlagle@fortlauderdale.gov
	PRIME CONTRACTOR: Hurricane Rita FEMA- 9/20/2005-10/6/20052005 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for Push & various projects ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal sites 	\$205,010	1,083 CY		
	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1602-DR-FL 8/27/2005-10/21/2005 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for Push & various projects ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site 	5,470,530	80,627 CY		
	PRIME CONTRACTOR: : Hurricane Frances, FEMA-1545-DR-FL 9/8/2004-12/15/2004 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for Push & various projects ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site ▪ Restored sites to original condition upon completion. ▪ Sand reclamation on all City beach areas. ▪ Removed, transported & disposed of: leaning/hanging trees 	\$2,524,320	66,196 CY		
Village of Wellington, FL	PRIME CONTRACTOR: : Hurricane Wilma, FEMA-1609-DR-FL 10/26/2005-1/19/2006 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site 	\$5,818,000	279,310 CY	John Ramsay Jack Boland Roland Mulder Dan Hayes	<ul style="list-style-type: none"> ▪ Tim Hunt (561) 798-6378 (561) 707-8159 tim-hunt@jun.com ▪ Jesse Wright, Solid Waste Services Supervisor (561) 791-4078, (561) 753-2445– Fax 14000 Greenbriar Blvd, Wellington, FL 33414 jwright@wellingtonfl.gov
	PRIME CONTRACTOR: Hurricane Frances, FEMA-1545-DR-FL 9/8/2004-11/29/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$3,744,471	282,269 CY	John Ramsay Roland Mulder	
City of Daphne, AL	PRIME CONTRACTOR: : Hurricane Katrina, FEMA-1605-DR-AL 8/31/2005-10/10/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$642,000	58,763 CY	John Ramsay Lyman Ramsay	<ul style="list-style-type: none"> ▪ Ken Eslava, Former Public Works Director (251) 928-8003, (251) 367-4504 Ken.enslava@cofairhope.com ▪ Melvin McCarley, Public Works Director (251) 621-3182, (251) 621-3189 – Fax P.O. Box 400, Daphne, AL 36526 Melvinpw@bellsouth.net
	PRIME CONTRACTOR: : Hurricane Ivan, FEMA-1549-DR-AL 8/31/2005-10/10/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp disposal chipping site 	\$2,196,324	152,684 CY	John Ramsay Lyman Ramsay	

