State of New Jersey
DEPARTMENT OF THE TREASURY
DIVISION OF PURCHASE AND PROPERTY
PROCUREMENT BUREAU
PO BOX 230
TRENTON, NJ 08625-0230

CHRIS CHRISTIE
Governor
KIM GUADAGNO
Lt. Governor

ANDREW P. SIDAMON-ERISTOFF
State Treasurer
JIGNASA DESAI-MCCLEARY
Director

January 10, 2013

John Ramsay
President
CrowderGulf
5435 Business Parkway
Theodore, Alabama 36582
e-mail: jramsay@crowdergulf.com

Re: Request for Quotation: Disaster Debris Removal and Management Services
Best and Final Offer
Response Date: 3:00 p.m. ET Friday, January 11, 2013

Dear Mr. Ramsay:

This letter is requesting that your firm submit a best and final offer (BAFO) with respect to the referenced Request for Qoutations (RFQ), as specified in RFQ Section 8.1. This response will be evaluated in conjunction with the original proposal submission made in response to the referenced RFQ.

Your firm should resubmit the BAFO Price Schedule (attached) with revised prices and mark it with your company name and date. As noted in Section 8.1, *"The best and final offer can modify any aspect of the bid proposal, provided mandatory RFQ requirements continue to be satisfied and further provided that the revised price proposal is not higher than the original price proposal. Any revised price proposal that is not equal to or lower in price than the original price proposal will be rejected as non-responsive."*

BAFO proposal price(s) must be typed or written in ink. The entire price schedule must be completed and resubmitted, or the bidder must submit a statement that it will not revise its prices. Your revised BAFO prices must include: 1) commitments stated in your original proposal, including any clarifications thereto and 2) all the requirements specified in the RFQ and addenda. To reiterate, no other aspect of the proposal may be changed. While the State seeks pricing reductions for all price lines, the State is placing particular emphasis on the pricing differences between your firm and competitors for a number of price lines including, but not limited to, lines 1-32, lines 40-41, and lines 83-96.

A response is required by 3:00 p.m. on Friday, January 11, 2013. Please send responses via email to me at the following email address: jonathan.wallace@treas.state.nj.us. The email subject line is to state "BAFO – RFQ Disaster Debris Removal and Management Services". BAFOs not received by the indicated time and due date will not be considered and the original proposal pricing will be used for evaluation purposes. As specified in RFQ Section 8.1, all BAFO submissions will remain confidential until issuance of a Notice of Intent to Award.

Respectfully,

Jonathan Wallace

Attachment: BAFO Price Schedule

Wallace, Jonathan

From: John Ramsay (jramsay@crowdergulf.com) [jramsay@crowdergulf.com]
Sent: Friday, January 11, 2013 12:38 PM
To: Wallace, Jonathan
Cc: Melinda Kohnle (mkohnle@crowdergulf.com); Reid Loper (rloper@crowdergulf.com)
Subject: "BAFO - RFQ Disaster Debris Removal and Management Services"
Attachments: BAFO NJ CrowderGulf, LLC 01.11.13.pdf

Dear Mr. Wallace,

Please find attached CrowderGulf's "Best and Final Offer - RFQ Disaster Debris Removal and Management Services".

Please confirm receipt, we appreciate this opportunity.

Sending our best regards,

Ashley for
John Ramsay
President
CrowderGulf, LLC
5435 Business Parkway
Theodore, AL 36582
251-459-7430 Office
800-992-6207 Toll Free
[redacted] Fax
jramsay@crowdergulf.com
www.crowdergulf.com

From: Wallace, Jonathan [mailto:Jonathan.Wallace@treas.state.nj.us]
Sent: Thursday, January 10, 2013 9:28 AM
To: John Ramsay (jramsay@crowdergulf.com)
Subject: New Jersey RFQ Disaster Debris -Best and Final Offer

New Jersey RFQ Disaster Debris -Best and Final Offer
Please find attached documents for response.

Jonathan Wallace
Professional Services
State of New Jersey | Division of Purchase and Property| Procurement Bureau
33 West State Street | PO Box 230 | Trenton, NJ 08625
609.341.2976 (office) | 609.292.5170 (fax)

CONFIDENTIALITY NOTE: The information contained in this transmission including any accompanying documents or attachments may contain privileged and confidential information. It is intended only for the use of the person(s) named above. If you are not the intended recipient, you are hereby notified that any review, dissemination, distribution or duplication of this communication is strictly prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message and of any attachments. We appreciate your consideration.

P Think Green! Before printing this e-mail ask the question, is it necessary?

CrowderGulf, LLC / January 11, 2013

BEST AND FINAL OFFER (BAFO) - PRICE PROPOSAL FORM

JANUARY 9, 2013

PART A - DEBRIS REMOVAL AND MANAGEMENT BAFO PRICE SCHEDULE

UNIT PRICES SHALL BE BASED ON ESTIMATED DEBRIS QUANTITY OF 3 MILLION CUBIC YARDS						
	Description	Units	Measure of Distance	Unit Price		Line #
VEGETATIVE COLLECT & HAUL	**Vegetative Waste** - vegetative debris collection and haul for a prescribed distance from Rights of Way to TDMA	CY per mileage intervals	0-15 miles	$ 16.90	/cy	Line 1
			16-30 miles	$ 19.00	/cy	Line 2
			31-60 miles	$ 23.00	/cy	Line 3
			60+ miles	$ 27.00	/cy	Line 4
			Single Price*	$ 30.00	/cy	Line 5
MANAGEMENT & REDUCTION	**Grinding/Chipping Vegetative Debris**	CY	N/A	$ 6.25	/cy	Line 6
	Air Curtain Burning Vegetative Debris	CY	N/A	$ 3.75	/cy	Line 7
	Open Burning Vegetative Debris	CY	N/A	$ 3.50	/cy	Line 8
	Compacting Vegetative Debris	CY	N/A	$ 4.00	/cy	Line 9
	Construction of Inspection Tower subject to prevailing wage	EACH	N/A	$ 1,750.00	/each	Line 10
	TDMA Site Management	CY	N/A	$ 2.70	/cy	Line 11
C&D COLLECT & HAUL	**C&D** - C&D debris collection and removal from Rights of Way to TDMA	CY per mileage intervals	0-15 miles	$ 18.90	/cy	Line 12
			16-30 miles	$ 20.00	/cy	Line 13
			31-60 miles	$ 25.00	/cy	Line 14
			60+ miles	$ 31.00	/cy	Line 15
			Single Price*	$ 34.00	/cy	Line 16
FINAL DISPOSAL	**Transport of Reduced Vegetative Debris and Other Debris Types from TDMA to Final Disposal Site** please provide pricing for both CY and tons	CY or tons per mileage intervals	0-15 miles	$ 34.72 /ton	$ 9.92 /cy	Line 17
			16-30 miles	$ 63.70 /ton	$ 18.20 /cy	Line 18
			31-60 miles	$ 90.00 /ton	$ 27.00 /cy	Line 19
			60+ miles	$ 140.00 /ton	$ 42.00 /cy	Line 20
			Single Price*	$ 150.00 /ton	$ 46.00 /cy	Line 21
	Tipping Fees - pass through amount					Line 22
						Line 23
						Line 24
HAZARDOUS TREES & STUMPS	**Removal of Hazardous Trees** (Standing Leaners) - diameter is measured at 24" height	Each	6"-12" diameter	$ 200.00	/each	Line 25
			13"-24"	$ 275.00	/each	Line 26
			25"-36"	$ 480.00	/each	Line 27
			37"-48"	$ 750.00	/each	Line 28
			greater than 49"	$ 1,100.00	/each	Line 29
	Trees with Hazardous Limbs over 2"	Tree	N/A	$ 170.00	/tree	Line 30
	Hazardous Stumps 24"-36" diameter	Stump	N/A	$ 405.00	/stump	Line 31
	Hazardous Stumps 37"-48" diameter	Stump	N/A	$ 605.00	/stump	Line 32
	Hazardous Stumps over 49" diameter	Stump	N/A	$ 880.00	/stump	Line 33
	Stump Fill Dirt	CY	N/A	$ 31.00	/cy	Line 34
SPECIALTY REMOVAL	**Sand Collection and Screening** - pick up, screen and return debris laden soil, silt, sediment and/or sand	CY	N/A	$ 16.10	/cy	Line 35
	Vehicle Removal - removal of eligible vehicles	Unit	N/A	$ 315.00	/unit	Line 36
	Vessel Removal (Land) - removal of eligible vessel on land only	Unit	N/A	**See Part A-1**		Line 37
	Animal Carcass Removal	Pound	N/A	$ 7.00	/pound	Line 38
	White Goods Removal to disposal site	Unit	N/A	$ 40.00	/unit	Line 39
	Freon Management - freon management and recycling	Unit	N/A	$ 55.00	/unit	Line 40
	Electronic Waste - removal of "e-waste" that contains hazardous materials. Includes computer monitors and TVs.	Unit	N/A	$ 33.00	/unit	Line 41
	Household Hazardous Waste (HHW) - removal and disposal	Pound	N/A	$ 12.25	/pound	Line 42

