



Contract No.: 673-9653

**Agreement to Supply: EMERGENCY DEBRIS MANAGEMENT SERVICES**

This agreement, made and entered into this the \_\_\_\_\_ day of \_\_\_\_\_, 2007, is by and between the **CITY OF FORT LAUDERDALE**, a Florida municipality, City Hall, 100 North Andrews Avenue, Fort Lauderdale, FL 33301, hereinafter called the "City" and

Name of **CONTRACTOR**: Gulf Equipment Corporation a/k/a Gulf Equipment Corporation of Alabama, an Alabama corporation  
authorized to transact business in the State of Florida

Address: 5835 Business Parkway City: Theodore State: AL Zip: 36582

A Corporation  A Partnership  An Individual  Other: \_\_\_\_\_

authorized to do business in the State of Florida, hereinafter called the "Company" or "Contractor." Witnesseth that: Whereas, the City did advertise and issue a Request for Proposal (RFP) for supplying the requirements of the City for the items and/or service listed above for a period of two years with three one-year extension options and the Contractor submitted a proposal that was accepted and approved by the City.

Formal authorization of this contract was adopted by the City Commission on: May 15, 2007 Pur-07

Now, therefore, for and in consideration of the mutual promises and covenants herein contained, the parties covenant and agree as follows:

**1.** The Company agrees to provide to the City emergency debris management services during the period beginning 05/15/07 and ending 05/14/09 for the requirements listed above and according to the following specifications, terms, covenants and conditions:

**a.** The Request for Proposal containing General Conditions, Special Conditions, Specifications, addenda, if any, and other attachments forming a part of RFP Number **673-9653** and the Contractor's proposal in response, form a part of this contract and by reference are made a part hereof.

**b.** In construing the rights and obligations between the parties, the order of priority in cases of conflict between the documents shall be as follows:

- 1) This contract Form G-110, Rev. 12/00
- 2) The City's RFP and all addenda thereto
- 3) Contractor's proposal in response to the City's RFP

**c. Warranty:** The Company by executing this contract embodying the terms herein warrants that the product and/or service that is supplied to the City shall remain fully in accord with the specifications and be of the highest quality. In the event any product and/or service as supplied to the City is found to be defective or does not conform to specifications the City reserves the right to cancel that order upon written notice to the Contractor and to adjust billing accordingly.

**d. Cancellation:** The City may cancel this contract upon notice in writing should the Contractor fail to reasonably perform the service of furnishing the products and/or services as specified herein upon 30 days written notice. This applies to all items of goods or services.

**e. Taxes Exempt:** State Sales (#16-03-196479-54C) and Federal Excise (#59-600319) Taxes are normally exempt, however, certain transactions are taxable. Consult your tax practitioner for guidance where necessary.

**f. Invoicing:** Contractor will forward all invoices in duplicate for payment to the following: Finance Department, 100 N. Andrews Avenue, 6th Floor, Fort Lauderdale, FL 33301. If discount, other than prompt payment terms applies, such discount **MUST** appear on the invoice.

**2. Contract Special Conditions:** The following special conditions are made a part of and modify the standard provisions contained in this contract Form G-110.

The first paragraph of subsection 15.e.1. of Part III of the Special Conditions of the RFP is amended to read as follows: "Workers' Compensation & Employer's Liability Insurance in accordance with Florida law with limits not less than \$500,000 regardless of the number of employees employed by the Contractor."

Contractor shall ensure that all of Contractor's subcontractors perform in accordance with the terms and conditions of this Contract. Contractor shall be fully responsible for all of Contractor's subcontractors' performance, and liable for any of Contractor's subcontractors' non-performance and all of Contractor's subcontractors' acts and omissions. Contractor shall defend at Contractor's expense, counsel being subject to the City's approval or disapproval, and indemnify and hold harmless the City and the City's officers, employees, and agents from and against any claim, lawsuit, third party action, settlement, or judgment, including any award of attorney fees and any award of costs, by or in favor of any of Contractor's subcontractors for payment for work performed for the City by any of such subcontractors.

**3. Contract Summary:**

a. Attachments:

**Gulf Equipment Corporation's response to the RFP, Addendum No. 1 issued 11/30/06, and a copy of the RFP document.**

b. Payment Terms: **as set forth in the RFP**

c. Delivery: **within 24 hours**

d. Insurance: Yes  No

e. Performance Bond/Letter of Credit: Yes  No

f. Procurement Specialist's Initials: **RA**

**4. Contractor's Phone Numbers:** Office: **800-992-6207** Mobile: **251-402-3677**

**5. Contractor's Fax Number:** **251-459-7433**

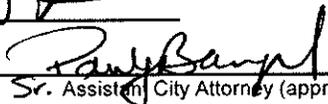
**6. Contractor's E-Mail Address:** [iramsay@crowdergulf.com](mailto:iramsay@crowdergulf.com) Website: [www.crowdergulf.com](http://www.crowdergulf.com)

**City of Fort Lauderdale**

By:   
Director of Procurement Services (City Manager's Designee)

Auth: Sec. 2-180(8) of Code and Procurement Memo No. 04-03

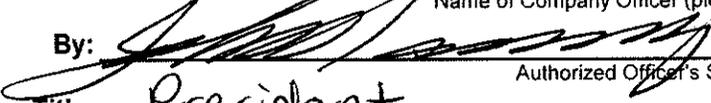
Date: **6/18/07**

  
Sr. Assistant City Attorney (approved as to form)

Date: **6/6/7**

**Contractor/Vendor**

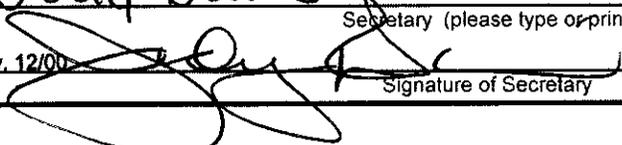
**John Ramsay**  
Name of Company Officer (please type or print)

By:   
Authorized Officer's Signature

Title: **President**

Date: **6/15/07**

**Judy Davis**  
Secretary (please type or print)

Attest:   
Signature of Secretary

**CITY OF FORT  
LAUDERDALE, FLORIDA**

**RFP No.: 673-9653**

***“Emergency Debris Management  
Services”***

*Due*

**CONTRACT  
COPY**

**December 21, 2006  
2:00 P.M.**

**PRESENTED BY:**

**GULF EQUIPMENT CORPORATION**

*d/b/a*

**CROWDER-GULF**

**John Ramsay, President**  
5435 BUSINESS PARKWAY  
THEODORE, ALABAMA 36582  
800-992-6207 Phone  
251-459-7433 Fax  
[jramsay@crowdergulf.com](mailto:jramsay@crowdergulf.com)  
[www.crowdergulf.com](http://www.crowdergulf.com)

# CROWDER-GULF

## Disaster Recovery and Debris Management

5435 Business Parkway  
Theodore, Alabama 36582

Office: (800) 992-6207  
Fax: (251) 459-7433

December 19, 2006

City of Fort Lauderdale  
Department of Procurement Services  
100 North Andrews Avenue, Suite #619  
Fort Lauderdale, Florida 33301

**Re: "RFP for Emergency Debris Management Services"**

To the City of Fort Lauderdale,

Gulf Equipment Corporation d/b/a Crowder-Gulf would like to formally express our interest in entering into a contract for "Emergency Debris Management" with the *City of Fort Lauderdale*. Accordingly, we are pleased to submit herewith, in accordance with the terms and conditions of your request for proposal the enclosed response for all phases of disaster management services for your review and consideration.

As the current contract holder for the City of Fort Lauderdale we were tasked with cleanup efforts following Hurricanes Katrina and Wilma in 2005 and Hurricane Frances in 2004. The unit price matrix in this request for proposal is a welcome improvement over our current Fort Lauderdale contract that has some items of work based on time and material. Unit prices will simplify record keeping for the City, contractor, monitors and FEMA.

For over 37 years our personal have worked major disasters teaming with local, state and federal government to plan and manage successful disaster debris removal, reduction, and disposal operations in Alabama, Florida, Georgia, Kansas, Louisiana, Mississippi, Missouri, New York, North Carolina, South Carolina, Tennessee, Texas, and Virginia. We have developed a successful plan of operation to complete the cleanup in a minimum amount of time, and in a safe, orderly and practical manner. Through our many years of experience and the utilization of qualified people we have established a reputation for providing efficient and effective disaster debris management services.

Listed below is the 24/7 contact information for our key personnel responsible for the City of Fort Lauderdale Account:

Primary Contact

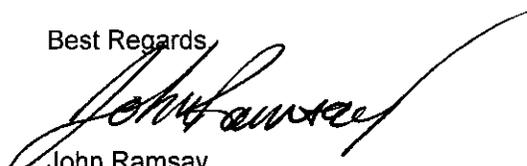
John Ramsay  
5435 Business Parkway  
Theodore, AL 36582  
(800) 992-6207 Office  
(251) 402-3677 Mobile  
(251) 459-7433 Fax  
[jramsay@crowdergulf.com](mailto:jramsay@crowdergulf.com)

Alternate Contact

Eric Hall  
927 Grand Reserve Drive  
Davenport, FL 33837  
(800) 992-6207 Office  
(251) 379-5909 / (407) 716-9346 Mobile  
(251) 459-7433 Fax  
[dragonb@iag.net](mailto:dragonb@iag.net) / [ehall@crowdergulf.com](mailto:ehall@crowdergulf.com)

We sincerely appreciate the opportunity to present this proposal and look forward to continuing our working relationship with the City of Fort Lauderdale. If you have any questions, comments or require additional information, please do not hesitate to contact us. We appreciate your time and consideration.

Best Regards



John Ramsay  
President of Crowder-Gulf  
Vice President of Gulf Equipment

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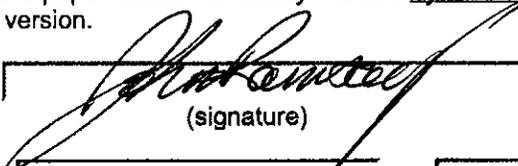
<b>1. SIGNATURE PAGE</b>	
▪ Bid/Proposal Signature Page	
▪ Addendum	
<b>2. PRICE PROPOSAL</b>	
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**BID/PROPOSAL SIGNATURE PAGE**

**How to submit bids/proposals:** It is preferred that bids/proposals be submitted electronically at [www.rfpdepot.com](http://www.rfpdepot.com). If mailing a hard copy, it will be the sole responsibility of the Bidder to ensure that his bid reaches the City of Fort Lauderdale, City Hall, Procurement Department, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

**Please Note:** If responding to this solicitation through RFP Depot, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version.

Submitted by:  12/15/06  
 (signature) (date)

Name (printed) John Ramsay Title: Vice President - Gulf Equipment / President - Crowder-Gulf

Company: (Legal Registration) Gulf Equipment Corporation d/b/a Crowder-Gulf

**CONTRACTOR, IF FOREIGN CORPORATION, SHALL BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUE §607.1501 (visit <http://www.dos.state.fl.us/doc/>).**

Address: 5535 Business Parkway

City Theodore State: AL Zip 36582

Telephone No. 800-992-6207 FAX No. 251-459-7433

E-MAIL: jramsay@crowdergulf.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): within 24 hours

Payment Terms (section 1.03): 30 days Total Bid Discount (section 1.04): n/a

Does your firm qualify for MBE or WBE status (section 1.08): MBE  WBE

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in his proposal:

<u>Addendum No.</u>	<u>Date Issued</u>
#1	11/30/06

**VARIANCES:** State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation.

Variances:

n/a
-----



City of Fort Lauderdale • Procurement Services Department  
100 N. Andrews Avenue, #619 • Fort Lauderdale, Florida 33301  
954-828-5933 FAX 954-828-5576  
[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

**ADDENDUM NO. 1**

RFP 673-9653  
EMERGENCY DEBRIS MANAGEMENT SERVICES

ISSUED November 30, 2006

**3. EXHIBIT C Price Proposal Form, Page 2, Notes 1 and 3**

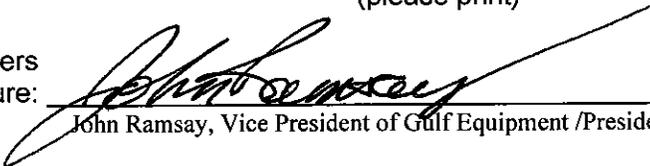
Add "\$.445" after "add \$\_\_\_\_\_ /mile."

**4. Add EXHIBIT C Price Proposal Form SUPPLEMENT**

All other terms, conditions, and specifications remain unchanged.

**THIS ADDENDUM AND EXHIBIT C PRICE PROPOSAL FORM SUPPLEMENT  
MUST BE SIGNED AND RETURNED WITH THE PROPOSAL SUBMITTAL DUE  
THURSDAY, 12/21/06 AT 2:00 P.M.**

Company Name: Gulf Equipment Corporation d/b/a Crowder-Gulf  
(please print)

Proposers Signature:   
John Ramsay, Vice President of Gulf Equipment /President of Crowder-Gulf

Date: 12/20/06

**ADDENDUM NO. 1**

RFP 673-9653  
EMERGENCY DEBRIS MANAGEMENT SERVICES

ISSUED November 30, 2006

**EXHIBIT C  
Price Proposal Form  
SUPPLEMENT**

ITEM NUMBER	DESCRIPTION	QUANTITY	UNIT OF MEASURE	UNIT PRICE	TOTAL PRICE
1	<b>Vegetative Debris Removal</b> Vegetative Debris removal from public rights-of-way and hauling to TDSR Site or other designated location	300,000	CY	\$ 10.80	\$ 3,240,000.00
2	<b>Mixed Debris Removal</b> Mixed Debris removal from designated work zone and hauling to TDSR Site or other designated location (Notes 1,2)	100,000	CY	\$ 10.80	\$ 1,080,000.00
4	<b>Vegetative Debris Grinding</b> Reduction of Vegetative Debris via grinding at TDSR Site or other designated location	300,000	CY	\$ 3.90	\$ 1,170,000.00
5	<b>C&amp;D Debris Processing</b> Separation of construction and demolition debris at TDSR Site or other designated location	100,000	CY	\$ 4.00	\$ 400,000.00
6	<b>Haul-out of Reduced Vegetative Debris</b> Hauling reduced Vegetative Debris from TDSR Site or other designated location to final disposal site (Notes 3,4,5)	100,000	CY	\$ 4.75	\$ 475,000.00
7	<b>Haul-out of Processed C&amp;D Debris</b> Hauling construction & demolition debris from TDSR Site or other designated location to final disposal site (Notes 3,4,5)	100,000	CY	\$ 5.50	\$ 550,000.00

**TOTAL EXTENDED PRICE (for items 1,2,4,5,6 and 7).....\$ 6,915,000.00**

\*(Quantities shown when multiplied by unit prices and totaled are for price proposal evaluation purposes only and do not represent actual or anticipated volume of contract work)

Six Million, Nine Hundred Fifteen Thousand Dollars and No Cents

(Total Extended Price – Written)

**THIS EXHIBIT C PRICE PROPOSAL FORM SUPPLEMENT MUST BE SIGNED AND RETURNED WITH THE PROPOSAL SUBMITTAL DUE THURSDAY, 12/21/06 AT 2:00 P.M.**

Company Name: Gulf Equipment Corporation d/b/a Crowder-Gulf  
(please print)

Proposers Signature: *John Ramsay*  
John Ramsay, Vice President of Gulf Equipment / President of Crowder-Gulf

Date: 12/20/06

**REQUEST FOR PROPOSAL NO. 673-9653**  
**EMERGENCY DEBRIS MANAGEMENT SERVICES**

**EXHIBIT C**  
**Price Proposal Form**  
page 1 of 4

Name of Proposer: Gulf Equipment Corporation d/b/a Crowder-Gulf

Proposer shall provide all-inclusive unit prices that include supplying all equipment, tools and labor necessary to perform the duties described. The documentation and recovery process, including plan development, mobilization, demobilization, record keeping and quality control, shall be included in the prices. Disposal costs must be documented and will be pass-through costs to the City without markup by the Contractor. Values must be provided for all categories below or Proposer's response may be deemed non-responsive.

ITEM NUMBER	DESCRIPTION	UNIT OF MEASURE	UNIT PRICE
1	<b>Vegetative Debris Removal</b> Vegetative Debris removal from public rights-of-way and hauling to TDSR Site or other designated location (Notes 1,2)	CY	\$ 10.80
		Ton	\$ 108.00
2	<b>Mixed Debris Removal</b> Mixed Debris removal from designated work zone and hauling to TDSR Site or other designated location (Notes 1,2)	CY	\$ 10.80
		Ton	\$ 108.00
3	<b>Debris Removal from Drop-off Sites</b> Debris removal from Drop-off Sites and hauling to TDSR Site or other designated location (Notes 1,2)	CY	\$ 9.50
		Ton	\$ 95.00
4	<b>Vegetative Debris Grinding</b> Reduction of Vegetative Debris via grinding at TDSR Site or other designated location	CY	\$ 3.90
		Ton	\$ 39.00
5	<b>C&amp;D Debris Processing</b> Separation of construction and demolition debris at TDSR Site or other designated location	CY	\$ 4.00
		Ton	\$ 40.00
6	<b>Haul-out of Reduced Vegetative Debris</b> Hauling reduced Vegetative Debris from TDSR Site or other designated location to final disposal site (Notes 3,4,5)	CY	\$ 4.75
		Ton	\$ 22.00
7	<b>Haul-out of Processed C&amp;D Debris</b> Hauling construction & demolition debris from TDSR Site or other designated location to final disposal site (Notes 3,4,5)	CY	\$ 5.50
		Ton	\$ 25.00
8	<b>Hazardous Stump Removal</b> Removal of Hazardous Stumps in rights-of-way and hauling to TDSR Site or other designated location and backfilling (Note 6)		
8A	Diameter of stump 25-36 inches (2 feet from ground)	CY	\$ 400.00
8B	Diameter of stump 37-48 inches (2 feet from ground)	CY	\$ 500.00
8C	Diameter of stump >48 inches (2 feet from ground)	CY	\$ 900.00
8D	Backfill delivered and placed	CY	\$ 25.00
9-10	<b>Removal of Partially Uprooted or Split Trees (Leaners)</b> Felling partially uprooted or split trees from the right-of-way or overhanging portion of the right-of-way and placing the debris in the right-of-way for removal		
9	<b>Partially Uprooted Leaner</b> - Price includes excavating root ball and placing it in right-of-way and backfilling		
9A	Diameter of tree <24 inches (2 feet from ground)	Tree	\$ 350.00
9B	Diameter of tree 25-36 inches (2 feet from ground)	Tree	\$ 500.00

Name of Proposer: <u>Gulf Equipment Corporation d/b/a Crowder-Gulf</u>			
9C	Diameter of tree >36 inches (2 feet from ground)	Tree	\$ 800.00
9D	Backfill delivered and placed	CY	\$ 25.00
10	<b>Split Leaner</b> (no exposed root ball) - Price includes flush cutting the tree trunk		
10A	Diameter of tree <24 inches (2 feet from ground)	Tree	\$ 250.00
10B	Diameter of tree 25-36 inches (2 feet from ground)	Tree	\$ 400.00
10C	Diameter of tree >36 inches (2 feet from ground)	Tree	\$ 600.00
11	<b>Removal of Dangerous Hanging Limbs</b> (2" or more in diameter) Removing hanging or partially broken limbs from trees in the right-of-way or limbs hanging over the right-of way and placing the debris in the right-of-way for removal		
11A	1-5 limbs	Tree	\$ 140.00
11B	5-10 limbs	Tree	\$ 220.00
11C	All limbs from tree	Tree	300.00
12	<b>Removal of Trees from Waterways</b> Removing trees from waterways and placing them in the right-of-way for removal - Contractor will need to obtain 3 bids		
13	<b>Hazardous Materials Removal</b> Pick up and disposal of hazardous materials	LB	\$ 5.00
14	<b>Dead Animal Removal</b> Dead animal collection, transport and disposal	LB	\$ 3.00
15	<b>Sand Screening</b> Debris-laden sand removed, collected, hauled to a designated site, screened, and returned to the beach or other designated location. Debris to be hauled to a TDSR Site or other designated location	CY	\$ 11.00
16	<b>Freon Removal from White Goods</b> Removal of Freon from white goods (hauling of white goods to TDSR Site or other designated location is included in the Mixed Debris removal price)	Unit	\$ 70.00
17	<b>Provide Specified Annual Services</b> Such services include preparing and presenting plan of operations at annual meeting, local advertising, site visits to TDSR Sites, phone consultations, cost of an annual Performance Bond or an Unconditional Irrevocable Letter of Credit (Note 7), and providing reference information	Annual Lump Sum	\$ 7,500.00
18	<b>Provide Ice</b> To be delivered in trailer load quantities	LB	\$ .20
19	<b>Provide Bottled Water</b> To be delivered in trailer load quantities of 16 ounce bottles on pallets	Case	\$ 10.50

See Note 8.

See Note 8.

**Notes: Per Addendum No. 1 - Notes 1 and 3 Add "\$0.445"**

- These prices assume the distance between the pickup location and TDSR Site or other designated location is 20 miles or less. For distances greater than 20 miles, add \$ 0.445 /mile.
- Invoices to be paid based on incoming load tickets.
- These prices assume the distance between the TDSR Site or other designated location and final disposal site is 20 miles or less. For distances greater than 20 miles, add \$ 0.445 /mile.
- Invoices to be paid based on outgoing load tickets.
- Contractor will pay tipping fee, if applicable, at final disposal site(s) and bill the City at cost.
- Only for stumps requiring extraction from rights-of-way, including backfill, etc. To be priced using Stump Conversion Table and Hazardous Stump Worksheet in FEMA Recovery Policy (RP) 9523.11 dated May 1, 2006, or any subsequent edition.
- The amount allocated for the annual Performance Bond or an Unconditional Irrevocable Letter of Credit will be reimbursed to the Contractor in the event the Contractor is not activated for an emergency condition during the year.
- Freight cost is a big factor in ice and water. We figured these prices for a one way haul distance of 600 or 700 miles which would be necessary if we had a severe hurricane covering a wide area. It's also possible to haul ice and water from only a short distance. The best way to price these two items would be cost plus 15-20% following a disaster to establish our fixed price. This would allow us to identify our closest available ice and water supplier affording the City of Ft. Lauderdale the best market price.

