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1.0 Letter of Transmittal

Phillips and Jordan, Inc. is aware of the project description and requirements VIRGINIA has set forth in securing the services of an experienced contractor who is capable of efficiently clearing and removing large volumes of disaster generated debris from a large area in a timely and cost effective manner, while lawfully disposing of all debris. It is understood that the contractor must be capable of removing a total of two million cubic yards of debris from any combination of agencies in the VIRGINIA. It is understood by Phillips and Jordan, Inc. that the project must be completed in a maximum of 90 calendar days and that all disposal operations are completed within 180 calendar days. It is also understood that should Phillips and Jordan, Inc. accept task orders involving work beyond the specified two million yard volume specified, that Phillips and Jordan, Inc. will be responsible for providing evidence to the agencies comprising the contract that the assembled workforce can undertake the additional work without compromising the specified timelines of a maximum of 90 calendar days and completion of all disposal operations in 180 calendar days.

Phillips and Jordan, Inc. understands that it may be tasked with assisting member agencies of VIRGINIA with initial clearing of debris from travel lanes to re-establish the movement of traffic. The scope of work and method of payment for these task orders have been reviewed.

Phillips and Jordan, Inc. understands that the work shall consist of clearing and removing disaster generated debris as directed by the agencies of VIRGINIA.

This proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

This proposal will remain valid for a period for at least 120 from date of offer.

Mr. Dudley Orr is authorized to make representation for the Offeror (Phillips and Jordan, Inc.)

Mr. Dudley Orr, Vice President
Phillips and Jordan, Inc.
P.O. Box Drawer 604
191 P and J Road
Robbinsville, North Carolina 28771

Dudley Orr, Vice President

Robert Parolisi

From: Mike Harwood [mharwood@pandj.com]
Sent: Tuesday, July 29, 2008 10:16 AM
To: Robert Parolisi
Subject: RE: RE: DEBRIS REMOVAL SERVICES FOR EMERGENCY SITUATIONS RFP # E194-2084-1 YOUR PRICING STRUCTURE" Ph & J

Mr. Parolisi,
We reviewed the pricing proposal and offer the following changes:

Item	Unit Price	Extension
2.0	$7.50	$3,750.000.00
3.0	$7.50	$3,750,000.00
4.0	$8.75	$6,125,000.00
5.0	$9.75	$2,925,000.00

This represents a $2,575,000.00 reduction to the price proposal.
Thank you for your consideration of Phillips & Jordan, Inc.

Feel free to contact me at any time.

Mike Harwood
Phillips & Jordan, Inc
Disaster Recovery Group
O. 828-479-3371 Toll Free 800-511-6027
C. 828-735-9396 F. 828-479-3010
mharwood@pandj.com

-----Original Message-----
From: Robert Parolisi [mailto:Robert.Parolisi@dgs.virginia.gov]
Sent: Monday, July 28, 2008 3:32 PM
To: Mike Harwood
Subject: FW: RE: DEBRIS REMOVAL SERVICES FOR EMERGENCY SITUATIONS RFP # E194-2084-1 YOUR PRICING STRUCTURE" Ph & J
Importance: High

We are in the process of making our final decisions and in doing so we are looking at the pricing structure you have provided. It appears that your pricing structure is out of line when compared to other responses. We are offering you an opportunity to review and change any part of your pricing structure prior to our final decision. Please respond by close of business on Thursday July 31, 2008 via return e-mail with any revision you wish to make. Thanks for your participation in this process.

Robert A. Parolisi VCO
Statewide Service Contract Officer
Division of Purchases and Supply
Department of General Services
1111 East Broad Street
Richmond, VA. 23219
PH: 804-786-0078
FAX: 804-786-5413
Email: robert.parolisi@dgs.virginia.gov

Proposal for Debris Removal Services for Emergency Situations to the Virginia Department of General Services Division of Purchases and Supply

RFP # E194-1084-1

April 24, 2008

Submitted by:

Phillips and Jordan, Inc,
P.O. Drawer 604, 191 P&J Road
Contact: Mike Harwood
Robbinsville, NC. 28771
Phone 828 479 3371
Fax 828 479 3010

ORIGINAL

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APRIL 14, 2008

QUESTIONS AND ANSWERS RESULTING FROM THE APRIL 7, 2008 PRE-PROPOSAL CONFERENCE CONCERNING SOLICITATION # 93, FOLDER # 22027

r

RE: **Debris Removal Services For Emergency Situations: RFP #E194-1084-1**

The following are questions posed to the Department concerning the referenced RFP.

1. Page 5, Section 1.2 – General Requirements, 1st paragraph: States that the Commonwealth will issue the first task order which authorizes AGENCIES to issue subsequent task orders. When emergency clearance of debris from critical roadways in required, this stipulation will restrict the AGENCIES from issuing a task order for the pre-positioning (in advance of the disaster event) personnel and equipment, **unless the Commonwealth issues the first task order several days prior to onset of the disaster event.** It is anticipated that the Commonwealth would have to issue the first task order approximately 4 (four) days prior to onset of the disaster in order to allow the AGENCIES 1 (one) day to process the initial task order, and issue their own task order for the pre-positioning (at least 2 (two) days advance notice are required for this to be effective). Can/will the Commonwealth be in a position to do this?

   Response: *In a potential disaster situation that has a high probability of occurring, the Commonwealth as well as localities will be declaring a state of emergency to allow resources to be mobilized and pre-staged in a timely manner.*

2. Page 6, Section 1.3 – Type of Contract, 2nd paragraph: Please clarify the total number of days the Contractor is required to participate in certain disaster recovery training and/or exercises. Is it 1 to 2 days each year per AGENCY, or is the required participation restricted to Commonwealth training/exercises?

   Response: *The required participation is restricted to the Commonwealth's training/exercises as well as training/exercises that may be conducted on a regional basis. Each year the Commonwealth conducts a state level exercise and selected contractors may be requested to participate to test plans and procedures in place.* At

times, there are also regional exercises that are developed and conducted to test regional plans, procedures and regional readiness. The contractor will not be expected to participate in exercises developed by each agency.

3. Page 7, Section 1.6 – Contract Activation, 1st paragraph: refer to comment 1 above regarding the early issuance of the initial task order by the Commonwealth.

   Response: *See response to Question 1 above.*

4. Page 8, Section 1.6 – Contract Activation, 5th paragraph: Is/are the times indicated related to the mobilization task order for pre-positioning of personnel and equipment, or the mobilization of personnel and equipment (post-event) for emergency clearance of critical roadways, or the mobilization task order for debris removal, reduction and disposal? Please clarify. Also, the mobilization requirements listed are a performance measure by which the Contractors' response will be gauged. Having experience on both the local government (AGENCY) side and the Contractor side of the contract resulting from this RFP, I offer that at the 36 hour point following any mobilization task order, neither the AGENCY nor the Contractor will know what 100% mobilization will be, and as such will not know what the 25%, 50%, or 75% will be. Perhaps a different manner to present the requirement for rapid mobilization is to state that time is of the essence and the Contractor shall have onsite, at least 25 crews within 3 three days following receipt of the mobilization task order; and at least 50 crews within 5 days, unless otherwise reasonably negotiated and agreed upon by the AGENCY and the Contractor.

   Response: *The times relate to the mobilization of personnel and equipment for emergency clearance of critical road ways. In mobilization task orders relating to pre-positioning of personnel and equipment, the agency and the contractor will determine what level of resources is appropriate to mobilize given the situation at hand. The mobilization task orders related to debris removal, reduction and disposal will be a function of a variety of factors to include the time required to receive the necessary permits, whether TDSRS have been pre-identified and evaluated, time associated with making these sites operational etc.*

5. Page 8, Section 1.8 – Damages to Public or Private Property: the requirement for damages to be repaired immediately is unrealistic and detrimental to the timely removal of debris from the edge of the rights-of-way. Requiring the Contractor to contact the property owner within 48 hours of notification, and correction of damages within 2 weeks is more realistic and does not slow removal operations. In addition, it is advantageous to the AGENCY to require a report from the Contractor regarding damage claims and their status on a weekly basis.

   Response: *The term immediately in this case means as soon as possible given the operational environment and circumstances involved; and relates to all aspects of the*

situation to include notification of the incident to the property owner, acknowledgement of fault and response to correct the situation. The contractor will notify and acknowledge to the property owner that they caused damages to their property, and that they will make the necessary repairs and restore the property to equal or better than its original condition. The repair arrangements and timeframe can be negotiated with the agencies/parties involved.

6. Page 9, Section 2.2 – Urgency: refer to question 1 above regarding issue of the initial task order by the Commonwealth.

   Response: *See response to Question 1 above.*

7. Page 9, Section 2.3 – Clearing Load Tickets: Which party is required to provide the: Time and Material Reports for Emergency Clearance of Debris from Critical Roadways; Load Tickets for Debris Removal from the Public Rights-of-Way; Tickets to Capture FHWA roadway debris clearance; and removal of reduction by-products from the TDSRS when transported to an approved final disposal location?

   Response: *The Agency's loading site monitor.*

8. Page13, Section 3.10 – Debris Load Tickets: this section stipulates that the TDSRS monitor will estimate the quantity in cubic yards of material delivered. The Sample Debris Load Ticket shown in Attachment 7 indicates the monitor estimates the "% FULL%" loading condition of the truck/trailer. Please correct this discrepancy to shown the monitor estimating the "% FULL" loaded condition.

   Response: *The TDSRS monitor will estimate the quantity in cubic yards of material delivered and this is reflected in the sample debris load ticket in Attachment 7.*

9. Page 14, Section 3.15 – Debris Removal from Drainage Systems: be aware that clients I am currently working with are undergoing audit by the Office of the Inspector General and numerous "lump sum estimates" are being questioned as to being competitive in nature, since only a single price is given under an existing contract.

   Response: *FEMA is in the process of developing guidance/training in regard to this issue. We will make this guidance/training available to all potential applicants and contractors as soon as it is received.*

10. Page 15, Section 4.1 – General Requirement for TDSRS: again, see question 1 above regarding the timing of issuance of an initial task order by the Commonwealth and the

DEQ requirements for TDSRS, prior to occupancy and/or use. Keep in mind that the Contractor can't pick up the first load of debris without having an approved site to unload it for reduction processing.

Response: *See responses to Questions 1 and 4. It is acknowledged that if TDSRS sites are not pre-identified, this will compromise the timeliness of standing up operations.*

11. Page 16, Section 4.3 – Site Set-Up, Preparation, Closeout and Restoration: refer to question/comment 9 above regarding "lump sum estimates" being competitive.

    Response: *See response to Question 9*

12. Page 18, Section 4.7 – Recycling Program: Please provide the document name for the regulation referenced in paragraph 3.

    Response: *Virginia Administrative Code, Solid Waste Regulations, Chapter 80*

13. Page 18, Section 4.9 – Disposal Pricing: 3rd sentence: in the event that reduced debris delivered to an authorized landfill **is not paid based up the price per cubic yard for reduced debris**, how will it be paid? Also, is reduced vegetative debris to be disposed of at an authorized landfill, provided by the AGENCY? If not, where?