** Single Price indicates a price to haul debris from any distance*

CrowderGulf, LLC / January 11, 2013

BAFO PRICE PROPOSAL FORM

JANUARY 9, 2013

BAFO PART A-1 SUPPLEMENTAL PRICE SCHEDULE FOR LAND-BASED VESSEL REMOVAL

Removal of Eligible Vessel from Land (LINE 37)

From ROW

0-15 miles	Less than 30 feet	Per Linear Foot	$ 150.00
	Greater than 30 feet		$ 225.00
16-30 miles	Less than 30 feet	Per Linear Foot	$ 250.00
	Greater than 30 feet		$ 325.00
31-60 miles	Less than 30 feet	Per Linear Foot	$ 300.00
	Greater than 30 feet		$ 425.00
60+ miles	Less than 30 feet	Per Linear Foot	$ 350.00
	Greater than 30 feet		$ 525.00

From Aggregation Site

0-15 miles	Less than 30 feet	Per Linear Foot	$ 100.00
	Greater than 30 feet		$ 190.00
16-30 miles	Less than 30 feet	Per Linear Foot	$ 150.00
	Greater than 30 feet		$ 290.00
31-60 miles	Less than 30 feet	Per Linear Foot	$ 250.00
	Greater than 30 feet		$ 390.00
60+ miles	Less than 30 feet	Per Linear Foot	$ 325.00
	Greater than 30 feet		$ 500.00

CrowderGulf, LLC / January 11, 2013

BAFO PRICE PROPOSAL FORM

JANUARY 9, 2013

PART B - HOURLY EQUIPMENT RATES

EQUIPMENT TYPE	Unit	Unit Price
Air Curtain Pit Burner	HOUR	$ 75.00
Air Curtain Refractory Incinerator	HOUR	$ 75.00
Bobcat Loader	HOUR	$ 65.00
Bucket Truck	HOUR	$ 153.00
Chipper/Mulcher (8" throat)	HOUR	$ 55.00
Chipper/Mulcher (12" throat)	HOUR	$ 65.00
Crash Truck w/Impact Attenuator	HOUR	$ 110.00
Dozer, Tracked, D5 or similar	HOUR	$ 102.00
Dozer, Tracked, D6 or similar	HOUR	$ 125.00
Dozer, Tracked, D7 or similar	HOUR	$ 136.00
Dozer, Tracked, D8 or similar	HOUR	$ 165.00
Dump Truck, 18 CY-20 CY	HOUR	$ 55.00
Dump Truck, 21 CY-30 CY	HOUR	$ 65.00
Generator and Lighting	HOUR	$ 35.00
Grader w/12" Blade	HOUR	$ 105.00
Hydraulic Excavator, 1.5 CY	HOUR	$ 129.00
Hydraulic Excavator, 2.5 CY	HOUR	$ 147.00
Knuckleboom Loader	HOUR	$ 150.00
Laborer w/Chain Saw	HOUR	$ 45.00
Lowboy Trailer w/Tractor	HOUR	$ 105.00
Log Skidder	HOUR	$ 110.00
Mobile Crane (Adequate for hanging limbs/leaning trees)	HOUR	$ 123.00
Pickup Truck, .5 Ton	HOUR	$ 25.00
Soil Compactor 81 HP+	HOUR	$ 110.00
Soil Compactor 80 HP	HOUR	$ 80.00
Soil Compactor, Towed Unit	HOUR	$ 100.00
Stump grinder 30" diameter or less	HOUR	$ 90.00
Stump Grinder greater than 30" diameter	HOUR	$ 140.00
Traffic Control, Temporary Single Lane Closure	HOUR	$ 45.00
Tub Grinder, 800 to 1000 HP	HOUR	$ 515.00
Waste Collection Rear Loader Truck	HOUR	$ 160.00
Water Truck	HOUR	$ 90.00
Wheel Loader, 2.5 CY, 950 or similar	HOUR	$ 112.00
Wheel Loader, 3.5-4.0 CY, 966 or similar	HOUR	$ 120.00
Wheel Loader, 4.5 CY, 980 or similar	HOUR	$ 140.00
Wheel Loader-Backhoe, 1.0-1.5 CY	HOUR	$ 95.00
Weighing Scales, Truck, Portable and Certified	HOUR	$ 140.00

Part B unit prices for equipment such as: air curtain burners/incinerators, chippers/mulchers and tub grinders do not pertain to debris management site operations, which are included under Part A.

Part B unit prices for Traffic Control do not pertain to debris collections and removal operations from agency property and agency rights-of-way, which are included under Part A.

CrowderGulf, LLC / January 11, 2013

BAFO PRICE PROPOSAL FORM

PART C - HOURLY PERSONNEL RATES

Personnel Title*	Unit	Hourly Rate
State Operations Manager	HOUR	$ 135.00
County Operations Manager	HOUR	$ 130.00
Municipal Operations Manager	HOUR	$ 125.00
Safety Superintendent	HOUR	$ 115.00
Safety Supervisor	HOUR	$ 115.00
Project/Site Supervisor	HOUR	$ 105.00
Project/Site Foreman	HOUR	$ 95.00
Project/Site Inspector	HOUR	$ 95.00
Mechanic (with truck and tools)	HOUR	$ 105.00
Climber (with gear)	HOUR	$ 65.00
Laborer/Operator (with tools)	HOUR	$ 65.00
Laborer/Operator (with chainsaw)	HOUR	$ 58.00
Traffic Control Personnel	HOUR	$ 55.00
Ticket Writers	HOUR	$ 43.00
Survey Personnel (with vehicle)	HOUR	$ 115.00
TDMA/Aggregation Site Personnel	HOUR	$ 85.00
Project Engineer	HOUR	$ 135.00
Equipment Operator	HOUR	$ 103.00
Security Personnel	HOUR	$ 55.00
Truck Driver	HOUR	$ 80.00
Bucket Truck Operator	HOUR	$ 85.00
Administrative Assistant	HOUR	$ 48.00
Clerical Aide	HOUR	$ 43.00

**all supervisory titles (including manager, foreman, supervisor and superintendent) shall have cell phones and trucks/vehicles*

Unbound Copy

State of New Jersey

RFQ

Disaster Debris Removal and Management Services

Thursday, December 27, 2012 @ 2:00pm



CROWDER GULF

New Jersey Office
26 Columbia Turnpike
Florham Park, NJ 07932

Corporate Office
5435 Business Parkway
Theodore, Alabama 36582
800-992-6207 Phone

[redacted]

jramsay@crowdergulf.com
www.crowdergulf.com

CrowderGulf is committed to protecting and preserving our environment.
As part of this effort, portions of our proposal are double sided and printed on recycled paper.