**ADDENDUM NO. 1**

RFP 673-9653  
EMERGENCY DEBRIS MANAGEMENT SERVICES

ISSUED November 30, 2006

**EXHIBIT C  
Price Proposal Form  
SUPPLEMENT**

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4	<b>Vegetative Debris Grinding</b> Reduction of Vegetative Debris via grinding at TDSR Site or other designated location	300,000	CY	\$ 3.90	\$ 1,170,000.00
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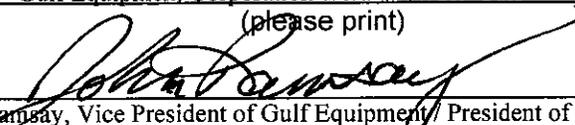
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(Total Extended Price – Written)

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Company Name: Gulf Equipment Corporation d/b/a Crowder-Gulf  
(please print)

Proposers Signature:   
John Ramsay, Vice President of Gulf Equipment / President of Crowder-Gulf

Date: 12/20/06



## HOURLY EQUIPMENT RATES

Equipment Description	Unit	Unit Price
JD 544 Wheel Loader with debris grapple	Hour	\$120.00
JD 644 Wheel-Loader with debris grapple	Hour	\$130.00
Extendaboom Forklift with debris grapple	Hour	\$ 95.00
753 Bobcat Skid Steer Loader with debris grapple	Hour	\$ 75.00
753 Bobcat Skid Steer Loader with bucket	Hour	\$ 75.00
753 Bobcat Skid Steer Loader with street sweeper	Hour	\$ 75.00
30 - 50 HP Farm Tractor with box blade or rake	Hour	\$ 60.00
2 - 2 1/2 cu. yd. Articulated Loader with bucket	Hour	\$130.00
3 - 4 cu. yd. Articulated Loader with bucket	Hour	\$150.00
JD 648E Log Skidder, or equivalent	Hour	\$120.00
CAT D4 Dozer	Hour	\$ 80.00
CAT D6 Dozer	Hour	\$150.00
CAT D8 Dozer	Hour	\$170.00
CAT125 - 140 HP Motor Grader	Hour	\$120.00
JD 690 Trackhoe with debris grapple	Hour	\$130.00
JD 690 Trackhoe with bucket & thumb	Hour	\$125.00
Rubber Tired Trackhoe with debris grapple	Hour	\$125.00
JD 310 Rubber Tire Backhoe with bucket and hoe	Hour	\$ 65.00
Rubber Tired Excavator with debris grapple	Hour	\$130.00
210 Prentiss Knuckleboom with debris grapple	Hour	\$135.00
Self-Loader Scraper Cat 623 or equivalent	Hour	\$195.00
Hand Fed Debris Chipper	Hour	\$ 50.00
Stump Grinder	Hour	\$ 85.00
320 CAT Trackhoe or equivalent w/hydraulic tree & brush cutter head	Hour	\$250.00
Rubber Tired Loader w/heavy duty brush & tree cutter	Hour	\$300.00
300 - 400 Tub Grinder	Hour	\$350.00
800 -1,000 HP Diamond Z Tub Grinder	Hour	\$520.00
30 Ton Crane	Hour	\$150.00
50 Ton Crane	Hour	\$200.00
100 Ton Crane (8 hour minimum)	Hour	\$275.00
40 - 60' Bucket Truck	Hour	\$160.00
Service Truck	Hour	\$ 60.00
Water Truck	Hour	\$ 70.00
Portable Light Plant	Hour	\$ 25.00
Equipment Transports	Hour	\$ 90.00
8000 gallon Fuel Tanker	Hour	\$ 70.00
Pickup Truck, unmanned	Hour	\$ 14.00
Self-loading Dump Truck with knuckleboom and debris grapple	Hour	\$150.00
Single Axle Dump Truck, 5 - 12 Cu. Yd.	Hour	\$ 45.00
Tandem Dump Truck, 16 - 20 Cu. Yd.	Hour	\$ 63.00
Trailer Dump Truck, 24-40 Cu. Yd.	Hour	\$ 72.00
Trailer Dump Truck, 41-60 Cu. Yd.	Hour	\$ 90.00
Trailer Dump Truck, 61 - 80 Cu. Yd.	Hour	\$110.00
Power Screen	Hour	\$160.00
Stacking Conveyor	Hour	\$ 35.00
Off Road Trucks	Hour	\$150.00

## HOURLY LABOR RATES

<b>Personnel Description</b>	<b>Unit</b>	<b>Unit Price</b>
Operations Manager	Hour	\$ 60.00
Superintendent with truck, phone & radio	Hour	\$ 54.00
Foreman with truck, phone & radio	Hour	\$ 48.00
Safety/Quality Control Inspector with vehicle, phone & radio	Hour	\$ 50.00
Inspector with vehicle, phone & radio	Hour	\$ 32.00
Climber with gear	Hour	\$ 90.00
Saw Hand with chainsaw	Hour	\$ 35.00
Laborers & Flagmen	Hour	\$ 30.00
FEMA Public Assistance Manager	Hour	\$130.00
FEMA Documentation Clerk	Hour	\$ 50.00
Timekeeper	Hour	\$ 35.00
HazMat Professional	Hour	\$180.00
Household HazMat Inspection & Removal Crew	Hour	\$110.00
Generators from 10 KW to 300KW	Cost plus 20%	
<b>Materials Description</b>	<b>Unit</b>	<b>Unit Price</b>
Fill Dirt for Stump Holes - Purchased, Placed, and Shaped	CY	\$ 40.00

### **Hourly Rate Notes:**

1. The Equipment, labor and material rates shown above are for tasks requested by the City which are not covered in the rates (per cubic yard) for normal debris removal and reduction.
2. Pricing includes operator, fuel, and maintenance. Depending on the severity of the disaster, some or all of the above equipment will be required. Crowder-Gulf will ensure sufficient numbers of each type of listed equipment are available to meet the needs for a particular disaster.
3. The listed equipment should cover all possible equipment needs following disaster. Crowder-Gulf has access and contacts for any other equipment that might be required and will negotiate a rate with County if need arises for equipment not on list.

## QUALIFICATIONS and EXPERIENCE

**Business History.** Crowder-Gulf is a joint venture that was organized in 1994. It was incorporated in 2002 as a Florida Corporation. Gulf Equipment Corporation is a general contractor and has been in business since 1983. Gulf holds contractor licenses in seven Southeastern states and is headquartered in Theodore, Alabama. Gulf's principle and management personnel have debris management and removal experience dating back to 1969. Gulf assumes primary management responsibility while Crowder provides men and equipment for support of the debris removal operations. We will obtain all required state or local licenses and/or work permits to conduct debris operations for any awarded contract. We maintain the following insurances: General Liability, Personal Injury, Workers Compensation, Automobile/Equipment Liability, Longshoremen's and Harbor Workers Compensation, and Jones Act Maritime Liability Insurance.

We are an Equal Opportunity Employer and we participate in the national drug free work place program. Our policy prohibits drug distribution, possession or use while in the employment with us. This policy applies to all subcontractors and/or consultants that support or assist the companies in any work conducted by us. Employee training, counseling and/or employee assistance programs bolster our drug free policy.

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

Our managing personnel have debris management, removal and demolition experience dating back to 1969. During that period, in excess of 80,000,000 CY of debris has been handled and processed by chipping, burning or disposed of at a properly permitted landfill. We have demolished homes and businesses following hurricanes and floods under FEMA's ROE programs since Hurricane Fredrick in 1979. We have demolished numerous flood plain structures under the FEMA 404 Hazardous Mitigation and the Flood Mitigation Grant Program.

**Key Personnel.** The severity of the disaster will determine how many employees will be assigned to a specific disaster event. Depending on the scope of the disaster, we use a combination of company crews and subcontractors to perform work. We will begin with company personnel and proceed to add additional personnel or subcontractors until we have sufficient personnel to effectively and efficiently manage and handle the disaster recovery effort. We have commitment letters from local subcontractors as well as from subcontractors based in the Southeast who will respond and mobilize within 24 hours of notice. Our policy is to hire qualified local subcontractors if they are available.

We have the following sources of management and inspection personnel:

- Personnel who are currently employed by us on a continuing or consulting basis with vast experience in managing and performing disaster related work.
- Large subcontractors who can provide their own competent management and inspection personnel with minimum oversight from our Management Team, along with over 200 other self-sufficient experienced subcontractors who have worked with us on previous disasters and understand our management philosophy and Management Plan.
- Retired and semi-retired construction, City, County, FEMA, and Power Company professionals who are experienced in managing and inspecting disaster related work.
- We have a standby agreement with various engineering companies to provide personnel for engineering services.
- For temporary housing, we are teamed with **North American Catastrophe Services, Inc. (NACS)** which is recognized as one the nation's leader in providing turnkey solutions to temporary housing. They are capable of responding under the Public Assistance (PA) program as well as the Individual Assistance (IA) program. Their PA housing can consist of every level of service needed including but not limited to housing, catering, laundering, security and power support. Their turnkey IA housing program is the blueprint for Government Supply Agency (GSA).
- **Garner Environmental Services, Inc.** will handle all hazardous materials as well as supply materials and equipment in the event we are activated. They respond to a wide spectrum of pollution incidents with

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**  
**Emergency Debris Management Services – 673-9653**  
**City of Ft. Lauderdale, FL**

professional personnel to insure a proper, legal, and effective cleanup, 24 hours per day, 7 days a week. Teams are staffed and supported with qualified and extensively trained personnel who are fully equipped with state of the art response equipment and instrumentation. Garner, established in 1981, is recognized as an industry leader and has combined the best and most practical field experiences and the most practical technologies available for investigation, remediation, restoration, and management of hazardous, non-hazardous emergency situations, sites and facilities.

We will respond with manpower and equipment within 24 hours of receipt of a Notice to Proceed issued by City of Ft. Lauderdale. Our officers, managers and supervisors have been involved in previous successful disaster related debris operations and have been trained to the quality control concerns, safety concerns, ethics and our drug policies. All key personnel understand our management plan concept and its relationship to this company's Mission Statement.

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

- **John Ramsay – Director of Operations (DO) & President.** Mr. Ramsay is a graduate of Auburn University with a degree in Agriculture and has over 37 years of experience in storm debris operations and management. He has directed the successful completion of over 18 major operations from the most recent 2005 Hurricanes Dennis, Katrina, Rita and Wilma to Hurricane Camille in 1969. He is one of the foremost experts in all phases of a debris operation from removal, reduction, recycling and disposal.

Major natural disaster projects successfully completed as Director include:

<u>Year &amp; Disaster</u>	<u>Contracting Entity</u>
1) 2006 Nor'easter	New York – Erie and Genesee Counties
2) 2005 Hurricanes Dennis, Katrina, Rita and Wilma	Florida - Florida DOT, Counties: Bay, Walton, Escambia, Lee. Cities: Ft. Lauderdale, Sanibel Island, Wilton Manors, West Palm Beach, North Miami, North Miami Beach, and Pompano. Alabama - Baldwin City & the City of Atmore Mississippi – Cities: Pascagoula, Biloxi and Gulfport, US Coast Guard Marine Cleanup for Jackson, Harrison and Hancock Counties Louisiana – Calcasieu Parish Texas – Jefferson County & City of Dickinson
2) 2004 Hurricanes Charley, Frances, Ivan and Jeanne	38 Cities and Counties in Florida, Alabama and Mississippi
3) 2003 Hurricane Isabel	Virginia – VPPSA (Cities of Newport News & Poquoson, Counties of James City & York); SPSA (Cities of Norfolk, Suffolk, & Virginia Beach; Counties of Isle of Wight & Southampton). North Carolina – Dare County, Towns of Nags Head, Kitty Hawk, Hatteras, & Williamston, Cities of Rocky Mount & Wilson.
4) 2003 Ice Storm	Winston-Salem, NC
5) 2002 Ice Storm	Lee's Summit, MO & Kansas City, KS
6) 2001 TS Allison	Harris County & City of Houston, TX
7) 1999 Hurricane Floyd/Floods	Counties of Wilson, Nash, Edgecombe, & Richmond, NC; Cities of Wilson, Rocky Mount, Princeville, and Rockingham, NC
8) 1998-Hurricane Georges	Harrison County, MS
9) 1996-Hurricane Fran	COE- 20 counties in NC; City of Wilson, NC; City of Wilson, NC
10) 1995-Hurricane Opal	Cities of Panama City, Lynn Haven, FL; Bay County, FL
11) 1995-Hurricane Erin	Escambia County Utility Authority, Pensacola, FL
12) 1994-Ice Storm	Cities of Memphis & Germantown, TN
13) 1992-Hurricane Andrew	Miami Beach; City of Miami; Key Biscayne; Broward County, FL
14) 1991-Ice Storm	Birmingham, AL
15) 1989-Hurricane Hugo	Charleston, SC; Cypress Gardens in Charleston; Manning, SC; Florence, SC; Kershaw County, SC; SC DOT
16) 1983-Hurricane Alicia	Harris County & City of Houston, TX

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<u>Year &amp; Disaster</u>	<u>Contracting Entity</u>
17) 1979-Hurricane Frederic	COE –Mobile, AL District
18) 1969-Hurricane Camille	MS & AL- Agricultural Stabilization & Conservation Service

- **Bud Rich – Assistant Director of Operations (ADO).** Bud has held overall direction and control positions in debris management since 1993 and is regarded as an expert in the specific phase of debris reduction. His major storm experience includes Hurricanes Charley, Frances, Ivan and Jeanne in 2004, Hurricane Isabel in Virginia in 2003, Winston-Salem in 2003, the ice storms in Kansas and Missouri in 2002, Hurricanes Erin, Opal, Fran and Floyd, plus numerous smaller operations over the past nine years.
- **Raymond “Buddy” Young – Public Relations / Technical Assistance Manager (PR).** Buddy was Regional Director of FEMA Region VI from 1993 – 2001. Buddy served as Administrator for 133 federally declared disasters and emergencies. He is nationally known and recognized in the Emergency Management business and is extremely knowledgeable about FEMA policies and procedures. Buddy is a retired Captain of the Arkansas State Police where he served for 26 years. He has provided management support and technical assistance to our clients following the most recent 2005 Hurricanes that devastated the Gulf Coast to Hurricanes Charley, Frances, Ivan and Jeanne in 2004 as well as Hurricane Isabel in 2003.

Buddy also works with the Texas A&M Engineering Extension Program as an adjunct instructor. This program has a contract to provide terrorism response training to include all types of incidents for local and state governments, as well as the U. S. Air Force. He conducts full-scale exercises with local and state agencies in response to incidents of terrorism and natural disasters. Buddy is one of the most knowledgeable people working in the debris management business concerning the management of major disasters.

- **Margaret R. Wright, Ph.D. - Special Projects Manager/On-site Office Manager.** Margaret has had over twenty years of professional training and managerial experience. Her most recent experience has been following Hurricane Rita in Calcasieu Parish, Louisiana. She has been a vital part of the management team working day to day with the Corps of Engineers through Ceres Environmental. Her past experience in disaster recovery includes general manager in Florida following Hurricanes Charley, Frances, Ivan and Jeanne and in Virginia after Hurricane Isabel and onsite Office Manager in North Carolina after Hurricane Fran. Her duties included regulations compliance, management of record keeping which included day-to-day operations of work completed, communication and coordination with contracting entities during reconciling process, and conducting formal evaluations at completion of projects.

In her previous employment with Intelligent Decision Systems, Inc., Margaret was a team member for curriculum analyses for eight Navy courses. She directed extensive data collection and analysis, and formulated recommendations regarding realizing maximum training efficiency and effectiveness through the infusion of technology. She was also involved in the analysis and development of a large award-winning project for the Navy’s Surface Warfare Officer School that provides on-the-job training utilizing technology and a cognitive apprenticeship approach to present instruction. Margaret has also held positions with both the University of South Alabama and the Mobile City Public School System, which required project coordination and management skills.

- **William Wright – Safety/Quality Control Manager (SQCM).** Mr. Wright has an engineering degree from Auburn University and worked for Alabama Power Company for 31 years in various management positions. In the aftermath of Hurricanes Frederick, Erin and Opal he was responsible for managing and coordinating power crews in the restoration of power in the Southeastern Division of Alabama Power. Willie served as a Safety Specialist for Alabama Power from 1995 until his retirement. He is presently a Safety Consultant to us and a key member of our Management Team. Willie managed the Gulf’s debris and reduction operation in York County, VA after Hurricane Isabel and Orange County, Florida following Hurricanes Charley and Frances and Escambia County, Florida after Hurricane Ivan.
- **Eric Hall – Debris Reduction Manager (DM) / Project Manager.** Mr. Hall is a specialist in Air Curtain Incineration and has worked in the storm debris business since 1987. He has worked as Debris Reduction Manager for us in Florida after Hurricanes Andrew in 1992, Erin and Opal in 1995, plus North

Carolina after Hurricane Fran in 1996. Eric managed our debris operations in City of Orlando following Hurricanes Charley, Frances and Jeanne in 2004 and in Dare County, North Carolina, during Hurricane Isabel in 2003.

- **Charlie Hunter – Project Manager/ Sales Representative.** Mr. Hunter spent over twenty (20) years in the active U.S. Army Corps of Engineers in numerous duty assignments from 1956 till 1977. Upon retiring from the U.S. Army, Mr. Hunter worked for three (3) Counties in the State of Florida from 1977 until February 2001 serving as Solid Waste Operations Director for Putnam County from 1977- 1988, Sarasota County from 1990 – 1991, and Brevard County from October 1991 - 2001. After retiring from Brevard County under the State of Florida Retirement system, he came to work with us in October 2001. He was a project manager in Florida following Hurricanes Katrina, Wilma, Charley, Frances and Jeanne and in Lee's Summit, Missouri and Kansas City, Kansas after the 2002 ice storms.
- **John Campbell - Emergency Management Trainer / Sales / Project Manager.** Mr. Campbell has a B.S. degree in Political Science from the University of Southern Miss. and a Masters degree in Logistics Management for the Florida Institute of Technology. After retirement from the Army as a full Colonel with 30 years of service, he served for 6 years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida. He has direct experience in debris recovery operations from Hurricane Iniki in Hawaii, Hurricanes Charley, Ivan and Wilma that impacted Southwest Florida. He also provided mutual aide to Escambia County Florida following Hurricane Ivan. During his 36 years of public service, he amassed an extensive background in high-level management, disaster response and training. He is qualified to instruct courses on the Incident Command System (ICS) and is a train-the-trainer for the National Incident Command System (NIMS). Mr. Campbell is an accredited Professional Emergency Manager through the Florida Emergency Preparedness Association (FEPA).

**Scope of Services.** We are well aware of the trauma and disruption placed on a community's economy and it citizens' lifestyles resulting from the occurrence of a natural disaster. Our personnel are thoroughly indoctrinated regarding our policy to always be compassionate, polite and responsive to the needs of the community and its citizens. We have received numerous recommendations and testimonials from various governmental officials stating their appreciation for our Community Relations Policy and attesting to its success within the communities we have served. Letters of recommendation are available on upon request. The responsibility to interface with the elected and appointed officials, as well as the citizens at large is assigned to a Senior Official on all contracts for storm services.

We have the financial, personnel and equipment resources to provide the management, planning, personnel and equipment to efficiently and effectively provide the City quality disaster related services. Such services will include, but not necessarily be limited to, large scale debris removal, separation, staging, and disposal, demolition work, construction and demolition debris removal, hazardous waste handling, tree trimming, tree topping and removal, stump grinding and removal, marine salvage operations, debris removal from inland & off shore waters, sand removal from roads, streets, and right-of-ways, beach sand screening and replacement, and emergency berm construction.

We have established solid-working relationships with numerous state emergency response agencies as well as other key agencies involved in disaster response and recovery that include the Federal Emergency Management Agency (FEMA) and the U.S. Army Corps of Engineers (USACE). These relationships combined with Mr. Buddy Young, former FEMA Region 6 Director, afford our clients the benefit of all-inclusive disaster response and recovery services regarding all categories of Public Assistance.

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

**Managerial Capabilities.** We have successfully managed debris and reduction operations in multiple counties and municipalities during previous disasters. References as well as past performances are provided in detail within this proposal.

Currently we are completing: Right of Entry (ROE) and Right of Way (ROW) work in the City of Pascagoula, Mississippi, Leaner and Hanger and ROW work in the City of Biloxi, Mississippi, Waterway Debris Removal for the US Coast Guard along the Mississippi Gulf Coast in Jackson, Harrison and Hancock Counties, and ROW work in Genesee County, New York as a result of the October Nor'easter.

With the unprecedented 2005 Hurricane Season we completed Katrina recovery work in the City of Pascagoula, City of Biloxi, City of Gulfport and Harrison County Mississippi; Rita recovery work in Calcasieu Parish and Lake Charles, Louisiana and Jefferson County, Texas. Wilma recovery work in Lee County, Village of Wellington, City of Pembroke Pines, City of Aventura, City of Pompano Beach, City of Fort Lauderdale, and City of West Palm Beach, Florida. All of the referenced contracts were managed simultaneously.

Beginning August 13, 2004, the first of four hurricanes hit Florida and by September 14<sup>th</sup> the fourth hurricane had made landfall in Florida, Alabama and Mississippi. We had 38 pre-event contracts activated by impacted cities and counties from South Florida to Pascagoula, Mississippi. We began moving debris in the state of Florida for Lee County, Sanibel Island Orange County and Orlando within 48 hours of the first hurricane and continued mobilizing men and equipment to our many customers on a timely basis as three additional hurricanes made landfall in a one-month time frame. By the time the last hurricane hit, we had mobilized approximately 2,800 men, 1,600 trucks, 600 pieces of loading equipment, 22 tub grinders and 10 air curtain incinerators. We removed and reduced 14,000,000 – 15, 000,000 cubic yards of debris. Most work was completed by the end of December 2004 with only processed debris removal and TDRS closures remaining in Escambia County, Florida which received the most severe damage.

On September 17, 2003, the day before Hurricane Isabel made landfall, we were issued a Notice to Proceed by the Virginia Peninsulas Public Service Authority (VPPSA) for the Cities of Newport News and Poquoson, and the Counties of James City and York. On the same day, the Southeastern Public Service Authority (SPSA) issued us a Notice to Proceed for the Cities of Norfolk, Suffolk, and Virginia Beach, and Isle of Wight and Southampton Counties. The day after the storm struck, we were moving debris. We subsequently mobilized 1,063 trucks, 155 loaders, 11 tub grinders, 9 air curtain incinerators, and numerous pieces of support equipment. Manpower mobilization exceeded 1,450 people. The first pass was completed within 40 – 50 days, with approximately 3,900,000 cubic yards of debris, 13,900 stumps and 1,700 logs being removed from public rights-of-way. We also implemented (at the request of specific clients) right-of-entry debris removal, cut and removed leaning trees, and removed C&D and white goods. We completed third and fourth passes for our clients and the total volume of debris removed exceeded 4,100,000 cubic yards.

We were also issued a Notice to Proceed by Dare County and the Town of Williamston in North Carolina. The clean up of Williamston was completed in three weeks. Dare County, approximately 85 miles long encompasses a large area of the Outer Banks. With 2,700' of Highway 12 being washed out, we had to mobilize men and equipment by barge and ferry. Debris removal and reduction was accomplished in Dare County in 45 days. We also completed work demolishing structures in Hatteras Village, screening sand, and building dunes and planting of beach grass on the rebuilt dunes.

After the 2002 ice storms hit Kansas and Missouri, we successfully managed simultaneous debris removal & reduction operations in Lee's Summit, MO, and Wyandotte County/Kansas City, KS.

In the aftermath of Hurricane Floyd and subsequent floods during 1999 and 2000, we successfully managed simultaneous debris removal & reduction operations in the Counties of Wilson, Nash, Edgecombe, & Richmond, NC and the Cities of Wilson, Rocky Mount, Princeville, and Rockingham, NC, removing and reducing in excess of 1,000,000 cubic yards of debris. In addition, we managed the demolition of approximately 600 flood-damaged homes, and demolition of approximately 200 homes under FEMA 404 Hazard Mitigation Program in Edgecombe County and Princeville, NC.

After Hurricane Fran in 1996, we successfully managed simultaneous debris removal & reduction operations in Wilson County, NC, the City of Wilson, NC, and in 20 other counties in North Carolina, for the U.S. Army Corps of Engineers.

In the aftermath of Hurricane Opal in 1995, we successfully managed simultaneous debris removal & reduction operations in Bay County, FL and the Cities of Panama City and Lynn Haven, FL.