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PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
Escambia County, FL	PRIME CONTRACTOR: : Hurricane Dennis, FEMA-1595-DR-FL 7/20/2005-11/9/2007 PD 04-05.26 <ul style="list-style-type: none"> ▪ Parks & Recreation Department - Demolition of former Navy housing, 2nd Phase of Lexington Terrace 	\$149,000	Lump Sum	John Ramsay D. R. Lavender	<ul style="list-style-type: none"> ▪ Richard Noyes, Chief of Operations, Parks & Recreation Department (850)475-5220 1651 East Nine Mile Rd, Pensacola, FL 32514
	PRIME CONTRACTOR: : Hurricane Dennis, FEMA-1595-DR-FL 7/14/2005-10/24/2005 <ul style="list-style-type: none"> ▪ Provided management, equipment & crews for Push & various projects ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$6,264,499	423,066 CY	John Ramsay Don Beauchene Leonard Scarborough	<ul style="list-style-type: none"> ▪ Paul R. Nobles, Purchasing Supervisor (850) 595-4918, (850) 595-4805 – Fax 213 Palafox Place, 2nd Floor Pensacola, FL 32502 paul_nobles@co.escambia.fl.us
	PRIME CONTRACTOR: Hurricane Ivan, FEMA-1551-DR-FL 9/23/2004-6/3/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$66,000,000	3,338,353 CY	John Ramsay Don Beauchene	
	PRIME CONTRACTOR: : Neighborhood & Environmental Service Dept Hurricane Ivan, FEMA-1551-DR-FL Hurricane Dennis, FEMA-1595-DR-FL 5/1/2005-10/14/2005 <ul style="list-style-type: none"> ▪ Removed & disposed of wet debris from: Grand Lagoon, Bayou Grande, Jones Creek, Seaglades 	\$433,000	Lump Sum	John Ramsay Ricky Jones	<ul style="list-style-type: none"> ▪ Nathan Counsell, Beck- (407) 619-2781 1000 Legion Place, Ste 1100, Orlando FL 32801 ncounsell@nwbeck.com ▪ Eddie Cooper, Chief, Soil & Water Escambia Co (850) 587-5404 eddie_cooper@co.escambia.fl.us
State of AL Dept of Conservation & Natural Resources	PRIME CONTRACTOR: Hurricane Katrina, FEMA-1605-DR-AL Hurricane Ivan, FEMA-1549-DR-AL 1/27/2005-12/23/2005 <ul style="list-style-type: none"> ▪ Removed & disposed of wet debris of adjacent banks in Alabama State Park, Dauphin Island, Little Lagoon, Magnolia River & Weeks Bay 	\$4,385,100	Lump Sum	John Ramsay Dan Rackard Chuck Pinson	<ul style="list-style-type: none"> ▪ Terry Boyd, Director (334) 868-9851, (334) 850-5060 64 Union St, Ste 468, Montgomery, AL 36130 terry.boyd@dcnr.alabama.gov ▪ Matt Bell, Engineer, Volkert & Associates ▪ Mitch Kidd, Engineer, Volkert & Associates (251) 968-7551, (251) 968-7551 316 S McKenzie St, Foley, AL 36535
City of Edgewater, FL	PRIME CONTRACTOR: Hurricane Jeanne, FEMA-DR-FL 9/27/2004-10/30/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$1,271,178	61,261 CY	John Ramsay Ashley Ramsay Charlie Hunter	<ul style="list-style-type: none"> ▪ Mike Tenney / Brenda Johnson, Deputy Director of Environmental Services (386) 424-2476 104 N Riverside Dr, Edgewater, FL 32132 bjohnson@cityofedgewater.org ▪ Jon C. Williams, Finance Director (386) 424-2400 ext. 1302 jwilliams@CITYOFEDGEWATER.ORG
	PRIME CONTRACTOR: Hurricane Frances, FEMA-1545-DR-FL 9/14/2004-9/23/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$850,635	40,994 CY		
	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL 8/20/2004-10/31/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$1,027,527	151,775 CY		
City of Orlando, FL	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL 8/17/2004-11/16/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris 	\$15,000,000	496,581 CY	John Ramsay Eric Hall	<ul style="list-style-type: none"> ▪ Mike Carroll, Chief of Solid Waste (407) 538-8914, (407) 246 2808 – Fax 1028 S Woods Ave, Orlando, FL 32805 mike.carroll@cityoforlando.net

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RFP Disaster Debris Removal Services
Lauderdale by the Sea, FL