CrowderGulf

Disaster Recovery & Debris Management

5435 Business Parkway
Theodore, Alabama 36582

Office: (800) 992-6207
Fax: [redacted]

December 21, 2012

Mr. Jonathan Wallace
Proposal Receiving Room – 9th Floor
Division of Purchase and Property
Department of Treasury
33 West State Street, P.O. Box 230
Trenton, NJ 08625-0230

Re: RFQ for Disaster Debris Removal and Management Services

CrowderGulf is pleased to submit the enclosed proposal in response to the State of New Jersey's RFQ referenced above and in accordance with the terms and conditions set forth in that request. We understand that this contract may be utilized with the long term recovery efforts from Hurricane Sandy as well as provide a viable contract option for any future disaster debris recovery work within the contract timeframe.

For the purposes of this RFQ, CrowderGulf, a successful debris management company for over four decades, is proud to team with two local state registered small businesses, Matrix New World, based in Florham, New Jersey, and Slavco Construction, Inc., based in Clifton, NJ.

CrowderGulf's successful work history is based on our integrity and the expertise of our experienced management. Our understanding of the necessity to utilize local companies with the same work philosophy has lead us to team with these two highly respected New Jersey small business enterprises. Matrix New World, a woman-owned small business enterprise, brings to our management team full service environmental, geotechnical, and civil engineering services with many experienced, licensed professionals. Slavco Construction, Inc., a union signatory small business company, will be our local prime subcontractor and the first resource for manpower and equipment. Slavco comes to our team as a leader in the environmental abatement, demolition, general construction and hazardous disposal fields.

During the past forty years, CrowderGulf has successfully managed over three hundred (300) debris clean-up operations in fourteen (14) states and has removed and disposed of over two hundred thirty million (230,000,000) cubic yards of debris. We have become the leader in the disaster debris industry for beach and waterway cleanup projects. Since 2003, our work has involved removing over 100,000 cubic yards (cy) of disaster-related debris from waterways, using side scan sonar with many of these projects to efficiently locate and remove debris. We also lead the industry in utilizing sand screening to clean and restore beaches. Since 2003, we have screened approximately two (2) million cy of sand and restored multiple beaches to pristine condition across four Gulf Coast states.

The success of each of our team companies, CrowderGulf, Matrix, and Slavco, is a testament to our ability to meet the scope of work established by any New Jersey governmental entity. You will find our team fully knowledgeable in all aspects of debris removal and disposal, from operational methodology to quality control and FEMA public assistance reimbursements.

We acknowledge and are in receipt of Addendums 1, 2, 3 and 4.

We greatly appreciate the opportunity to submit this proposal and we assure you that with the CrowderGulf / Matrix / Slavco team's experience, equipment inventory, and financial resources, we will exceed the expectations of the State of New Jersey when designated as an approved debris removal and management contractor.

With Best Regards,

John Ramsay
President

CROWDER GULF

MATRIXNEWORLD
Enabling Progress

SLAVCO CONSTRUCTION, INC.

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CROWDER GULF

1.0 Technical Proposal

State of New Jersey

RFQ -Disaster Debris Removal and Management Services

1.0 TECHNICAL PROPOSAL

CrowderGulf is a nationally recognized disaster debris management firm with over forty (40) years experience in recovery operations. During that time, CrowderGulf has served as a successful prime contractor after all major disasters in the Southeast, Southwest and East Coast of the United States. As a result, CrowderGulf has developed an outstanding management team, a vast cadre of regional and national subcontractors and an integrated systems approach to disaster recovery that is capable of addressing disaster debris removal, reduction and disposal projects of any proportion.

During the last four decades, CrowderGulf **has managed over three-hundred (300) disaster recovery projects in fourteen states and has successfully removed, reduced and disposed of over two hundred and thirty million (230,000,000) cubic yards of debris.** CrowderGulf's current and past performance, as highlighted in this proposal, demonstrates our expertise in successfully completing multiple contracts simultaneously, regardless of their locations or the amount of damage.

CrowderGulf understands the importance of teaming with local companies and local contractors for a successful operation. That is why we have teamed with **Matrix New World,** a respected and successful company based in Florham, New Jersey. Matrix New World, a state registered woman-owned small business, is focused on environmental, infrastructure and engineering issues. This partnership will assure the counties and municipalities of New Jersey a rapid and cost effective disaster debris removal service. We have also enlisted as a local prime state registered small business subcontractor, **Slavco Construction, Inc**., based in Clifton, NJ, Slavco focuses on environmental abatement and solid waste disposal services. Slavco Construction is a union signatory contractor that will utilize 100% union labor for all applicable tasks.

During any debris project, the CrowderGulf team will also utilize the services of as many local qualified small business subcontractors as possible to satisfy the contract's 25% Small Business Enterprise initiative. Throughout the contract term, CrowderGulf is committed to making a concerted good faith effort to utilize local unions when applicable tasks are being performed.

CrowderGulf's many years experience in all aspects of disaster debris removal, combined with the expertise and local knowledge of our local teaming partners, will create a synergy in which the issues affecting the lives of New Jersey's citizens will be addressed as quickly as possible and in a highly professionally manner. CrowderGulf is imminently qualified in this endeavor by bringing to bear the following:

- **Forty (40) years of experience** in debris management for governmental agencies.
- **Successful activations across fourteen (14) states.**
- **Leader** in disaster debris industry in the areas of waterway debris removal and beach sand screening and restoration.
- Successful in obtaining reimbursement for each and every client. **No client has been denied reimbursement.**
- Fully committed to using local citizens and qualified local subcontractors to the maximum extent, including MBE owners. **Ninety-five percent (95%) of CrowderGulf subcontractors are small-business and/or minority subcontractors**.
- Over **three-hundred (300) disaster recovery projects** successfully completed and **CrowderGulf has never failed to complete a contract or defaulted on a contract.**
- Successfully removed, reduced and disposed of over two hundred and thirty million **(230,000,000) cubic yards of debris.**

- **No lawsuits, liens, judgments or bankruptcy proceedings filed or pending.**
- **Completed major simultaneous debris projects** after hurricanes Irene, Gustav, Dennis, Katrina, Rita, Wilma, Charley, Frances, Ivan, Jeanne and Isabel.
- **Over 350 pieces** of company owned equipment available for rapid response.

CrowderGulf is committed to completing every project in a minimum amount of time and in a safe, orderly, and practical manner. We work in full regulatory compliance of all agencies involved in disaster recovery including the Federal Emergency Management Agency (FEMA), the Federal Highway Administration (FHWA), the Environmental Protection Agency (EPA), the United States Coast Guard (USCG), the United States Army Corps of Engineers (USACE), Occupational Safety and Health Administration (OSHA), U. S. Fish and Wildlife, the Department of Transportation, the New Jersey Division of Environmental Protection (NJDEP), the New Jersey Department of Health and other state and local agencies. This commitment to detail and excellence has earned CrowderGulf a reputation as a company of integrity, dependability and reliability.

All necessary licenses and permits will be obtained and maintained throughout the length of this contract. CrowderGulf is licensed to do business in the State of New Jersey and has applied for an A901 license pursuant to the requirements of N.J.S.A. 13:1E-128, 133, and 135, and a certificate of public convenience and necessity pursuant to N.J.S.A. 48:13A-6.2. In addition, our local teaming partners, **Matrix and Slavco**, will be fully licensed under the requirements of the State of New Jersey and all local municipalities. **Slavco is a A901 licensed** company.

CrowderGulf and our local partners, **Matrix New World and Slavco Construction,** are fully committed to providing all New Jersey counties and municipalities with priority service, quality performance and expert on-site management. CrowderGulf's (1) human resources, (2) extensive equipment inventory, (3) financial capacity and (4) experienced subcontracting teams, allow the company to honor all contractual commitments with dispatch and efficiency regardless of geographical location or size of disaster. The depth of these integrated components will also allow CrowderGulf to respond to those special needs that may not have been considered in the pre-event contract.