After Hurricane Andrew in 1992 and 1993, we successfully managed simultaneous debris removal & reduction operations in Florida for Dade County and the cities of Miami Beach, Miami, Homestead, and Key Biscayne, and reduction operations in Ft. Lauderdale, Tavares, Medley, and for the U.S. Army Corps of Engineers.

After Hurricane Hugo in 1989, we successfully managed simultaneous debris removal & reduction operations in the North Carolina Counties of Kershaw, Lancaster, and Manning, the cities of Florence, Manning & Charleston and 90 miles of I-20 & I-95 for the South Carolina DOT.

We have extensive experience managing debris disposal and/or reduction sites having operated such sites during the majority of the projects we have managed. After the 1994 ice storm in Tennessee, we operated five burn sites in the Memphis area, receiving and reducing all debris from County, City, DOT, and private contractors. We also operated multiple reduction (burn) sites in Alabama for over eighteen months after Hurricane Frederick and two reduction sites for six months in North Carolina after Hurricane Fran. Most recently in 2005 we managed thirteen disposal and reduction sites for Calcasieu Parish, Louisiana. Based on our past experience with debris disposal we are extremely qualified to handle the City's needs.

**References.**

- 1. Project Title:** **HSCG84-06-Q-AA8172 and HSCG84-06-Q-AA8175 – 2006 Marine Debris Removal in Jackson, Harrison and Hancock Counties, Mississippi**  
**Client:** **U. S. Coast Guard**  
**Contact:** Commander Carl Edminston (251) 583-8420  
Lt. Thomas Smith (251) 259-0994  
Chief Buddy Pipin (251) 721-6151, [francis.m.pipin@uscg.mil](mailto:francis.m.pipin@uscg.mil)  
Lt. Coleman (251) 295-0995, (251) 404-5051, [patrick.f.coleman@uscg.mil](mailto:patrick.f.coleman@uscg.mil)  
**Period:** 8172 - Started 8/06 and should be completed in about 60 days  
8175 - Started 8/06 and completed 10/06  
**Project:** Gulf Equipment and Matthews Marine – Waterway debris removal and disposal
- 2. Project Title:** **October 2006 Nor'Easter in Erie and Genesee Counties, New York**  
**Client:** **UCC Construction, Inc.**  
**Contact:** Bobby and Gary Hill (716) 822-5756, [ucc@adelphia.net](mailto:ucc@adelphia.net)  
Gerard Sentz (716) 858-8436, [sentzg@erie.gov](mailto:sentzg@erie.gov)  
**Period:** Erie County – Started 10/2006 and completed 12/2006  
Genesee County – Started 10/2006 and should be completed in 30 days.  
**Project:** Gulf Equipment and UCC – Emergency disaster debris removal and disposal
- 3. Project Title** **FEMA-1609-DR 2005 Hurricane Wilma**  
**FEMA-1602-DR 2005 Hurricane Katrina**  
**FEMA-1545-DR 2004 Hurricane Frances**  
**Client:** **City of Ft. Lauderdale, Florida**  
**Contact:** Greg Slagle, Public Works Department (954)828-5341  
**Period:** Wilma 10/05 – 3/06; Katrina 8/05 – 10/05; Frances 9/04 – 12/04  
**Project:** Manage, survey, collect, reduction and disposal of debris
- 4. Project Title:** **FEMA-1609-DR 2005 Hurricane Wilma**  
**FEMA-1602-DR 2005 Hurricane Katrina**  
**FEMA-1545-DR 2004 Hurricane Frances**  
**Client:** **City of Wilton Manors, Florida**  
**Contact** David J. Archacki, Emergency Management Coordinator (954)390-2190  
**Period:** Wilma 10/05 – 12/05; Katrina 8/05 – 9/05; Frances 9/04 – 11/04  
**Project:** Manage, survey, collect, reduction and disposal of debris

5. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
FEMA-1602-DR 2005 Hurricane Katrina  
**Client:** City of Pembroke Pines, Florida  
**Contact:** Shawn Denton, Director of Public Services (954) 538-3644  
**Period:** Wilma 10/05 – 2/06; Katrina 8/05 – 10/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
6. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
FEMA-1545-DR 2004 Hurricane Frances  
**Client:** Village of Wellington, Florida  
**Contact:** Tim Hunt, (561)798-6378  
**Period:** Wilma 10/05 - 1/06; Frances 9/04 – 12/04  
**Project:** Manage, survey, collect, reduction and disposal of debris
7. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
**Client:** City of West Palm Beach, Florida  
**Contact:** Ken Reardon, Public Works (561) 644-7483  
**Period:** 10/05 – 12/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
8. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
FEMA-1602 DR 2005 Hurricane Katrina  
**Client:** City of North Miami, Florida  
**Contact:** Mark E. Collins, Public Works Director, (305)893-6511 ext. 2211  
**Period:** Wilma 10/05 – 2/06; Katrina 8/05 – 10/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
9. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
**Client:** City of North Miami Beach, Florida  
**Contact:** Esmond Scott, Public Works, (305)336-9006  
**Period:** 10/05 -11/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
- 10.. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
FEMA-1602-DR 2005 Hurricane Katrina  
FEMA-1545-DR 2004 Hurricane Frances  
**Client:** City of Pompano Beach, Florida  
**Contact:** D.C. Maudlin, Jr., Public Works Director, (954)786-4106  
**Period:** Wilma 10/05 – 1/06; Katrina 8/05 – 9/05; Frances 9/04 – 11/04  
**Project:** Manage, survey, collect, reduction and disposal of debris
11. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
FEMA-1602-DR 2005 Hurricane Katrina  
**Client:** City of Aventura, Florida  
**Contract:** Robert M. Sherman, Director of Community Services  
(305)466-8930  
**Period:** Wilma 10/05 – 11/05; Katrina 8/05 – 9/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
12. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
FEMA-1561-DR Hurricane Jeanne  
FEMA-1539-DR 2004 Hurricane Charley  
**Client:** Lee County, Florida  
**Contact:** John Wilson, Emergency Management Director  
(239) 229-1117 / (239) 334-5400  
Lindsey Sampson, Solid Waste, (239) 338-3302  
**Period:** Wilma 10/05 – 12/05; Jeanne / Charley 8/04 – 2/05  
**Project:** Manage, survey, collect, reduction and disposal of debris

13. **Project Title:** FEMA-1609-DR 2005 Hurricane Wilma  
FEMA-1539-DR 2004 Hurricane Charley  
**Client:** City of Sanibel Island, Florida  
**Contact:** Gates Castle, Public Work Director (239) 472-6397  
**Period:** Wilma 10/05 – 12/05; Charley 8/04 – 11/04  
**Project:** Manage, survey, collect, reduction and disposal of debris
14. **Project Title:** FEMA-1606-DR Hurricane Rita  
**Client:** Jefferson County, Texas  
**Contact:** John Cascio, Emergency Management Coord (409)722-4371  
**Period:** 10/05 – 2/06  
**Project:** Manage, survey, collect, reduction and disposal of debris
15. **Project Title:** FEMA-1604-DR 2005 Hurricane Katrina  
FEMA-1594-DR 2005 Hurricane Dennis  
FEMA-1550-DR 2004 Hurricane Ivan  
**Client:** City of Pascagoula, Mississippi  
**Contact:** Kaye Keli, City Manager (228)217-0330  
**Period:** Katrina 8/05 to present; Dennis 7/05 – 8/05; Ivan 9/04 – 10/04  
**Project:** Manage, survey, collect, reduction and disposal of debris
16. **Project Title:** FEMA-1604-DR 2005 Hurricane Katrina  
**Client:** City of Biloxi, Mississippi  
**Contact:** A. J. Holloway, Mayor (228)435-6254  
**Period:** 9/05 to present  
**Project:** Manage, survey, collect, reduction and disposal of debris
17. **Project Title:** FEMA-1605-DR 2005 Hurricane Katrina  
FEMA-1593-DR 2005 Hurricane Denise  
FEMA-1549-DR 2004 Hurricane Ivan  
**Client:** Baldwin County, Alabama  
**Contact:** Lee Ann Ryals, Director of Baldwin County EMO (251)947-1011  
Tom Grainger, Baldwin County Engineer (251)455-5141  
**Period:** Katrina 9/05 – 12/05; Dennis 7/05 – 8/05; Ivan 9/04 – 2/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
18. **Project Title:** FEMA-1605-DR 2005 Hurricane Katrina  
FEMA-1549-DR 2004 Hurricane Ivan  
**Client:** City of Daphne, Alabama  
**Contact:** Ken Eslava, Public Works Director (251)591-3377  
**Period:** Katrina 9/05 – 12/05; Ivan 9/04 – 1/05  
**Project:** Manage, survey, collect, reduction and disposal of debris in City and Parks
19. **Project Title:** FEMA-1605-DR 2005 Hurricane Katrina  
FEMA-1549-DR 2004 Hurricane Ivan  
**Client:** City of Gulf Shores, Alabama  
**Contact:** Chuck Hamilton, Gulf Shore Public Works Director (251) 968-1155  
**Period:** Katrina 9/05 – 10/05; Ivan 9/04 – 11/04  
**Project:** Manage, collect, reduction and disposal of debris, beach cleaning, debris removal from Gulf Waters and surrounding water bodies
20. **Project Title:** FEMA-1605-DR 2005 Hurricane Katrina  
FEMA-1549-DR 2004 Hurricane Ivan  
**Client:** State of Alabama Department of Conservation and Natural Resources  
**Contact:** Terry Boyd, DCNR Director (334) 850-5060 / (334) 868-9851  
Chuck Hamilton, Gulf Shore Public Works Director (251)968-1155  
Matt Bell, Engineer, Volkert & Associates (251) 968-7551  
Mitch Kidd, Engineer, Volkert & Associates (251) 968-7551  
**Period:** Katrina 9/05 – 3/06; Ivan 6/05 – 5/06

GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF  
Emergency Debris Management Services – 673-9653  
City of Ft. Lauderdale, FL

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- Project:** Debris removal, disposal and beach cleaning - Gulf of Mexico, Alabama State Park, Little Lagoon, Weeks Bay, Magnolia River and Dauphin Island
21. **Project Title:** FEMA-1545-DR 2004 Hurricane Frances  
FEMA-1539-DR 2004 Hurricane Charley  
**Client:** Orange County, Florida  
**Contact:** William P. Baxter, Public Works Director (407) 836-7979  
Deodut Budhu, Manager Roads & Drainage (407) 836-7919  
**Period:** Frances 9/04 – 4/05; Charley 8/04 – 9/04  
**Project:** Manage, survey, collect, reduction and disposal of debris
22. **Project Title:** FEMA-1539-DR 2004 Hurricane Charley  
**Client:** City of Orlando, Florida  
**Contact:** David Metzker, Public Works Director (407) 246-3573  
Mike Carroll, Solid Waste Bureau Chief (407) 538-8916  
**Period:** 8/04 – 2/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
23. **Project Title:** FEMA-1545-DR 2004 Hurricane Frances  
**Client:** Brevard County, Florida  
**Contact:** Uri Rodriguez, Solid Waste Department Manager (321) 633-2042  
Roger Turnbull, Solid Waste Operations Manager (321) 633-1888  
**Period:** 9/04 – 2/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
24. **Project Title:** FEMA-1539-DR 2004 Hurricane Charley  
**Client:** Polk County, Florida  
**Contact:** Lance Davis, Roadway Maintenance Superintendent (863) 534-7631  
**Period:** 8/04 – 3/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
25. **Project Title:** FEMA-1539-DR 2004 Hurricane Charley  
**Client:** City of Sanibel Island, Florida  
**Contact:** Gates Castle, Public Work Director (239) 472-6397  
**Period:** 8/04 – 2/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
26. **Project Title:** FEMA-1539-DR 2004 Hurricane Charley  
**Client:** Hardee County, Florida  
**Contact:** Janice Williams, Solid Waste (863) 773-3199  
**Period:** 8/04 – 2/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
27. **Project Title:** FEMA-1602-DR 2005 Hurricane Katrina  
FEMA-1595-DR 2005 Hurricane Dennis  
FEMA-1551-DR 2004 Hurricane Ivan  
**Client:** Walton County, Florida  
**Contact:** Bill Emfield, Director of Purchasing (850) 892-8470  
**Period:** Katrina 9/05 – 12/05; Dennis 7/05 – 8/05;; Ivan 9/04 – 1/05  
**Project:** Manage, survey, collect, reduction and disposal of debris
28. **Project Title:** FEMA-1595-DR 2005 Hurricane Dennis  
FEMA-1551-DR 2004 Hurricane Ivan  
**Client:** Escambia County, Florida  
**Contact:** George Touart, County Administrator (850) 595-4947  
**Period:** Dennis 7/05 – 11/05; Ivan 9/04 – 6/05  
**Project:** Manage, survey, collect, reduction and disposal of debris

29. **Project Title:** FEMA-1491-DR-VA, 2003 Hurricane Isabel  
**Client:** Virginia Peninsulas Public Service Authority  
**Contact:** Stephen B. Geissler, P. E., Executive Director (757) 259-9850  
**Period:** 9/03 – 4/04  
**Project:** Manage, survey, collect, reduce and dispose of approximately 1.9 million CY of debris  
**Entities:** City of Newport News, James City County, City of Poquoson, York County
30. **Project Title:** FEMA-1491-DR-VA, 2003 Hurricane Isabel  
**Client:** Southeastern Public Service Authority  
**Contact:** Steve Coomer, CPPB, Purchasing Administrator (757) 420-4700  
**Period:** 9/03 – 4/04  
**Project:** Manage, survey, collect, reduce and dispose of approximately 2.25 million CY of debris  
**Entities:** City of Norfolk, Isle of Wight City, City of Suffolk, Southampton City, City of Virginia Beach
31. **Project Title:** FEMA-1457-DR-NC, 2003 Ice Storm Debris Removal  
**Client:** City of Winston-Salem, North Carolina  
Public Works Department  
**Contact:** Gregory M. Turner, Assistant City Mgr. Public Works (336) 727-2545  
Rebecca McBride, Director of Sanitation, (336) 727-2638, (336) 748-3080  
**Period:** 4/03 – 5/03  
**Project:** Manage, survey, and collect vegetative debris
32. **Project Title:** FEMA-1403-DR-MO, 2002 Ice Storm Debris Removal and Reduction  
**Client:** City of Lee's Summit Missouri Public Works Department  
**Contact:** Robert Hartnet, Deputy Director of Public Works - (816) 969-7323  
Russell Pankey, Procurement Manager (816) 969-7466  
**Period:** 2/02 – 4/02  
**Project:** Manage, survey, collect and reduce vegetative debris
33. **Project Title:** FEMA-1402-DR-KS, 2002 Ice Storm Debris Removal and Reduction  
**Client:** Unified Government of Wyandotte City & Kansas City Kansas  
Public Works Department  
**Contact:** Bill Blackwell, Deputy City Engineer - (913) 573-5700; (816) 835-4486 Cell  
George Sooter, Right of Way Manager – (913) 573-5700  
**Period:** 2/02 – 4/02  
**Project:** Manage, survey, collect and reduce vegetative debris

**Note:** All of the above were federally reimbursable projects and were completed without dispute.

**Training References** – Dr. Margaret Wright and Mr. Buddy Young have conducted training seminars for several of our clients in Florida. The seminars, which were attended by members of various departments of the local governments, covered debris operations and procedures, data tracking, accounting, and Public Assistance funding and concerns. References for these training seminars are as follows:

**Brevard County**

Jerry Rodriguez, Solid Waste Director, (321) 633-2042  
Lisa Tolon, Assistant Solid Waste Director, (321) 633-7112  
2725 Judge Fran Jamieson Way, Building "C", Viera, FL 32940

**City of Fort Lauderdale**

Greg Slagle, Director – Sanitation Division, (954) 828-5311  
949 N.W. 38<sup>th</sup> Street, Ft. Lauderdale, FL 33309

**Lee County**

Cindy Logan, Contract Management Supervisor, (941) 335-2183  
David Saniter, Lee County Emergency Management, (941) 477-3600  
1500 Monroe Street, 4<sup>th</sup> Floor / Fort Myers, Florida 33901

**Leon County**

Keith Roberts, Purchasing Director

Judd Curtis, Solid Waste Director, (850) 488-1505  
Purchasing Division  
2284 Miccosukee Road / Tallahassee, Florida 32308

**City of Panama City**

Ken Hammons, City Manager, (850) 872-3010  
Joseph E. Villadsen, Public Works Director, (850) 872-3170  
P.O. Box 1880 / Panama City, Florida 32402

**City of Tallahassee**

Marty Bishop, EMC, (850) 933-0778  
Cathy Kirkpatrick, Manager – Procurement Services, (850) 891-8130  
300 South Adams Street, / Tallahassee, Florida 32301-1731

## OPERATIONAL PLAN FOR THE CITY:

**Disaster Response.** We have a plan tailored to meet the needs and specific requirements of the City of Ft. Lauderdale. The information in this section can be adapted to meet the specific needs of the City. The services provided will consist of furnishing all labor, materials, and equipment to complete and deliver full Emergency Response and Recovery Services and will include the following *minimum* services as directed by the City:

1. Annual or biannual pre-disaster debris management planning critiques and planning assistance.
2. Emergency clearance of debris from public streets and rights-of-way for access by emergency personnel.
3. Permitting, clearing, and/or removing disaster related debris from the public right-of-way, streets, roads, canals, lakes and ponds.
4. Removal of sand, silt, sludge and rock from roads, streets rights-of-way; screening material to segregate material and transporting material to designated disposal sites.
5. Management and operation of debris reduction sites to accept, process, reduce and/or dispose of disaster-related debris. Contractor shall assist the City in identifying and selecting appropriate Temporary Storage Sites to be utilized as debris staging and processing locations.
6. Debris separation (i.e., vegetative, C&D, recyclable debris, white goods, and hazardous waste) and reduction of eligible organic debris using tub grinding or air curtain incineration in accordance with all applicable laws and regulations.
7. If specifically requested and authorized, implementation and operation of a Right-of-Entry ("ROE") program to affect clearance and removal of debris from private property. Contractor shall manage the ROE program by assisting with the obtaining, categorizing and recording of each ROE application and the successful completion thereof.
8. Demolition and removal of condemned structures and buildings that pose a threat to public health and safety resulting.
9. Tree trimming in accordance with American National Standard ANSI A300, tree topping, tree removal, stump grinding, grubbing, clearing, hauling and disposal.
10. Providing all permits and services necessary for the containment, clean-up, removal, transportation, storage, testing, treatment and/or disposal of hazardous materials and wastes to include bio-hazardous and animal carcasses.
11. Perform other disaster response and recovery activities, as necessary, and as specifically directed and authorized.
12. Accurate verifiable documentation of each load of debris along with daily and other regular reports of all loads of debris and work performed with provisions for inspection by the Client.
13. All staging areas, work areas and TDSRS will be left in a clean or neat condition and/or restored to their original condition as may be required.
14. Technical Disaster Recovery Assistance to assist the City in managing the recovery process and substantiating requests for reimbursement from the State and/or FEMA for eligible Public Assistance funding. Annual training sessions will be made available for City personnel who may be designated to work with us after the disaster during the debris removal and reduction operation.

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

**Timeframe for Debris Removal.** Quantities of debris will be removed using the following timeframes as a guideline: within 30 days = 100,000 cu yds, within 60 days = 300,000 cu yds, within 90 days = 400,000 or whatever the total cubic yards of eligible debris is remaining in the City, whether it be 100,000 cu yds or 2 million cu yds. Our personnel surveyed the surge area of City of Ft. Lauderdale and think our stated estimates of 400,000 cubic yards of remaining debris is high. The final volume of debris will ultimately be determined by the amount of debris citizens place on the right of way, the number of eligible ROE's, the buildings identified for demolition, and other buildings condemned by the City.

**Temporary Debris Staging And Reduction Sites (TDSRS).** Upon award of a contract, we will meet with City and/or the Towns officials to assess and determine the location of potential temporary debris storage and reduction sites. The scope of the disaster and resultant damage will determine the number of sites required. Preference will be given to City and/or the Towns-owned land. If it is determined that sufficient City-owned land is not available, the use of privately owned sites will be investigated. We will attempt to

negotiate lease/rent rates in advance with the owners of such private land for use in the event of a disaster. If private land use is required during a disaster, actual lease/rent costs will be passed through to the City. All other costs associated with the preparation, operation, and restoration of temporary debris storage and reduction sites will be included in our pricing structure for the contract.

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

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

**Community Relations.** We are well aware of the trauma and disruption to normal lifestyles that result from a natural disaster. Our personnel are thoroughly indoctrinated regarding our policy to always be caring, courteous, polite, and responsive to the needs of the citizens of the community. We have received a number of recommendations and testimonials from various governmental officials attesting to the success of our Community Relations Policy in communities we have served.

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

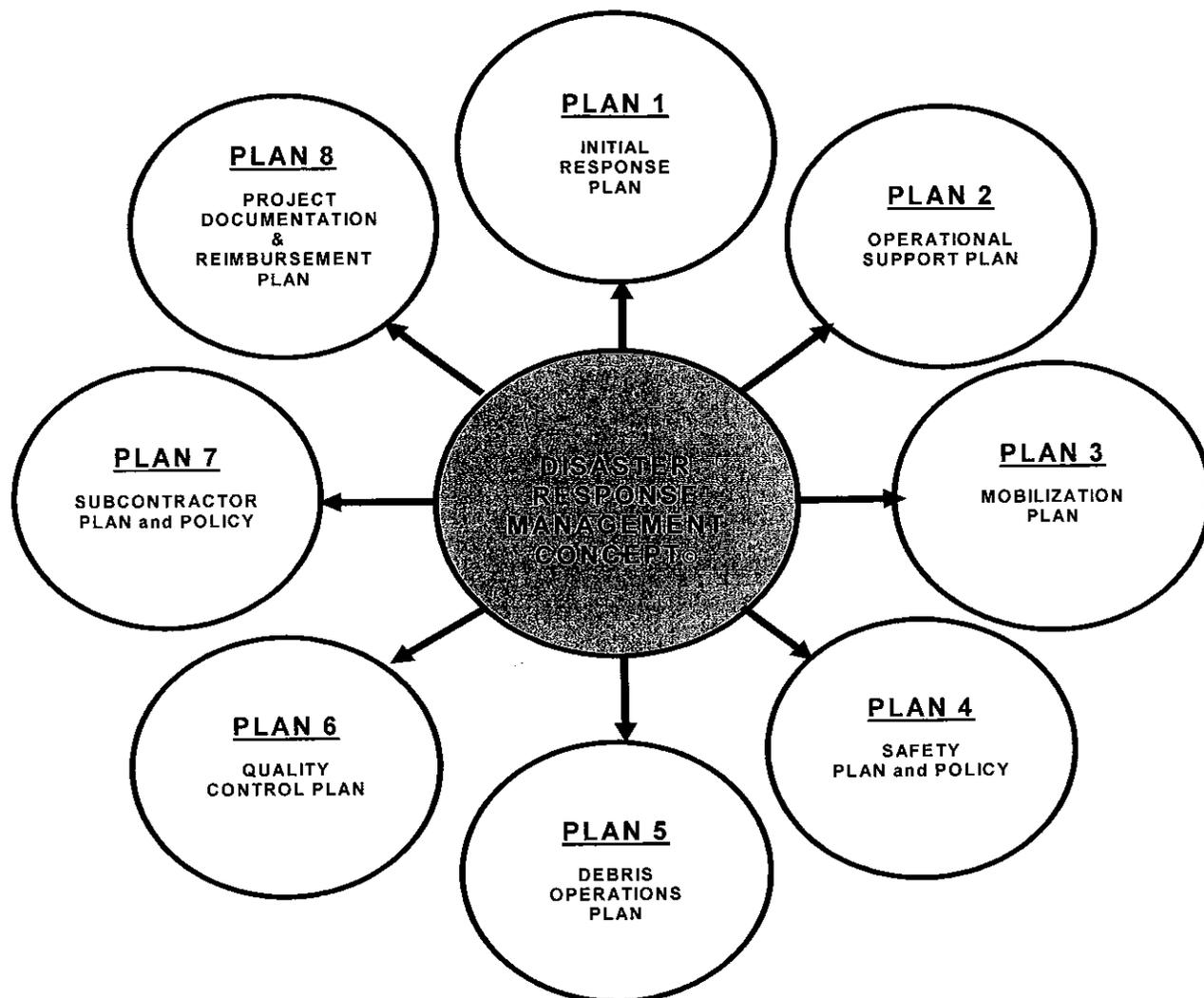
**Data Tracking, Accounting And Financial Management.** We have both the financial resources and stability to efficiently and effectively perform the services contemplated by this proposal. Upon request, bank references are available.