PROJECT OWNER	DESCRIPTION OF WORK	PROJECT VALUE	PROJECT CY Haul-in ONLY	DIRECTOR PROJECT MGR	CONTRACTING POINT OF CONTACT
Hardee County, FL	PRIME CONTRACTOR: Hurricane Charley & Jeanne, FEMA-1539-DR-FL 8/21/2004-1/28/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp debris sites 	\$5,822,356	452,202 CY	John Ramsay Joe Bray James Thompson Buddy Young Margaret Wright	<ul style="list-style-type: none"> ▪ Richard Shepard, EM Director (863) 773-6373 ext 8443, (863) 773-9390 – Fax 404 W Orange St, Wauchula, FL 33873 Rich.shepard@hardeecounty.net
Polk County, FL	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL 8/21/2004-12/4/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp debris sites 	\$23,420,373	1,816,980 CY	John Ramsay Buddy Young Margaret Wright	<ul style="list-style-type: none"> ▪ Lance Davis, Superintendent (863) 534-7631 P.O. Box 9055, Drawer T503, Bartow, FL 33831 lancedavis@polk-county.net
Orange County, FL	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL Hurricane Frances, FEMA-1545-DR-FL 8/16/2004-4/12/2005 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp debris sites 	\$38,458,648	1,476,326 CY	John Ramsay D. J. Ladner Willie Wright	<ul style="list-style-type: none"> ▪ Ralphetta Aker, Fiscal & Admin. Manager (407) 836-8011 Ralphetta.Aker@ocfl.net ▪ Bill Baxter, Public Works Director (407) 836-7972 4200 John Young Pkwy, Orlando, FL 32836 billbaxter@ocfl.net
Volusia County, FL	PRIME CONTRACTOR: Hurricane Charley, FEMA-1539-DR-FL 8/16/2004-12/17/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed two temp burn sites 	\$18,200,000	662,793 CY	John Ramsay Ashley Ramsay Charlie Hunter	<ul style="list-style-type: none"> ▪ George Recktenwald, PW Director (386) 736-5965 x 2207, (386) 740-5184 – Fax 123 W Indiana Ave, Deland, FL 32720 grecktenwald@co.volusia.fl.us
Virginia Peninsulas Public Service Authority (VPPSA) <i>James City County, City of Newport News, City of Poquoson, York County</i>	PRIME CONTRACTOR: Hurricane Isabel, FEMA-1491-DR-VA 9/21/2003-3/10/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp debris sites 	\$23,941,641	1,715,593 CY	John Ramsay Hugh Holton Joe Bray Brian Dekle Willie Wright	<ul style="list-style-type: none"> ▪ Stephen B. Geissler, Executive Director VPPSA (757) 259-9850, (757) 259-9855 – Fax 475 McLaws Circle, Ste 3B, Williamsburg, VA 23185 sbgeissler@vppsa.org
Southeastern Public Service Authority of Virginia (SPSA) <i>City of Virginia Beach, City of Norfolk, City of Suffolk, Isle of Wight County, Southampton County</i>	PRIME CONTRACTOR: Hurricane Isabel, FEMA-1491-DR-VA 9/20/2003-4/3/2004 <ul style="list-style-type: none"> ▪ Managed, surveyed, collected, reduced & disposed of debris ▪ Operated & managed temp debris sites 	\$35,830,552	2,206,113 CY	John Ramsay Bud Rich Kenneth Bradley Dickie Joe Ladner Charlie Hunter	<ul style="list-style-type: none"> ▪ Steve Coomer, Purchasing Administrator (757) 420-4700, (757) 961-4159 – Fax 723 Woodlake Dr, Chesapeake, VA 23320 scoomer@spsa.com

Technical

Overview of Services

CrowderGulf is committed to providing all labor, materials, and equipment to complete and deliver full Emergency Response and Recovery Services. This will include, at a minimum, the following services, as directed by the Client:

1. Annual or biannual pre-disaster debris management planning critiques, planning assistance and training.
2. Emergency clearance of debris from public streets and rights-of-way for access by emergency personnel. Provide separate crews for FHWA-ER roads.
3. Permitting, clearing, and/or removing disaster related debris from the public rights-of-way, streets, roads, canals, lakes, ponds and waterways.
4. Providing at least one, or more if needed, hot spot crew/s to respond to urgent requirements as directed by the Client. The crew/s will be available within 24 hours after NTP and will consist of equipment and crew required by the Client.
5. Debris separation (i.e., vegetative, C&D, recyclable debris, white goods, and hazardous waste) and reduction of eligible organic debris using tub grinding or air curtain incineration in accordance with all applicable laws and regulations.
6. Management and operation of debris reduction sites to accept, process, reduce and/or dispose of eligible disaster-related debris. Contractor shall assist the Client in identifying and selecting appropriate Debris Management Sites (DMS) to be utilized as debris staging and processing locations.
7. If specifically requested and authorized by the Client, implementing and operating of a Right-of-Entry ("ROE") program to affect clearance and removal of eligible applicant/FEMA approved debris from private property. CrowderGulf will manage the ROE program by assisting with the obtaining, categorizing and recording of each ROE application and its successful completion.
8. Conduct eligible demolition, removal, transport and disposal of asbestos and non-asbestos laden structures, as directed by the Client.
9. Tree trimming in accordance with American National Standard ANSI A300, eligible and applicant/FEMA approved of tree topping, tree removal, stump grinding, grubbing, clearing, hauling and disposal.
10. If specifically requested and authorized by the Client, demolition and removal of eligible and FEMA approved condemned structures and buildings that pose a threat to public safety.
11. Providing all permits and services for the containment, clean-up, removal, transportation, storage, testing, treatment and/or disposal of hazardous materials and wastes including industrial materials, white goods, bio-hazards, animal carcasses, abandoned vehicles and abandoned or derelict vessels.
12. Removal of sand, silt, sludge and rock from roads, bridges, streets, rights-of-way, canals, retention ponds, drain wells, pump stations, control structures and associated drainage structures; screening material to segregate material and transporting material to designated disposal sites.
13. Accurate verifiable documentation of each load of debris along with daily reports of all loads and work performed with provisions for inspection by the Client. Additional reports can be customized to the Client's needs.
14. All staging areas, work areas and DMS will be left in a clean and neat condition and/or restored to their original condition as may be required.
15. Cleaning and opening of enclosed drainage systems designated by the Client.
16. Use of side scan sonar to locate and remove sunken marine debris from waterways, as requested by the Client.
17. Providing roll off containers for citizen drop offs, at Client's request.
18. Providing generators to Client, if requested.