CrowderGulf has encountered and successfully handled everything within the scope of work outlined in this New Jersey RFQ. Our Debris Operations Plan, presented in **Section 2.1** of this proposal, fully defines our approach to completing the different aspects within the scope of work. It also describes our mobilization, documentation, safety and quality control plans.

We are fully prepared to implement the management structure outlined in the RFQ utilizing a State Operations Manager to work directly with the State Contract Manager. We will provide each County with a County Operations Manager (COM) and each Municipality with a Municipal Operations Manager (MOM). The MOM may be responsible for one or more municipalities within a County, depending on the amount of damage, size and population of the Municipality.

CrowderGulf is committed to working as a team with the personnel of the New Jersey counties and municipalities to facilitate the requisite pre-planning that will ensure a smooth debris removal operation in the event of a disaster. We will provide preparedness training and technical advice throughout the contract term, at no additional cost to the counties, cities, towns and other governmental agencies.

The management of vegetative, C&D, and other forms of debris is a major aspect of the work performed by CrowderGulf after a disaster. However, comprehensive debris management involves many additional services that are often required for a rapid and thorough response.

The list below provides a spectrum of the various additional services CrowderGulf can provide:

Land Operations

- Tree Trimming and Removal
- Demolition and Private Property Debris Removal
- Sand Removal and Screening from ROW and ROE
- Beach Sand Screening and Replacement
- Beach/Coastline Restoration
- Emergency Berm Construction
- Levee Construction
- Derelict Vehicle Removal
- Land Clearing and Site Preparation
- Road and Utility Work



Demolition in MS after Hurricane Katrina

Marine and Freshwater Operations

- Marine Salvage
- Marine Construction
- Debris Removal from Inland and Offshore Waters
- Beach Replenishment
- Wetlands Restoration
- Dredging
- Pile Driving
- Bulkhead and Pier Replacement
- Vessel Recovery and Demolition



Sand Screening after BP Deep Horizon Oil Spill

Other Services

- Portable Housing
- Temporary Power Services/ Generators
- Temporary Ice, Water and Other Consumables
- Hazardous Materials Handling
- Bio-Mass Recycling
- Technical Assistance
- Cellular Tower Construction



Marine debris removal in TX after Hurricane Ike.

CROWDER GULF

2.0 Management Overview

2.0 MANAGEMENT OVERVIEW

CrowderGulf has encountered and successfully handled everything within the scope of work of the State of New Jersey's RFQ for debris clearing, removal and disposal services including all special projects listed in the RFQ. The confidence that we can deliver services to the State effectively and efficiently is bred from our past successes and in our added strength of a partnership with two respected and successful local companies, **Matrix** and **Slavco**. The 'value-added' that these local companies will provide is significant.

CrowderGulf has the financial, personnel and equipment resources to provide the management, planning, personnel and equipment to efficiently and effectively provide New Jersey's counties and municipalities quality disaster related services. The scope of services will include, but not be limited to, road clearing, large scale debris removal, reduction and disposal, demolition work, hazardous waste handling, tree trimming, tree topping and removal, stump grinding and removal, marine salvage operations, vessel and vehicle removal and disposal, debris removal from inland and off shore waters, sand removal from roads, streets, and rights-of-way, beach sand screening and replacement, and emergency berm construction.

Our teaming partners in New Jersey, **Matrix and Slavco,** have an experienced management team with extensive experience in engineering, environmental management, construction, demolition, hauling and waste disposal. CrowderGulf shall conduct all debris operations outlined in this proposal to meet the program standards provided for in the **FEMA 325 "Debris Management Guide".** In addition, CrowderGulf will conduct all debris related operations in accordance with all applicable federal, state, and local laws, rules and/or regulations.

Our consortium of companies has 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 the technical experience of such employees as Mr. Buddy Young and Mr. Gary Jones, afford the State and its Counties and Municipalities the benefit of all-inclusive disaster response and recovery services in all categories of Public Assistance. Mr. Young is CrowderGulf's Director of Operations and prior to joining CrowderGulf, he was the FEMA Region VI Director for eight years under James Lee Witt. Mr. Jones recently retired as FEMA Region VI Regional Director and is now serving as a technical advisor for CrowderGulf. Mr. Young will serve as the State Operations Manager (SOM) for this contract.

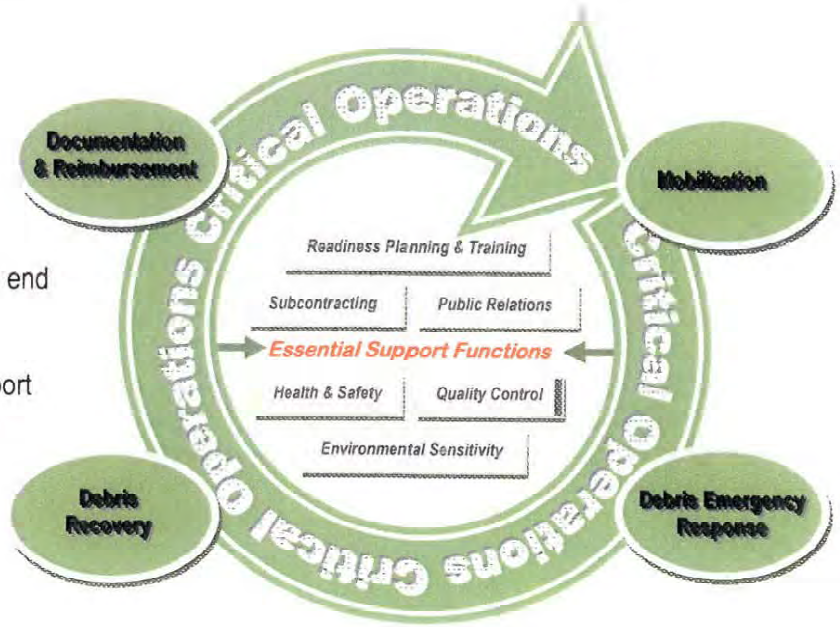
2.1 DEBRIS OPERATIONS PLAN

The CrowderGulf **Debris Operations Plan** establishes an early appraisal of disaster damage, moves trained and well-equipped crews into affected area in the shortest time possible, and follows a disaster-specific work plan. This ensures that our personnel and equipment will be mobilized and in place to remove and reduce debris in the most efficient and effective manner, with the least possible impact to citizens.

The amount of damage that occurs during a natural disaster and the effort required to restore the affected areas varies with each situation. CrowderGulf's comprehensive **Debris Operations Plan** is a flexible strategy that integrates Critical Operations and Essential Support Functions to ensure the most efficient and cost effective debris management for the counties and municipalities in New Jersey. These Critical Operations and Essential Support Functions are identified below and fully defined in the following sections. Each is integral to a comprehensive debris management effort.

CRITICAL OPERATIONS (action items that are set in motion by an event)

- Mobilization
- Debris Response
- Debris Recovery (debris removal, reduction, disposal; special projects)
- Documentation and Reimbursement (beginning to end of every project)



ESSENTIAL SUPPORT FUNCTIONS (support functions for the Critical Operations)

- Readiness Planning and Training
- Subcontracting
- Quality Control
- Health and Safety
- Environmental Sensitivity
- Public Relations

This **Debris Operations Plan** was developed with only one objective – **to assist Clients that have suffered the effects of a disaster to return their communities to normal as quickly and efficiently as possible.** The Plan's components have been the cornerstone of CrowderGulf's disaster relief efforts for the past forty (40) years.

When an event is likely to occur, all stakeholders are put on alert and resources are marshaled. Immediately after the event occurs, Mobilization of human and equipment resources is begun in anticipation of the initial Debris Response or "PUSH" period. As additional resources flow to the impacted areas, Debris Recovery – the most demanding phase - is initiated. This is the phase in which CrowderGulf delivers what it has promised and makes certain that debris is removed and reduced as quickly and as efficiently as possible. Throughout the operation, the Documentation of all work must be completely and accurately documented in order for Reimbursement to occur. CrowderGulf's documentation department maintains thorough records and provides ongoing communication with Clients to ensure all necessary information is provided to support reimbursement from FEMA. References from past projects will support our history of providing excellent documentation required for reimbursement.