Debris Load Tickets for each truckload of debris hauled by us. The key features of financial accountability is maintained throughout the contract process using a system of checks and balances that is tied directly to the Truck Capacity Certification form and our data and accounting system are as follows:

1. A specially designed Microsoft Access database program is used to track and account for the quantitative and descriptive debris data. The database allows us to keep accurate statistical information and provide an easy audit trail. Designated office personnel enter, count and total quantities from debris load tickets on a daily basis. The system is easily modified to meet the particular daily, weekly, and reporting requirements of our clients.
2. A computerized accounting program is used for all accounting, invoicing, and payments. The on-site office is self-sufficient with backup from the full-time Disaster Administration Office (DAO).

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

Our management plan outlined in this section uses the concept of a Circle of Plans to highlight the proven strategies to be used for the City of Ft. Lauderdale's debris management needs. The Circle of Plans is called **Disaster Response Management Concept (DRMC)** and is made up of eight (8) interrelated plans, as illustrated in the following diagram:



The **DRMC** is used to trigger our response to incidents that have little or no time period for preparation or that requires an immediate pre-contracted response. This Management Plan is also followed on potential threats that afford days of advance preparation. These interrelated Plans will be comprehensively used whenever we are selected to perform contracted debris tasks.

### **PLAN 1 - INITIAL RESPONSE PLAN.**

Our **DRMC** will be used to guide management during the six storm activity phases presented in Plan 1. These six (6) phases encompass the process of debris removal, reduction and disposal management.

- **Phase 1 – Alert.** If there is a possible advance notice (such as a hurricane), this phase will commence as soon as a known/predicted storm appears to be a credible threat to the U.S. mainland. Our call-down list will be checked to verify it is current. Field Project Managers and Field Supervisors will be advised to check e-mail and/or voice mail at least twice a day, and additional beepers or cell phones may be distributed to key personnel.
- **Phase 2 – Notification.** Our Director of Operations (DO), serving in the capacity of Senior Response

Manager, will assess the information from media sources and the government for possible full notification action. If it is determined that notification is needed he will direct the activation of our Calling Plan with stand-by instructions for the individual contractors/ subcontractors notified.

- **Phase 3 – Preparation.** Based on the high predictability of a known event, the DO will direct the initial mobilization of people and equipment. The details of this activity are covered in the Debris Mobilization Plan.
- **Phase 4 – Mobilization.** The DO will be the key decision-maker(s) once the need to mobilize and respond has been determined. He will inform all responding personnel as to situation status, departure, tasking and assets to mobilize. He will direct the commencement of the mobilization checklist, tasking of the support units, and the dispatch of managers, crews and equipment.
- **Phase 5 – Departure.** Directed to and arriving on site in the disaster area, all personnel and assets will remain under the direction and control of the DO and/or Assistant Director of Operations (ADO).
- **Phase 6 – Response and Return.** Upon completion of the response effort or contract, all assets will be returned to the locations from which they were activated. At the option of the DO, there may be a formal critique of the operation to review the procedures, actions, checklists and reports that were used in the response.

**PLAN 2 - OPERATIONAL SUPPORT PLAN.** The Operational Support Plan (OSP) provides guidance plus a checklist for the pre-mobilization, post-mobilization and response periods of time. The plan provides guidance for the Logistics Manager (LM) and all the employees that assist with the start up efforts and support the field operations until the last administrative action is complete.

The Logistics Manager is responsible to maintain, update and upgrade this plan. Of all the plans that make up the **DRMC**, this one is the most dynamic. In as much as operational support is preponderantly composed of "staff" activity needed to keep "line" operations functioning efficiently, it has been assigned to the Logistics Manager (LM) with commensurate authority for its management. The three (3) organizational units that make up the field office are as follows:

• **Personnel Unit – General Tasks**

1. Maintain employee field personnel files
2. Maintain individual emergency information (with Safety Officer)
3. Track individual organizational assignments
4. Operate employee locator
5. Perform "local hire" recruiting
6. Set scope of "personal service" contracts
7. Perform other personnel tasks as may be assigned
8. Maintain Team Notification System

• **Logistics Unit – General Tasks**

1. Arrange shipments and transport
2. Arrange personnel travel
3. Provide communication capability
4. Provide procurement and contracting services
5. Arrange office and billet accommodations

6. Provide and distribute supplies and materials
7. Maintain property accountability system
8. Maintain security accountability system
9. Perform other logistical tasks as may be assigned

• **Bookkeeping Unit – General Tasks**

1. Provide billing and invoicing
2. Provide advances of funds
3. Execute payments and disbursements
4. Maintain list and track use of local vendor accounts
5. Process payroll
6. Operate production/performance tracking and reporting system
7. Operate central records and file retention system
8. Perform other bookkeeping tasks as may be assigned

**Team Notification System.** This is also referred to as the cascade plan or call down plan. The response action of our team will depend on the availability of select persons to the DO and/or ADO at the time of need. The plan selects certain persons to call a set select number of our employees who will in turn call additional company employees to spread the call/recall to the maximum number of persons in the shortest period of time. This list and assignment of callers is kept current with no less than two exercises per year, particularly to a pre-storm agreement. The decision to activate the system and the persons to be called are choices of the DO.

## Key Personnel Field Functions.

- **Director of Operations (DO)**. The Director of Operations is the senior member of our Team. As the DO and Team Leader the individual occupying this position is the ranking executive manager on-site. As such, he/she will serve as the Single Point of Contact (SPOC) for the client elected and/or appointed officials. The DO is responsible for the overall executive management of the entire disaster response. The DO has full authority to make and alter assignments of employees and subcontractors to direct collateral duties. The position incumbent provides comprehensive executive direction and oversight for all disaster response function, whether operational, administrative or compliance. Some of the primary functions of this position are, but not limited to:
  1. Meet with elected/appointed representative(s) for evaluation and prioritization of the client's needs and determine the sections of critical work.
  2. Assess damages, estimate manpower requirements and activate initial response and/or mobilization plan(s).
  3. Maintain daily communication with key officials to coordinate and assign or reassign crews to fulfill the client's ongoing debris management needs plus report work progress through completion of the debris operation.
  4. Maintain open line of communication and availability to our Management Team for decision-making and coordination of overall debris management tasks.
  5. Provide policy guidance and direction throughout the debris removal and reduction operation.
- **Assistant Director of Operations (ADO)**. The individual occupying this position is the second ranking executive manager on-site. The incumbent serves as the Field Operations Manager with direct responsibility and authority for all subordinate staff positions (subcontractors and Logistics Coordinator) as well as field line managers and supervisors. Some of the primary functions of this position are, but not limited to the following:
  1. Assist the DO with assessing damages, estimating manpower requirements and activating initial response and/or the mobilization plan(s).
  2. Locate staging and/or reduction areas plus possible disposal sites.
  3. Identify and coordinate segregation and correct disposal of hazardous waste plus the proper disposal of recyclable materials.
  4. Maintain daily communication with the staging, reduction and/or disposal site managers to assist in decision-making to ensure safe, efficient operations at all such locations.
- **Special Projects Coordinator (SPC)**. The responsibility of this individual is to assist the DO in the overall coordination of the debris management project. Communication between the field operations personnel and the office personnel is critical for a smooth, organized operation. This is one of the primary responsibilities of this individual. The SPC responsibilities may include, but not be limited to the following:
  1. Facilitate annual training and planning sessions for our personnel prior to disasters.
  2. Assist in training for City personnel prior to a disaster.
  3. Ensure that Field Supervisors and Office Personnel are kept informed on any City issues or problems that arise and need to be addressed by us.
  4. Conduct random checks to ensure documentation is being correctly completed in a timely manner.
  5. Facilitate communication throughout our management personnel to share best practices
  6. Assist the LM with tasks under the Personnel and Logistics Units listed above in Plan 2.
  7. Conduct an evaluation of our performance upon completion of the disaster project.
- **Logistics Manager (LM)**. The responsibility of this position has been described and listed in the Operational Support Plan. The tasks and obligations of the LM are expanded here to include, but not limited to, the following:
  1. Coordinate initial deployment of personnel and equipment to include subcontractors and rental equipment.
  2. Contact local employment agency for additional labor and/or office personnel as needed.
  3. Secure cell phone and/or radios for our crew foremen and other key contact personnel to ensure locally based communications between all major functional units/crews.

4. Maintain accurate records on all subcontractors employed by us to include insurance certificates, signed contracts, tax ID numbers and all other information as may be required of the local government or external funding agencies.
  5. Collect, compile and maintain all debris project files to include daily work hours for all crew members and equipment usage hours, trailer measurement forms, daily debris load tickets and all other supporting documentation and reports related to the debris operation.
  6. Report progress of crews to DO and ADO plus any client representative, upon request.
- **Safety/Quality Control Manager (SQCM)**. The individual occupying this position is the staff manager with unique, specialized line authority to stop any unsafe field activity until the unsafe practices are remedied. The incumbent serves as the staff authority on safety and quality control issues and is responsible for the development and implementation of an incident specific Field Safety Plan. That plan will conform to our standing Safety Plan and Policy. It must include, as a minimum, safety training programs, field safety awareness initiatives, safety program briefings for new employees and subcontractors, a program of site safety inspections and a comprehensive safety incident and action tracking/reporting system.

This same individual is the staff manager responsible for the development and implementation of an incident specific Quality Control Plan that addresses the specific local conditions, thus constructing a unique, site-specific plan. Using informational performance and administrative reports, the SQCM will be responsible for the identification of performance deficiencies and opportunities for improved quality control. The SQCM is also charged with formulating a quality control reporting system to document operating deficiencies and/or any opportunities for improvement. The SQCM will conduct management staff discussions to elicit recommended actions to remedy deficient operations and improve others whenever possible. The incumbent will operate the Safety and Quality Control Plans under the direct line authority and full executive support of the DO and ADO. Some of the primary tasks and specific responsibilities of this position are, but not limited to, the following:

1. Implement Safety Plan and certify compliance with all local, state and federal requirements.
  2. Communicate with crew foremen/subcontractors to verify Safety Plan is being fully implemented.
  3. Collate, complete and distribute local information for Vital Information Packet to foremen/subcontractors for signature upon receipt.
  4. Provide regular assessment of completed work of all crews to evaluate the work quality and safety of all field functions.
  5. Work with foremen and supervisors to identify and resolve any unsatisfactory performance and/or related problems.
  6. Investigate all property damage caused by us and/or our subcontractors to ensure appropriate correction to the satisfaction of the local government and/or property owner.
  7. Report all incidences of loss or damage caused to appropriate insurance carrier.
  8. Assure the safe installation and compliance of any/all temporary structure(s) or work sites used.
- **Field Project Manager (FPM)**. The FPMs are the "key middle managers" of the debris removal field operation and will be the liaison between Our management and City field representatives. These individuals must possess organizational and interpersonal relation skills. They will be responsible for communicating operating and policy directions to all subordinates involved in debris removal in their designated clean-up area. They must also provide feedback to senior management from subordinates, work affected citizens and public officials within their area of operation. FPMs must possess and exercise a broad base of experience and knowledge regarding safety, workplace standards, equipment, etc. Some of the specific responsibilities are to:
    1. Coordinate activities of subcontractors assigned to their debris removal area.
    2. Supervise truck certifications and ensure proper documentation for all subcontractors is completed, accurate and turned in to office in a timely manner.
    3. Hold weekly (or as required) tailgate safety meetings with all debris removal personnel assigned to their detail.
    4. Monitor crews to ensure all safety regulations are followed.
    5. Communicate daily with City representatives to evaluate progress and make adjustments to daily debris removal plans.
    6. Collect daily truck tickets and ensure timely delivery to on-site office.
    7. Provide daily update of debris removal progress of all subcontractors to City personnel and to our management.

8. Provide weekly forecast of debris removal activities within assigned clean-up area.
  9. Attend City meetings to communicate progress and receive City input on priorities.
- **Debris Reduction Manager (DRM).** The will be responsible for communicating operating and policy direction to all subordinates on the debris reduction site(s). They possess and exercise a broad base of experience and knowledge of safety, workplace standards, equipment, etc. The DRM must also assure vital span-of-control limits and provide feedback to senior management from subordinates, work affected citizens and public officials in the incident area of operation. Some of the specific responsibilities are, but not limited to, the following:
    1. Coordinate activities of day and night foremen at reduction site(s).
    2. Develop reduction site(s) management plan and build site to conform to contract specifications.
    3. Supervise construction of reduction site(s) inspection platforms to contract specifications and/or the standards set by the SQCM.
    4. Hold weekly (or as required) tailgate safety meetings with all reduction site(s) personnel.
    5. Coordinate with ADO for segregation and appropriate reduction/disposal of hazardous waste per applicable environmental laws.

Each of these key personnel are critical to an effective response. As senior executives, managers and/or supervisors they must possess a high degree of professional skill, in addition to good leadership qualities.

**PLAN 3 - MOBILIZATION PLAN.** The mobilization of our personnel and assets shall commence when directed by the DO. Mobilization will take place in accordance with the requirements of City of Ft. Lauderdale - and may include:

- Providing an advance team to the City Emergency Operations Center prior to hurricane landfall when the possibility of a disaster is forecast
- Marshaling/staging personnel and equipment for rapid deployment into the City while protecting those assets from damage/destruction from the event
- Being fully operational for clearing debris to open emergency routes within 24 hours of initial notice to proceed
- Being fully operational for hauling, sorting, and storing of debris within 48 hours of initial notice to proceed
- Maintaining full operational capability, 12 hours per day, 7 days per week for an extended period
- Rapidly adjusting the flow of resources based on the extent and magnitude of damage/debris.

The mobilization of our personnel and assets will commence when directed by the DO or ADO. The LM or the On-site Manager will institute assignment of personnel, as directed by the DO or ADO.

After a briefing to key personnel and consultants on the current situation and anticipated action for the next 12 to 24 hours, loaders, transport drivers and equipment operators will be instructed as to what equipment to load for shipment by the LM and/or DRM, as directed by the DO or ADO.

- **Plan Management.** The LM will coordinate the function of the Mobilization Plan at the direction of the DO or ADO. The "Call to Mobilize" may be imbedded in the first alert message sent to all key employees as set out in the Team Notification System. Assignment beyond those "standing responsibilities" will be instituted by the LM or the On Site Manager, as directed by the DO. After a briefing of key personnel and consultants of the current situation and anticipated action for the next 12 to 24 hours, loaders, transport drivers and equipment operators may/will be instructed as to what equipment to load for shipment by the LM and/or DRM.
- **Mobilization Parameters.** Upon receipt of a Task Order or Notice to Proceed, mobilization will take place in accordance with the following parameters:
  1. Management team and on-site office to be operational within 24 hours.
  2. Marshal/stage personnel and equipment for rapid deployment into the affected area while protecting those assets from damage/destruction from the event;
  3. Be fully operational for clearing debris to open emergency routes within 24 hours.
  4. Be fully operational for hauling, sorting, and storing of debris within 48 hours.
  5. Be fully operational for reduction and disposal of debris within 72 hours.
  6. Maintain full operational capability, 12 hours per day, 7 days per week for an extended period

7. Rapidly adjust the flow of resources based on the extent and magnitude of damage/debris

- **Early Communication with City Officials.** Our DO will make initial contact with the manager assigned to the affected area. Prior to commencement of debris removal operations, City, utility companies, and other designated officials will be consulted, noting any special considerations, before any operational decisions are made.
- **Mobilization of Manpower and Equipment.** Our Assistant Director of Operations (ADO) will be responsible for the coordination of mobilization of us and our subcontractor crews. Our LM will coordinate mobilization of company-owned, rented, and subcontractor loading and hauling equipment to the affected area.
- **On-Site Office and Lodging.** Our LM will set up an office (a mobile office if conditions dictate), centrally located within the affected area, to serve as the administration and communication center for our operations. Lodging facilities for all personnel will be secured at the closest available sites within the disaster area.
- **Mobilization Response Times.** We shall commence mobilization of equipment, operators, and laborers, from throughout the Southeast, immediately upon receipt of a Notice to Proceed to meet or exceed the schedule set forth below:

	<u>Category 1 &amp; 2</u>	<u>Category 3</u>	<u>Category 4*</u>	<u>Category 5*</u>
Within 24 hours	80%	40%	30%	15%
Within 48 hours	100%	75%	40%	25%
Within 72 hours		100%	50%	45%
Within 96 hours			70%	60%
Within 7 days			100%	100%

\*Note – Manpower and equipment for major storms will generally be available sooner than the times shown above. From a practical matter, however, the magnitude of damage created by such storms may physically inhibit our ability to mobilize some manpower and equipment within the time frames shown.

**Key Tasks and Functions.** The following chart shows the key mobilization tasks and functions:

<b>TASKS / FUNCTIONS</b>	<b>RESPONSIBLE PERSONNEL</b>	<b>TIME FRAME (from Notice to Proceed)</b>
Activate Team Notification Procedures	DO, ADO, LM	Immediately
Advance team to City Emergency Operations Center	DO, ADO	6 to 12 hours
Setup Mobile Command Center (if required)	LM	6 to 12 hours
Brief all Key Personnel on Status	DO, ADO, LM	6 to 12 hours
Assess damage area for manpower and equipment requirements	DO, ADO, LM	12 hours
Begin first wave mobilization of manpower	ADO, SPC, LM,	Within 24 hours
Collaborate with client to identify and plan emergency clearance priorities, possible work site limitations and/or assessment of suspected hazardous materials	DO, ADO, SQCM	Within 24 hours
Obtain required permits <u>if applicable</u>	ADO	Within 24 hours
Set up on site – mobile command center/onsite office, Staging area(s)	LM, OOM	Within 24 hours
Certify Truck Capacities	FPM, CF	Within 24 hours
<b>SPECIAL DEBRIS REMOVAL ACTIVITIES TASKS/FUNCTIONS</b>		
Identification of hazardous waste	SQCM, FPM, CF, Crews	As Required

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Identification of recyclable materials for proper disposal	FPM, DRM	As Required
Client changes in task completion date	ADO, FPM, DRM	As Soon As Possible
Assess impact of approaching inclement weather	ADO, FPM, DRM	As Soon As Possible
State/Federal directed increase in speed for critical debris removal	ADO, FPM, DRM	As Soon As Possible
Revise Management Plan	ALL	As may be required
<b>DEMobilIZATION KEY TASKS/FUNCTIONS</b> (see Plan 5 – Debris Reduction Site Closure for more details)		
Coordinate final inspection with client	DO, ADO	Upon completion of last pass
Demobilization of crews, subcontractors and equipment	DO, ADO, LM, FPM	Upon completion of contract tasking
Detailed, post-contract evaluation	DO, ADO, LM	Within 1 month of contract completion
Revise Plans	ALL	As may be required
<b>Legend</b>		
DO - Director of Operations	SQCM - Safety/Quality Control Specialist	
ADO - Assistant Director of Ops	FPM - Field Project Manager	
LM - Logistics Manager	CF - Subcontractor/Crew Foreman	
DRM - Debris Reduction Manager	OOM - Onsite-Office Manager	

**PLAN 4 - SAFETY POLICY AND PLAN.** This plan will provide mandated directives, required actions, procedures and guidance for all levels of employees. The plan is intended to assure that all employees are made safe, work safe and remain safe by strict adherence to the components of this plan.

**SAFETY POLICY.** We are committed to providing all employees with a safe work environment. Employees must report unsafe conditions and must not perform work tasks if the work is considered unsafe. Employees must report all accidents, injuries and unsafe conditions to their supervisors. No safety report will result in penalty and / or negative consequences. Employee suggestions on improving health and safety conditions will be given thorough consideration. Management will give top priority to and provide the financial resources for the correction of unsafe conditions. Similarly, we will take disciplinary action against any employee(s) who willfully or repeatedly violate workplace safety rules. This action will include verbal or written reprimands and may result in termination.

Senior Management will be actively involved with employees in establishing an effective safety program. Our Safety/Quality Control Manager and other members of the management team will participate with clients or their employee representative in safety program activities. This participation will include our sponsored:

- Safety Education and Training
- Reviewing workplace safety rules
- Our employee(s) and Client employee(s) promotion of safety participation
- Tool Box sessions on Health and Safety
- Accident critiques with refresher reviews

This safety philosophy statement embodies our commitment to and involvement in providing a safe work environment. Compliance with the safety rules will be required of all employees as a condition of continued employment. It is our policy that all safety measures and rules are carried out to the fullest. Breakdowns of the policy assignments are available upon request for the following: Safety/Quality Control Manager (SQCM), Safety Foreman, Workers, Subcontractors / Suppliers and Visitors.

**PLAN 5 - DEBRIS OPERATIONS PLAN.**

- **Sectionalization / Crew Assignments.** Upon receipt of a Task Order or Notice to Proceed, we will study the affected area and divide it into sections and assign crews, subcontractors, and equipment.
- **Daily Coordinated Issue Management.** Daily meetings between Field Project Manager (FPM) the Subcontractor Crew Foreman Coordinator (SFC), and the ADO, or designee, are required and will be conducted to discuss progress, potential and/or needed adjustments, changes, problems, concerns, accidents, and any other issues that need to be communicated to the DO. Response Plan adjustment decisions, to increase/decrease manpower and/or equipment, change work areas, and/or improve productivity and work quality, will be made by the DO based on daily evaluation reports from the ADO and City personnel input.
- **Daily Quality Reviews.** The Safety Quality Control Manager (SQCM) will monitor ongoing progress, the quality of work being performed, any and all safety concerns, and any property damage.
- **Accurate Record Keeping.** Hours worked by crewmembers and equipment will be recorded daily by the FPM or designee, checked for accuracy and entered into our computer database. Additional information is described in the Project Documentation and Reimbursement Plan.
- **Safety is Paramount.** The SQCM will require and monitor strict adherence to all safety requirements, and daily reporting of any accidents and/or property damage. The SQCM will also be responsible for coordinating and conducting safety meetings with crewmembers and subcontractor personnel.
- **Drug Free Working Environment.** The SQCM will be responsible for monitoring and ensuring that all employees are drug free in accordance with our Company Policy.
- **Truck and Equipment Maintenance.** Good, well-maintained trucks and equipment are essential for efficient operations. Our crew foremen, subcontractor foremen, and the FPM will be responsible keeping all trucks and equipment in good working condition and prepared for each workday. Our mechanic will be on the job for troubleshooting and maintenance of equipment. Local mechanic shops will also be utilized.
- **Traffic Control.** We will use our best efforts to mitigate the impact of debris removal operations on local traffic. Sufficient signing, flagging, and barricading will be used to ensure the safety of vehicular and pedestrian traffic in all work areas. All work shall be done in conformity with all applicable Federal, State, local laws, regulations and ordinances.