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19. Providing a manned 'hot line' for citizens, if requested by the Client.
20. Providing a timely resolution to all citizens' damage claims as a result of CrowderGulf's operations.
21. Providing crushed bagged ice for public distribution, per Client request.
22. Providing drinking water for public distribution, per Client request.
23. Returning all areas damaged due to Contractor's operations back to their original condition. All damages to pavement, sidewalk, curbs or any other infrastructure will be repaired or restored to the satisfaction of the Client.
24. Performing all additional logistics activities as requested by Client.
25. Performing other disaster response and recovery activities, as necessary, and as specifically authorized by the Client.

Debris Removal Program Standards CrowderGulf shall conduct all debris operations outlined in this proposal to meet the program standards provided for in the FEMA 325 Debris Management Guide. In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations.

Debris Management Sites (DMS a.k.a. (TDSRS)) As evident in our managerial capabilities and supported in our past performance, CrowderGulf is very experienced in establishing and operating temporary debris disposal sites (Debris Management Sites (DMS)). The scope of the disaster and resultant damage will determine the number of sites required. All other costs associated with the preparation, operation, and restoration of debris management sites will be included in CrowderGulf pricing structure for the contract. Upon award of a contract, CrowderGulf will meet with the Client's officials to assess and layout site plans for the sites the Client has selected. If sites have not been selected, CrowderGulf will help the Client identify potential DMS.

Working Hours Debris will be collected and loaded during visible daylight hours seven (7) days per week. With the approval of the Client, debris reduction at the DMS will, at our discretion and as required, take place on a twenty-four (24) hours/seven (7) days a week basis.

Specialty Debris CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including hazardous materials and waste, bio-hazardous wastes, dead animals, and hazardous stumps. If removal and disposal is beyond the area of our expertise, we will use Garner Environmental Services, a highly qualified and licensed Hazmat contractor, to remove and dispose of any such materials.

Public Relations If requested, we will provide a Public Relations Manager to assist the Client with the dissemination of information to keep the public informed about ongoing debris recovery efforts and community participation in those efforts. We also have an Audio/Visual Producer on staff to assist with formal presentations.

Debris Load Tickets for each truckload of debris hauled The key features of financial accountability are maintained throughout the contract process using a system of checks and balances that is tied directly to the Truck Capacity Certification form. The data collection and accounting system is fully explained in Plan 8 of our Disaster Debris Management Plan that is found in this section of this proposal.

Disaster Debris Management Plan

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

CrowderGulf's Management Plan uses the concept of a Circle of Plans to describe our debris management components. The Circle of Plans is called ***Disaster Debris Management Plan (DDMP)*** and is made up of eight (8) interrelated plans. Plan 4 (Safety) and Plan 6 (Quality Control) are depicted differently, on the Circle of Plans diagram below to illustrate and emphasize that these two components are present in every aspect of our operation, from beginning to end of the project.



The **DDMP** is used to depict CrowderGulf's approach to disaster incident response when there is minimal time for preparation, as well as on potential threats that afford days of advanced preparation. CrowderGulf's technical approach to debris management is encompassed in these interrelated Plans and will be comprehensively used whenever CrowderGulf is selected to perform contracted debris tasks.