The four Critical Operations described above - Mobilization, Debris Response, Debris Recovery and Documentation / Reimbursement - form the central core of the CrowderGulf Debris Operations plan. These elements are supported and enabled by six Essential Support Functions. Although not as visible during the debris management process, each support function - Readiness Planning/ Training, Subcontracting, Public Relations, Health and Safety, Quality Control and Environmental Sensitivity is fundamentally important to CrowderGulf being able to provide a successful debris management effort. All of these are elements are discussed briefly in the following sections.

2.2 CRITICAL OPERATIONS

2.2.1 MOBILIZATION

Alert and Team Notifications
If there is advanced notice (i.e., a hurricane), this phase will commence as soon as a disaster appears to be a credible threat to the State. The CrowderGulf call-down list will be checked to verify accuracy. Field Operations Managers and Field Supervisors will be advised to check e-mail and/or voice mail at least twice a day, and additional communication devices and/or cell phones may be distributed to key personnel.

The CrowderGulf Director of Operations will assess the information from media and government sources for possible full notification action. He will act as the State Operations Manager (SOM) and will be in immediate contact with the State Contract Manager. If it is determined that notification is needed, he will direct activation of the CrowderGulf Calling Plan with stand-by instructions for individual contractors/ subcontractors to be notified. This same format will be used with our teaming company. This list of calling assignments is kept current with no less than two exercises per year if not exercised for a legitimate activation preparation.

Preparation
Based on the high probability of a known event, the Director of Operations/SOM will direct initial preparation of manpower and equipment. He will inform all responding personnel as to situation status, departure, tasking and assets to mobilize. The Director of Operations/SOM will direct the commencement of mobilization, the tasking of the support units, and the dispatch of managers, crews and equipment.

Mobilization of Resources
CrowderGulf's State Operations Manager (SOM) shall contact the State's Contract Manager a minimum of 48 hours prior to a hurricane event or immediately upon the occurrence of a major disaster in which there is no advance warning. Upon the State's ALERT that the contract is being activated, all counties and municipalities choosing to use this contract will be contacted by their assigned County Operations Manager (COM) and Municipal Operations Manager (MOM).

Mobilization will take place immediately upon receipt of a TASK ORDER and in accordance with requirements defined by the contract. Within 24 hours of receiving a TASK ORDER, a CrowderGulf management team will be working on site with the County and Municipal officials to begin planning the required mobilization and operations for debris removal. Debris removal from streets and roads ("PUSH") shall begin within 24 hours of receipt of the TASK ORDER and reduction and disposal operations shall be in full operation within 72 hours.

The severity of the disaster will determine how many employees and/or subcontractors will be assigned to a specific disaster event. Depending on the scope of the disaster, CrowderGulf will use a combination of company crews and subcontractors to perform work. We will begin with CrowderGulf/Matrix/Slavco personnel and proceed to add additional manpower and subcontractors until we have a sufficient workforce in place to effectively manage and handle the disaster recovery effort. Specific management personnel that will be assigned to this contract are provided in later sections of this proposal.

Staging of Resources

When a disaster is imminent, we will review the need for staging equipment within 100-150 miles from the potential area of impact. Local equipment and resources will be secured in safe locations and readied for mobilization. As soon as the storm passes the area and a Task Order (TO) is issued, equipment and manpower will be staged at a convenient location near the truck certification area within each contract activated County and Municipality.

Communications/ Mobile Command Center

Should disaster conditions warrant the need, CrowderGulf will establish a self-sufficient Mobile Command Center, with full **communications capability,** in the disaster area and dedicate it solely to the recovery effort. If needed or requested, a Command Center will be provided to our Client to serve in the field as its command unit.

The Command Center and field office/s will be set up within 24-48 hours after activation. Local citizens will be employed and trained to work in the field office under experienced CrowderGulf management supervision. Local employees are always an asset to the response and recovery operation. Their knowledge of the area and its people is invaluable to CrowderGulf's overall operations.



Each Command Center has two gas powered generators that supply power for the following:

- Multiple work stations with LCD computer/TV monitors, with copier/fax/scanner capability
- A conference room with a large table and a 42" plasma monitor/TV
- Two satellite TV receivers
- VSAT for broadband internet and VoIP lines

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

Operational Support

Our teaming partner in New Jersey will provide logistical support as well as personnel, equipment, and specific knowledge of each locale. CrowderGulf's main office will serve as headquarters for "back-office" operational support and documentation center. Throughout the project, this office will support field operations on all levels and maintain backup files and records for reimbursement by each County and Municipality.

Mobilization Parameters

- Providing an advance CrowderGulf representative to the State Emergency Operations Center **twenty four (24)** hours prior to a predicted event such as a hurricane.
- Providing State, County and Municipal Operations Managers and teams on-site within twenty-four (24) hours of TASK ORDER to assist in planning for the operation and mobilization of personnel and equipment necessary to perform the work.
- Staging personnel and equipment in close proximity to our Client to provide rapid deployment after the storm, while protecting those assets from damage/destruction by the event.

- Mobilizing resources and being operational for clearing debris and opening critical routes ("PUSH") within **12 to 24 hours of TASK ORDER if requested by County/Municipality.**
- Being fully operational for hauling, sorting, and storing of debris **within 48 hours of initial TASK ORDER.**
- Being fully operational for reduction and disposal of debris **within 72 hours of initial TASK ORDER.**
- Maintaining full operational capability, **24 hours per day, 7 days per week for an extended period of time.**
- Being able to clear all debris from County/Municipality maintained streets, roads and highway rights-of-way within **90 days from initial TASK ORDER.**
- Rapidly adjusting the flow of resources based on the extent and magnitude of damage/debris.
- Providing Rapid Response Crews (RRC) as may be required.
- Being able to complete the entire debris management process from initial clearance through final disposal within **one hundred eighty days (180) from initial TASK ORDER.**

2.2.2 DEBRIS RESPONSE

Collection operations are normally broken into two phases: response and recovery. Debris Response activities occur immediately after an event in order to clear emergency access routes. Debris Recovery operations usually begin after the emergency access routes are cleared and the residents return to their homes and begin to bring debris to the public rights-of-way.

The Debris Response phase includes immediate actions for the removal of debris in order to facilitate search and rescue efforts, allow access to critical facilities, and prevent flooding. Actions required during the response phase are usually completed within a matter of days following a disaster event.

During Debris Response, CrowderGulf will conduct an emergency "PUSH" of critical streets and roads sufficient to allow for the movement of emergency vehicles. Multiple "PUSH" crews will be onsite and working within 12-24 hours of a notice to proceed. The staff of each County or Municipality shall determine priorities for "PUSH" activities with primary emphasis on major thoroughfares. The following is an example a Debris Recovery "PUSH" priority list:

1. Fire, police, and ambulance service routes
2. Access routes to trauma centers, hospitals, critical care units, and jails
3. Major arterial routes
4. Roads and streets to the emergency operations center
5. Supply routes to emergency supply distribution centers
6. Roads and streets to government facilities
7. Communication towers and systems access
8. Utility access routes
9. Routes to shelters

All other roads and streets are normally cleared as soon as the emergency and major access routes are open and the County or Municipality transitions to the recovery operations.

2.2.3 DEBRIS RECOVERY OPERATIONS

Debris Recovery operations focus on debris collection, hauling, reduction and/or recycling, and final disposal. Development and operation of a temporary debris management area is considered a recovery activity as well. Several of the major components of Debris Recovery such as planning for debris pickup routes, certifying hauling trucks, determining and developing temporary debris management areas, usually begin during the Response period.