**DEBRIS REMOVAL PLAN**

- **Emergency Road Clearance.** Emergency clearance of debris from public streets and rights-of-way for access by emergency personnel normally takes place during the first 72 – 100 hours of a major disaster event. Emergency road clearance, also referred to as cut-and-toss or push, consists of pushing debris to the sides of roads and streets to open them for emergency crews and equipment. Upon award of contract, we will meet with City personnel and develop a Preliminary Emergency Operations Plan. The plan will include the use of local subcontractors and City or State DOT personnel and equipment if the City wishes to utilize these assets. The plan will include the following elements:
  1. Initial damage assessment to include a windshield survey (if possible) or flyover (if necessary)
  2. Determination of street/route priorities
  3. Assignment of debris push teams
  4. Conduct Emergency Road Clearance Operations
  5. Continual assess of requirement for emergency operations and modification of plan in real time.
- **Public Right-Of-Way Debris Removal.** After the emergency push phase is complete, to clear debris from all City's public property, public rights-of-way, streets, roads, and easements in a timely and efficient manner, we would proceed as follows:

In order to clear debris from all City roads and streets in a timely and efficient manner, we would proceed as follows:

1. Upon award of a contract, we will study the affected area and divide it into a minimum of two (2) sections and assign a field project manager or supervisor and crews or subcontractors to each section.
2. Upon award of a contract, we will meet with City officials to assess and determine the location of potential

temporary debris storage and reduction sites. The scope of the disaster and resultant damage will determine the number of sites required. If we feel more TDSRS's are needed, we will work with the City to identify other potential TDSRS's either public or privately owned.

3. Each crew or subcontractor will be, at a minimum, equipped with the following men and equipment:

**Self-Loader Debris Removal Crews for Light Vegetative Debris**

<b>Manpower/Equipment Required</b>	<b>Task Responsibility</b>	<b>Number per Crew</b>
Self-loader trucks with operator	Pick up debris from curb side	5 to 8 35 – 60 cubic yard trucks
Foreman	Supervise and route trucks	1
Laborers and/or Flagmen	Pick up small debris / Flag traffic	1 to 2 per truck

**Heavy Debris Removal Crews**

<b>Manpower/Equipment Required</b>	<b>Task Responsibility</b>	<b>Number per Crew</b>
Crew Foreman with experience in organizing and running crews with previous work in disaster related jobs.	Provide on-site management of crew to ensure quality performance, safety, and maximum productivity.	1
Rubber-tire Loaders, Extended Boom, forklifts w/debris forks, and/or Bobcat with Operator	Pull debris from curbs and consolidate at street intersections for loading.	3 to 4
Truck Loading Equipment & Operators Truck loading equipment will be of the following types: A. Rubber tire articulated loader with debris rake & clamp. B. Knuckleboom with grapple. C. Rubber tire excavator with grapple.	Load trucks with debris.	3
50 – 80 CY Dump Trucks with drivers	Haul debris to Temporary Debris Storage and Reduction Sites	15 to 20
Chain Saws & Experienced Operators	Reduce large trees and limbs to manageable size and trim debris hanging from loaded trucks.	2 to 3
Flagmen	Direct traffic flow and truck movement.	4 to 6
Laborers	Gather small debris that loaders are unable to grasp.	6 to 8

**DEBRIS REDUCTION PLAN.** Debris reduction is normally accomplished by burning (open or air curtain incineration) or grinding. For large amounts of vegetative debris, Crowder-Gulf normally recommends burning if permitted by conditions and regulations. Burning can reduce the volume of debris up to 90%. Grinding normally reduces the volume by 40-50% and creates the problem of disposal of the chips.

- **Mobilization.** Within a maximum of three (3) days of disaster, debris reduction equipment will be mobilized and operational at designated **Temporary Debris Staging and Reduction Sites (TDSRS)**. The manpower and number of burners, chippers, grinders, and other reduction equipment will be determined by the volume of debris produced by the particular disaster. The LM will work closely with the DRM to mobilize the needed debris reduction equipment.
- **Site Preparation and Inspections.** We will thoroughly videotape and/or photograph each TDSRS, and collect and test environmental samples at each site prior to commencement of storage activity. Sites that are used for collection of ash, household hazardous wastes, fuels, and other materials that may contaminate soils or groundwater shall be lined. Perimeter berms shall be constructed to preclude and prevent runoff. No dumping activity will begin without prior approval of the Client. The SQCM, in conjunction with Client officials,

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will be responsible for inspection of dumpsite operations. Periodic additional videotaping or photographing and sampling will occur to document site evolution.

**Debris Reduction Plan Time Line.** The following chart of the Debris Reduction Plan provides an overview and identifies both the management personnel responsible and the time frame within which each task shall be completed:

<b>DEBRIS REDUCTION PLAN TIME LINE</b>		
<b>TASK</b>	<b>PERSONNEL RESPONSIBLE</b>	<b>TIME FRAME (from Notice to Proceed)</b>
Requirements assessment of damaged area for TDSRS requirements	DO, ADO, SQCM	Within 24 hrs
Develop dumpsite according to Management Plan, including road construction, erosion control, portable office and toilet facility.	DRM, DF, NF	Within 48 hrs
Construct observation platform.	DRM, DF, NF	Within 48 hrs
Construct grinding, burn pit, ash storage, & hazardous waste storage areas.	DRM, DF, NF	Within 48 hrs
Determine the number of burners and chippers required per site.	ADO, DRM	Within 48 hrs
Ensure Hazardous Waste Plan in place.	ADO, DRM	Within 48 hrs
Begin construction of burn pits.	ADO, DRM	Within 48 hrs
Complete installation of burners.	ADO, DRM	Within 72 hrs
Secure permits and transport grinders to designated reduction areas.	DRM, LM	Within 72 hrs
Set up grinders.	DRM	Within 72 hrs
Maintain records of hours worked for operators, location worked, repairs, etc.	DRM, DF, NF	Daily
Ensure maintenance of burners & grinders.	DRM, DF, NF	Daily
Make dumpsite adjustments.	ADO, DRM	Daily
Provide daily operations reports to DO & Client	ADO, DRM	Daily
Inspect dumpsite operations for safety & quality control monitoring	SQCM, CLIENT	Daily & periodically
Handle hazardous waste.	Garner Environmental	As required
Provide for demobilization of equipment.	DRM, LM	Upon completion of all tasks
<b>Legend</b>		
DO - Director of Operations	DRM - Debris Reduction Manager	DF - Day Foreman
ADO - Assistant Director of Ops	LM - Logistics Manager	NF - Night Foreman
SQCM - Safety, Quality Control Manager		

**Debris Reduction Crews.** Upon award of a contract, the Management Team will look at the TDSRS/s that the City has available to determine if they are sufficient and strategically located. If more TDSR sites are needed, the Team will work with the City to identify other potential TDSR sites, either public or privately owned. Site plans will be developed for each TDRS.

We anticipate having burn and chip sites combined. When this is possible, spotters, laborers, and foremen at the dumpsite will be the same for burning and chipping. One (1) grader will maintain roads, and the same track hoes and bulldozers will be used to stockpile debris for burning and chipping operations. Our Basic Debris Reduction Crew per site is shown on the following chart:

<b>Basic Debris Reduction Crews</b>		
<b>Manpower / Equipment</b>	<b>Task Responsibility</b>	<b>Number per Crew</b>
Dumpsite Reduction Manager	Supervise set up and daily operations of debris reduction site.	1 / Site
Day Foreman	Monitor incoming trucks. Direct separation of materials. Supervise reduction crews.	1 / Site
Night Foreman	Supervise reduction crews.	1 / Site
Spotters	Monitor incoming debris type for designated areas.	2 - 4 / Site
Flagmen	Direct flow of incoming and outgoing trucks at site.	2 - 4 / Site
<b>Burn Crew</b>		
Technician / Mechanic	Initial set-up of burner. Assist starting of fires according to the Operator Manual. Daily maintenance of & care of burner & loader equipment.	1 / Site
Bulldozers and Track Hoe w/grapple - with Operators	Build burn pit according to Operations Manual. Clean ash from pits and pile in designated areas. Stockpile debris.	2 - 4 / Site
Road Grader with Operator	Maintain roads and site.	1 / Site
Front End Loaders with Operators	Supply debris to burn pit. Stockpile material.	1 - 2 / Burn Pit
Spotters	Ensure drivers dump loads in proper location.	1 - 2 / Site
Laborers	Police area and assist other workers at burn site.	2 - 4 / Site
Night Watchman	Monitor burn pits and secure site.	1 / Site
<b>Chipping Crew</b>		
Grinder Operator	Fuel tub grinder and control grinder.	1 / Grinder
Bulldozers and Track Hoe w/grapple - with Operators	Stockpile debris & finished chips. Supply debris to grinder.	2 - 4 / Site
Road Grader with Operator	Maintain roads and site.	1 / Site
Front End Loaders with Operators	Supply debris to grinder. Stockpile material.	1 - 2 / Site
Spotters	Ensure drivers dump loads in proper location at grinder and stockpile.	1 - 2 / Site
Laborers	Police area and assist other workers at burn site.	2 - 4 / Site
Night Watchman	Monitor burn pits and secure site.	1 / Site
<b>Recycling Crew</b>		
Burn & Chipper Crew	Separate recyclable materials from incoming debris & move it to designated storage areas.	4 - 6 / Site
Spotters	Direct clean loads of recyclable material to storage areas.	1 - 2 / Site

**Debris Reduction Plan Details.** The DRM will require the separation and segregation of all loads deposited at the debris-staging site. Debris will be segregated into six (6) distinct areas for reduction and/or further handling, are:

1. Clean, vegetative debris
2. Vegetative debris containing other foreign matter
3. Construction and Demolition (C&D) Debris
4. Salvageable or recyclable debris
5. White Goods
6. Hazardous or toxic materials / waste

Debris reduction site segregation is a secondary effort to roadside segregation. However, such roadside segregation and separation shall not impede traffic or substantially reduce removal production, as this important process can be accomplished at the debris staging site. If site segregation is required because of mixed loads, the separation will reflect the six categories cited in this plan. Each category of debris will be dealt with in full compliance with our Environmental Plan and/or state and federal standards.

Vegetative debris will be placed into no less than two or three piles, which will allow for volume reduction without interfering with the ongoing dumping operation or until the dumping and/or reduction operations are complete.

Construction and demolition debris will be separated for possible machine reduction unless directed by the Client to be re-hauled for disposal as unreduced debris. White goods will be degassed, crushed and bailed for sale as scrap metal.

Open-Air or Air Curtain Incineration burning can be utilized if requested by the City. If this form of reduction is chosen, a plan detailing the procedures will be submitted to the City for review.

Grinding and/or chipping are another method for organic debris reduction. More costly than burning, grinding and chipping products have potential for other uses. Wood chips can be stored short-term for possible sale as fuel, mulch, or landfill cover. Experience has shown a multiple-pile storing process to be safe and efficient. Mulch and chip piles will be monitored closely for excessive heat build up. Pile reformation (airing) may be required to prevent combustion before haul out for final disposal. If this method is chosen, a plan detailing this procedure will be submitted to the City for review.

Our Environmental Protection Plan addresses and provides detailed guidance on debris staging site environmental concerns such as dust, smoke, erosion, storm water plus hazardous and toxic wastes. If the debris-staging site is an environmentally sensitive area or a historical site is in close proximity, special environmental consideration must be taken to protect and preserve such areas.

**Debris Reduction Site Checklist.** In addition to the general debris reduction guidance listed above, the following is a checklist for the DRM and/or other supervisors to follow for reduction site preparations, operations and closure. A complete list breaking down each step is available upon request:

- |                             |                     |
|-----------------------------|---------------------|
| 1. Site Preparation         | 6. Cool Down Period |
| 2. Pre-Operation Check List | 7. Shut Down Period |
| 3. Site Operations          | 8. Restart          |
| 4. Separation of materials  | 9. Site Closure     |
| 5. Staging Area Procedures  |                     |

## DEBRIS RECYCLING PLAN

- **Vegetative Debris.** The vast amount of vegetative debris produced by a natural disaster creates a real recycling challenge. We will make maximum efforts to recycle all organic material. Experience has taught us that it will still require freight cost and tipping fees, but recycling is still the best option as opposed to using up valuable landfill space.

Specifically, our plan involves the following:

1. Debris crews will be encouraged to cut tree trunks into eight (8') foot or longer lengths for delivery to dump site. Quality logs will be separated and marketed to pulp mills, saw mills, and veneer mills. Timber in the log form is always marketable, and depending on quality can be transported to market even if the markets are relatively far away.
2. Stumps usually have large quantities of dirt attached, which contributes to the low quality of fuel chips. Stumps will be split and burned if burning is permitted. If burning is not permitted split stumps will be ground and resulting chips will be kept separate.
3. Limbs, twigs, short blocks, and inferior logs will be ground or burned. To reduce contamination of chips with dirt, care will be taken to use rubber-tire loaders with rakes and track hoes with grapples.
4. Every effort will be made to move chips to organic fuels users in a wide area. We will begin moving chips as soon as possible to prevent the buildup of massive chip piles that create a potential fire hazard in urban areas.

5. We have contacts with major paper mills, sugar mills, and other organic fuel users in the Southeast. Once we are awarded a contract, we will work to get tentative agreements with users who are in close proximity to Client.
  6. If local laws and regulations permit, we will secure land in a rural area(s) as close as possible to our chipping operations. Chips unfit for fuel or chips surplus will be piled on the property, mixed with ash from burning operations that has been tested and free of contaminants, and turned periodically to produce quality marketable compost suitable for landscaping use or applications to farm land.
- **C & D Debris.** We know from past disaster debris experience there is little or no salvage value from C&D and other non-vegetative materials. Most of this debris will have to be hauled directly from rights-of-ways and TDSRS to a properly permitted landfill(s).
  - **Hazardous Waste.** Hazardous waste materials will be processed and disposed of in accordance with all applicable laws and regulations. If local or state laws permit the application of clean ash to farmland, this avenue will be pursued. If not, all ash residue will be hauled to a properly permitted landfill.

TASKS/FUNCTIONS	RESPONSIBLE PERSONNEL		TIME FRAME	
	WHEN	BY WHOM	HOW	RECEIVED BY
Safety Plans enforced	Ongoing	SQCM, FPM, CF	Daily Report	DO, FPM
Onsite inspection of debris removal	Ongoing	FPM, CF, CREW	Daily Report	SQCM
Meeting to address performance issues	Daily	FPM, CF, SCC	Daily Report	ADO
Regular performance & progress inspections	Daily	FPM, SQCM	Daily Report	ADO, Town
Contractor performance evaluation	Weekly	CR	Verbal	CF
Corrective action for deficiencies	Weekly	FPM, CF	Weekly Report	SQCM
Personal property damage report	Daily	CF	Daily Report	FPM, SQCM
Evaluation of personal property damage settlement	As Needed	FPM, CF, SQCM	Report & Release Form	ADO
Reduction Site Inspection	Daily	DRM	Daily Report	SQCM
Reduction Site Inspection	Weekly	SQCM	Weekly Report	ADO, Town
Corrective action for deficiencies	Weekly	DRM, SQCM	Weekly Report	ADO, Town
Reduction Site Adjustments	As Needed	DRM	Daily Report	SQCM, ADO
Monitor for adequate personnel & equipment	Daily	DRM	Daily Report	ADO, DO
<b>Legend:</b>				
DO - Director of Operations		DRM - Debris Reduction Manager	DF - Day Foreman	
ADO - Assistant Director of Ops		LM - Logistics Manager	NF - Night Foreman	
SQCM – Safety/Quality Control Manager				

**PLAN 6 - QUALITY CONTROL PLAN.** The purpose of this plan is to provide guidance to assure a consistent quality of effort and a system to ensure all work complies with requirements of the contract. The effort (work) must have production measurements that are related to concerns, i.e., the environment, safety, schedules, documentation and/or inspections. This plan will provide the linkage for executives, managers and supervisors to accomplish our mission in an atmosphere of quality workmanship.

**PLAN MANAGEMENT.** The Safety/Quality Control Manager (SQCM) is the person responsible to update and maintain this plan. Input from other key personnel is essential and expected. The plan will be reviewed on an annual basis unless there is at least one utilization of the plan in a calendar year. The SQCM will assure that the quality control program is in compliance with this plan. The following table presents an overview of the primary tasks of the SQCM and the relationships to the field operations personnel.

**Quality Control Plan Overview**

In the event any of these inspections or monitoring action detects a work quality issue, it will be documented and raised with the Subcontracting Crew Coordinator and Crew Foreman. Work quality issue resolution will follow the basic chain of command unless the severity or magnitude compels the SQCM to escalate the issues directly to the ADO and/or DO.

If the work quality issue encompasses a safety concern, the SQCM is authorized to shut down the operation and immediately request the DO and/or ADO for guidance.

- **Clean As You Go.** This concept is the centerpiece of the Quality Control Plan. This management philosophy and policy will receive maximum effort of the Safety/Quality Control Manager (SQCM) in training, monitoring and documentation. "***Clean As You Go***" is a simple concept that is defined as doing the best job possible the first time so as to reduce the necessity to redo any work. This policy does not preclude contracted multiple passes. It simply implies that all the debris will be removed on every pass, regardless of the number of passes required by the client. This philosophy is especially important for debris work on emergencies or major disasters where restoration of critical public functions is the highest priority. All of our employees, subcontractors and consultants are expected to abide by this policy. If after training and working under the concept of "Clean As You Go" the work results do not reflect this company policy, our employees and subcontractors are subject to disciplinary action up to and including dismissal/termination.
- **Knowledge and Training.** Our SQCM will conduct briefings/de-briefings no less than once a day for the team managers and weekly for his/her supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel who will in turn instruct the operating personnel. To the extent possible, we employ debris-experienced equipment operators, foreman and supervisors. In accordance with these established practices, our supervisors will evaluate the knowledge and debris experience of each operator and subordinate employee, regarding the specifics of his or her assigned tasks, to determine if the employee requires additional training or should be utilized in other operations.

**ENVIRONMENTAL PROTECTION.** We are committed to unequivocal protection of the environment at the work site and surrounding areas by attention to organizational, operational and performance details that are the hallmarks of quality control. Our personnel or subcontractors assigned to specific contractual duties that substantially impact environmental quality (i.e. incinerator operators) will have the quality of their work continually evaluated by a senior supervisor. Employees with duties partially or indirectly applicable to environmental protection will have those duties evaluated daily, whether relating to noise, smoke, dust, traffic, drainage or general containment actions or containment actions specifically related to hazardous materials.

- **Inspections.** To assure the quality and timeliness of work in accordance with contractual tasking, we will use a hierarchy of assigned inspection responsibilities based on the nationally recognized Incident Command System (ICS). The ICS employs a cascade of organizational components in groups of five or less to assure good quality control in high stress operations. This arrangement limits the respective spans of control to tolerable levels. It has been proven with time and experience to present the performance data needed by our manager to attest quality performance. Our use of the ICS-based hierarchy of responsibilities exploits the strength and flexibility of its management/supervisory structure.

Work-quality control at the debris staging site(s) will begin with the Inspectors assigned to each inspection tower. The Inspector's work, will in turn, be inspected by the debris staging site foreman. The work of the debris staging site foreman will be inspected by the superior field supervisor, etc.

For example: At each debris-staging site(s) location, the site foreman bears the assigned responsibility for inspecting the work completed by each subordinate crew. The foreman's work, will in turn, be inspected by the responsible field superintendent. The field superintendents, will in turn, have their work inspected by the Assistant Director of Operations (ADO).

- **Security.** We will restrict general access to its site operations to essential personnel for both security and safety. Managers and supervisors will be granted access to a site(s) based upon their duties, responsibilities and spans of control. Operating personnel will be granted access to sites relevant to their respective tasks. Keys to secure buildings and sites will be specifically assigned to the ranking manager, supervisor or other employee responsible for the building or site. Public access in secure work areas will be controlled by enclosures, barriers, warning tape, signs and/or flagman. All visiting personnel will be briefed on security concerns as the limitation to their site visit. The SQCM will review the distribution of security keys and visitor logs on a weekly basis to assure the site security is adequate for the functions performed on the site(s).
- **Maintenance.** We have comprehensive inventory of shop manuals and we follow manufacturer's maintenance recommendations on all of its equipment. We systematically perform "routine maintenance" appropriate to each item of equipment. This maintenance is reported on an equipment log that is retained for

the life or ownership of the equipment. Our maintenance system uses its employee or contracted full-time mechanics and/or oilers for daily and routine maintenance. Heavy maintenance and/or major repairs of company-owned equipment are performed by heavy equipment maintenance firms under contract to us. Heavy maintenance and/or major repairs of leased equipment will be performed away from the reduction site, if at all possible. The decision to allow leased equipment to undergo heavy maintenance and/or major repairs on site rests with the DRM (i.e. it may not be practical to require the removal of a tub grinder to replace the hammers). The foregoing maintenance system and reports assure a high level of equipment reliability. Equipment operators are responsible for daily, routine maintenance checks on fuel, lubricant, tire pressure and safety items. The SQCM is required to review all equipment logs and to inspect selected machines on a random sample basis for assurance of maintenance compliance.

**DOCUMENTATION AND RECORDS.** We combine a sound management system with full documentation and record requirements to assure that operational performance can be recapitulated. The documentation also serves for management evaluation actions. Operations outcomes cannot be identified or assessed if they leave no recorded data "footprints". Disaster operations are difficult to evaluate under the best of field circumstances and thereby require creative and expedient documentation and reporting. We have a management style in which documentation is encouraged and required. The portion of the Debris Operations Plan relating to performance is an example of this commitment to quality documentation and reports.

**PLAN 7 - SUBCONTRACTING POLICY AND PLAN.** This plan will guide all executives, managers and supervisors in the location, tasking, utilizing and controlling the subcontractors used by us on a storm debris operation by providing subcontracting guidance using the Subcontracting Policy, which is integrated into this plan.

We have a number of large subcontractors who can provide their own competent management and inspection personnel with minimum oversight from our management team, along with over 200 other self-sufficient experienced subcontractors who have worked with us on previous disasters.

It is our policy to utilize qualified local subcontractors to the maximum extent possible in compliance with 44 CFR 206.10. **We plan to utilize qualified City of Ft. Lauderdale based subcontractors to complete this contract.** For the current contract we have in place with the City, we have advertised annually in local newspapers and have qualified numerous local subcontractors. However, in the event the local subcontractors are unable to perform the required work in a timely manner, we have additional subs from other areas that will assist; a complete list is available upon request.