A complete set of plans can be made available upon request.



Experience

[[Complete Project List](#)]

County of San Bernardino, California (Hazardous Tree Removal, 2004)



Project: Southern California Edison Hazardous Tree Removal and Reimbursement Program Purpose: Fire Safety and Fuels Reduction/Hazard Mitigation Project Description: Removal, processing and lawful disposal of approx. 100,000 burned, dead, dying and/or infested trees (Bark Beetle) from over 900 private properties. Work conducted using experienced manpower and heavy equipment and cranes via felling, climbing, chipping and hauling to approved final disposal sites. Contract value: \$4,000,000

USACE Mobile District, Pensacola, Florida (09/2003)

AshBritt was tasked with removal of abandoned property and building maintenance of 365 abandoned residential dwellings. Work consisted of the boarding up of windows and doors, disconnecting electrical and water service, and property maintenance activities. The contract was valued at \$367,548.00.

USACE Mobile District, Ft. Rucker, AL (05/2002)

This contract was a 3 year indefinite quantity demolition contract. Work consisted of the demolition of WWII era wooden, concrete, and steel structures. The scope included lead based pain mitigation, demolition, removal, recycling of materials, disposal, and site restoration. The contract was valued at \$1,698,754.00.

USACE Mobile District, Ft. Rucker, AL (01/1999)

This contract was a 3 year indefinite quantity demolition contract. Work consisted of the demolition of WWII era wooden, concrete, and steel structures. The scope included lead based pain mitigation, demolition, removal, recycling of materials, disposal, and site restoration. The contract was valued at \$2,243,434.00.

NAVFAC Contracts, Cherry Point MCAS, NC UST Removal (11/1998)

AshBritt completed the installation of 22 AST's and the removal of 26 UST's. Work consisted of contaminated soil removal and disposal, contaminated groundwater removal and disposal, placement of concrete pads, and installation of tank monitoring systems. The contract was valued at \$735,896.00.

Directorate of Contracting, Ft. Jackson, SC (10/1998)

AshBritt completed the demolition of wooden WWII era buildings at Ft. Jackson. The work consisted of asbestos abatement, recycling of materials, lead based paint abatement, demolition, removal, disposal, and site restoration. The contract was valued at \$344,070.00.

AOIC Facilities Support, Cherry Point MCAS, NC (09/1998)

AshBritt completed the demolition of 15 buildings and one 1.5 million gallon above ground storage tank (AST). Work consisted of demolition, removal, recycling of materials, hauling, and disposal. The contract was valued at \$315,000.00.

USACE Mobile District, Ft. Rucker, AL (02/1998)

AshBritt was tasked with the removal of one one Underground Storage Tank (UST) and the installation of 3 above ground storage tanks (AST) with piping. Work consisted of contaminated soil removal and disposal, contaminated groundwater removal and disposal, placement of concrete pads, and installation of tank monitoring systems. The contract was valued at \$381,839.00.

Ash

Environmental

Experience

[\[Complete Project List \]](#)

AOIC Facilities Support, Cherry Point MCAS, NC (07/1996)

AshBritt completed the demolition of reinforced concrete dormitory, building 200. Work consisted of asbestos abatement, demolition, recycling of materials, hauling, disposal, and site restoration. The contract was valued at \$195,236.79.

Directorate of Contracting, Ft. Jackson, SC (07/1996)

AshBritt completed the demolition of wooden WWII era buildings at Ft. Jackson. The work consisted of asbestos abatement, recycling of materials, lead based paint abatement, demolition, removal, disposal, and site restoration. The contract was valued at \$208,150.00.

Directorate of Contracting, Ft. Jackson, SC (05/1995)

AshBritt completed the demolition of wooden WWII era buildings at Ft. Jackson. The work consisted of asbestos abatement, recycling of materials, lead based paint abatement, demolition, removal, disposal, and site restoration. The contract was valued at \$170,000.00.

USACE NY District, Ft. Sandy Hook, NJ (02/1995)

AshBritt was tasked with the demolition of numerous concrete WWII era bunkers. The work consisted of demolition, debris removal, recycling of materials, disposal of debris, and site restoration. The contract was valued at \$372,00.00.