    Response: *Some agencies may require the contractor to measure quantities in tons rather than cubic yards. Refer to pages 43 and 44 for further guidance.*

14. Page 24, TDSRS Operations, 4th paragraph: The statement "There shall be no significant accumulation of debris at a TDSRS." Is unrealistic. Particularly in the case of reduced vegetative debris, an accumulation is necessary to make the loading and haul off economically feasible for the Contractor. Vegetative debris is normally hauled off in 100 CY walking floor trailers, and as such, an accumulation is necessary to operate fully loaded trailers. Since the Contractor is fully responsible for all operations at the TDSRS, and removal of all materials within 30 days of receipt of the last inbound load of unprocessed debris, this is sufficient. The Contractor can best determine when the accumulation is sufficient for the haul off to begin.

    Response: *In the context in which the statement is made, it is emphasizing the importance of proper handling and management of debris at a TDSRS.*

15. Page 27, Establishing TDSRS for Burning and Grinding Operations, 3rd paragraph: Please indicate the source document of "Rule 4-40."

Response: *Commonwealth of Virginia, State Air Pollution Control Board, Regulations for the Control and Abatement of Air Pollution*

16. Page 38, Attachment 12, Item 6: refer to question/comment 1 above regarding the issuance of an initial task order by the Commonwealth, and subsequent issuance of task orders by an AGENCY, and the time required to train and certify flag persons. A suggestion is to require such certification as soon as practical while not unduly hindering or delaying and emergency roadway clearance or debris removal operations.

    Response: *If a contractor is awarded a debris removal contract in one or more of the seven regions in the Commonwealth, the contractor is responsible in ensuring staff has the necessary training to fulfill the requirements of the contract. Initially, the contractor can also hire flag persons certified according to the Virginia Flagger Certification Program.*

17. Page 40, regarding the estimated quantity, what are you looking for in this box, the total 2 million cubic yards or the yards that the contractor thinks he can handle? Also, on page 40 regarding the unit, what are you looking for in this box and what is the extension box for? Last on page 45, under labor hourly rates you have * in every box where do we put the hourly rates? Or are you just asking for a total hourly rate for equipment and labor together in the total hourly rate?

    Response: *The Price Proposal Form, Attachment 14 on page 40, is incomplete and is being replaced with the attached revised Price Proposal Form. The estimated quantities provided in the boxes in Part A are included for RFP price proposal purposes. The asterisks in Part B under labor hourly or weekly rates have been removed. The extension box is to provide the total cost associated with the item based on the quantity and unit price.*

Attachment 14 (Revised)

PRICE PROPOSAL FORM

HURRICANE & OTHER DISASTERS

DEBRIS REMOVAL, REDUCTION, AND DISPOSAL

PART A – Volume based pricing for 2,000,000 cubic yard debris disaster

Item/Description	Estimated		Unit Price	Extension
	Quantity	Unit		
1.0 Clear travel lanes by pushing debris to shoulder or edge of right-of-way. Haul debris to nearest available open area only when necessary to clear intersections, driveways and other essential facilities. Distance not to exceed one mile.	2,000	Lane Miles	800.00	1,600,000.00
2.0 Pickup debris from Public Property or Right of Way and haul to a designated TDSRS or Disposal Facility 7.5 or less miles away (one-way, straight-line miles). Trips with one-way, straight-line miles in excess of 7.5 miles will be compensated at the rates quoted in Items 3.0, 4.0 or 5.0	500,000	CY	8.75	4,375,000.00
3.0 Pickup debris from Public Property or Right of Way and haul to a designated TDSRS or Disposal Facility 7.5 – 15 miles away (one-way, straight-line miles). Trips with one-way, straight-line miles in excess of 15 miles will be compensated at the rates quoted in Items 4.0 or 5.0.	500,000	CY	8.75	4,375,000.00

4.0 Pickup debris from Public Property or Right of Way and haul to a designated TDSRS or Disposal Facility 15 – 30 miles away (one-way, straight-line miles). Trips with one-way, straight-line miles in excess of 30 miles will be compensated at the rate quoted in Item 5.0.	700,000	CY	10.00	7,000,000.00
5.0 Pickup debris from Public Property or Right of Way and haul to a designated TDSRS or Disposal Facility 30 – 60 miles away (one-way, straight-line miles).	300,000	CY	11.25	3,375,000.00
6.0 Extract, load and haul eligible hazardous stumps that are located on public property or right of way, are 50% or more uprooted, and are 24+" – 36" in diameter measured 24" above the ground. Perform grinding or digging as required, remove stump grinding chips and backfill with compacted topsoil.	2,000	CY	25.00	50,000.00
7.0 Extract, load and haul eligible hazardous stumps that are located on public property or right of way, are 50% or more uprooted, and are 36" – 48" in diameter measured 24" above the ground. Perform grinding or digging as required, remove stump grinding chips and backfill with compacted topsoil.	1000	CY	25.00	25,000.00
8.0 Extract, load and haul eligible hazardous stumps that are located on public property or right of way, are 50% or more uprooted, and are 48"or larger in diameter measured 24" above the ground. Perform grinding or digging as required, remove stump grinding chips and backfill with compacted topsoil.	800	CY	25.00	20,000.00

9.0 Removal of hazardous hanging limbs greater than 2 inches up to 4 inches in diameter.	1,000	Each Tree	80.00	80,000.00
10.0 Removal of hazardous hanging limbs greater than 4 inches up to 6 inches in diameter.	500	Each Tree	100.00	50,000.00
11.0 Removal of hazardous hanging limbs greater than 6 inches up to 8 inches in diameter.	250	Each Tree	130.00	32,500.00
12.0 Removal of hazardous hanging limbs greater than 8 inches in diameter.	100	Each Tree	150.00	15,000.00
13.0 Removal of hazardous standing pine trees 6" – 12" in diameter.	1000	Each	145.00	145,000.00
14.0 Removal of hazardous standing pine trees 13" – 24" in diameter.	500	Each	250.00	125,000.00
15.0 Removal of hazardous standing pine trees 25" – 36" in diameter.	100	Each	400.00	40,000.00
16.0 Removal of hazardous standing pine trees 37" or larger in diameter.	50	Each	600.00	30,000.00
17.0 Removal of hazardous standing hardwood trees 6" – 12" in diameter.	1000	Each	150.00	150,000.00
18.0 Removal of hazardous standing hardwood trees 13" – 24" in diameter.	500	Each	300.00	150,000.00
19.0 Removal of hazardous standing hardwood trees 25" – 36" in diameter.	100	Each	500.00	50,000.00
20.0 Removal of hazardous standing hardwood trees 37" or larger in diameter.	50	Each	700.00	35,000.00
21.0 TDSRS operation, debris acceptance, pile management, and material loading for transport.	2,000,000	CY	1.50	3,000,000.00

22.0 Volume reduction of debris through grinding and/or chipping.	1,500,000	CY	1.75	2,625,000.00
23.0 Volume reduction through air curtain incineration.	500,000	CY	2.00	1,000,000.00
24.0 Dead Animal Carcass hauling to a designated landfill or incinerator site (based on one-way miles) (incinerator operation and disposal compensated under Part B).	20,000	Ton-Miles	3.00	60,000.00
25.0 Hauling reduced, non-recycled, debris from a TDSRS to a Disposal or Recycling Facility less than 15 miles away (one way miles) with quantities verified by site monitor at inspection tower.	400,000	CY	3.75	1,500,000.00
26.0 Hauling reduced, non-recycled, debris from a TDSRS to a Disposal or Recycling Facility 15-30 miles away (one way miles) with quantities verified by site monitor at inspection tower. Distances over 30 miles to be negotiated.	125,000	CY	4.25	531,250.00
27.0 Escalation factor for VDOT Day Traffic Restrictions and Additional Traffic Control required on select Primary and Interstate Roads. This factor applies to above Items 1.0-5.0.		Escalation Factor	1.5	

28.0 Escalation factor for VDOT Night Traffic Restrictions, including Additional Traffic Control and Lighting required on select Primary and Interstate Roads. This factor applies to above Items 1.0-5.0.		Escalation Factor	1.8	

Some AGENCIES may require the CONTRACTOR to measure quantities in tons rather than cubic yards. In any situation where quantities are to be measured by weight, appropriate unit prices must be negotiated and verified by sampling, See Section 3.11, Measurement Methods, for more details. An hourly rate to install and maintain portable truck weighing scales at TDSR Sites has been included under Part B of the Price Proposal Form.

Unit Prices, unless otherwise indicated, shall include all labor (operators, laborers, supervisors), equipment and materials including but not limited to: supplies, equipment maintenance, repairs, repair parts, fuels, lubricants, cellular phones, transportation, traffic control and housing, if required, necessary to accomplish the project.

The quantities are estimated for the purpose of making an award. Locations of sites, debris quantities, destinations, material densities, etc. may differ substantially in an actual disaster.

A Ton-Mile equals the weight of animal carcasses in the trailer times the one-way mileage to the destination. Weight of carcasses will be determined by use of fixed or portable scales at disposal facility or incinerator site. Details of scope of work may require negotiations.

Use item 1.0 only for initial lane clearing operations approved by the AGENCY. See Part 2, Page 9, Debris Clearance from Right of Way and Public Property, for more information.

Items 2.0 through 5.0 refer to one-way hauling distances from public property or right of way to designated TDSRS or Disposal Facilities. These distances shall be determined by straight-line measurement. Maps will be provided by each AGENCY showing the 7.5, 15, 30 and 60-mile radius from each TDSRS and each Disposal Facility. Loading Site Monitors and Disposal Site Monitors will refer to these maps when calculating haul distances to be recorded on Debris Load tickets (Attachment 7). Distances for hauling reduced debris from TDSRS to Disposal Facilities, under Items

25.0 through 26.0, with concurrence of AGENCY, shall be the actual one-way distance traveled. Traveled distances in excess of 30 miles will have unit prices determined by negotiation.

The extraction, loading, hauling and dumping of stumps fall into two separate and distinct categories - stumps that qualify under FEMA eligibility criteria and all others. Stumps located on public property or in the right of way, that are greater than 24" in diameter, measured 24" above the ground, are 50% or more uprooted, and are considered hazardous may meet FEMA eligibility criteria. Such stumps will have all costs for extraction, grinding, digging, backfilling, loading, hauling and dumping paid under Items 6.0 through 8.0. These stumps will be loaded and hauled separately from all non-eligible stumps and will be documented and tracked with similarly eligible stumps on Hazardous Stump Worksheet provided by Attachment 8. The volume of these stumps in cubic yards will be calculated at the TDSRS using the conversion table provided by Attachment 9, and will be applied to the unit prices under Items 6.0 through 8.0 to calculate reimbursement costs. Where stump grinding is performed the depth of grinding will be a minimum of 18 inches.

The removal, loading, hauling and dumping of all other stumps that are not declared to be eligible by regulatory inspectors for processing under items 6.0 through 8.0 will be paid as regular debris under Items 2.0 through 5.0. This includes: (a) all stumps 24" or less in diameter, (b) stumps of any size that are within the right of way or on public property but that are not considered hazardous and do not qualify for FEMA eligibility and (c) stumps of any size that are brought to the right of way by adjacent property owners. Stumps that are within the right of way, or on public property, that are not considered hazardous, or are not more than 50% uprooted, may be cut off at ground level and the above-ground portion disposed of as regular debris.