- **Subcontracting Policy.** It is our policy that all subcontractors comply with all of the contractual conditions and commitments. As such, all subcontractors shall agree to the following:
  1. Provide satisfactory evidence of bonding and licensing that complies with contract and jurisdictional requirements.
  2. Provide assurances that no current owner, principal or officer of the firm is or has ever been debarred by the state and/or federal government.
  3. Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.
  4. Give all notices and fully comply with all local, state and federal laws – including, but not limited to, social security, workers compensation and unemployment insurance, DOT, etc.
  5. Begin work to be performed within two (2) full workdays after a subcontractor is notified of a subcontract award, unless otherwise stipulated in the subcontract arrangements. The subcontractors will pay for all materials, equipment and labor used in the performance of the subcontract(s).
  6. In the event a subcontractor makes an untimely start, or is unable to supply sufficient skilled workmen, equipment or materials to satisfy the subcontract arrangements, we may terminate the employment/contract of the subcontractor for cause.
  7. Take all reasonable safety precautions with respect to contracted work, complying with all safety, workplace standards and environmental measures as directed by us.
  8. Furnish periodic progress reports on the work as directed by us, plus use the debris reporting system that we have selected.
  9. To provide us with progress payment billings (as agreed in the respective subcontracts).
  10. Final payments to subcontractor(s) may be deferred pending receipt of contractual or statutory lien waivers, releases, closeout documents or other encumbrances.
  11. Other stipulations may apply as may be required by unique local conditions.

- **Subcontracting Practices.** It is our practice to subcontract debris work and services using the following guidance:
  1. Subcontract to the maximum extent possible with local firms and small businesses.
  2. Promote the use of local contracting by tasking a senior manager to assure notification through local media and organizations.
  3. Promote subcontracting only with the assured compliance with equal opportunity hiring.
  4. Provide all subcontractors a clear chain of command for purposes of official and/or unofficial communications.
  5. Accept, process and pay invoices of subcontractors in accord with our policy.
  6. Provide priority subcontracting considerations to/for subcontractors that have provided quality work to us in past operations – consistent with the subcontracting policy.
  7. As directed by the City, we will follow all guidelines outlined for this contract to meet or exceed minority set-a-side goals.

#### **PLAN 8 - PROJECT DOCUMENTATION AND REIMBURSEMENT PLAN.**

- A. Documentation** - The forms that we use comply with the current documentation requirements of the State and FEMA to support the City or the claim for Public Assistance.

Financial accountability is maintained throughout the contract process using a system of checks and balances that are tied directly to the quantitative documentation originated in the field by the City representative and Contractor personnel. This process begins with measuring the interior dimensions of all debris hauling truck beds to be used for this project, to determine the measured cubic yard capacity. The City representative, Contractor and driver(s) will each retain a copy of the completed form. We will enter the information from their copy into an Access computer database program. After all of the data has been entered into the database, a *Capacity Certification Log* is printed for use in the field by the Client and Contractor as a quality control tool.

The second phase of our checks and balances is accomplished with the completion of a comprehensive *Debris Load Ticket* for each truckload of debris hauled by us and our subcontractors. The Contractor and City will have representatives at the loading site(s) to inspect each loaded truck and record the required/applicable data. The Contractor and City will also have a representative in the staging/disposal site(s) inspection tower to complete the quantitative data on the load ticket for each load of debris hauled by us and our subcontractors. Our Field Project Managers will ensure that the tower inspectors are provided with a current *Capacity Certification Log* to ensure that the integrity of the documented physical structure of each debris-hauling truck has not been jeopardized and/or altered in any manner that would adjust the measured cubic yard capacity of the truck bed. Accurate completion of these two sources of quantitative and descriptive debris data is imperative to the City when supporting their request for reimbursement of the cost for this project from the State and/or FEMA. Designated office personnel enter data from debris load tickets on a daily basis into our Access database program. Daily, weekly and other reports are generated on a timely basis to ensure discrepancies are resolved immediately.

Samples of the Truck Certification Form, Load Ticket, and typical Daily Debris Report are shown on the following pages:

<b>CROWDER-GULF TRUCK CAPACITY CERTIFICATION</b>					
Client Name: <small>(PLEASE PRINT CLEARLY)</small>		Disaster No:			
Truck Company Name: <small>(PLEASE PRINT CLEARLY)</small>					
Trailer License No:		State:	CROWDER-GULF Assigned Debris Trailer No:		
<b>I. TRAILER MEASUREMENTS</b>					
LENGTH: <small>(INSIDE DIMENSION)</small>	WIDTH: <small>(INSIDE DIMENSION)</small>	HEIGHT: <small>(INSIDE DIMENSION)</small>	GROSS CY:	DEDUCTIONS: <small>(IF APPLICABLE)</small>	NET CY:
FT	FT	FT			
IN	IN	IN	CY	CY	CY
SIDEBOARDS PRESENT: Yes / No		Description:			
TAILGATE PRESENT: Yes / No		Description:			
DESCRIPTION of DEDUCTIONS (if any):					
Date	CROWDER-GULF Representative:		Client Representative:		
Time	State Inspector (if applicable):		Federal Inspector (if applicable):		

<b>CROWDER-GULF DEBRIS LOAD TICKET</b>			
Client Name:		Disaster No:	<b>00001</b>
Truck Company Name:			
Truck Driver Name:			
Loading Date:		Loading Time:	
Loading Location <small>(Street Address):</small>			Loading Zone:
<b>DEBRIS QUANTITY</b>			
Truck No:	Measured CY Capacity:	% Full:	Actual CY Load:
<b>DEBRIS CLASSIFICATION</b>			
	Vegetative		White Goods
	C&D		Other (state type)
<b>STUMP CLASSIFICATION</b>			
<b>ROW (Public Property)</b>		<b>ROE (Private Property)</b>	
	Small (24" - 36" diameter)		Small (24" - 36" diameter)
	Medium (37" - 48" diameter)		Medium (37" - 48" diameter)
	Large (48" or greater diameter)		Large (48" or greater diameter)
Dumping Date:		Dumping Time:	
Reduction/Disposal Dumping Location:			
CROWDER-GULF Representative:		Client Representative:	
State Inspector (if applicable):		Federal Inspector (if applicable):	

**EXAMPLE OF DAILY REPORT**

As directed by the City we will provide daily, weekly, and summary debris reports. These reports can be configured to comply with any City request or requirement. A typical daily report is shown below:

**CROWDER-GULF DEBRIS MANAGEMENT**

**City of Newport News**

**Hurricane Isabel Debris Cleanup**

**FEMA-1491-DR-VA**

**Daily Debris Removed Report**

DEBRIS REMOVED ON: 11/17/2003

REPORT DATE: Wednesday, November 26, 2003

Load Date	Ticket #	Truck #	Street Address/Subdivision/Area	Debris Type	Delivered To	Stumps			Capacity %	Load	Load (CY)
						Sm	Med	Lg			
11/17/200346780	569	BEECHWOOD AVE	AS	3 Bethel Landfill	0	1	40	0	0.0		
11/17/200346781	569	BEECHWOOD AVE	AS	3 Bethel Landfill	0	0	50	0	0.0		
11/17/200346867	569	14TH /ORCUTT	AS	3 Bethel Landfill	0	0	40	0	0.0		
11/17/200346868	569	ANDERSON PARK	AS	3 Bethel Landfill	0	0	50	0	0.0		
11/17/200346953	548	FRANKIN RD	B1	1 Patrick Henry TDSRS	0	0	0	55	95	52.2	
11/17/200346954	548	HUNTINGTON PK	B1	1 Patrick Henry TDSRS	0	0	0	55	85	46.8	
11/17/200346955	530	NORTH AVE	B1	1 Patrick Henry TDSRS	0	0	0	59	95	56.0	
11/17/200346956	548	CENTER AVE	B1	1 Patrick Henry TDSRS	0	0	0	55	80	44.0	
11/17/200346957	530	HUNTINGTON AVE	B1	1 Patrick Henry TDSRS	0	0	0	59	95	56.0	
11/17/200346958	530	FRANKLIN RD	B1	1 Patrick Henry TDSRS	0	0	0	59	95	56.0	
11/17/200346959	530	WOODFIN RD	B1	1 Patrick Henry TDSRS	0	0	0	59	90	53.1	
11/17/200346960	548	FRANKLIN RD	B1	1 Patrick Henry TDSRS	0	0	0	55	85	46.8	
11/17/200346962	548	RANDOLPH RD	B1	1 Patrick Henry TDSRS	0	0	0	55	90	49.5	
11/17/200376739	570	MILFORD RD	B1	1 Patrick Henry TDSRS	0	0	0	64	85	54.4	
11/17/200376740	502	MILFORD RD	B1	1 Patrick Henry TDSRS	0	0	0	70	95	66.5	
11/17/200376741	570	MILFORD RD	B1	1 Patrick Henry TDSRS	0	0	0	64	90	57.6	
11/17/200376742	502	BRANDON RD	B1	1 Patrick Henry TDSRS	0	0	0	70	95	66.5	
11/17/200376743	570	RIVER RD	B1	1 Patrick Henry TDSRS	0	0	0	64	90	57.6	
11/17/200376744	502	SHIRLEY RD	B1	1 Patrick Henry TDSRS	0	0	0	70	95	66.5	
11/17/200376745	570	STRATFORD RD	B1	1 Patrick Henry TDSRS	0	0	0	64	90	57.6	
11/17/200397904	510	HUNTINGTON AVE	A1	1 Patrick Henry TDSRS	0	0	0	59	85	50.2	
11/17/200397905	512	60TH ST	A1	1 Patrick Henry TDSRS	0	0	0	44	90	39.6	
11/17/200397906	510	65TH ST	A1	1 Patrick Henry TDSRS	0	0	0	59	85	50.2	
11/17/200397907	512	IVY AVE	A1	1 Patrick Henry TDSRS	0	0	0	44	95	41.8	
11/17/200397908	510	15TH ST	A1	1 Patrick Henry TDSRS	0	0	0	59	90	53.1	
11/17/200397909	510	14TH ST	A1	1 Patrick Henry TDSRS	0	0	0	59	75	44.2	
11/17/200398014	552	HUNTINGTON AVE	A1	1 Patrick Henry TDSRS	0	0	0	44	90	39.6	
11/17/200398015	552	16TH ST	A1	1 Patrick Henry TDSRS	0	0	0	44	85	37.4	
11/17/200398016	552	15TH ST	A1	1 Patrick Henry TDSRS	0	0	0	44	80	35.2	
11/17/200398017	552	15TH ST	A1	1 Patrick Henry TDSRS	0	0	0	44	95	41.8	
11/17/200398018	512	WICKHAM AVE	A1	1 Patrick Henry TDSRS	0	0	0	44	85	37.4	
11/17/200398702	531	POST ST	B1	1 Patrick Henry TDSRS	0	0	0	58	95	55.1	
11/17/200398703	531	POST ST	B1	1 Patrick Henry TDSRS	0	0	0	58	90	52.2	
11/17/200398704	517	RALEIGH RD	B1	1 Patrick Henry TDSRS	0	0	0	61	90	54.9	
11/17/200398705	517	RALEIGH RD	B1	1 Patrick Henry TDSRS	0	0	0	61	95	58.0	
11/17/200398706	531	HURLEY RD	B1	1 Patrick Henry TDSRS	0	0	0	58	95	55.1	

**City of Newport News**

Loads this Report: 36

Avg. Load 79.7

Stumps:

Small: 0 Medium: 1 Large: 18

Daily Cu Yds 1,632.9

DEBRIS REMOVED ON: 11/17/2003

Debris Type: 1 - Vegetative Debris 2 - C+D 3 - Stumps

Page 1 of 1

**B. Technical Disaster Recovery Assistance.** We offer Technical Disaster Recovery Assistance as a value-added service to the City **at no additional cost.** The Technical Assistance provided is done so in a manner of guidance and support to assist the City and is not intended as official actions for, of, or by the City. Our on-site assistance will phase out as the City becomes self-sufficient and assured of their capabilities to manage the recovery process and substantiate request for reimbursement from the State and/or FEMA for eligible Public Assistance funding. We will remain available to the City from the home offices by phone, fax and/or e-mail (or return for on-site visits if necessary) to continue Technical Assistance support as requested by the City.

We have developed procedural guidance, supporting forms and documents to enable municipal applicants to expedite the process for a rapid physical and financial recovery. Our guidance and support will commence with concentration on the two categories of Emergency Work, Category A-Debris Removal and Category B-Emergency Protective Measures. This priority is based on the fact that these two categories typically involve 75-90% of a local government's recovery project costs. However, we are also available to assist the City with the categories of Permanent Work, if and when requested by the City.

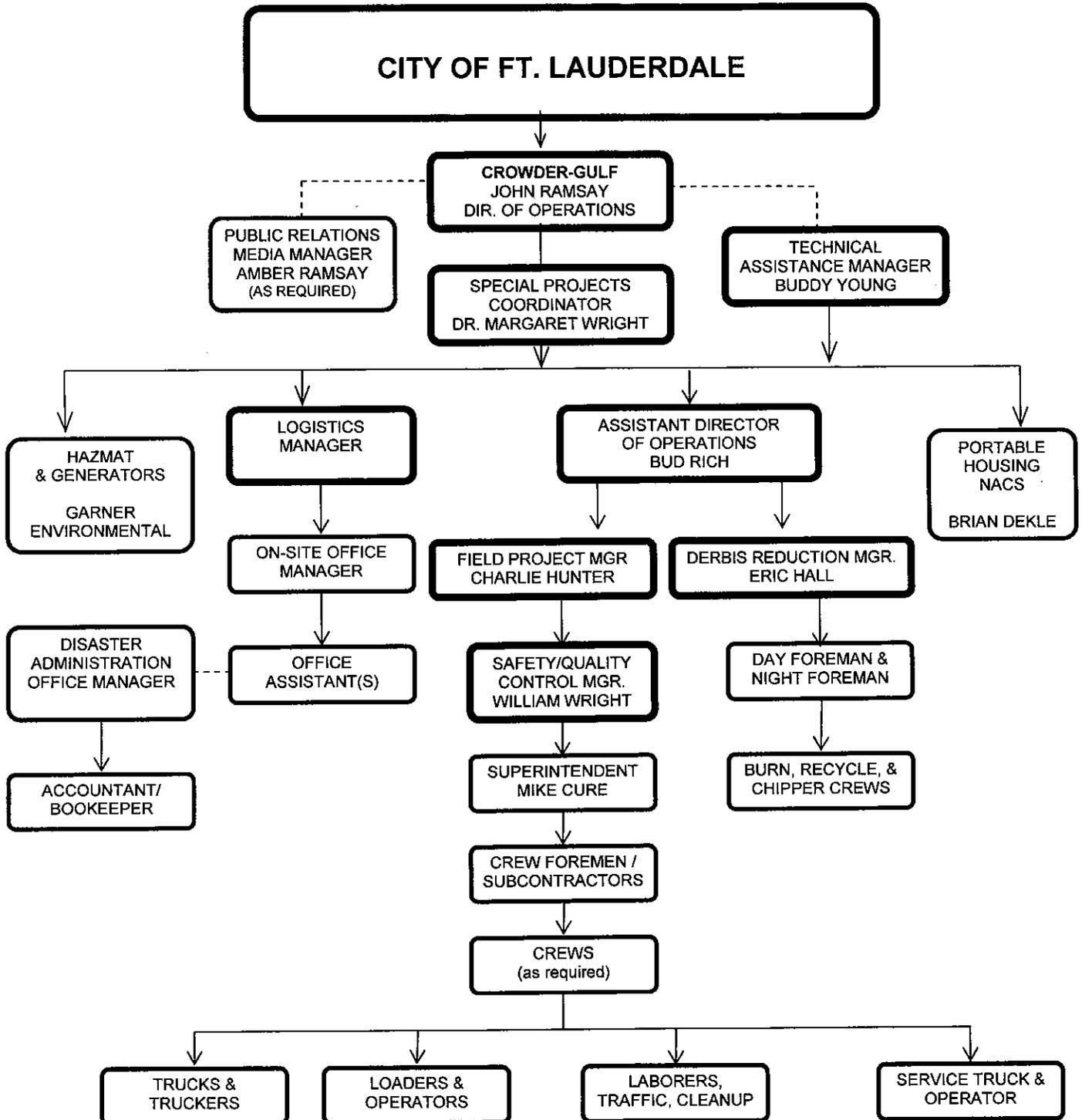
Upon request, we will train, advise and assist City personnel in the following:

1. Provide a recovery program overview to appointed and elected officials.
2. Provide training to appropriate City personnel on details of documentation for recovery.
3. Assist in drafting resolutions necessary for disaster recovery efforts, personnel and projects.
4. Guide and assist the Disaster Recovery Manager on the requirement for and the process of the Project Worksheet (PW) System.
5. Assist the designated City staff and/or train the local hires with setting up applicable procedures for compiling and organizing the disaster specific forms and files for supporting documentation to requests for external funding assistance.
6. Attend the applicants briefing with City, if requested.
7. Review and make recommendations for the City representatives on the Disaster Recovery Team.
8. Brief Disaster Recovery Team members on process and projected outcome.
9. Assist with the preparation and documentation of all small Project Worksheets.
10. Review for accuracy, completeness and value, all Project Worksheets returned by the State and/or FEMA.
11. Make recommendations as to whether the City should concur or not concur with the Project Worksheets as presented by the State and/or FEMA.
12. Write rebuttal and/or re-inspection request for any Project Worksheets that the City does not concur or accept.
13. Track the flow of information from Department Heads for recovery claims to the Project Worksheets files.
14. Check the progress of the Disaster Recovery Team making suggestions for possible corrections and/or improvements.
15. Assist, support and write any appeals for time extension, Disaster Recovery Team revisits State and/or FEMA denial of eligible cost.
16. Provide review of disaster related contracts and reports of contractor progress.
17. Prepare such reports as may be requested and/or required.
18. Begin withdrawal as Disaster Recovery Team begins to administer the recovery effort on their own.
19. Conduct exit interview when the City is ready to control the recovery effort independently.
20. Prepare after action report with recommendations for future disaster response and recovery operations.
21. Remain available by phone/fax (or return on-site visit if necessary) to continue the Technical Assistance once the exit interview has concluded.

**C. Additional Assistance.** In an effort to provide additional services to clients, we have established a working team relationship with James Lee Witt and Associates. Additional information and pricing is available upon request. Founded in 2001, James Lee Witt Associates (JLWA) is a national, leading crisis and emergency management support and consulting firm based in Washington, DC. with offices in Atlanta, GA; Chicago, IL; Little Rock, AR; and Sacramento, CA. JLWA builds on James Lee Witt's more than 30 years of experience in emergency management, including eight years as the Director of the Federal Emergency Management Agency (FEMA). In September 2004, General Wesley Clark (ret.) and former Secretary of Transportation Rodney Slater joined JLWA, creating an unparalleled team of expertise and reputation. The JLWA team includes over 30 full-time staff and over 100 internationally renowned subject matter experts in crisis management to assist businesses and governments in preparing for, responding to, recovering from, and mitigating against all types of crises. On March 10, 2006 James Lee Witt Associates joined with Global Options Group, Inc., increasing the firm's capacity by providing additional risk management and security services.

## RESOURCES AND AVAILABILITY

**ORGANIZATIONAL CHART.** A Field Organizational Chart provided below illustrates the positioning of key personnel and consultants, as well as the overall structure of all of our personnel during storm debris operations.



**Available Personnel:** The following is a list of our available management, administrative, and supervisory personnel who, depending on the scope of the work, may be assigned to the contract:

- Judy Davis - Accountant
- Kelly Pridgen – Project Manager / Accounts Manager
- Ashley Ramsay – Project Manager / Manager of Disaster Administration Office
- William M. McGough, Jr., BS in Civil Engineering - Equipment Superintendent
- Jack Boland, Project Manager
- Don Beauchene, Project Manager
- Ricky Boy Jones, Project Manager
- Austin Bolton, Project Manager
- Hugh Houlton, Project Manager
- Doug Walton - Sub-contractor Crew Coordinator / Superintendent
- James Cooper - Sub-contractor Crew Coordinator / Superintendent
- Dan Rackard – Project Manager
- John Aaron Ramsay – Superintendent / Sub-contractor Crew Foreman Coordinator
- Lyman M. Ramsay – Project Manager / Accounts Manager
- Amber Ramsay - Public Relations / Media Manager / Customer Relations
- Wes Naile – Logistical Coordination
- Jason Thompson – Computer Network Specialist
- Kelley James – Subcontractor Accounts Payable Manager, Disaster Admin. Office
- Kelly W. Carroll, MSW - Project Specialist
- Melinda Kohnle – Contracts Manager

**Communications.** When a disaster is imminent, a representative is sent to the area to setup a mobile office/command center. As soon as conditions permit, we will establish a full-time, self-sufficient office, with full communications capability in the disaster area that will be solely dedicated to the disaster recovery effort. As an anchor to the field operations office, a full-time Disaster Administration Office (DAO) has been established in Theodore, Alabama. The DAO is committed to providing support to the on site operations as well as to the client on a year round basis.

Our Management Team, all supervisory personnel, and crew foremen will use company radios, digital radio/telephones, and/or cellular phones. Truckers and subcontractor supervisory personnel will be required to have radios in their vehicles. Upon request, we will furnish key City personnel with our system radios. Our communication equipment consists of the following:

- Nextel Digital Radios/Telephones
- Fully Equipped Mobile Communications Center
- COWS (mobile microwave/digital communications towers)
- 800 MHz Radios
- Cellular Telephones
- Satellite Telephones
- Portable Generators

**Company-Owned Equipment.** In addition to our key personnel assets, we currently maintain a large inventory of company-owned equipment. A percentage of this inventory is debris specific and is immediately available for response to a disaster. Company-owned equipment will be dispatched to the disaster area immediately upon receipt of a Notice to Proceed.

The following is a partial list of company-owned equipment available for use in any debris operation:

• 16 yard – 24 yard Dump Trucks	143
• 30 yard – 50 yard Dump Trucks	40
• Rubber Tire Loaders (equipped with debris handling grapples)	16
• Rubber Tire and Track Equipped Excavators (with buckets and grapples)	10
• Knuckle Booms	4
• Self Loading Knuckle Boom Trucks	12
• Pick-Up Trucks (equipped with portable phones for Foremen)	10
• Service Trucks	8
• Skid-Steer Loaders (equipped with buckets and grapples)	10
• Self-Loading Trucks – 30 – 100 cubic yards	10
• Diamond Z 14' Tub Grinders	6
• Air Curtain Incinerators	9

We and our subcontractors have approximately 500 self-loading trucks from 30 – 100 cubic yards. This type of equipment works best in removing vegetative debris from urban areas. These self-loading trucks will be some of the first equipment assigned to the City following a disaster. We have active accounts with major national equipment rental companies to supplement our equipment needs as necessary (i.e. Caterpillar, John Deere, United Rental, Sunbelt, etc.).

As directed by the Mobilization Plan the available equipment from this list will be serviced and made ready for immediate mobilization. Once safe transport is possible the equipment required to commence an operation will be dispatched on command of our Senior Management Personnel. Mobilization of additional equipment will continue until sufficient equipment and manpower are on site to satisfy the requirements of any Task Order or Notice to Proceed.

**Subcontractors.** As the successful bidder, depending on the severity of the disaster, we intend to utilize subcontractors for a percentage of debris operations. In compliance with 44 CFR 206.10, it is our policy to utilize qualified local subcontractors to the greatest extent possible. We have over 250 large and small subcontractors who have committed the following equipment and manpower to our disaster operations:

<b>Equipment Summary</b>		<b>Manpower Summary</b>	
Dump Trucks	2399	Project Managers	36
Self Loaders	490	Superintendents & Foremen	117
Loaders	377	Drivers/Operators	3463
Excavators	338	Workers	571
Knucklebooms	152		
Trackhoes	214		
ACIs	49		
Tub Grinders	17		

**We plan to utilize qualified City of Ft. Lauderdale based subcontractors to complete this contract.** For the current contract we have in place with the City, we have advertised annually in local newspapers and have qualified numerous local subcontractors. However, in the event the local subcontractors are unable to perform the required work in a timely manner, we have ample company crews and subs from other areas that will assist; a complete list is available upon request.