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EXHIBIT2

Hurricane Debris Management 2011

Contract Term:

ASHBRITT	DRC	GRUBBS Margate	CROWDER	TOWN'S CURRENT CONTRACT WITH GRUBBS. Price Comparison Grubbs vs. Crowder
	8/30/10-8/24/12	6/20/08-6/20/2013	8/30/10-8/30/13	

Labor Category/Personnel/ Hourly Labor Rate

					Higher	Lower
Operations Manager/ Superintendent with cellphone and pickup	ranking 4	2	2	1		
	\$80	\$65	\$65	\$60	\$65	
Crew foreman/ Supervisor with cellphone and pickup	ranking 3	3	2	1		
	\$65	\$65	\$55	\$48	\$55	
Tree Climber with Chainsaw and gear	ranking 2	4	2	1		
	\$95	\$145	\$95	\$90	\$95	
Laborer and chainsaw	ranking 4	1	3	1		
	N/A	\$32	\$35	\$32		\$31
Laborer with small tools, Traffic Control or Flag person	ranking 2	4	3	1		
	\$30	\$35	\$31	\$28	\$31	
Safety or QC Manager with Pickup Truck	ranking 3	4	2	1		
	\$80	N/A	\$55	\$50		\$40
Clerical	ranking 2	1	4	2		
	\$35	\$34	\$45	\$35		
Administrative Assistant	ranking 1	2	3	4		
	\$45	\$48	\$50	N/A		
HEAVY EQUIPMENT (Operators Included) per hr						
Equipment Transport w/ Tractor	ranking 3	4	1	1		
	\$115	N/A	\$90	\$90		
Haul Vehicles; size or type per hour						
Dump Truck 10 to 15 CY	ranking 2	4	2	1		
	\$50	\$75	\$50	\$45	\$60	
Dump Truck 16 to 20 CY	ranking 2	3	4	1		
	\$70	\$90	\$95	\$63	\$85	
Trailer Dump w/Tractor 30 to 40 CY	ranking 2	4	3	1		
	\$80	\$105	\$100	\$72		
Trailer Dump w/Tractor 41 to 50 CY	ranking 1	4	3	2		
	\$80	\$120	\$105	\$90		
Trailer Dump w/Tractor 51 to 60 CY	ranking 1	4	3	2		
	\$85	\$135	\$110	\$90		
Trailer Dump w/Tractor 61 to 70 CY	ranking 1	4	3	2		
	\$95	\$150	\$115	\$110		
Transportation Vehicles; size or type per day						
Pickup Truck 1 Ton	ranking 4	1	3	2		
	\$175	\$45	\$75	\$60		
Time and Materials-Push Services Only-Heavy Equipment ; size or type per hour (Operators Included)						
Skid Steer Loader- Bobcat	ranking 3	4	1	1		
	\$65	N/A	\$60	\$60		
Dozer - Cat D4	ranking 3	4	2	1		
	\$105	\$130	\$100	\$70	\$100	
Dozer - Cat D6	ranking 3	4	1	2		
	\$140	\$145	\$120	\$125		\$120
Dozer - Cat D8	ranking 1	4	3	2		
	\$165	N/A	\$200	\$170	\$220	
Tractor w/Box Blade 80Hp	ranking 1	3	3	2		
	\$35	\$50	\$50	\$45	\$50	
Motor Grader - Cat 120G	ranking 3	4	2	1		
	\$120	\$169	\$110	\$95	\$110	
Crane - 30 Ton	ranking 2	4	2	1		
	\$170	\$182	\$170	\$150		
Bucket Truck - Up to 50' reach	ranking 1	4	3	2		
	\$130	\$175	\$140	\$135	\$140	
Water Truck - 2000 Gallon	ranking 1	3	4	2		
	\$65	\$90	\$100	\$70	\$100	
Stump Grinder - Vermeer 252	ranking 1	3	2	4		
	\$85	\$130	\$120	N/A		
Total Overall Ranking	56	85	66	42	12 Higher	3 Lower

* Grubbs is the Town's current contractor