Stumps and root balls that are larger than 24" in diameter, measured 24" above the ground, but that are not eligible for payment under Items 6.0 through 8.0, may still require specialized equipment for loading and hauling. In this situation these stumps will be loaded separately from the vehicles hauling regular debris and from the vehicles hauling stumps that are eligible under Items 6.0 through 8.0. Separate Hazardous Stump Worksheets (Attachment 8) will be used to track these loads of stumps. At the TDSRS the loading site monitor will perform the same conversion as done for the eligible stumps and will use the conversion table provided by Exhibit 7 to calculate the volume of these stumps. This volume will be recorded on Hazardous Stump Worksheet for later use by the contractor to prepare payment requests under Items 2.0 through 5.0 and Items 21.0 through 23.0. No special allowance or adjustment will be made to the Items 2.0 through 5.0 unit prices for the cost of specialized equipment that may be required to load and haul ineligible oversized stumps and root balls.

Items 9.0 through 20.0 relate only to the removal of hazardous hanging limbs or hazardous standing trees and placement at the edge of the right of way. Payment for loading, hauling and dumping will be provided under Items 2.0 through 5.0. CONTRACTOR is responsible to remove any and all hazardous hanging branches on any tree, with price per tree to be determined by the largest branch removed.

2.3.7 Dale S. Joiner

Targeted Position: CQC Systems Manager

Education:

- USACE Construction Quality Assurance/Quality Control
- Certification – AGC's Supervisory Training Programs, Construction Law, Productivity Improvement, Planning & Scheduling; Digital Terra Model – Agtek (Earthwork Analysis)
- Vocational-Technical Institute – Field surveying & Computations Curriculum
- Polk County Community College – Engineering & Accounting

Training:

- International Society of Arboriculture, since 2004
- Pesticide and Herbicide Licenses in various southeastern states

Years with P&J: 20 years

Years of Disaster Experience: 15 years

Specific Projects:

Year	Project	Contract Amount	Position
1992	Hurricane Andrew	$ 30,000,000	Project Manager
2004	Hurricane Charley (Temp. Housing)	$ 32,000,000	CQCSM
2004	Hurricane Francis	$ 32,000,000	CQCSM
2004	Hurricane Jeanne	$ 32,000,000	CQCSM
2004	Hurricane Ivan	$ 45,000,000	CQCSM
2005	City of Coral Springs	$ 10,200,000	Project Manager
2005	Hurricane Katrina	$723,000,000	Sector Manager
2005	Hurricane Wilma	$ 10,200,000	CQCSM

2.3.8 Mike Teem, Asst. Vice President

Targeted Position: CQC Systems Manager

Years with P&J: 9 years

Training:

- CPR
- Asbestos Awareness
- Survey and Computation
- Respirator Fitness
- Fire Rescue

Years of Disaster Experience: 9 years

Specific Projects:

Year	Project	Contract Amount	Position
1998	Hurricane Bonnie	$4,500,000.00	CQCSM
1999	Hurricane Floyd	$443,835.00	CQCSM
2001	Mid-West Ice Storm	$3,700,000.00	CQCSM
2002	Ice Storm Debris Removal (Missouri, Oklahoma)	$4,300,000.00	CQCSM
2002	Hurricane Lily	$2,300,000.00	CQCSM
2002	Ice Storm Debris Removal (NC)	$587,000.00	CQCSM
2003	Tornado Recovery (Missouri)	$385,000.00	CQCSM
2003-2005	SCE Bark Beetle Removal	$162,000,000	CQCSM
2005	Hurricane Katrina	$723,000,000	CQCSM

2.3.9 Paul Meckes

Targeted Position: Superintendent/Asst. Superintendent

Education:

- Central Piedmont Community College, Civil Engineering Technology classes – 1997-1998.
- Associate of Arts, Anderson College – 1990.

Years with P&J: 4 years

Years of Disaster Experience: 3 years

Specific Projects:

Year	Project	Contract Amount	Position
2004	City of Lantana	$ 185,000	Project Manager
2004	City of Boynton Beach	$ 750,000	Superintendent
2005-2007	Hurricane Katrina	$723,000,000	Project Manager
2005	Hurricane Rita	$ 55,000,000	Project Manager

2.3.10 Edd Satterfield, Asst. Vice President

Targeted Position: Superintendent/Asst. Superintendent

Education:

- Graduate of Robbinsville High School
- Southwestern Community Collage, EMT, EMT- I and EMT-AI.
- Construction Estimating Institute, Earth Work Estimating
- State of North Carolina, Clear Water Contractor Program

Years with P&J: 13 years

Years of Disaster Experience: 3 years

Specific Projects:

Year	Project	Contract Amount	Position
2004	Hurricane Charley:		
	City of Daytona Beach, FL		Project Manager
	City of New Smyrna Beach, FL	$6,000.00	Project Manager
2004	Hurricane Francis	$32,000.00	Project Manager
2004	Hurricane Ivan	$4,000.00	
	Monroe County		Project Manager
2005-2006	Hurricane Katrina	$723,000,000	
	New Orleans		Asst. Superintendent

2.3.11 Ken Graham, Program Manager

Targeted Position: Superintendent/Asst. Superintendent

Training:

- USMC SNCO School 1984
- Armed Forces Instructor Certified
- CA Line Clearance Tree Trimming Safety
- Southern California Edison Electrical Safety Training
- FEMA ICS 200 ICS for Single Resources and Initial Action Incidents
- FEMA ICS 700 National Incident Management System (NIMS), an Introduction
- FEMA ICS 800 National Response Plan (NRP), an Introduction
- FEMA ICS 300 Intermediate (300) Incident Command System Course

Years with P&J: 7 years

Years of Disaster Experience: 5 years

Specific Projects:

Year	Project	Contract Amount	Position
2005	Hurricane Katrina	$723,000,000	
	New Orleans Levee Repairs		Project Manager
	New Orleans Debris Mission		Zone Manager
2004	Hurricane Ivan	$4,000,000.00	Superintendent
2006	Buffalo, NY Snowstorm	$10,200,000	Superintendent
2007	Muskogee, OK Ice Storm	$ 5,300,000	Superintendent

2.3.12 John E. West, Division Manager

Targeted Position: Superintendent/Asst. Superintendent

Education:

- University of Tennessee (Knoxville, Tennessee) 1997

Years with P&J: 11 years

Years of Disaster Experience: 4 years

Specific Projects:

Year	Project	Contract Amount	Position
2003	Hurricane Isabel	$ 16,100,000	Project Manager
2005	Hurricane Rita	$ 55,000,000	Asst. Superintendent

2.3.13 Matthew G. Ouellette

Targeted Position: Superintendent/Asst. Superintendent

Education:

- Winslow High School-Winslow, Maine-1982
- US Navy-CB's Utilities Division-1983-1984

Years with P&J: 22 years

Years of Disaster Experience: 15 years

Specific Projects:

Year	Project	Contract Amount	Position
1992	Hurricane Andrew Recovery Mission	$ 53,000,000	Project Manager
1995	Horseshoe Acres	$ 791,927	Project Manager
1995	Belvedere Road	$ 596,155	Project Manager
1996	Hurricane Fran Recovery Mission	$ 50,000,000	Project Manager
1999	Hurricane Irene	$ 1,000,000	Project Manager
2001	World Trade Center Forensic Recovery	$ 65,000,000	Project Manager

2.3.14 Brian Howle

Targeted Position: Superintendent/Asst. Superintendent

Education:

- General Diploma, Heflin High School , Heflin, Alabama- 1986
- Associates in Business, ICS, Indianapolis, IN - 1995
- CPR, Bloodborn Pathogen, First Aide Certified 2007

Training:

- OSHA Training 2007
- Ethics Training 2007

Years with P&J: 15 years

Years of Disaster Experience: 15 years

Specific Projects:

Year	Project	Contract Amount	Position
1992	Hurricane Andrew	$ 30,000,000	Project Manager
2001	World Trade Canter Forensic Recovery	$ 65,000,000	Project Manager
2004	Hurricane Ivan	$ 45,000,000	Project Manager
2005	Hurricane Katrina (City of Gulfport)	$ 36,000,000	Asst. Superintendent

2.3.15 Kevin Bennett

Targeted Position: Superintendent/Asst. Superintendent

Education:

- AAS Forest Management, Dabney S Lancaster CC, Clifton Forge, VA - 1980

Years with P&J: 3 years

Years of Disaster Experience: 7 years

Specific Projects:

Year	Project	Contract Amount	Position
2002	Ice Storm Recovery (NC)	$ 5,500,000	Superintendent
2003	Hurricane Isabel	$ 16,100,000	Superintendent
2005	Hurricane Katrina	$723,000,000	Quality Assurance

2.3.16 Steve Thompson, Vice President, Safety and Risk Management

Targeted Position: ES&H Manager

Education:

- Bachelor of Arts, University of Tennessee, Knoxville, TN - 1992.

Training:

- 40 HR. HAZWOPER (Hazardous Waste Operations)
- D.O.E. GERT (Core Radiological Training)
- D.O.E. SHARP (Safety Health and Radiological Protection)
- OSHA 10 HR. 1926 (Construction Safety Training)
- Certified Work Zone Traffic Control Supervisor, Excavation Competent Person (Excavation Training)
- Permit Required Confined Space (Instructor Training)
- Fall Protection (Instructor Training)
- HAZCOM (Hazard Communication "Right To Know" Instructor)
- Lockout/Tagout (Instructor Training)
- Standard First Aid/CPR/Bloodborne Pathogens, Site sense Behavioral Safety

Years with P&J: 17 years

Industry Experience: 17 years

Years of Disaster Experience: 13 years

Specific Projects:

Year	Project	Contract Amount	Position
1996	Hurricane Fran	$ 2,100,000	ES&H Manager
1998	Hurricane Bonnie	$ 4,500,000	ES&H Manager
1999	Hurricane Dennis	$ 500,000	ES&H Manager
1999	Hurricane Floyd	$ 6,200,000	ES&H Manager
2001	World Trade Center Forensic Recovery	$ 65,000,000	ES&H Manager
2002	Hurricane Lili	$ 2,300,000	ES&H Manager
2003	Hurricane Isabel	$ 16,100,000	ES&H Manager
2003	SCE Bark Beetle Project	$163,000,000	ES&H Manager
2004	Hurricane Charlie/IvanFrances/Jeanne	$ 97,000,000	ES&H Manager
2005-2007	Hurricane Katrina	$723,000,000	ES&H Manager
2005	Hurricane Wilma	$ 52,000,000	ES&H Manager

2.3.17 Kevin M. Riehn

Targeted Position: ES&H Manager

Education:

- Bachelor of Science in Environmental Health, East Tennessee State University, Johnson City, TN - 1997. Concentration in Industrial Hygiene

Training:

- Excavation Confined Space Competent Person
- ATSSA Certified Worksite Traffic Supervisor
- OSHA 40 Hour Hazardous Waste Operations and Emergency
- Response Training
- OSHA 10 Hour
- First Aid, CPR, and Blood Borne Pathogens
- Federal Railway Association Safety Trainer

Years with P&J: 9 years

Years of Disaster Experience: 9 years

Specific Projects:

Year	Project	Contract Amount	Position
1998	Hurricane Bonnie	$ 4,500,000	ES&H Manager
1999	Hurricane Dennis	$ 500,000	ES&H Manager
1999	Hurricane Floyd	$ 6,200,000	ES&H Manager
2001	World Trade Center Forensic Recovery	$ 65,000,000	ES&H Manager
2002	Hurricane Lili	$ 2,300,000	ES&H Manager
2003	Hurricane Isabel	$ 16,100,000	ES&H Manager
2003	SCE Bark Beetle Project	$163,000,000	ES&H Manager
2004	Hurricane Charlie/Ivan/Frances/Jeanne	$ 97,000,000	ES&H Manager
2005-2007	Hurricane Katrina	$723,000,000	ES&H Manager
2005	Hurricane Wilma	$ 52,000,000	ES&H Manager