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**  
 Emergency Debris Management Services – 673-9653  
 City of Ft. Lauderdale, FL

**Workload.** We estimate our commitments to other emergency response contracts be approximately 30% to 50%.

**Current Florida Contract:**

ENTITY	CONTRACT DATE	DURATION	COMMENT
City of Casselberry	2005	3 years	Awarded to multiple contractors
Collier County	2005	4 years	Awarded to multiple contractors
City of Bellaire Beach	2002	Unlimited	
Escambia County	2006	3 years	Renewable for an additional 1 year term, Awarded to multiple contractors
City of Ft. Lauderdale	2001		Will expire 12/31/06
Hardee County	2004	3 years	
Lee County	2006	5 years	
City of Tallahassee / Leon	2006	3 years	Renewable for additional 2 years Awarded to multiple contractors
City of Panama City	2001	5 years	
City of Pembroke Pines	2004	3 years	Renewable two (3) three year options
City of Plantation	2006	4 years	
City of Pompano Beach	2006	1 year	Renewable for 4 additional 1 year periods
Orange County	2005	3 years	
City of Orlando	2006	1 year	Renewable annually for up to 4 years, Awarded to multiple contractors
Manatee County	2006	1 year	Renewable for four (additional periods, each one (1) year
City of North Miami Beach	2006	3 years	Renewable for two additional one year periods, Awarded to multiple contractors
City of North Miami	2005	3 years	Renewable for two additional one year period, Awarded to multiple contractors
Polk County	2005	3 years	Renewable annually
City of Sanibel Island	2004	3 years	
City of St. Petersburg	2004	3 years	Renewable for (1) year
Sarasota County	2006	3 years	Awarded to multiple contractors
City of West Palm Beach	2005	3 years	

**Crowder-Gulf has a proven track record of simultaneously managing multiple contracts at a time. Due to the diverse geographical locations and Crowder-Gulf's substantial manpower and equipment resources, will be able to honor all of our contractual commitments with dispatch and efficiency.**

**Crowder-Gulf will respond with manpower and equipment within 24 hours of receipt of a Task Order or Notice to Proceed issued by the City.**

**Financials.** Certified Public Accounts information to follow on next few pages.



Hartmann, Blackmon & Kilgore, P.C.  
Certified Public Accountants & Consultants

Xavier A. Hartmann, III, CPA  
Rucker T. Taylor, III, CPA  
J. Earl Blackmon, Jr., CPA  
B. Vance Kilgore, CPA  
Sally S. Wagner, CPA  
Dennis E. Sherrin, CPA, CVA

112 WEST SECTION AVENUE • P.O. BOX 1950 • FOLEY, ALABAMA 36536 • (251) 943-5499 • FAX (251) 943-5498

ACCOUNTANTS' REVIEW REPORT

Gulf Equipment Corporation and Subsidiary  
Theodore, Alabama

We have reviewed the accompanying consolidated balance sheets of Gulf Equipment Corporation (an S corporation) and Subsidiary as of September 30, 2005 and 2004 and the related consolidated statements of income, shareholders' equity and cash flows for the years then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. All information in these financial statements is the representation of the management of Gulf Equipment Corporation.

A review consists principally of inquiries of Company personnel and analytical procedures applied to financial data. It is substantially less in scope than an audit in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based on our review we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with generally accepted accounting principles.

Our review was made for the purpose of expressing limited assurance there are no material modifications that should be made to the financial statements in order for them to be in conformity with generally accepted accounting principles. The information included in the accompanying supplementary information is presented only for analysis purposes. Such information has been subjected to the inquiry and analytical procedures applied in the review of the basic financial statements, and we are not aware of any material modifications that should be made thereto.

*Hartmann, Blackmon & Kilgore, P.C.*

Certified Public Accountants

February 7, 2006  
Foley, Alabama

Member American Institute of Certified Public Accountants • Alabama Society of Certified Public Accountants

Other Locations: 806 N. Section Street • P.O. Box 1469 • Fairhope, Alabama 36533 • (251) 928-2443 or (251) 943-4217 • FAX (251) 928-6921  
6475 Van Buren Street • Suite 101 • P.O. Box 2090 • Daphne, Alabama 36526 • (251) 626-0846 • FAX (251) 626-1403  
311 Sowell Street • P.O. Box 1379 • Brewton, Alabama 36427 • (251) 867-3801 • FAX (251) 867-3276  
[www.hbkcpas.com](http://www.hbkcpas.com)

GULF EQUIPMENT CORPORATION AND SUBSIDIARY  
CONSOLIDATED STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED SEPTEMBER 30, 2005 AND 2004

	2005	2004
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income	\$ 9,764,995	\$ 22,143,621
Adjustments to reconcile net income to net cash provided by operating activities -		
Depreciation	1,348,456	819,622
Provision for deferred income taxes	-	(364,448)
Loss on disposal of property (basis)	-	(11,044)
(Gain) Loss from affiliate	(460,000)	769,915
Disposition of shareholder loans	-	(82,880)
Minority partnership interest	(4,828,262)	35,714,888
Changes in current assets and liabilities -		
Decrease (increase) in receivables	27,050,819	(81,891,109)
Decrease (increase) in short term investments and deposits	(158,634)	14,495
Decrease (increase) in prepaid expense	(1,871,949)	(82,635)
Decrease (increase) in costs and estimated earnings in excess of billings	(105,795)	(88,197)
Increase (decrease) in accounts payable trade	(15,892,392)	19,714,670
Increase (decrease) in accrued expenses	105,168	(442,157)
Increase (decrease) in billings in excess of costs and estimated earnings	905,833	(168,019)
Net cash provided (used) by operating activities	15,858,239	(3,953,278)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property and equipment	(4,074,427)	(2,019,842)
Investment in affiliate company	(281,284)	(627,658)
Distributions to minority interest	(697,000)	-
Loans to officers	(392,070)	-
Net cash (used) by investing activities	(5,444,781)	(2,647,500)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Advances (repayments) from line of credit (net)	(11,250,000)	11,250,000
Principal payments on long term debt	(1,750,045)	(441,671)
Advances (repayments) from others	(3,000,000)	3,000,000
Net cash provided (used) by financing activities	(16,000,045)	13,808,329
<b>INCREASE (DECREASE) IN CASH</b>	(5,586,587)	7,207,551
Cash - beginning of year	8,754,571	1,547,020
<b>CASH - END OF YEAR</b>	<b>\$ 3,167,984</b>	<b>\$ 8,754,571</b>

See accompanying notes and accountants' review report.

GULF EQUIPMENT CORPORATION AND SUBSIDIARY

CONSOLIDATED BALANCE SHEETS

SEPTEMBER 30, 2005 AND 2004

ASSETS

	<u>2005</u>	<u>2004</u>
<b>CURRENT ASSETS</b>		
Cash	\$ 3,167,984	\$ 8,754,571
Marketable securities	624,827	397,968
Receivables		
Trade accounts net of allowances	58,180,927	85,109,379
Employee advances	-	122,367
	<u>58,180,927</u>	<u>85,231,746</u>
Costs and estimated earnings in excess of billings on uncompleted contracts	229,970	124,175
Prepaid expenses and deposits	2,141,732	269,783
Total current assets	<u>64,345,440</u>	<u>94,778,243</u>
<b>PROPERTY AND EQUIPMENT</b>		
Land and buildings	1,742,170	285,741
Office equipment	272,533	139,194
Construction equipment	9,828,536	5,279,243
Automotive	2,858,080	2,658,824
Total property and equipment	14,701,319	8,363,002
Accumulated depreciation	(4,063,257)	(2,714,801)
Total property and equipment - net	<u>10,638,062</u>	<u>5,648,201</u>
<b>OTHER ASSETS</b>		
Investment in affiliate and other assets	1,513,877	536,483
Receivable - officers	392,070	-
Total other assets	<u>1,905,947</u>	<u>536,483</u>
<b>TOTAL ASSETS</b>	<u>\$ 76,889,449</u>	<u>\$ 100,962,927</u>

See accompanying notes and accountants' review report.

LIABILITIES AND SHAREHOLDERS' EQUITY

	<u>2005</u>	<u>2004</u>
<b>CURRENT LIABILITIES</b>		
Long term debt - current amount	\$ 1,106,783	\$ 15,282,458
Accounts payable - trade	5,529,598	21,421,990
Accrued expenses payable - Payroll and other taxes	132,442	27,274
Billings in excess of costs and estimated earnings on uncompleted contracts	988,793	82,960
Total current liabilities	<u>7,757,616</u>	<u>36,814,682</u>
<b>OTHER LIABILITIES</b>		
Long term debt	<u>1,574,034</u>	<u>898,404</u>
Total liabilities	<u>9,331,650</u>	<u>73,427,974</u>
<b>SHAREHOLDERS' EQUITY</b>		
Controlling interest		
Capital stock, par value \$100, authorized 50 shares, 30 shares issued and outstanding	3,000	3,000
Retained earnings	37,333,668	27,568,673
Accumulated other comprehensive income	31,505	(36,720)
	<u>37,368,173</u>	<u>27,534,953</u>
Minority interests	<u>30,189,626</u>	<u>35,715,888</u>
Total shareholders' equity	<u>67,557,799</u>	<u>63,250,841</u>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<u>\$ 76,889,449</u>	<u>\$ 100,962,927</u>

GULF EQUIPMENT CORPORATION AND SUBSIDIARY  
CONSOLIDATED STATEMENTS OF INCOME  
FOR THE YEARS ENDED SEPTEMBER 30, 2005 AND 2004

	<u>2005</u>	<u>2004</u>
CONTRACTING INCOME	\$ 206,395,678	\$ 189,220,170
DIRECT COSTS	<u>187,894,723</u>	<u>121,375,485</u>
GROSS PROFIT	<u>18,500,955</u>	<u>67,844,685</u>
OPERATING EXPENSES		
Depreciation	71,665	71,665
Employee benefits	67,134	39,413
Insurance/bonds	568,903	792,564
Interest	220,829	75,762
Office	2,399,552	877,700
Officers' salaries	2,818,527	1,323,851
Other operating	1,720,378	3,063,946
Professional and engineering	-	534,272
Management fees	4,236,000	-
Taxes and licenses	908,107	126,148
Travel, job site lodging and per diem	1,281,161	2,610,186
Utilities and telephone	272,604	187,865
Total operating expenses	<u>14,564,860</u>	<u>9,703,372</u>
INCOME FROM OPERATIONS	<u>3,936,095</u>	<u>58,141,313</u>
OTHER INCOME		
Investment	318,124	104,736
Other	221,674	17,927
Income (loss) from affiliate	460,840	(769,915)
Total other income (loss)	<u>1,000,638</u>	<u>(647,252)</u>
Minority partnership interest (income) loss	<u>4,828,262</u>	<u>(35,714,888)</u>
INCOME BEFORE INCOME TAXES	9,764,995	21,779,173
PROVISION FOR INCOME TAXES		
Deferred (credit)	<u>-</u>	<u>(364,448)</u>
NET INCOME	<u>\$ 9,764,995</u>	<u>\$ 22,143,621</u>

See accompanying notes and accountants' review report.

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**

Emergency Debris Management Services – 673-9653

City of Ft. Lauderdale, FL

**PAST PERFORMANCE.** The following chart contains a listing of contracted debris management work accomplished by Crowder-Gulf and Gulf Equipment over the past 37 years. These listings reflect debris removal, reduction, recycling and/or disposal, and demolition dating back to Hurricane Frederick in 1979.

DISASTER	SCOPE OF TASK	\$ VALUE OF PROJECT	PROJECT MANAGER	REFERENCES	PHONE NO.
<b>2006 Debris Related Work</b>	<b>Debris Removal, Reduction and Disposal:</b>			<b>John Ramsay was the Director for all Projects</b>	
				<ul style="list-style-type: none"> <li>▪ US Coast Guard - Jackson, Harrison, Hancock Counties, MS Commander Carl Edminston, (251) 583-8420</li> <li>▪ Erie &amp; Genesee County, NY &gt; UCC, Bobby Hill &gt; (716) 822-5756</li> </ul>	
<b>2005 Hurricanes</b>	<b>Debris Removal, Reduction and Disposal:</b>			<b>John Ramsay was the Director for all 2005 Projects</b>	
2005 Hurricanes: Wilma Katrina	Debris Removal, Reduction and Disposal	\$28,000,000 \$ 5,051,000	Jack Boland	<ul style="list-style-type: none"> <li>▪ City of Fort Lauderdale, Florida Mr. Greg Slagle</li> </ul>	(954) 828-5341
2005 Hurricanes: Wilma Katrina	Debris Removal, Reduction and Disposal	\$ 925,000 \$ 210,000	Jack Boland Perry Laspina	<ul style="list-style-type: none"> <li>▪ City of Wilton Manors, Florida Mr. David Archacki Emergency Management Coordinator</li> </ul>	(954) 390-2190
2005 Hurricane Wilma	Debris Removal, Reduction and Disposal	\$ 5,818,000	Jack Boland Roland Mulder	<ul style="list-style-type: none"> <li>▪ Village of Wellington, Florida Mr. Tim Hunt</li> </ul>	(561) 798-6378
2005 Hurricanes: Wilma Katrina	Debris Removal, Reduction and Disposal	\$ 6,000,000 \$ 125,000	Jack Boland Walt Nawarra	<ul style="list-style-type: none"> <li>▪ City of Pompano Beach, Florida Mr. D.C. Maudlin, Public Works Director</li> </ul>	(454) 545-7011
2005 Hurricanes: Wilma Katrina	Debris Removal, Reduction and Disposal	\$11,600,000 \$ 730,000	Charlie Hunter	<ul style="list-style-type: none"> <li>▪ City of Pembroke Pines, Florida Mr. Shawn Denton Assistant Director of Public Services</li> </ul>	(954) 437-1116
2005 Hurricanes Wilma Katrina	Debris Removal, Reduction and Disposal	\$ 370,000 \$ 31,000	Charlie Hunter	<ul style="list-style-type: none"> <li>▪ City of Aventura, Florida Mr. Robert M. Sherman</li> </ul>	(305) 466-8930
2005 Hurricane Wilma	Debris Removal, Reduction and Disposal	\$ 3,300,000	James Cooper	<ul style="list-style-type: none"> <li>▪ City of West Palm Beach, Florida Mr. Ken Reardon, Public Works</li> </ul>	(561) 644-7483
2005 Hurricanes: Wilma Katrina	Debris Removal, Reduction and Disposal	\$ 3,700,000 \$ 130,000	Eric Hall	<ul style="list-style-type: none"> <li>▪ City of North Miami, Florida Mark E. Collins, Public Works Director</li> </ul>	(786) 258-3277

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**

Emergency Debris Management Services – 673-9653

**City of Ft. Lauderdale, FL**

DISASTER	SCOPE OF TASK	\$ VALUE OF PROJECT	PROJECT MANAGER	REFERENCES	PHONE NO.
2005 Hurricane Wilma	Debris Removal, Reduction and Disposal	\$ 525,000	Eric Hall	<ul style="list-style-type: none"> <li>▪ City of North Miami Beach, Florida Mr. Esmond Scott, Public Works</li> </ul>	(305) 919-3756
2005 Hurricane Wilma	Debris Removal, Reduction and Disposal	\$ 546,000	Ricky Jones	<ul style="list-style-type: none"> <li>▪ City of Sanibel Island, Florida Mr. Gates Castle, Public Works Director</li> </ul>	(239) 472-6397
2005 Hurricane Wilma	Debris Removal and Disposal from Waterways	\$ 1,336,500	Ricky Jones	<ul style="list-style-type: none"> <li>▪ Collier County, Florida Ms. Margaret Bishop, PE Senior Project Manager</li> </ul>	(239) 213-5857
2005 Hurricane Wilma	Debris Removal, Reduction and Disposal	\$ 273,200	Ricky Jones	<ul style="list-style-type: none"> <li>▪ City of Naples Airport Authority Mr. Ervin N. Dehn, Jr. Director of Engineering &amp; Planning</li> </ul>	(239) 643-0733
2005 Hurricane Wilma	Supplied Generators, Vac Trucks, fuel	\$ 775,000	Ashley Ramsay Rod Harding	<ul style="list-style-type: none"> <li>▪ Collier County, Florida Mr. George Yimaz, Director of Wastewater</li> </ul>	(239) 289-9685
2005 Hurricane Wilma	Debris Removal Waterways	\$ 149,000	Ricky Jones	<ul style="list-style-type: none"> <li>▪ Lee County, Florida Mr. Allen Davies, County Engineer Project Manager</li> </ul>	(239) 479-8124
2005 Hurricane Wilma	Debris Removal, Reduction and Disposal	\$ 6,800,000	Bud Rich Robert Mayo Danny Dunstan	<ul style="list-style-type: none"> <li>▪ Lee County, Florida Mr. John Wilson, Emergency Management Director Mr. John Campbell, Asst EM Director</li> </ul>	(239) 229-1117 (239) 229-1132
2005 Hurricane Wilma	Debris Removal, Reduction and Disposal	\$ 50,000	Bud Rich Robert Mayo Danny Dunstan	<ul style="list-style-type: none"> <li>▪ City of Ft. Myers Beach, Florida Mr. Matt Feeney City of Ft. Myers, Florida</li> </ul>	(239) 765-0202
2005 Hurricane Rita	Debris Removal, Reduction and Disposal	\$ 15,000,000	Don Beauchene	<ul style="list-style-type: none"> <li>▪ Jefferson County, Texas Mr. John Cascio, Emergency Management Coordinator</li> </ul>	(409) 835-8466
2005 Hurricane Rita	Debris Removal, Reduction and Disposal	\$ 77,000,000	Buddy Young Margaret Wright	<ul style="list-style-type: none"> <li>▪ Calcasieu Parish, Louisiana Ceres Environmental / Corps of Engineers Mr. David McIntyre, President</li> </ul>	(800) 216-4424
2005 Hurricane Rita	Debris Removal, Reduction and Disposal	\$ 93,000	Tommy Smith	<ul style="list-style-type: none"> <li>▪ City of Dickinson, Texas Mr. Ivan Langford, City Administrator</li> </ul>	(281) 337-2489
2005 Hurricane Katrina	Debris Removal, Reduction and Disposal	\$ 15,000,000	John A. Ramsay	<ul style="list-style-type: none"> <li>▪ City of Pascagoula, Mississippi Kay Kell, City Manager</li> </ul>	(228) 217-0330

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**

Emergency Debris Management Services – 673-9653

City of Ft. Lauderdale, FL

DISASTER	SCOPE OF TASK	\$ VALUE OF PROJECT	PROJECT MANAGER	REFERENCES	PHONE NO.
2005 Hurricane Katrina	Removal, Reduction Disposal	\$13,600,000	Lyman Ramsay Raymond McConnell	<ul style="list-style-type: none"> <li>City of Biloxi, Mississippi Mr. A.J. Holloway, Mayor</li> </ul>	(228) 435-6254
2005 Hurricane Katrina	Debris Removal, Reduction and Disposal	\$ 9,100,000	Lyman Ramsay Doug Walton	<ul style="list-style-type: none"> <li>City of Gulfport, Mississippi Mr. Woody Stieffel, Assistant City Engineer</li> </ul>	(228) 868-5818
2005 Hurricanes Katrina Dennis	Debris Removal, Reduction and Disposal	\$ 3,500,000	Lyman Ramsay	<ul style="list-style-type: none"> <li>Baldwin County, Alabama Leigh Ann Ryals, EMC Director</li> </ul>	(251) 947-1011 (251) 621-3182
2005 Hurricane Dennis	Debris Removal, Reduction and Disposal	\$ 1,840,000	Doug Walton	<ul style="list-style-type: none"> <li>Walton County, Florida Mr. Bill Emfield, Director of Purchasing</li> </ul>	(850) 892-8470
<b>2004 Hurricanes</b>	<b>Debris Removal, Reduction and Disposal</b>	<b>approx. \$230,000,000</b>	<b>all projects</b>	<b>John Ramsay was the Director for all 2004 Projects</b>	
2004 – Hurricanes Charley, Frances, Ivan and Jeanne	Debris Removal, Reduction and Disposal 14,000,0000 – 15,000,000 CY	\$230,000,000	Lyman Ramsay	<ul style="list-style-type: none"> <li>Baldwin County, Alabama – Leigh Ann Ryals, EMC Director</li> <li>City of Daphne, Alabama – Ken Eslava, Public Works Director</li> <li>AL Dept of Conservation &amp; Natural Resources – Terry Boyd, Director</li> </ul>	(251) 947-1011 (251) 621-3182 (251) 591-3377 (888) 785-4378 (334) 868-9851
			Don Beauchene	<ul style="list-style-type: none"> <li>Escambia County, Florida George Tourart, County – County Administrator</li> </ul>	(850) 595-4947 (850) 554-2774 ( ) 321) 637-6670 (321) 794-0139
			Charlie Hunter	<ul style="list-style-type: none"> <li>Brevard County, Florida Robert Lay, EMC Director</li> </ul>	(239) 229-1117 (239)334-5400
			Bud Rich	<ul style="list-style-type: none"> <li>Lee County, Florida John Wilson, EMC Director</li> </ul>	
			Doug Walton	<ul style="list-style-type: none"> <li>Walton County, Florida Bill Imfield, Director of Purchasing</li> </ul>	(850) 892-8176

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**

Emergency Debris Management Services – 673-9653

**City of Ft. Lauderdale, FL**

DISASTER	SCOPE OF TASK	\$ VALUE OF PROJECT	PROJECT MANAGER	REFERENCES	PHONE NO.
2004 – Hurricanes Charley, Frances, Ivan and Jeanne			Ashley Ramsay Charlie Hunter  Buddy Young Margaret Wright  Eric Hall D.J. Ladner	<ul style="list-style-type: none"> <li>▪ Volusia County, Florida</li> <li>George Recktenwal, Director of Roads and Bridges</li> <li>▪ City of Palm Coast, Florida</li> <li>Bill Gilley, Public Works Director</li> <li>▪ City of Edgewater, Florida</li> <li>Mike Tenney / Brenda Johnson, Deputy Director of Environmental Services</li> <li>▪ Polk County, Florida</li> <li>Lance Davis, Roadway Maintenance Superintendent</li> <li>▪ Hardee County, Florida</li> <li>Janice Williams, Solid Waste</li> <li>▪ City of Orlando, Florida</li> <li>David Metzker, Public Works Director</li> <li>Orange County, Florida</li> <li>William P. Baxter, Public Works Director</li> </ul>	(386) 822-6422 (386) 986-2332 (386) 424-2476 (863) 534-7631 (863) 773-3199 (407) 246-3573 (407) 836-7979
2003 – Hurricane Isabel	Debris Removal, Reduction & Disposal - 1,900,000 CY	\$23,000,000	John Ramsay - Director Joe Bray Brian Dekle Hugh Holton Willie Wright	<ul style="list-style-type: none"> <li>Virginia Peninsulas Public Service Authority; Cities of Newport News &amp; Poquoson; Counties of James City &amp; York</li> <li>▪ VPPSA - Stephen B. Geissler, P. E., Executive Director</li> <li>▪ Ralph Caldwell, Street Maint. Administrator, City of Newport News</li> <li>▪ Jeff Blirnel, City Engineer, City of Poquoson</li> <li>▪ John Horne, Public Works Director, James City</li> <li>▪ Frank Hedgepeth, Public Works Dir., York County</li> </ul>	(757) 259-9850 (757) 592-7336 (757) 868-3205 (757) 564-2153 (757) 890-3780