Collection Methods

The fundamental component of a disaster debris management strategy is the collection of debris. Implementation of disaster debris collection immediately after a disaster event will assure the public that recovery efforts are in progress and that the community will return to normal quickly. The debris type, amount, and urgency determine what combination of collection methods will used. The two main methods of debris collection are curbside collection and collection centers. Both types of collection methods may be used and will be determined by the County or Municipality responsible for the work.

Curbside collection requires residents to sort the debris by material type and place it at the curb in separate piles. **Appendix A** provides an excellent graphic that is helpful in educating the citizenry. Trucks designated for a particular debris type (i.e. vegetative or C&D) will collect the assigned debris and deliver it to a temporary staging area, a debris management site or a disposal facility. Source-segregated debris collection offers the potential of high salvage value and efficient recycling/reduction processing.

Collection centers rely on having residents transport their debris to a common location. Large roll-off bins may be placed on public rights-of-way or public property for the residents to drop off their debris for collection. This is well suited for rural, sparsely populated areas where curbside collection is not practical. Separate bins can be designated for particular types of debris.

Debris Types

The Contracting Entity will determine the scope of the debris to be managed under this contract. However, CrowderGulf is prepared to assist each County/Municipality in hauling, reducing and disposing of all eligible debris types in accordance with FEMA 325 guidelines. These include: vegetative debris, construction & demolition (C&D) debris, hazardous wastes, white goods, household hazardous waste (HHW), electronic waste, abandoned vehicles and vessels, putrescent debris, infectious waste, chemical, biological, radiological, and nuclear-contaminated debris.

Debris Hauling

After the emergency "PUSH" phase is sufficiently complete, CrowderGulf will proceed to clear debris from all designated eligible public property, public rights-of-way, streets, roads, easements and private property (as directed by Client) in a timely and efficient manner. All vegetative debris shall be hauled to a debris reduction site as designated by County or Municipality. All non-vegetative debris and C&D debris will be hauled to a permitted landfill as determined by the County/Municipality. The debris hauling process will include the following elements:



Truck Certification

All debris hauling trucks will be certified by the County/Municipality or representative before any hauling begins. The inside bed dimensions of all trucks will be accurately measured and all safety requirements will be checked and approved. This information along with the description and picture of the truck, driver's name, license, and tag number will be recorded on the FEMA compliant certification forms provided by CrowderGulf. The County/Municipality will retain the original copy of the form and provide CrowderGulf and the driver with copies. The driver's copy must remain with the truck at all times. A placard displaying the trucks identification and measurement information will be displayed on both sides of the vehicle at all times. Specific truck documentation requirements are discussed in the DOCUMENTATION AND REIMBURSEMENT Section of this proposal (**Section 2.2.4**).

Sectioning and Crew Assignments

Upon receipt of a Task Order, CrowderGulf will assist each County/Municipality in assessing damage and developing a specific plan of action. The affected areas will be divided into sections and then assigned crews, subcontractors, and equipment. All areas will be served simultaneously.

Passes

CrowderGulf will make as many passes as the County or Municipality may direct in order to successfully complete the debris removal process. Normally, a few days may need to elapse between each pass so that the citizens have time to get their debris to the ROW.

Daily Coordinated Issue Management Meetings

Meetings will be held daily between the County Operations Managers, Municipal Operations Managers, Field Supervisors and representatives of the County/Municipality to discuss progress, needed adjustments and other issues. Decisions to increase/decrease manpower and/or equipment or change work areas will be made with approval of the County/Municipality.

Accurate Record Keeping

CrowderGulf utilizes a number of systems to assure accurate truck certification and debris hauling information. Production reports, shift inspection checklists, safety meeting reports, quality controls, daily crew and equipment usage reports are some of the Quality Control measures used to provide accuracy in the documentation process.

We are constantly focused on improving and streamlining the process as technologies advance in the industry. Using the most appropriate technology provides the necessary information to make decisions during the recovery operation. It also improves our ability to provide all documentation needed for our Client's to be successful with maximum reimbursement from FEMA and other agencies. Details of our documentation procedures are fully described in the DOCUMENTATION AND REIMBURSEMENT Section (**2.2.4**) of this proposal.

Safety Measures

The Safety Manager and Safety Officers will monitor all safety procedures and provide daily reports of accidents and/or property damage. The Safety Manager or designee will also be responsible for coordinating and conducting safety meetings with crew members and subcontractor personnel. Safety is critical throughout all operations and is discussed later within this Debris Operations Plan (Section 2.3.4).

Curbside Segregation

As required, CrowderGulf will conduct curbside debris segregation. Hazardous waste materials will be set aside for collection and disposal as directed by the County/Municipality.

Truck and Equipment Maintenance

Well maintained trucks and equipment are essential for efficient operations. CrowderGulf's crew foremen, subcontractor foremen, and the COM/MOM will be responsible for keeping all trucks and equipment in good working condition and prepared for each workday. A CrowderGulf mechanic will be on the job for troubleshooting and maintenance of equipment. Local mechanic shops will also be utilized.

Traffic Control

CrowderGulf will use its best efforts to mitigate the impact of debris removal operations on local traffic. Sufficient signing, flagging, barricading, safety equipment and communications devices will be used to ensure the safety of vehicular and pedestrian traffic in all work areas. All work shall be done in conformity with applicable federal, state, local laws, regulations and ordinances.

Crew Sizes

CrowderGulf/Matrix management personnel and Slavco Construction, our committed local subcontractor, will provide the first hauling crews, i.e., equipment and manpower. Qualified local subcontractors will be used to the maximum extent possible as additional resources are needed. Requirements for all subcontractors are identified in the Subcontracting section of this Debris Operations Plan. A typical hauling crew may consist of the following:

Manpower/Equipment Required	Task Responsibility	Number per Crew
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
20 – 60 CY dump trucks with skilled operators &/or 80 - 140 CY self-loader trucks	Pick up debris from curbside and haul to Temporary Debris Staging and Reduction Site/Debris Management Sites or final disposal	4-6 (or as area dictates)
Chain Saws & Experienced Operators (as needed)	Reduce large trees and limbs to manageable size and trim debris hanging from loaded trucks.	1-2
Flagmen	Direct traffic flow and truck movement.	3 to 6
Laborers	Gather small debris that loaders are unable to grasp.	2

Hours of Operation

Debris will be collected and loaded during visible daylight hours (dawn to dusk) seven (7) days per week. Debris reduction may take place twenty-four hours per day, seven days per week if required by demand and approved by the Client.

Temporary Debris Management Areas (TDMAs)

CrowderGulf has vast experience with selecting, developing, managing and operating Temporary Debris Management Areas. We are committed to efficient and safe TDMA operations and require all personnel to be vigilant in using safe practices at all times.

TDMA Site Selection

Site selection is probably the most important decision affecting Temporary Debris Management Area operations. CrowderGulf will use only those TDMAs designated by the appropriate local Debris Managers. Should additional sites be required, CrowderGulf will work closely with the Contracting Entity's Debris Manager to identify and secure suitable locations. Specific Site Plans will be developed for each TDMA either upon activation or upon request by the County or Municipality, and will be in compliance with FEMA 325 regulations for site plan development. All costs associated with the preparation and restoration of Temporary Debris Management Areas will be billed at cost.

Once site selection is approved by the appropriate Debris Managers, CrowderGulf will perform baseline environmental testing protocols as required and will obtain any required special permits and environmental permissions. The information gathered during the baseline data collection becomes important to the design of the site and to proper fulfillment of site closure and restoration. The efficiency and the overall success of the TDMA operations are determined by how the site is designed.

TDMA DESIGN AND OPERATIONAL FEATURES

TDMA Site Plan

A TDMA Plan will be prepared to a scale of 1" = 50'. The Task Order specific Management and Operations Plan will be updated to include the Site Management Plans for all TDMAs and Disposal Sites operated by CrowderGulf. The TDMA Plan will be in full compliance with all FEMA 325, state and local requirements. It will include such functions as:

- Access to the site, site preparation (clearing, erosion control, and grading), traffic control patterns, site security/ safety and segregation of debris storage areas;
- Location of specific areas for: ash storage, hazardous material containment, inspection towers, incineration operations and chipping operations, existing structures or sensitive areas requiring protection, Household Hazardous Waste (HHW) or Hazardous, Toxic and Radioactive Waste (HTRW) storage, and sanitation facilities.
- Detailed list of all equipment used onsite.