2.3.18 Dustin R. Haunhorst

Targeted Position: Field Safety Manager

Education:

- BS, Environmental and Hazardous Materials Management, The University of Findlay, 1998

Training:

- OSHA Supervisor Hazardous Waste/Response Certification
- OSHA 40 Hour Hazardous Waste/Response Certification [29CFR1910.120(e) & (g)]
- 30 Hour OSHA
- 8 – Hour Supervisory Training, OSHA 29 CFR 1910.120(e)(3)
- Permit – Required Confined Space Entry
- 16 Hour MSHA Training
- 8 Hour Annual OSHA Refresher Courses in Hazardous Waste Operations
- General Employee Training for DOE Sites
- Standard First Aid and CPR Training
- Confined Space Monitor/Instrumentation Training
- AHERA Asbestos Supervisor
- UST Decommissioning
- NIOSH 582
- EPA Model Lead Risk Assessor Initial Course
- EPA Model Lead Inspector
- Traffic control supervisor

Years with P&J: 6 years

Industry Experience: 9 years

Years of Disaster Experience: 6 years

Specific Projects:

Year	Project	Contract Amount	Position
2001	World Trade Center Forensic Recovery Project	$ 65,000,000	Safety Manager
2004	Hurricane Ivan	$ 55,000,000	Safety Manager
2005	Hurricane Katrina	$723,000,000	Safety Manager
2005	Hurricane Wilma	$ 52,000,000	Safety Manager
2006	Snow Storm Buffalo, NY	$ 10,200,000	Safety Manager

2.3.19 Greg Vaughn

Targeted Position: Field Safety Manager

Education:

- Murray State University: Bachelor of Science Degree in Occupational Safety and Health (May 1993). With focused course study in construction safety, industrial hygiene and environmental technology.

Training:

- Emergency Medical Training
- First Aid/CPR certified trainer
- Hazardous Material Technician Training
- Scaffold Training Competency
- Emergency Response Training
- Excavation and Trenching Competent Person
- Certified Florida Storm Water Inspector
- Florida Advanced (ATSSA) Traffic Control Training
- Certified to teach OSHA 10 and 30 Hour Course
- Certified Lift Truck Instructor
- Emergency action plans
- Safe work procedure including development of Activity Hazard Analysis
- Safety orientation program development
- Employee incentive program
- Respiratory protection program
- Hot work permit
- Line breaking permit
- Site inspections /audits (focused and comprehensive

Years with P&J: 4 years

Industry Experience: 15 years

Years of Disaster Experience: 4 years

Specific Projects:

Year	Project	Contract Amount	Position
2003	Hurricane Isabel	$ 16,100,000	Safety Manager
2004	Hurricane Charlie	$ 3,500,000	Safety Manager
2004	Hurricane Jeanne	$ 22,000,000	Safety Manager
2004	Hurricane Francis	$ 28,000,000	Safety Manager
2004	Hurricane Ivan	$ 52,000,000	Safety Manager
2005	Hurricane Katrina	$723,000,000	Safety Manager
2005	Hurricane Rita	$ 55,000,000	Safety Manager

2.3.20 J. Mitchell "Mitch" Beasley

Targeted Position: Field Safety Manager

Education:

- Bachelors of Science in Physical Education, Western Carolina University, Cullowhee, North Carolina, 1991.

Training:

- CPR
- Confined Space Entry
- 30 Hour OSHA
- First Aid
- Excavation Competent Person
- Traffic Control
- 40 Hour Hazwoper

Years with P&J: 4 years

Industry Experience: 5 years

Years of Disaster Experience: 4 years

Specific Projects:

Year	Project	Contract Amount	Position
2004	Hurricane Lili	$ 2,300,000	Safety Manager
2004	Hurricane Ivan	$ 52,000,000	Safety Manager
2004	Hurricane Katrina	$723,000,000	Safety Manager
2006	Snow Storm in Buffalo, NY	$ 10,200,000	Safety Manager
2007	Ice Storm in Oklahoma	$ 5,300,000	Safety Manager

2.3.21 Josh Caudill

Targeted Position: Field Safety Manager

Education:

- BS from Middle Tennessee State University

Training:

- CPR/1st Aid EMS Certified
- CPR/1st Aid EMS Certified Instructor
- OSHA 30 Hour Certified
- OSHA 40 Hour Hazwoper Certified
- Certified Traffic Control Supervisor
- IC 100 Certified
- IC 200 Certified
- ICS 700 Certified
- ICS 800 Certified
- Certified SWPP Inspector
- Confined Space Entry
- Competent Excavation Supervisor
- Emergency Response
- Train the Trainer Aerial and Fork Lift Lock-Out and Tag-Out Trained

Years with P&J: 3 years

Industry Experience: 5 years

Years of Disaster Experience: 3 years

Specific Projects:

Year	Project	Contract Amount	Position
2004	Hurricane Ivan	$ 52,000,000	Safety Manager
2005	Hurricane Katrina	$723,000,000	Zone Manager
2005	Hurricane Rita	$ 55,000,000	Zone Manager
2007	California Bark Beetle Tree Removal Project	$162,000,000	Safety Manager

3.0 Operations Plan

P&J staff is on site within 6 hours of receipt of Notice-to-Proceed.

Within six (6) hours following receipt of a Notice to Proceed, P&J will have personnel physically in your jurisdiction to direct initial debris removal operations. Emergency Roadway Clearance (If Tasked With This Item)

Debris deposited on pre-designated routes will be cut and pushed to the edge of the right-of-way to open a minimum of one lane of traffic in each direction, for the passage of emergency response vehicles. No debris will be collected or removed during these initial emergency road-clearing operations. Rather, debris will be moved to the side of the roadway in a manner that will not create conflict with future utility restoration efforts.

Pre-designation of these routes is critical. The first priority of roads to be cleared are those primary streets and highways that provide for post-event evacuation and/or access to hospitals, shelters, police, fire and rescue stations, airports, and other facilities providing vital public service. The second priority of streets and highways to be cleared of debris are those that provide access to components of the public and private utility systems that are vital to the restoration of essential utility services, such as electrical power stations and substations, municipal potable water and sanitary sewer pumping stations, and communication stations and towers. The third priority of roadways to be cleared will be collector streets and other major highways. Next in order of priority are all residential streets and access ways.

Equipment utilized during these Emergency Roadway Clearance operations will be limited to chainsaws with operators and rubber-tired vehicles, including front-end loader/backhoes, bobcat-type loaders, loaders with grapples or rakes, and other similar specialized equipment.

Local crews are pre-assigned to critical routes to ensure rapid response.

The emergency clearance of roadways is best accomplished through close coordination and advance planning utilizing local jurisdiction and local subcontractor resources. By pre-assigning each crew that is available to respond to a particular route, a rapid response can be achieved. This will result in a spider-web effect of open roadways throughout the community. In addition, these crews can make initial damage assessment reports to their respective supervising authority.

This operation is accomplished when time is of the essence, normally during the first seventy (70) (plus or minus) hours after the disaster event. Emergency Roadway Clearance operations are normally conducted on a Time and Materials Contract basis and will require monitoring by others.

Temporary Debris Storage and Reduction Sites will also be made ready for operations during this time, and compensation shall be based on a Time and Materials Contract. Pre-designation of work crew monitoring assignments should be included in the pre-event planning for this phase of operations.

3.1 Debris Removal Overview

P&J will provide all expertise, effort, personnel, materials, facilities, and equipment necessary to conduct the timely removal of all debris generated by disasters. The work will consist of clearing and removing disaster generated debris as directed by the Contracting Authority.

Work will include:

- Clearing debris from public rights-of-way
- Loading the debris
- Hauling the debris to an approved Temporary Debris Storage and Reduction Site (TDSRS) or an authorized landfill
- Dumping the debris at the TDSRS or at an approved landfill

Work may also include:

- Debris removal from private property
- Debris removal form canals, bays, waterways, and other bodies of water
- Mobilization

P&J will aggressively strive to mobilize the equipment, operators and laborers required to begin debris removal operations on the following schedule (based on Hurricane Categories):

	Category 1 & 2	Category 3	Category 4	Category 5
Within 24 hours	40%	25%	20%	15%
Within 48 hours	100%	40%	35%	25%
Within 72 hours		75%	50%	25%
Within 96 hours		100%	70%	60%
Within 1 week			90%	80%
Within 2 weeks			100%	90%
Within 3 weeks				100%

These goals for mobilization are predicated on the pre-event identification of the Temporary Debris Storage and Reduction Sites (TDSRS), and their immediate availability for use following issuance of the Notice-to-Proceed. Debris will be stockpiled at the TDSRS until the sites can be made fully operational.

3.2 Assignment of Work Forces

P&J will assign its work forces such that debris removal will progress in sufficient strength and in a systematic and predictable manner. To the maximum extent possible, work will begin in all sectors simultaneously and progress will be maintained.

Work will be concentrated in those areas assigned so that final approval of that scheduled pass can be easily and readily made by the Contracting Authority.

3.3 Subcontractors

In addition to our own crews, P&J has a vast network of specialized subcontractors who have signed up to assist us on disaster recovery projects. We maintain a database of these subcontractors, the regions in which they are willing to work, and what there areas of expertise are. The subcontractors that we utilize are familiar with our methods and means of operation, and are willing to drop what they are doing and come when we call. The skill level required to work under intense and difficult conditions is not an everyday commodity, but is a hallmark of the specialized subcontractors that assist us on our projects.

Depending on the magnitude and scope of a disaster event, P&J may utilize subcontractors for work including: debris removal, debris transportation, equipment transport, HazMat, environmental, traffic control, electrical, and demolition. The nature of the event will dictate which subcontractors in our network will be utilized, until that time no specific subcontractors will be identified.

3.4 Certification of Load Carrying Capacity and Equipment Check-In

P&J shall submit to the Contracting Authority a statement signed by representatives of P&J, the Subcontractor, and the Contracting Authority staff indicating the type of vehicle, make and model, license plate number, P&J equipment number, and measured maximum volume (in cubic yards) of the load bed of each piece of equipment utilized to haul debris. The measured volume of each piece of equipment utilized to haul debris will be calculated from actual physical measurement performed by P&J and a representative of the Contracting Authority. Emergency Management and FEMA representatives are encouraged to participate in these measurements. A statement certifying actual physical measurement of each piece of equipment shall be in the statement of certification. Maximum volumes will be rounded up to the nearest whole cubic yard. The reported measured maximum volume, in cubic yards, shall be the same as shown on the signs affixed to each piece of equipment. In order to provide an accurate and quality assured process, check- in will average 25-50 units per day.

3.5 Operation of Equipment

P&J will operate all trucks, trailers, and all other equipment in compliance with all applicable Federal, State, and local rules and regulations. All equipment will be in good working condition. All loading equipment will be operated from the road, street, or right-of-way using buckets and/or boom and grapple devise to collect and load debris. No equipment will be operated behind the curb.

All trucks and trailers used to haul debris will be capable of rapidly dumping their load without the assistance of other equipment, and be equipped with a tailgate that will effectively contain the debris during transport and permit the trucks and trailers to be filled to capacity.