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**  
 Emergency Debris Management Services – 673-9653  
 City of Ft. Lauderdale, FL

DISASTER	SCOPE OF TASK	\$ VALUE OF PROJECT	PROJECT MANAGER	REFERENCES	PHONE NO.
2003 – Hurricane Isabel	Debris Removal, Reduction & Disposal - 2,225,000 CY	\$28,000,000	John Ramsay - Director D. J. Ladner Bud Rich Charlie Hunter	Southeastern Public Service Authority; Cities of Norfolk, Suffolk, & Virginia Beach; Southampton Co. <ul style="list-style-type: none"> <li>▪ Steve Coomer, Purchasing Administrator, SPSA</li> <li>▪ Jim Checkovich, Streets Engineer, City of Norfolk</li> <li>▪ Wesley King, Public Works Dir, City of Suffolk</li> <li>▪ Dan Kiley, Public Works Dir. City of Virginia Beach</li> <li>▪ Waverly Coggsdale, Public Works Director, Southampton County</li> </ul>	(757) 420-4700  (757) 823-4050 (757) 641-8917 (757) 563-1470 (757) 653-2100
2003 – Hurricane Isabel	Debris Removal, Reduction & Disposal, Sand Screening	\$6,000,000	John Ramsay - Director Eric Hall Kelly Pridgen	Dare County, Cape Hatteras, Town of Williamston, NC <ul style="list-style-type: none"> <li>▪ Edward Lee Mann, Public Works Director, Dare County</li> <li>▪ Ms. Norma Mills, County Attorney, Dare County</li> <li>▪ Douglas S. Roberson, Jr., Dir. Of Public Works City of Rocky Mount</li> <li>▪ Brent Kanipe, Planning Department</li> </ul>	(252) 475-5888 (252) 473-0134  (252) 475-5803 (252) 972-1299 (252) 792-5142
2003 – Ice Storm Winston-Salem, NC	Debris Removal 185,000 CY	\$1,000,000	John Ramsay Bud Rich	<ul style="list-style-type: none"> <li>▪ Gregory M. Turner, Assistant City Manager Public Works City of Winston-Salem</li> </ul>	(336) 727-2545
2002 – Ice Storm Kansas City, KS	Debris Removal & Reduction 160,000 CY	\$1,700,000	John Ramsay Bud Rich	<ul style="list-style-type: none"> <li>▪ Bill Blackwell, Deputy City Engineer</li> <li>▪ Michael Tobin, Deputy Dir. of Public Works, Public Works Dept., Unified Government of Wyandotte County &amp; Kansas City, KS</li> </ul>	(913) 573-5700
2001 – Floods SW Virginia	Remove debris from streams and bridge abutments; Burn debris	\$1,000,000	John Ramsay Johnnie Gilmer	<ul style="list-style-type: none"> <li>▪ Ronnie Lane, Virginia Department of Transportation</li> </ul>	(540) 386-9414
2001 – Tropical Storm Allison Houston, TX	Debris removal from floods	\$1,200,000	John Ramsay J. A. Ramsay	<ul style="list-style-type: none"> <li>▪ Dan Gutierrez, Deputy Director of Solid Waste, City of Houston</li> <li>▪ Robert Swan, Sr. Debris Management</li> </ul>	(713) 837-9214 (407) 249-3020

**GULF EQUIPMENT CORPORATION d/b/a CROWDER-GULF**

Emergency Debris Management Services – 673-9653

**City of Ft. Lauderdale, FL**

DISASTER	SCOPE OF TASK	\$ VALUE OF PROJECT	PROJECT MANAGER	REFERENCES	PHONE NO.
1999 - Hurricane Floyd	Debris removal & reduction, and demolition of 600 flooded homes 1,000,000 CY 50,000 Tons	\$10,000,000	John Shook  John Ramsay  Bud Rich	Consultant, Dewberry & Davis  <ul style="list-style-type: none"> <li>▪ Deborah Boyette, Asst. Director Public Services/Administration, City of Wilson</li> <li>▪ Douglas S. Roberson, Jr., Dir. Of Public Works City of Rocky Mount</li> </ul> William W. Hill, Health Director, Nash City Wilson, Nash, Richmond, & Edgecombe Counties, <ul style="list-style-type: none"> <li>▪ Cities of Wilson, Rocky Mount, Rockingham, and Princeville, NC</li> </ul>	(252) 399-2461  (252) 972-1299  (252) 459-9823
1999 - Floods on the Guadalupe & Comal Rivers, TX	Debris removal & reduction from rivers & 6 miles of river canals	\$870,000	J. A. Ramsay  Dickie Ladner	<ul style="list-style-type: none"> <li>▪ Mr. Gerald Kraafta, Contracting Officer Tech USDA, NRCA</li> <li>▪ Mr. C.A. Bolner, City Engr. New Braunfels, TX</li> <li>▪ Mr. J.E. Shelton, NRCS Officer, St of TX</li> </ul>	(830) 780-5046 (830) 660-1830 (254) 742-9967

**Litigation. NONE**

012694280601 110955 NEW 12/04 8410018686

**REGIONS**  SM  
**BANK**

795187783

Issued by Integrated Payment Systems Inc., Englewood, Colorado  
To Citibank, N.A., Buffalo, NY 10-86/220

795187783

DATE 12/19/2006

**\$25,000.00**

DOLLARS

PAY Twenty Five Thousand and 00/100\*\*\*\*\*

PAY TO THE ORDER OF CITY OF FORT LAUDERDALE  
6739653

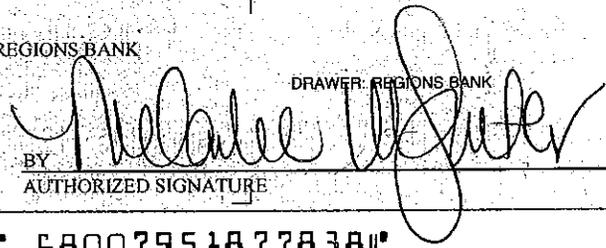
JKC0141

NAME OF REMITTER GULF EQUIPMENT CORP.

REGIONS BANK

DRAWER: REGIONS BANK



BY   
AUTHORIZED SIGNATURE

⑈ 110955⑈ ⑆ 022000868⑆ 68007951877838⑈

**REGIONS**  SM  
**BANK**

795187783

795187783

DATE 12/19/2006

**\$25,000.00**

DOLLARS

PAY Twenty Five Thousand and 00/100\*\*\*\*\*

PAY TO THE ORDER OF CITY OF FORT LAUDERDALE  
6739653

JKC0141

NAME OF REMITTER GULF EQUIPMENT CORP.

REGIONS BANK

Purchaser's Copy

**PURCHASER'S COPY  
NON NEGOTIABLE**

PURCHASER'S COPY

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.3. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

<b><u>NAME</u></b>	<b><u>RELATIONSHIPS</u></b>
n/a	

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

**DELIVERY OF PROPOSAL / RESUMES** *(attached)*

Deliver Proposals prior to **2:00 p.m. EDT on December 21, 2006** to:

City of Fort Lauderdale, FL  
Department of Procurement Services  
100 N. Andrews Avenue, Suite #619  
Fort Lauderdale, FL 33301

# JOHN RAMSAY

9209 Ramsey Road ■ Grand Bay, Alabama 36541 ■ 251-653-5075

## EMPLOYMENT

### CROWDER-GULF

*President / Director of Operations, 1990 - present*

- ◆ Director of Emergency Recovery Work after natural disasters. Projects completed include:
  - Hurricane Dennis 2005 Florida, Alabama
  - Hurricanes Charley, Frances, Jeanne, Ivan, 2004 Florida, Alabama, Mississippi
  - Hurricane Isabel, 2003 Virginia and North Carolina
  - Ice Storm, 2003 Winston-Salem, North Carolina
  - Ice Storm, 2002 Kansas City, Kansas
  - Ice Storm, 2002 Lee Summit, Missouri
  - Floods SW Virginia, 2001 Virginia
  - Tropical Storm Allison, 2001 Houston, Texas
  - Hurricane Floyd, 1999 Wilson, Nash, Richmond & Edgecombe Counties, NC, Cities of Wilson, Rocky Mount, Rockingham and Princeville, NC
  - Guadalupe & Comal Rivers Flood, 1999 New Braunfels, Texas
  - Hurricane Georges, 1998 Gulfport, Mississippi
  - Hurricane Fran, 1996 North Carolina, contracts with Corps of Engineers for 20 counties, City and County of Wilson
  - Hurricane Opal, 1995 Panama City, Lynn Haven, Panama City Beach, and Bay County, Florida
  - Hurricane Erin, 1995 Pensacola, Florida
  - Ice Storm, 1994 Germantown and Memphis, Tennessee; Natchez, Mississippi
  - Hurricane Andrew, 1992 Dade and Boward County, Florida
  - Hurricane Hugo, 1990 South Carolina: Charleston, Manning, Florence, Kershaw County, SC Department of Highways and Public Transportation

### GULF EQUIPMENT CORPORATION

*Vice President / Project Manger, 1984 - present*

- ◆ Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Co locations and Rooftops) for T-Mobile, Pinnacle, DigiPH PCS, OPM-USA/American Towers, BellSouth, Alltel and Ericcson in Alabama, Mississippi, Florida, Georgia, Louisiana and Tennessee.
- ◆ Manager of warehouse contracts with Powertel, Black & Veatch, DigiPH PCS and Hargray Wireless in Georgia, Alabama, South Carolina and Kentucky.

### DELTA EXPORTS, INC.

*President, 1988-1990*

- ◆ Exported vessel loads of logs and lumber to Turkey and China; and other forest products exported in containers to Europe. Buying and selling of land timber and wood chips for domestic markets. Performed extensive studies on the feasibility of exporting pine and hardwood chips from the Gulf of Mexico to Japan.

**ERNEST MANNING CONSTRUCTION COMPANY**

*President, Part Owner, 1981-1987*

- ◆ Director of hazardous wastes for superfund clean up projects in Texas and southeastern states and refinery maintenance for Chevron USA, Pascagoula, Mississippi. Coordinator of trucking of material and site work.
- ◆ Director of Emergency Recovery Work after natural disasters. Projects completed included:

Hurricane Alicia, 1983	City of Houston, Texas
Hurricane Fredric, 1979	Corps of Engineers, Mobile District, Alabama
Hurricane Camille, 1969	Mississippi and Alabama, Agricultural Stabilization and Conservation Service

**RLT CONSTRUCTION COMPANY**

*President, 1979-1985*

- ◆ Heavy construction, including construction with Tombigbee Waterway and Joe Poole LadeDam in Dallas, Texas.

**RAMSAY FARM**

*Independent farmer, 1963-1985*

- ◆ Farmed 20,000 acres of soybeans and ran 15,000 head of cattle on winter grazing.
- ◆ Partner in Deep South Auction Company. Business consisted of auctioning land, cattle and equipment (Established business while in college).

**MILITARY**

*Air Force Reserves, 1963-1967*

- ◆ Served as Crew Chief (Master Sergeant) on cargo planes.

## **EDUCATION**

**AUBURN UNIVERSITY**

*Bachelor of Science, Agriculture, 1963*

- ◆ Member of Alpha Zeta Honorary Fraternity
- ◆ Alpha Gamma Rho, Agricultural Council
- ◆ Vice President, School of Agriculture
- ◆ President, Block and Bridle Club

**MOBILE COUNTY HIGH SCHOOL**

*High School Diploma, 1958*

- ◆ Awarded "State Farmers Degree" through Future Farmers of America
- ◆ President, Future Farmers of America, 4-H Club, Beta Club
- ◆ Vice President, Science Club

# A.F. "BUD" RICH, JR.

## EXPERIENCE

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1993 - Present Crowder-Gulf

*Assistant Director of Operations*

- Assists the Director with assessing damages, estimating manpower requirements and activating initial response and/or mobilization plan
- Locate staging and/or reduction areas plus possible disposal sites
- Identify and coordinate segregation and correct disposal of hazardous waste plus the proper disposal of recyclable materials

Projects:

Hurricane Charley, Frances, Jeanne, Ivan, 2004	Florida, Alabama, Mississippi Virginia and North Carolina
Hurricane Isabel, 2003	Winston-Salem, North Carolina
Ice Storm, 2003	Kansas City, Kansas
Ice Storm, 2002	Lee Summit, Missouri
Ice Storm, 2002	Virginia
Floods SW Virginia, 2001	Houston, Texas
Tropical Storm Allison, 2001	Wilson, Nash, Richmond & Edgecombe Counties, NC, Cities of Wilson, Rocky Mount, Rockingham and Princeton, NC
Hurricane Floyd, 1999	New Braunfels, Texas Gulfport, Mississippi North Carolina, contracts with Corps of Engineers for 20 counties, City and County of Wilson
Guadalupe & Comal Rivers Flood, 1999	Panama City, Lynn Haven, Panama City Beach and Bay County, Florida
Hurricane Georges, 1998	Pensacola, Florida
Hurricane Fran, 1996	Germantown and Memphis, Tennessee; Natchez, Mississippi
Hurricane Opal, 1995	
Hurricane Erin, 1995	
Ice Storm, 1994	

1993 - Present Crowder Land Clearing and Excavation

*Marketing Director*

1990 - 1993 Rich Oil Company, Inc

*President*

1987 - 1993 Florida Mining and Materials, Inc.

*Assistant Manager*

1979 - 1987 Rich Concrete Products, Inc.

*President/Vice President/ Operations Manager/Sales Representative*

# Raymond "Buddy" Young

- Experience**
- 2001 – Present Crowder-Gulf  
**Public Relations / Project Manager / FEMA Expert**
- On-site consultant and FEMA advisor during clean-up effort after Hurricanes Charley, Frances, Jeanne and Ivan in July 2004 - present
  - On-site consultant and FEMA advisor during clean-up effort after Hurricane Isabel in Virginia and North Carolina in September 2003
  - Advise and educate CG and our customers on all FEMA matters
  - Visit various public entities across the US to make them aware of CG and services provided
  - Following disaster, assists in estimating degree of damage, volume of debris and assists in preparing project worksheets
- 1993 – 2001 FEMA  
**Presidential Appointee – Regional Director of FEMA Region VI**
- Identified the need for and established Federal/State partnerships with each state within Region VI
  - Completed a comprehensive re-organization and streamlining of operations at Region VI, which is now considered the most efficient FEMA region in the nation
  - Well connected with many Congressmen and Senators
  - Extremely knowledgeable about FEMA rules and regulations
- 1983 - 1993 Arkansas State Police  
**Director of Governor's Security**
- Supervised a unit of eleven Arkansas State Troopers
  - Provided security of Governor Bill Clinton and coordinated all of his travel arrangements
  - Organized and implemented security operations for the fall meeting of the National Governors Association in November 1986. Involved in providing 25 hour security for a four day period for 30 governors from throughout the United States
- 1981 - 1983 Arkansas State Police  
**Commander of the Organized Crime Unit**
- Conducted Arkansas' largest stolen property recovery operation which resulted in the arrest of 140 persons and recovery of \$250 million of stolen property
- 1980 – 1981 Arkansas State Highway Patrol  
• Administrative Assistant to the Commander
- 1979 – 1980 Arkansas State Highway Patrol  
• Administrative Assistant to the Commander of Criminal Investigation
- 1971 – 1979 Arkansas State Police  
• Polygraph Examiner  
• Field Investigator

# WILLIAM K. WRIGHT (WILLIE)

9331 Ramsey Road • Grand Bay, Alabama 36541 • 251-865-5218

## EXPERIENCE

CROWDER-GULF 1/98 - PRESENT

*Safety/Quality Control Manager*

- Project manager for City of Orlando, Florida following Hurricanes Charley, Frances and project manager for Escambia County, Florida following Hurricane Ivan, 2004
- Project manager for York County, Virginia debris removal and reduction following Hurricane Isabel in September 2003
- Presenter and trainer for meeting with cities and counties

GULF EQUIPMENT CORPORATION 1/97 - Present

*Safety Specialist*

ALABAMA POWER COMPANY 3/66 - 12/97

*Safety Specialist*

12/95-12/97

- Assess, develop and provide leadership training for Safety Committee Chairmen for the Southern Company (including Alabama, Mississippi, Florida, Georgia, Southern Nuclear and Savannah Electric)
- Chairman of committee charged with implementing the Back Injury Prevention Program throughout Alabama Power Company
- Develop and present safety presentations and safety motivational presentations for Southern Company employees

*Division Manager, Transmissions & Distribution - Mobile Division*

8/93-12/95

- Management of operation, maintenance and construction of Division transmission facilities (approximately 3000 miles of high voltage transmission lines and 280 substations)
- Management of transmission line crews, division control center operations and substation crews
- Management of 43+ contract tree crews
- Management of engineers of substation, transmission lines and distribution functions within Division
- Management of coordination and installation of joint use functions for cable television and telephone companies
- Development and implementation of Hurricane Restoration Plan
- Responsible for safety initiative for Mobile Division's 600 employees

*Division Manager, Transmission - Mobile Division*

4/89-8/93

- Management of operation, maintenance and construction of Division transmission facilities (approximately 3000 miles of high voltage transmission lines and 280 substations)
- Management of approximately, transmission crews, division control center operation and substation crews
- Management of 43+ contract tree crews
- Management of engineers of substation, transmission lines and distribution functions within Division
- Responsible for safety initiative for Mobile Division's 600 employees

***District Superintendent - West Mobile District***

***6/75-4/89***

- Managed District supervisors of engineering department, service department, distribution line crew and warehouse department
- Responsible for safety focus and initiative for West Mobile District

***District Substation Superintendent - Mobile Division***

***5/74-6/75***

- Managed and supervised substation engineers, substation foremen and crews
- Responsible for safety focus and initiative for Mobile Division Substation personnel

***Senior I Engineer - Mobile District/Division***

***11/72-5/74***

- Liaison between crews and District superintendent
- Coordinated all contractors who installed distribution underground facilities
- Pioneered location of faulty underground facilities (developed and implemented technique and instrument for finding faulty facilities)
- Operated Distribution System to restore service, on 24 hour call (rotating basis)

***Senior I Substation Engineer - Birmingham Division***

***11/70-11/72***

- Liaison between two divisions on supporting budget maintenance activities of substations

***Senior II Engineer - Mobile District***

***8/68-11/70***

- Engineered work orders for crews concerning new business, maintenance and general improvement
- Operated Distribution System to restore service, on 24 hour call (rotating basis)

**EDUCATION**

AUBURN UNIVERSITY  
Auburn, Alabama  
*Bachelor of Science, Industrial Engineering*

***9/61-6/66***

# CHARLIE HUNTER

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## Experience

2001 – Present Crowder-Gulf Florida Associate

### Project Manager

- Project manager for Brevard County, Florida following Hurricanes Charley, Frances and Jeanne
- Project manager for Southampton County, Virginia following Hurricane Isabel
- Meet with potential clients in Florida

1991 - 2001 Brevard Co Solid Waste Operations Division

### Director

- Directed all personnel and activities of the Waste Disposal Operations Div
- Development and maintenance of staff, equipment and equipment service scheduling
- Initiation of the purchases of all necessary equipment and product including heavy equipment and vehicles

1990 – 1991 Sarasota Co. Solid Waste Operations Division

### Director

- Directed all personnel and activities of the Waste Disposal Operations Div
- Development and maintenance of staff, equipment and equipment service scheduling
- Initiation of the purchases of all necessary equipment and product including heavy equipment and vehicles

1989 - 1989 Special Projects for MFM Environmental

### Manager

- Worked on special project to provide technical assistance to clients providing environmental clays for the purpose of lining sanitary landfills, capping sanitary landfills, lining sludge ponds and decorative ponds.
- Assisted with technical information regarding environmental concerns.
- Assisted in the marketing of environmental clay.

## Military

1956 – 1957 Missouri National Guard

- Honorable Discharge

1957 - 1971 United States Army First Sergeant

- Honorable Discharge

# JOHN M. CAMPBELL

3793 Ridge View Way • Lexington, Kentucky 40509 • (859) 523-7587

## EMPLOYMENT

### CROWDER-GULF

Emergency Management and Training Specialist, May 2006 – Present

### LEE COUNTY, FLORIDA EMERGENCY MANAGEMENT

Chief of Operations, 2001 – 2006

- Responsible for daily operations of the Emergency Operations Center and multi-agency emergency coordination in response to storms, fires, hazardous materials releases and police emergencies. Some major activities during period include:
  - Tropical Storm Gabrielle 2001
  - Natural Gas pipeline rupture 2003
  - Hurricane Charley 2004 (Landfall in Lee County)
  - Hurricane Ivan 2004
  - Hurricane Katrina 2005
  - Hurricane Wilma 2005

### LEE COUNTY, FLORIDA EMERGENCY MANAGEMENT

Chief of Planning, 2000 – 2001

- Responsible for the County Emergency Management Plan (CEMP), the public outreach program for Emergency Management and preparation of the daily Incident Action Plan during emergency activations of the Emergency Operations Center. Major activities during this period include:
  - County Brush Fires of 2000
  - Spring Floods of 2001
  - County Response to Terrorist Threat from 9-11 attack

### ARMY/AIR FORCE EXCHANGE SERVICE

Chief of Staff 1995 – 1998

- Responsible for coordination and personnel management for a 3000 person headquarters staff for this \$7 billion retail operation serving military personnel worldwide. Also responsible for strategic business planning and coordinating headquarters support for disasters impacting retail facilities worldwide.

U.S. ARMY GARRISON, HAWAII  
Commander, 1993 - 1995

- Commanded a 3000-person organization responsible for all aspects of support for over 100,000 personnel and family members assigned to the 25<sup>th</sup> Light Infantry Division and U.S. Army, Pacific Command. Support included 10,000 family housing units; facilities management for four (4) military installations and over 100,000 acres of training land; installation security and emergency preparedness; transportation and supply management; engineer, construction and contracting management; and budget management.

17<sup>TH</sup> AREA SUPPORT GROUP and Camp Zama, Japan  
Commander, 1991 - 1993

- Commanded a 2800-person organization responsible for all aspects of support for over 30,000 personnel and family members assigned to IX Corps and U.S. Army, Japan. Support included: housing management and maintenance; supply, transportation and vehicle maintenance management; training lands management; installation security and emergency preparedness for 5 military installations; engineer and construction management; and purchasing, contracting and budget management.

COMBINED FORCES COMMAND, KOREA  
Director, Plans and Operations Division, Assistant Chief of Staff G-4  
1989 - 1991

- Responsible for a combined staff of 30 U.S. and Korean military personnel providing logistics planning for all U.S. and Republic of Korea forces on the Korean peninsula.

MULTIPLE COMMAND AND STAFF ASSIGNMENTS, Worldwide  
1968 - 1989

- Served in numerous Command and Staff positions within the U.S. Army in combat and peacetime conditions. Attained the rank of Colonel.

## EDUCATION

B.A. Degree, Political Science - 1968  
*University of Southern Mississippi*

Master of Science Degree, Logistics - 1982  
*Florida Institute of Technology*

Command and General Staff College - 1981  
Fort Leavenworth, Kansas

National Defense University - 1989  
Industrial College of the Armed Forces, Wash., D.C.