Inspection Towers

At no cost to the County or Municipality, CrowderGulf shall construct a minimum of one inspection tower at each site adjacent to the roadway. A minimum of one exit lane for all trucks to use will be visible from a tower. This allows for checking truck beds before exiting, ensuring that they are completely empty. The Inspection tower site location will provide a .25 mile to .5-mile approach outside the public road system to accommodate any truck back up.

- All towers will be OSHA and FEMA compliant and will be capable of seating a minimum of 3 inspectors each.
- Towers will be removed at the completion of the project or when the site is no longer in need.

Hazardous Materials Containment Area

In accord with FEMA 325 specifications, CrowderGulf will construct an area designed for the temporary storage and confinement of hazardous material. Material deposited into this facility will be inventoried and stabilized. Any leaking containers will be placed in "over pack drums".

A well-marked, defined and enforced NO SMOKING area will be established within 200 feet of this area. Minimum Design Criteria for the Hazardous Materials Containment Area will be 30' X 30' in size. The perimeter will be lined with hay bales staked in place and a waterproof liner or plastic ground protection cover along with a rain and snow cover will be used to protect the entire area.

Hours of Operation

Debris will be collected and loaded during visible daylight hours (dawn to dusk) seven (7) days per week. Debris reduction at the TDMA may take place twenty-four hours per day, seven days per week if required by demand and approved by County/Municipality.

Debris Separation and Reduction

The Debris Reduction Manager will supervise the separation and segregation of all loads deposited at the debris-staging site. If site segregation is required because of mixed loads, each category of debris will be dealt with in full compliance with the CrowderGulf Environmental Plan and local, state and federal standards.

Vegetative debris will be placed into two or more piles (no more than 15 feet high) which will allow for volume reduction without interfering with the ongoing dumping operation or until the dumping and/or reduction operations are complete.



As directed by the County/Municipality, all construction and demolition (C&D) debris will be hauled directly to a certified landfill. White goods will be degassed, crushed and bailed for sale as scrap metal.

Methods of Debris Reduction

There are two primary types of reduction methods – incineration and chipping/grinding.

Incineration

Burning vegetative debris can produce up to a 95 percent reduction rate, however, it may not be a viable option for most of the counties and municipalities within the State of New Jersey. In those situations where air curtain incineration may be approved by the Contracting Entity, all environmental compliance and safety concerns will be addressed within the site specific plan. CrowderGulf's debris reduction team is very experienced with all incineration methods.

Chipping and Grinding

The chipping and grinding of vegetative debris reduces the volume by 75 percent. Many times clean chips will be recycled as bio-mass fuel.

CrowderGulf is very experienced with chipping/grinding debris and has used this method in the majority of our disaster contracts for the past ten (10) years. When grinding/chipping is utilized as the reduction method, all safety and compliance regulations are enforced throughout the operation. CrowderGulf has ground over twenty five million (25,000,000) cubic yards of debris since 2003.

The CrowderGulf **Environmental Protection Plan** will address and provide detailed guidance on TDMA environmental concerns such as dust, smoke, erosion, storm water plus hazardous and toxic wastes. If the TDMA is near an environmentally sensitive area or has historical sites in close proximity, special environmental consideration will be taken to protect and preserve such areas.

Debris Disposal
Final disposition of the products of debris reduction will be made in accordance with instructions of the appropriate Debris Managers and the staff of the County or Municipality. In addition, all dispositions will be in keeping with all federal, state, and local laws.

Vegetative Debris
When recycling is not an option, vegetative mulch will be hauled to a properly permitted final disposal site in accordance with all local, state, and federal regulations.

Construction and Demolition Debris
All C&D material shall be disposed of in facilities approved by the appropriate Debris Managers in accordance with all federal, state and local laws.

Specialty Debris
CrowderGulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including **abandoned vehicles and vessels, wet marine debris, white goods and electronic wastes, hazardous materials and waste, bio-hazardous wastes, dead animals, and hazardous trees and stumps.** As mentioned above, CrowderGulf works in conjunction with all federal, state and local regulatory agencies and strictly follows all regulatory guidance.

Debris Recycling
Based on the debris management goals and objectives of the State of New Jersey and the local counties and municipalities, CrowderGulf will implement debris recycling programs as marketing opportunities allow. When recycling is feasible, CrowderGulf will monitor procedures to ensure that the recycling contractors comply with local, tribal, state, and federal environmental regulations. Any reimbursement for recycled material will be credited or returned directly to the appropriate County or Municipality.

After Hurricanes Isabel in 2003, and Ivan in 2004, CrowderGulf shipped clean vegetative chips to Italy to be used as bio-mass fuel. After Hurricanes Charley in 2004, and Irene in 2011, local power plants took chips for use as bio-mass fuel. In 2012, after Hurricane Isaac, Mississippi paper mills received all of our clean chips to use for bio-mass fuel.

Concrete, asphalt, and masonry products can be crushed and used as base material for certain road construction products or as a trench backfill. Debris targeted for base materials will need to meet certain size specifications as determined by the end user. The Client may choose to recycle these products themselves. As an example, after Hurricane Ike, Galveston County recycled the crushed concrete (from home slabs on Bolivar Peninsula) by using it for road reconstruction and for a new government building foundation.

Hurricanes and tornadoes can cause extensive damage to mobile homes, sun porches, and green houses. Most of the nonferrous and ferrous metal debris is suitable for recycling. Trailer frames, trailer parts, appliances, and other metal items will be properly separated, crushed, baled and recycled. Any proceeds will be credited to the appropriate County or Municipality.

Site Closure and Restoration

Upon completion of debris reduction operations, all TDMAs will be restored to as good as or better than pre-existing conditions. All equipment, inspection towers, and any other temporary buildings will be removed. Soil and/or ground water will be tested for contaminates (if required). All storage areas and roads will be returned to pre-existing grade. All disturbed areas will be turned by disc and seeded with appropriate grass species and watered if necessary. A final site inspection will be conducted by County/Municipal authorities and any discrepancies will be corrected.

All work, including site restoration and closeout will be concluded within thirty (30) calendar days of notice from the County/Municipality that the last load of debris has been delivered.

Special Projects

In addition to standard debris removal, hauling and disposal, CrowderGulf has extensive experience with special disaster related project work similar to what may be required by the counties and municipalities of New Jersey.

Sand Screening. CrowderGulf is fully experienced with all aspects of sand screening and beach restoration as well as marine debris removal. The Company has the capacity to remove, collect and stockpile displaced sand, prior to screening it with a Beach Master Mobile Screen or a stationary power screen. The clean sand will then be available for replacement as approved by the Counties/Municipalities and regulatory agencies.

Our normal operating procedures for sand cleaning and screening will include the following:

- Sand washed from beaches onto the road ways and other public property will be collected and stock piled, screened, loaded, hauled and placed back on the beach.
- If it's only necessary to screen existing sand on the beach to remove debris, CrowderGulf will use a Beach Master Mobile Screen or a stationary power screen to screen the top 12 inches of sand. The sand will pass over a 3/16 inch debris screen and debris removed. The clean screen sand will be collected and returned to beach.
- The clean sand placed on the beach after screening and will be groomed according to the Client's requirements to restore the beach to its pristine condition.