Sideboards may be used on trucks and trailers utilized to haul debris. They may not exceed eighteen (18) inches in height and must be of sound, sturdy construction and be maintained in good condition at all times.

3.6 Equipment Signage

Prior to commencing operations or as soon as practical thereafter, P&J will affix signs to each piece of equipment indicating our corporate name and a unique equipment identification number. One sign will be placed on each side of the equipment. For those trucks, trailers, and other pieces of equipment intended to haul debris, the maximum volume (in cubic yards) of the load bed will be shown. Signs will be maintained in an easily readable fashion for the duration of the work. Minimum letter size will be three (3) inches in height.

3.7 Work Hours

P&J will conduct those debris removal operations that generate noise levels above that associated with routine traffic flow, during daylight hours only. Work will be performed seven (7) days per week. Adjustments to work hours, as local conditions and work requirements may dictate, shall be coordinated between P&J and the Contracting Authority.

3.8 Multiple Scheduled Passes

P&J will make multiple, scheduled passes of each site, location, or area assigned by the Contracting Authority to collect and remove debris brought to the edge of the right-of-way. This manner of debris removal is required to allow citizens and local government agencies to return to their properties and bring all debris to the edge of the right-of-way adjacent to the property, as their recovery progresses. The maximum number of passes shall be no more than Four (4). The maximum schedule of debris removal operations shall not exceed ninety (90) days. Sufficient time shall be scheduled between subsequent passes to

accommodate reasonable recovery by citizens, local government agencies, and public schools.

3.9 Traffic Control

P&J will mitigate the impact of debris removal operations on local traffic to the maximum extent practicable. P&J is responsible for establishing and maintaining appropriate traffic control in and around all work areas. P&J shall provide sufficient signs, flag-persons, and barricades to ensure the safety of vehicular and pedestrian traffic in all work areas. All work shall be conducted in accordance with all applicable Federal, State, and local laws, regulations, and ordinances governing personnel, equipment and work place safety.

As a minimum, one flag person will be posted at each approach to debris loading areas. Traffic Control Plans will be developed on a site-specific basis.

3.10 Debris Segregation

Debris will be scattered throughout the area in the form of fallen and uprooted trees, fallen branches, and other small and large vegetative debris. Additionally, mixed debris consisting of C&D-type material is to be expected. Vegetative debris will be segregated from other categories of debris at the loading location; other non-hazardous debris will be separated at the disposal site.

3.11 Household/Hazardous Waste, Biohazardous Waste, and White Goods Disposal

Household hazardous waste, hazardous materials, Biohazardous waste, and white goods will be segregated at the loading location. These materials will be disposed of in accordance with local, State, and Federal laws, standards, and regulations.

3.12 Animal Carcass Collection, Transportation, and Disposal

Animal carcasses will be treated as a separate debris stream. Depending on the magnitude, HazMat teams may be used to collect the carcasses. Collection, transportation, and disposal will be accomplished in accordance with local, State, and Federal laws, standards, and regulations. P&J utilizes air curtain refractory incinerators ("burn boxes") for animal carcass reduction. Disposal will be at an approved landfill.

3.13 Stumps

Tree stumps exceeding 24 inches in diameter, but no taller than 18 inches above grade (including the root ball) will not be removed unless they are at least 2/3 uprooted, present a hazard to traffic or to public safety, or the

Contractor is directed by the Contracting Authority to remove the stump. Contracting Authority or its contracted Debris Operations Monitoring Firm will document the appropriate category of size for invoicing.

During the second and third passes, a stump and stool removal crew will be formed to extract, remove, and backfill the larger stumps. This crew will consist of a large loading unit (grapple backhoe or loader) and a lowboy trailer. Often times, these loads require special police escorts to get to the disposal areas. Backfill is locally purchased soil.

3.14 Demolition of Structures

P&J will perform the demolition of structures as directed by the Contracting Authority.

3.15 Debris Transportation and Security of Debris during Hauling

Debris will be transported from the streets, where it will be collected, to the TDSRS in dump trucks and trailers. The types of trucks that will be used during the project will be 16-50 cubic yard dump trucks and 30-65 cubic yard dump trucks. All trucks are required to have a means of preventing debris from falling from the trucks during transportation.

P&J will be responsible for the security of debris on/in each piece of equipment utilized to haul debris. Prior to leaving the loading site, P&J will ensure that each load is secured and trimmed so that no debris extends horizontally beyond the bed of the equipment in any direction. All loose debris shall be reasonably compacted and secured during transport. No tarping over the loads is provided for.

3.16 Debris Operations Manager

P&J will assign and provide to the Contracting Authority a Debris Operations Manager to serve as the principal liaison between the Contracting Authority and P&J forces. The Debris Operations Manager will be knowledgeable in all facets of P&J operations and will have the authority to bind P&J. The Debris Operations Manager will be on call twenty-four (24) hours per day, seven (7) days per week and will be capable of transmitting and receiving, via electronic linkage, relevant contractual information and arrangements for on site accommodations. The electronic linkage will provide immediate contact via cellular telephone, facsimile transmission, and the Internet. The Debris Operations Manager will participate in daily progress meetings and any disaster exercises the Contracting Authority may conduct. The Debris Operations Manager will be physically capable of responding to the Contracting Authority within thirty minutes of notification.

3.17 Debris Removal from Public Rights-of-Way, Easements, and Property

This operation will follow the outline in Debris Removal Overview previously presented in this section. As directed by the Contracting Authority, P&J will perform the pick-up and hauling of all eligible debris from the public rights-of-way to the designated TDSRS.

3.18 Trees on Private Property, Near Public Property

Trees on private property leaning into public property will be cut at the property line. Danger trees (those trees that could endanger the public, but that are on private property) will be dealt with on a case-by-case basis as directed by the Contracting Authority.

3.19 Debris Removal from Private Property

As directed by the Contracting Authority, P&J will remove debris from private property.

3.20 Right-of-Entry

Before performing work on private property a Right-of-Entry form must be signed by the property owner agreeing to allow Contractor personnel onto the property to conduct debris removal operations. All agreements and forms as required by the Contracting Authority will be collected before commencing operations on private property. All procedures required by the Contracting Authority will be followed.

P&J has the capability to collect and database GPS coordinates of each property that has signed a Right-of-Entry form. This data can overlay existing GIS data to provide a map of properties that are cleared for work to begin. In addition, digital images and notes can also be linked to the GPS coordinates of the property. This functionality can be used to document damage and to make note of the location of waterlines, septic tanks, etc. on the property in order to prevent contractor damage. After a property has been cleaned-up, the map can reflect this in order to track work progress. This is very helpful in case where large numbers of private properties must be cleaned-up. .

With the exception of the above process, this operation will follow the outline included in the Debris Removal Overview previously presented in this section.

3.21 Temporary Debris Storage and Reduction Site Operations

When awarded this contract, we will, within 90 days of contract execution, continue to pursue, review, and build relationships with

private property owners in VIRGINIA that have suitable land available for TDSR Sites.

3.21.1 General

P&J will provide all management, equipment, operators, and laborers required for the establishment, operation, and maintenance necessary to accept, process, reduce, incinerate and dispose of disaster related debris. These Temporary Debris Storage and Reduction Sites (TDSRS) may utilize either air curtain incineration, mechanical chipping/grinding, or both methods to reduce vegetative and clean woody debris. The TDSR Sites may also be used as transfer points for the deposit of mixed Construction and Demolition (C&D) debris prior to reloading for final transport to an authorized landfill. P&J will manage the TDSRS to accept debris collected under other contracts.

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

3.21.2 Site Operations Plan

Following identification by the Contracting Authority of those sites to be utilized for the temporary storage and reduction of debris, P&J will develop a Site Operations Plan for each site.

The plan will address the following functions:

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

3.21.3 TDSRS Foreman – Day/Night Operations

P&J will provide a site foreman for both daytime and nighttime operations. The site foreman will be responsible for all site operations, including traffic control, dumping operations, segregation of debris, incineration and mechanical grinding operations, and site safety.

Both the day and night foreman will be responsible for monitoring and documenting all equipment and labor utilized on the site. This information will be compiled with other daily reporting information and will be provided to the Contracting Authority by the Debris Operations Manager.

If multiple TDSRS are in operation, a Site Manager will be assigned by P&J to oversee all TDSRS operations.

3.21.4 Site Assessment

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

Spot soil samples will be taken at the areas established for the temporary storage of household hazardous waste, ash, and fuel storage areas. Photographs and/or GPS based maps and 3D laser scanning of the site will be updated as the use and configuration of the site changes.

3.21.5 Site Design

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

The vegetative debris will be stored in the central part of the site near the air curtain incinerators but a minimum of 100 feet away from the air curtain incinerators to reduce potential fire hazard. Roads should be designed with separate incoming and outgoing areas, where possible, to expedite truck flow in and out of the site. Large turnaround areas will be constructed, where possible, to enable multiple trucks to turn around and back up to the debris pile to dump their loads simultaneously.

Wood chipping operations will be located a minimum of 250 feet from all areas where personnel are actively working because of the hazard of flying debris.

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

3.21.6 Site Preparation

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

3.21.7 Site Security

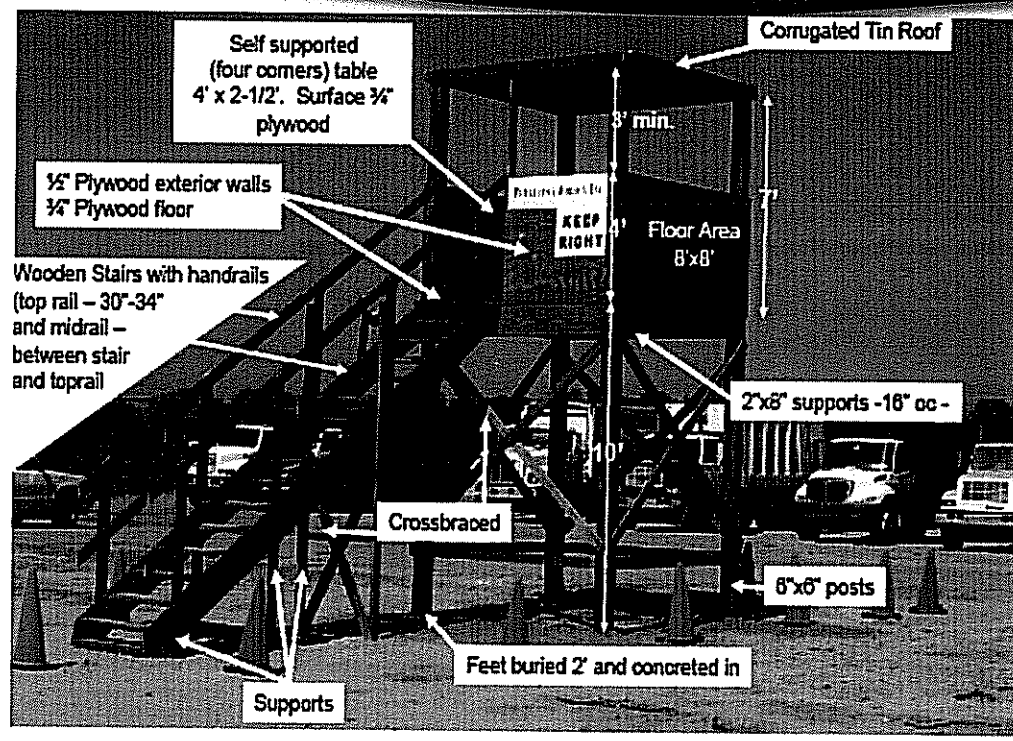
P&J will install and maintain site security measures and provide for security for all operations conducted at the site(s).

3.21.8 Inspection Towers

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

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

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



DEBRIS OBSERVATION TOWER CONSTRUCTION CRITERIA

3.21.9 Debris Unloading and Segregation

Trucks containing any waste other than vegetative debris will be directed through the disposal site to the C&D-type section of the disposal site. Trucks insufficiently loaded will be noted and reported. Photos and live video are options that can be considered.

Trucks containing vegetative debris will be directed to the debris depository areas of the sites in an orderly manner down the one-way entrance road. Upon obtaining clearance from the designated flag person at the depository area, the trucks will back up, dump their load, and exit the site on the one-way exit road.

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

Maximum effort will be made to salvage and/or recycle to the extent feasible.

Only vegetative debris will be brought to the air curtain incinerator section of the disposal site. All non-vegetative debris will be segregated according to its nature. The sorting of the debris will be performed when it is picked up for transport to the burning pits. The vegetative waste at

each site will be segregated into three basic categories: stumps, logs, and brush.

3.21.10 Debris Incineration

Debris eligible to be incinerated shall be moved to the air curtain incinerator by a front-end loader. The air curtain incinerator will be loaded using a trackhoe. Burning will continue until the box/pit is approximately 1/3 full of ash. At that point, the large logs, which have not completely burned, will be removed and placed on an earthen area near the box/pit. After the ash has cooled, it will be removed from and placed in an adjacent storage area. The storage area will be bermed or diked to prevent the ash from being transported from the pit by storm water runoff during a rainfall event.

3.21.11 Debris Chipping

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

A dozer should be used to stockpile mulch as it is processed by the tubgrinders. Depending upon the amount of material processed these piles can become quite large. Consideration should be given to the amount of material that will be chipped. Adequate space should be allotted for stockpiled mulch. These piles should be at least 50 feet away from the tubgrinder.

The temperature of the stockpiled mulch should be monitored to prevent the pile from spontaneously igniting. If the temperature approaches or exceeds 150 degrees Fahrenheit, the stockpile should be rolled to release the heat build up. The environmental monitors will daily record the temperatures of all debris piles.

3.21.12 Fire Protection

P&J will manage all site operations to minimize the risk of uncontrolled/uncontained fire. 20 pound, all-purpose fire extinguishers should be strategically stationed around the incinerators/burn pits and debris piles with the heaviest concentration located in the vicinity of the incinerators/burn pits. The number of fire extinguishers will vary depending on the size of the TDSRS. At no time should a fire extinguisher be located further than a 1-minute round-trip walking distance from any point on the site. Site conditions may necessitate having additional water filled extinguishers and readily available hand tools, such as fire rakes.

3.21.13 Ash Containment Area

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

3.21.14 Household Hazardous Waste Containment

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

3.21.15 Site Closure

P&J will close each TDSRS within 30 calendar days of completing the reduction or transfer to an authorized landfill of all debris delivered to the site. Site closure will include the removal of site equipment, debris, and all remnants from the processing operation; grading the site; and restoring the site to pre-occupancy conditions. The site(s) will be restored in accordance with all State, tribal, and local requirements. P&J will be responsible for the proper disposal of non-burnable debris, ash, wood chips, and hazardous and toxic wastes. P&J will conduct a final inspection of the site along with a Contracting Authority representative to receive final approval of the site closure.

3.22 Documentation and Forms

Correct project management and administrative processes generate maximum reimbursement.

P&J has staff members who, along with our CFO, focus on project documentation and the reporting and reimbursement process. All have backgrounds that bring to the table the experience and knowledge to assist the Contracting Authority both before and after a disaster event.

If awarded this contract, P&J would assign Wayne Floyd, who will also serve as the Point of Contact to the Contracting Authority. Wayne is available to conduct training for all participating jurisdictions in the Federal and State Public Assistance Programs.

Wayne has comprehensive knowledge of local, state and federal government disaster mitigation, preparedness, response and recovery programs, and local government disaster operations issues.

P&J has a record of 100% success in getting our disaster recovery clients every dollar of reimbursement that is available to them. There is no great secret to receiving maximum reimbursement; it is a simple matter of having the correct project management and administration process in place beforehand. P&J brings to you a team of individuals who have an

in-depth knowledge of the Public Assistance Program, its policies, procedures, rules, and regulations.

All of our work documentation and invoices meet current FEMA Public Assistance guidelines. This documentation includes the following:

- Certificate of Load Carrying Capacity
- Load Tickets
- Daily Report
- Employee Check-in Form
- Equipment Check-in Form
- Employee Time Sheets

Source documents are electronically scanned and linked to individual transactions.

P&J's invoicing procedures are designed to incorporate the above referenced documentation as applicable to the selected contract structure (i.e. hourly, cubic yards, or tons). We have developed a proprietary database that allows us to efficiently generate accurate billings to our customers. Invoices are provided in summary and detailed transaction formats. All source documents are electronically scanned and linked to individual transactions. Accordingly, invoices can be delivered in electronic format via CD-ROM, E-mail, or secure websites.

We have developed detailed internal control procedures based upon our previous contracts. All subcontracts afford us audit rights for a period of three years after contract completion. If required, all employees can be badged with photo identification. Equipment is uniquely numbered and digitally photographed.

P&J can assist your staff with reimbursement of eligible damage costs by:

- Providing pre-event training in the reimbursement process to the Contracting Authority
- Providing debris volume estimates for the various categories of hurricane utilizing the US Army Corps of Engineers Storm Generated Debris Calculation Model
- Providing guidance in the development of debris management costs
- Initial Damage Assessment report (to be forwarded to the State Emergency Operations Center),
- Preliminary Damage Assessment (confirmation of damages conducted by FEMA and the State)
- Providing guidance on formulating effective representation teams for reimbursement negotiations from each Department and Division within the Contracting Authority and other agencies
- Providing comprehensive training on the regulations, policies and procedures of the FEMA New Public Assistance Process
- Consulting with each Department and Division's financial accounting staff to recommend methods for capturing and retrieving eligible disaster damage cost data utilizing existing systems
- Providing guidance in completing the FEMA Request for Public Assistance

- Attending the Kickoff Meeting with the FEMA Public Assistance Coordinator assigned to your jurisdiction
- Attending all subsequent meetings between local government representatives and the FEMA and State Public Assistance officials
- Providing guidance in formulating damage costs into Large and Small Projects, and those with Special Considerations
- Providing copies of contracts, load tickets, time sheets, field inspection reports, daily operational summary reports, and copies of all photographic documentation of work activities
- Providing written and oral status reports, as requested by the Contracting Authority
- Providing a draft of the FEMA Project Worksheet for debris management activities
- Assisting Contracting Authority staff with the development of all other Project Worksheets
- Providing guidance in the assembly and retainage of all Project Worksheets and supporting data in preparation for future FEMA audit
- Assisting in the preparation of claim documentation
- Working closely with the State Division of Emergency Management, the Federal Emergency Management Agency, the Department of Transportation, the Contracting Authority and other agencies to ensure that debris collection and supporting data meet each agency's requirements for reimbursement eligibility.

3.23 Permits and Licenses

P&J will secure all permits and licenses necessary for the provision of services under a contract resulting from this proposal in response to this request, including any required environmental, land disturbance, or other required permit.

We further understand that P&J will not be responsible for securing permits and/or licenses that the jurisdiction is responsible for securing of for which the requirements for same have been waived by competent authority due to a declaration of an emergency or a disaster.

3.24 Compliance with Laws and Regulations

As a leading provider of Disaster Recovery services P&J is knowledgeable of federal, state, and local laws and regulations within the localities and states in which we operate and have operated. Studying and understanding laws and regulations regarding our operations and the services we provide is an important component of our Disaster Recovery management methodology.

P&J obtains all required permits and licenses and takes all precautions to ensure no laws are violated in the delivery of services to our clients and their member jurisdictions.

3.25 Services and Facilities

P&J understands and agrees to the RFP and contract requirement to provide and pay for all resources and facilities necessary to execute and deliver services within the time frame specified in the Notice-to-Proceed. As one of the nation's largest and most successful providers of Disaster Recovery services, P&J has the financial strength to shoulder all expenses in implementing and operating a Disaster recovery effort.

VIRGINIA can be confident that by selecting P&J they will be free of any risk of slow response and or inability to sustain operations that other less financially able contractors may experience. P&J has an industry-wide reputation for paying our subcontractors on time and accurately, regardless of our receipt of payment from our contracting authority. Our ability to cover these costs ensures that our subcontractors stay on site and on task, allowing for the most efficient and timely completion of the Disaster recovery process.

3.26 Response Time

P&J eliminates the risk of slow response.

P&J is fully capable and committed to meeting the response times required by VIRGINIA. Three major factors that P&J brings to this opportunity support our ability to meet the required time frames are:

- Pre-disaster planning
- Extensive network of sub-contractors who are local to the areas needing response
- Predetermined assignments of areas, routes and activities.

These factors, combined with or company tools and resources allow us to guarantee VIRGINIA that we will respond in compliance within the required time frames as specified below.

- fully operational for clearing debris to open designated emergency routes within 24 hours
- fully operational for hauling, sorting, and temp storage of debris within 48 hours
- fully operational for reduction and disposal of debris within 72 hours
- maintain full operational capability , up to 24/7, for the period of the declared emergency
- quickly adjust the level and location of resources dependent on the extent and location of damage/debris

3.27 Timely and Accurate Billing

P&J project controls are designed to support accurate billing.

P&J. has developed a system of project controls specific to disaster recovery projects. The purpose of these controls is to accumulate the documentation necessary to substantiate the location, type, and quantity of services provided. The documentation is designed to be multi-purpose and is applicable to both T&M and cubic yardage type contracts. The documentation forms the foundation for invoicing to our customer, payment to our suppliers and subcontractors, and, if applicable, assisting

our customer in recovery of reimbursable costs from the appropriate federal agencies.

3.27.1 Resource Controls

All resources, personnel, and equipment, assigned to a project are run through a rigid check-in process. An employee orientation is conducted for all personnel, including subcontractors assigned to the project. All personnel are issued a unique number and, on projects where a higher level of security is needed, issued a photo identification card. A valid social security number is required of all personnel.

All equipment assigned to a project is inspected for safety purposes and photographed. Trucks used for hauling debris are measured and assigned a cubic yard capacity. A unique number is assigned and affixed to each unit. Ownership is identified and documented.

Resources no longer needed are inactivated. Employee badges are collected.

3.27.2 Material Tracking and Quantification

A six-part pre-numbered ticket is generated at the load origination in the field. The ticket captures the following information:

- Date and time
- Location
- Truck number
- Type of material

The load ticket is presented at the entrance to the disposal facility. The load capacity and contents are verified. A digital image of the truck contents may be taken (cross referenced to the load ticket) if required by VIRGINIA or participating jurisdiction. Our custom designed software application can readily link the images to the load tickets. Using digital still images is more cost effective than a video record of each load, plus the digital still images are easier to track, archive, and retrieve. We have a custom designed software application that links the digital still images to a copy of the load ticket.

The ticket data is consolidated at the end of each day. The following reports can be generated:

1. Total cubic yards by disposal site and debris type
2. Truck cycle report
3. Load report by crew
4. Load report by location
5. Active trucks and crew assignment

Each of the above reports, including load images, can be distributed electronically to the customer. All source documents and custom reports and queries can be generated as needed.

3.27.3 Inspection and Approval

All personnel complete a three-part daily time card. The time card captures the following information:

6. Employee name, identification number, and classification
7. Equipment identification number if applicable
8. Date and hours worked (shift start and stop)
9. Down time
10. Work location
11. Employee signature and injury waiver
12. Supervisor signature and identification number
13. Inspector signature and identification number

All tickets are captured at the end of shift. Each employee is required to present a valid identification badge with the daily ticket. The supervisor and inspector (T&M contracts) verify that the time card information and employee badge agree.

3.27.4 Data Processing and Invoicing

All time cards are routed to a central data processing point. Each time card is keyed and scanned. Only valid active employee, equipment, supervisor, and inspector identification numbers are accepted. All rejected time cards are set aside and researched the following day.

Invoices are prepared daily and can be generated electronically. If operating under a cubic yard type contract, the source documentation for the invoice is the load tickets. The daily time cards are used to generate T&M invoices.

3.28 Management Structure

Phillips & Jordan, Inc.'s (P&J) extensive resume of work completed, similar to that targeted by this solicitation, has resulted in the development and evolution of a world class project management team.

The senior managers on our project team will report directly to the Project Executive (President or Senior Vice President). The Operations Manager, Quality Control Systems Manager, and Environmental, Safety, and Health Manager will function as a coordinated team on the project. Each manager will have discrete authority over their specific functions and will be on the project at all times. The Project Executive may or may not physically be on the project depending on the specific circumstances.

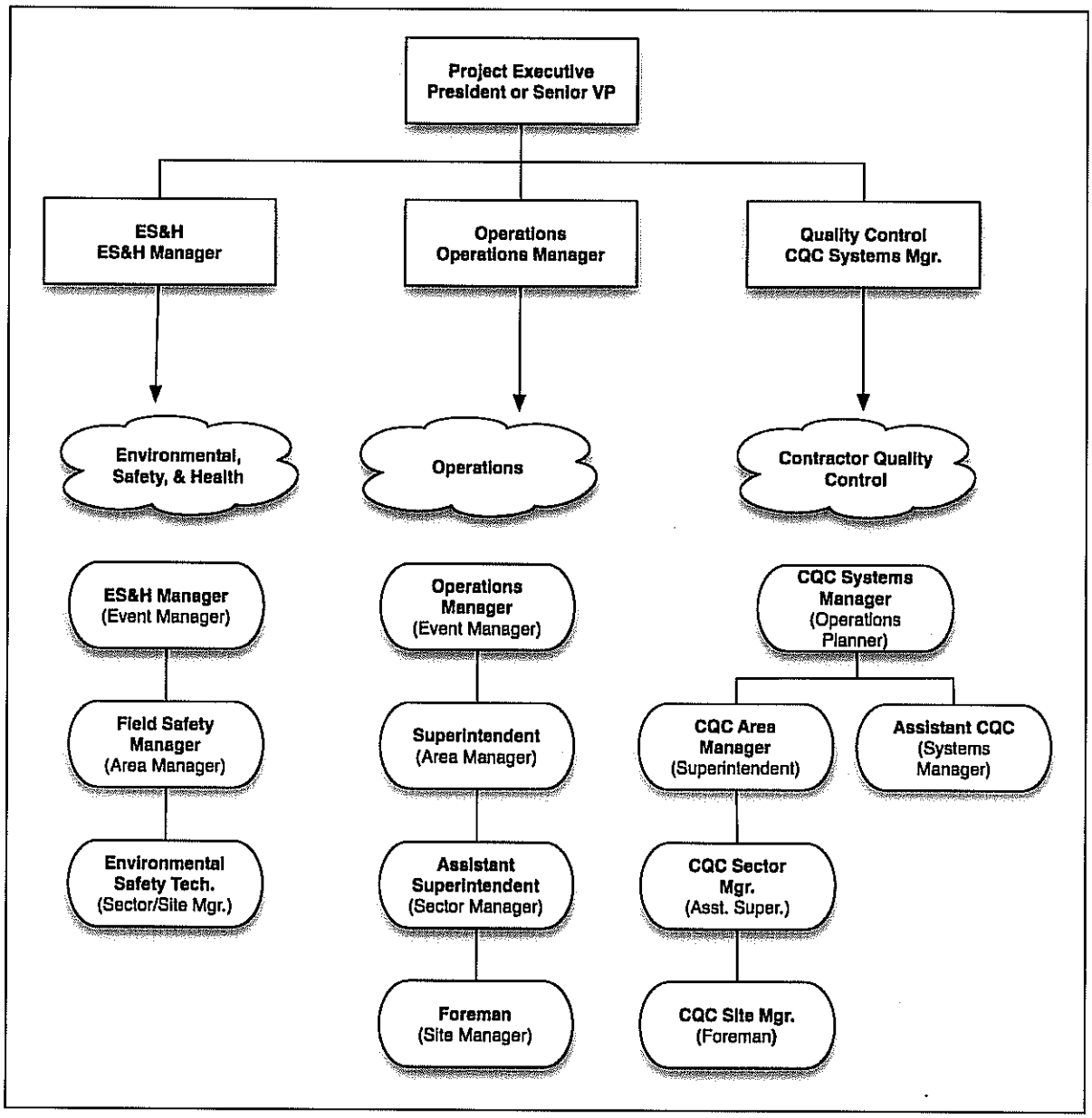
The organizational chart as depicted reflects a four-tier operations management structure that would be activated in the event of a complex project, segregated into multiple areas, and multiple sectors within individual areas. To the extent the project is confined to a single area, the management structure would collapse one (1) level (i.e. the assistant superintendent would be eliminated.)

The superintendents and foremen will fulfill specific functions identified in the Quality Control Plan. These positions and their respective assignments are shown in the CQC section of the organizational chart. Specialized quality control functions, such as HHW/HTWR waste segregation and collection, will be assigned the Field Safety Managers and Environmental and Safety Technicians.

The table identifies the minimum qualifications and responsibilities of the project participants.

Resumes of Key Management Staff can be found in Section 2 of this proposal.

3.29 Organization Chart - Management to Field Supervisory Level



4.0 References

P&J is pleased to provide the following professional references:

Hurricane Katrina Debris Removal, Reduction and Disposal
Client: City of Gulfport, Mississippi
2309 15th Street, PO Box 1780
Gulfport, MS 39502
Contact Person: William W. Powell, P.E.
Title: City of Gulfport - Director of Engineering
Phone: (228) 868-5815
Fax: (228) 868-5795
Email: bpowell@ci.gulfport.ms.us
Project Size: $ 36,100,000.00
Complete Date: JUL/06

Three Hurricanes in 2004 and 2005 – Debris Removal, Reduction and Disposal
Client: Palm Beach City, Florida
7501 North Jog Road
West Palm Beach, FL 33412
Contact Person: John Archambo
Title: Debris Manager
Phone: (561) 315-2010
Fax: (561) 640-3400
Email: jarchambo@swa.org
Project Size: $ 45,000,000.00 (cumulative)
Complete Date: FEB/06

Project Name/Description: Boynton Beach Debris Removal, Reduction, Disposal
Client: City of Boynton Beach, Florida
100 E. Boynton Beach Blvd
Boynton Beach, FL 33425
Contract Person: Bill Atkins
Title: Finance Manager
Phone: (561) 742-6320
Fax: (561) 742-6306

Project Size: $ 1,200,000.00
Complete Date: DEC/05

Project Name/Description: Daytona Beach Debris Removal, Reduction, Disposal
Client: Daytona Beach, Florida
PO Box 2451
Daytona Beach, FL 32215
Contact Person: James Sloane, PE
Title: Deputy Public Works Director
Phone: (941) 749-3014
Fax: (941) 741-4082
Project Size: $ 9,750,000.00
Complete Date: DEC/04

Management of Debris Removal, New Orleans – Hurricane Katrina
Client: USACE
525 St. Charles Street
New Orleans, LA 70130
Contact Person: Jack Ratliff
Title: Lead Civil Engineer
Phone: (901) 544-0773
Dates of Service: September 2005 through October 2007
Contract Value: Approximately $800,000,000.00

5.0 Additional Information

5.1 Current Preposition Contracts

Jurisdiction/Agency	Expiration Date
Federal:	
United States Army Corps of Engineers (USACE)	April 30, 2008
Advanced Contracting Initiative (ACI) Contracts for major disaster debris management response in Main, Rhode Island, Vermont, Connecticut, Massachusetts, New York, New Jersey, Pennsylvania, Delaware, Maryland, Virginia, Florida, Alabama, California, Utah, Arizona, New Mexico, Nevada	
Alabama:	
Orange Beach	June 19, 2008
Florida:	
Boynton Beach, City of	June 14, 2010
Collier County	June 14, 2009
Coral Springs	March 31, 2009
Dade City, Department of Public Works	August 21, 2009
Daytona Beach	July 27, 2009
Deltona	August 20, 2008
Lee County School District	August 14, 2008
Magnolia Park, Town of	June 14, 2010
New Port Richey, City of	August 21, 2009
North Palm Beach, Village of	June 14, 2010
Orlando	May 30, 2008
Palm Beach County SWA	June 14, 2010
Palm Beach Gardens	August 14, 2007
Palm Coast	June 19, 2010
Pasco County	August 21, 2009
Pinellas County	June 14, 2009

Sarasota County	June 7, 2009
Seminole, City of	June 14, 2009
SFWMD	September 30, 2010
St. Johns County	August 25, 2010
St. Lucie County	Perpetual
Georgia:	
Savannah	January 18, 2008
North Carolina:	
Benson, Town of	May 1, 2011
Brunswick County	November 1, 2008
Four Oaks, Town of	May 1, 2011
Johnston County	May 1, 2011
Kenly, Town of	May 1, 2011
Kitty Hawk	June 30, 2008
Ocean Isle Beach, Town of	June 14, 2010
Pine Level, Town of	May 1, 2011
Princeton, Town of	May 1, 2011
Selma, Town of	May 1, 2011
Smithfield, Town of	May 1, 2011
South Carolina:	
Aynor	October 27, 2008
Belfair POA	June 1, 2011
Berkeley Hall Club, Inc. POA	October 20, 2011
Briar Cliffe Acres, Town of	July 31, 2010
Callawassie Island POA	July 14, 2008
Charleston County	October 25, 2008
Chinaberry Ridge POA	August 17, 2011
Colleton River Plantation Club POA	October 20, 2011
Crescent POA	August 18, 2011

Dataw Island Club POA	February 1, 2011
Dataw Island Owners Asso.	February 1, 2011
Dewees Island POA	August 12, 2008
Fripp Island POA	October 21, 2011
Hidden Lakes	August 17, 2011
Hilton Head	September 4, 2008
Indigo Run POA	November 8, 2010
Leamington POA	August 17, 2011
Loris	September 1, 2008
Oldfield LLC POA	August 28, 2011
Palmetto Bluff POA	August 30, 2011
Palmetto Dunes POA	March 1, 2011
Palmetto Hall Plantation POA	October 21, 2010
Port Royal	December 13, 2011
Seabrook Island POA	September 11, 2011
Shipyard Plantation POA	November 1, 2010
Sun City Hilton POA	October 25, 2011
Texas:	
Galveston County	March 5, 2012
Virginia:	
Fairfax	June 15, 2010
Southeastern Public Service Authority	March 1, 2008
Virginia Peninsulas Public Service Authority	March 1, 2008

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 04/28/2008

PRODUCER (865)691-4847 FAX (865)694-4847
TIS Insurance Services, Inc.
1900 Winston Road, Suite 100
P.O. Box 10328
Knoxville, TN 37939-0328

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED Phillips and Jordan, Incorporated
Attention: Steve Thompson
6621 Wilbanks Rd
Knoxville, TN 37912

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: American Contractors Insurance Co	RRG A VII
INSURER B: ACIG Insurance Company A VIII	
INSURER C: Zurich/American Guarantee/WSRB AXV	NAIC2624
INSURER D:	
INSURER E:	

COVERAGES

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

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A		GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT X LOC	GL08000030	06/01/2008	06/01/2009	EACH OCCURRENCE	$ 2,000,000
						DAMAGE TO RENTED PREMISES (Ea occurence)	$ 100,000
						MED EXP (Any one person)	$ 5,000
						PERSONAL & ADV INJURY	$ 2,000,000
						GENERAL AGGREGATE	$ 4,000,000
						PRODUCTS - COMP/OP AGG	$ 4,000,000
A		AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS	AL08000018	06/01/2008	06/01/2009	COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
						BODILY INJURY (Per person)	$
						BODILY INJURY (Per accident)	$
						PROPERTY DAMAGE (Per accident)	$
		GARAGE LIABILITY ANY AUTO				AUTO ONLY - EA ACCIDENT	$
						OTHER THAN AUTO ONLY: EA ACC	$
						AGG	$
C		EXCESS/UMBRELLA LIABILITY X OCCUR CLAIMS MADE DEDUCTIBLE X RETENTION $ 10,000	AUC-9137945-02	06/01/2008	06/01/2009	EACH OCCURRENCE	$ 10,000,000
						AGGREGATE	$ 10,000,000
							$
							$
							$
B		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	WC08000072 WC08000073	06/01/2008 06/01/2008	06/01/2009 06/01/2009	X WC STATU-TORY LIMITS OTH-ER	
						E.L. EACH ACCIDENT	$ 500,000
						E.L. DISEASE - EA EMPLOYEE	$ 500,000
						E.L. DISEASE - POLICY LIMIT	$ 500,000
		OTHER					

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

RFP #E194-1084-1-Folder 22027 Proposal for Hurricane & Other Disasters Debris Removal, Reduction, and Disposal

CERTIFICATE HOLDER

Commonwealth of Virginia
Department of General Services
Division of Purchases and Supply
1111 East Broad Street
6th Floor
Richmond, VA 23219

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE
Construction Div./BECHEN

©ACORD CORPORATION 1988

ATTACHMENT 15

PROPOSAL BOND

KNOW ALL MEN BY THESE PRESENTS, that we, the undersigned, Phillips and Jordan, Incorporated__ as Principal, and Safeco Insurance Company of America as Surety, are hereby held and firmly bound unto the Department of General Services as OWNER in the penal sum of $500,000 for the payment of which, well and truly to be made, we hereby jointly and severally bind ourselves, successors and assigns.

Signed, this _24_____day of __April_____, 2008__.

The Condition of the above obligation is such that whereas the Principal has submitted to the OWNER a Proposal attached hereto and hereby made a part hereof to enter into an Agreement in writing, for the HURRICANE / DISASTER DEBRIS REMOVAL, REDUCTION, AND DISPOSAL CONTRACT.

NOW, THEREFORE, (a) If said PROPOSAL shall be rejected, or (b) If said PROPOSAL shall be accepted and the Principal shall execute and deliver a Contract in the Form of Contract attachment hereto (properly completed in accordance with said PROPOSAL) and shall furnish a BOND for faithful performance of said Contract, and for the payment of all persons performing labor or furnishing materials in connection therewith, then this obligation shall be void, otherwise the same shall remain in force and effect; it being expressly understood and agreed that the liability of the Surety for any and all claims hereunder shall, in no event, exceed the penal amount of this obligation as herein stated.

The Surety, for value received, hereby stipulates and agrees that the obligations of said Surety and its BOND shall be in no way impaired or affected by any extension of the time within which the OWNER may accept such PROPOSAL; and said Surety does hereby waive notice of any such extension.

IN WITNESS WHEREOF, the Principal and the Surety have hereunto set their hands and seals, and such of them as are corporations have caused their corporate seals to be hereto affixed and these presents to be signed by their proper officers, the day and year set forth above.

PHILLIPS & JORDAN, INC. CORPORATE SEAL ROBBINSVILLE, NC

Phillips and Jordan, Incorporated

By: _____
Principal

Safeco Insurance Company of America
Surety

By: Catherine L. McMillan
Attorney-in-Fact
Catherine L. McMillan

IMPORTANT - Surety companies executing BONDS shall appear on the Treasury Department's most current list (Circular 570 as amended) and be authorized to transact business in the Commonwealth of Virginia.

Safeco

POWER OF ATTORNEY

Safeco Insurance Company of America
General Insurance Company of America
Safeco Plaza
Seattle, WA 98185

No. 12745

KNOW ALL BY THESE PRESENTS:

That **SAFECO INSURANCE COMPANY OF AMERICA** and **GENERAL INSURANCE COMPANY OF AMERICA**, each a Washington corporation, does each hereby appoint

**********THOMAS H. MCCARLEY, III; CATHERINE L. MCMILLAN; Knoxville, Tennessee**********

its true and lawful attorney(s)-in-fact, with full authority to execute on its behalf fidelity and surety bonds or undertakings and other documents of a similar character issued in the course of its business, and to bind the respective company thereby.

IN WITNESS WHEREOF, SAFECO INSURANCE COMPANY OF AMERICA and GENERAL INSURANCE COMPANY OF AMERICA have each executed and attested these presents

this 5th day of December, 2006.

Stephanie Daley-Watson — T A Mikolajewski

STEPHANIE DALEY-WATSON,SECRETARY — **TIM MIKOLAJEWSKI, SENIOR VICE-PRESIDENT, SURETY**

CERTIFICATE

Extract from the By-Laws of **SAFECO INSURANCE COMPANY OF AMERICA** and of **GENERAL INSURANCE COMPANY OF AMERICA:**

"Article V, Section 13. - FIDELITY AND SURETY BONDS ... the President, any Vice President, the Secretary, and any Assistant Vice President appointed for that purpose by the officer in charge of surety operations, shall each have authority to appoint individuals as attorneys-in-fact or under other appropriate titles with authority to execute on behalf of the company fidelity and surety bonds and other documents of similar character issued by the company in the course of its business... On any instrument making or evidencing such appointment, the signatures may be affixed by facsimile. On any instrument conferring such authority or on any bond or undertaking of the company, the seal, or a facsimile thereof, may be impressed or affixed or in any other manner reproduced; provided, however, that the seal shall not be necessary to the validity of any such instrument or undertaking."

Extract from a Resolution of the Board of Directors of **SAFECO INSURANCE COMPANY OF AMERICA** and of **GENERAL INSURANCE COMPANY OF AMERICA** adopted July 28, 1970.

"On any certificate executed by the Secretary or an assistant secretary of the Company setting out,
(i) The provisions of Article V, Section 13 of the By-Laws, and
(ii) A copy of the power-of-attorney appointment, executed pursuant thereto, and
(iii) Certifying that said power-of-attorney appointment is in full force and effect,
the signature of the certifying officer may be by facsimile, and the seal of the Company may be a facsimile thereof."

I, Stephanie Daley-Watson, Secretary of **SAFECO INSURANCE COMPANY OF AMERICA** and of **GENERAL INSURANCE COMPANY OF AMERICA**, do hereby certify that the foregoing extracts of the By-Laws and of a Resolution of the Board of Directors of these corporations, and of a Power of Attorney issued pursuant thereto, are true and correct, and that both the By-Laws, the Resolution and the Power of Attorney are still in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the facsimile seal of said corporation

this 24th day of April 2008.

SAFECO INSURANCE COMPANY OF AMERICA — CORPORATE SEAL 1953 — STATE OF WASHINGTON

GENERAL INSURANCE COMPANY OF AMERICA — CORPORATE SEAL 1923 — State of Washington

Stephanie Daley-Watson

STEPHANIE DALEY-WATSON, SECRETARY

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ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 04/17/2008

PRODUCER (865)691-4847 FAX (865)694-4847
TIS Insurance Services, Inc.
1900 Winston Road, Suite 100
P.O. Box 10328
Knoxville, TN 37939-0328

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED Phillips and Jordan, Incorporated
Attention: Steve Thompson
6621 Wilbanks Rd
Knoxville, TN 37912

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: American Contractors Insurance Co RRG A VII	
INSURER B: ACIG Insurance Company A VIII	
INSURER C: Zurich/American Guarantee/WSRB AXV	NAIC2624
INSURER D:	
INSURER E:	

COVERAGES

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

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A		GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT X LOC	GL07000038	06/01/2007	06/01/2008	EACH OCCURRENCE	$ 2,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
						MED EXP (Any one person)	$ 5,000
						PERSONAL & ADV INJURY	$ 2,000,000
						GENERAL AGGREGATE	$ 4,000,000
						PRODUCTS - COMP/OP AGG	$ 4,000,000
A		AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS	AL07000019	06/01/2007	06/01/2008	COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
						BODILY INJURY (Per person)	$
						BODILY INJURY (Per accident)	$
						PROPERTY DAMAGE (Per accident)	$
		GARAGE LIABILITY ANY AUTO				AUTO ONLY - EA ACCIDENT	$
						OTHER THAN AUTO ONLY: EA ACC	$
						AGG	$
C		EXCESS/UMBRELLA LIABILITY X OCCUR CLAIMS MADE DEDUCTIBLE X RETENTION $ 10,000	AUC913794500	06/01/2007	06/01/2008	EACH OCCURRENCE	$ 10,000,000
						AGGREGATE	$ 10,000,000
							$
							$
							$
B		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	WC07000074 WC07000075	06/01/2007 06/01/2007	06/01/2008 06/01/2008	X WC STATUTORY LIMITS OTHER	
						E.L. EACH ACCIDENT	$ 500,000
						E.L. DISEASE - EA EMPLOYEE	$ 500,000
						E.L. DISEASE - POLICY LIMIT	$ 500,000
		OTHER					

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

RFP #E194-1084-1-Folder 22027 Proposal for Hurricane & Other Disasters Debris Removal, Reduction, and Disposal

CERTIFICATE HOLDER

Commonwealth of Virginia
Department of General Services
Division of Purchases and Supply
1111 East Broad Street
6th Floor
Richmond, VA 23219

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE
Construction Div./CATWAR

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IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

The Certificate of Insurance on the reverse side of this form does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

1. The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

   A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

   B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, County, State, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

   C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

   A. "Principals," for the purposes of this certification, means officers: directors; owners; partners; and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

   This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

   B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

   C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of any award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

   D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

E. The certification in paragraph (a) of this provision is a material representation of facts upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Phillips and Jordan, Incorporated
Company Name

Authorized Signature

Dudley Orr , Vice President
Printed Name

April 24, 2008
Date