Marine Debris Removal. Over the past ten years, CrowderGulf has established itself as one of the leading marine debris removal and disposal companies in the United States. Projects have included the removal of derelict vessels and all other forms of marine debris. CrowderGulf's marine debris removal capabilities include but are not limited to:

- An experienced labor pool for sustained shallow water/wetlands operations
- Trained, qualified sonar operators, managers and data processors/analysts
- Boat captains and operators experienced with our effective and proven methods of debris removal
- Accountability measures that give immediate confirmation of debris removal using sonar imagery and underwater video and photography
- Project documentation accepted by FEMA , U.S. Coast Guard and state agencies

Crowder Gulf, since 2004, has conducted several successful, large scale marine side scan sonar operations and marine debris removal on the Gulf Coast. We are preeminently experienced to carry out side scan sonar operations for the removal of marine debris. A sample of those projects is reflected in the Past Performance Charts provided in **Section 8.0 and in Appendix B**. This list includes projects that required the following:

- examination of debris to determine whether or not it was storm-related in accordance with FEMA-325,
- removal of large debris including, but not limited to, remnants of destroyed buildings, boats, vehicles, piers and pilings, appliances, and concrete,
- sorting and loading large debris from boats or barges to land-based trucks for transport to land-based sorting facilities for final disposal, and
- separating recyclable wet materials from other debris.

2.2.4 DOCUMENTATION AND REIMBURSEMENT

As the field work is completed, FEMA auditing will begin. This procedure is often a more daunting task than the actual debris removal. CrowderGulf has successfully worked with many monitoring companies as well as directly with counties and municipalities to ensure that all documentation is complete and correct from the very beginning to the very end of each project. Throughout the invoicing and auditing process, we are responsive to all FEMA and applicant/client requests. Because of our thorough record keeping, we are able to provide documentation and answer questions with a rapid turnaround. This will become extremely important when Contracting Entities are seeking FEMA reimbursement.

Document Management and Accounting

CrowderGulf's past performance illustrates that we will provide unlimited support to help our Clients be successful in providing accurate and complete documentation to FEMA, FHWA, and any other agencies that provide reimbursement. Superior record keeping using the best available technology from the beginning to the end of the project is critical.

CrowderGulf uses several technological tools to capture, organize, store, and reconcile required documentation. Technology has made the documentation, reconciling and invoicing a more efficient, transparent process that can help expedite FEMA reimbursement. This technology requires capable, well-trained personnel with the commitment to ensure accurate completion of all documentation. CrowderGulf is able to provide both the technology and the human resources needed. Further, we employ and train local citizens to work with us on all of our projects. Local citizens provide valuable help to our team while learning new skills.

Financial accountability is maintained throughout the process by using a system of checks and balances that are tied directly to the quantitative documentation originated in the field by our Client's representatives and CrowderGulf's personnel. Throughout the project, FEMA 325 requirements will be followed and will serve as the foundation of our documentation/accounting systems.

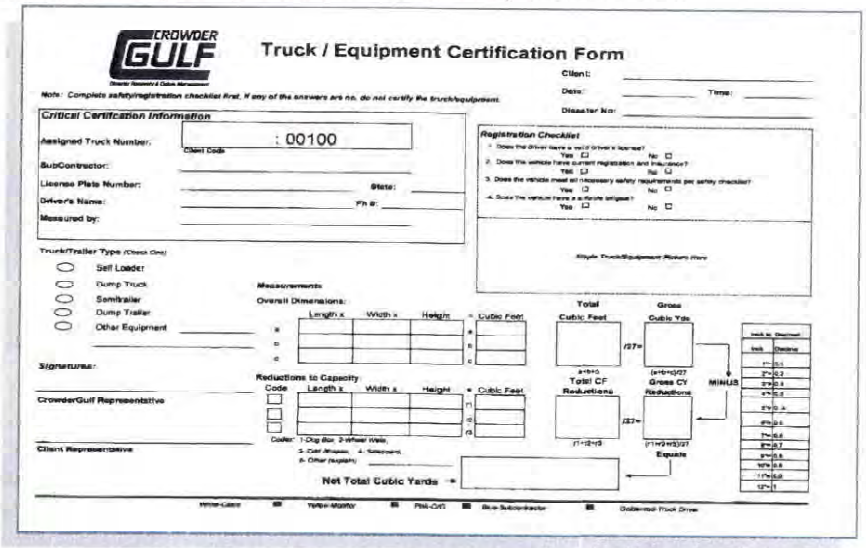
Due to technological advances and lessons learned on past disasters, CrowderGulf is able to utilize a comprehensive and seasoned data collection and storage process with all projects. Regardless of whether electronic (ADMS) or paper ticketing documentation is used by our Client or their representative, CrowderGulf will easily adapt our data capturing procedures to accommodate all requirements.

Documentation for Debris Hauling

In an effort to maximize accuracy of accounting for debris hauling, CrowderGulf utilizes the following system of project controls:

Phase One - Truck Certification and Accountability

- Measuring the interior dimensions of all debris hauling truck beds, to determine the measured cubic yard capacity.
- Safety requirements check is part of the certification process.
- The County/Municipal representative, CrowderGulf and the debris hauler will each retain a copy of the completed *Truck Certification Form (example below)*. The form may look different if electronic ticketing is used but will provide the same information.
- Truck information from the Truck Certification Form will be entered into our database program.
- A Capacity Certification Log will be printed after all of the truck data have been entered. The log is used in the field as a quality control tool.
- All tower inspectors will be provided with a current *Capacity Certification Log* to ensure that the integrity of the documented physical structure of each truck has not been altered in any manner that would adjust the measured cubic yard capacity of the truck bed.
- All equipment will be affixed with signs or markings indicating the Owner's name and equipment identification number, the capacity of the debris hauling truck and assigned County/Municipality.



Truck / Equipment Certification Form

Client:
Date: Time:
Disaster No:

Critical Certification Information
Assigned Truck Number: : 00100
Client Code
SubContractor:
License Plate Number: State:
Driver's Name: Ph #:
Measured by:

Registration Checklist
1. Does the driver have a valid driver's license? Yes ☐ No ☐
2. Does the vehicle have current registration and insurance? Yes ☐ No ☐
3. Does the vehicle meet all necessary safety requirements per safety checklist? Yes ☐ No ☐
4. Does the vehicle have a vehicle antigen? Yes ☐ No ☐

Truck/Trailer Type (Check One)
Self Loader
Dump Truck
Semitrailer
Dump Trailer
Other Equipment

Measurements
Overall Dimensions: Length x Width x Height = Cubic Feet
Total Cubic Feet
Gross Cubic Yds
/27=
MINUS
Total CF Reductions
Gross CY Reductions
Equals

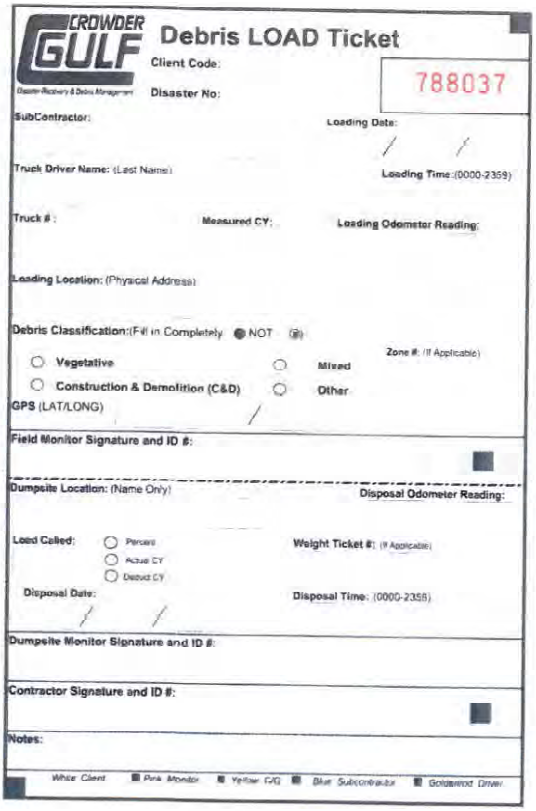
Reductions to Capacity
Code Length x Width x Height = Cubic Feet
Codes: 1-Dog Box 2-Wheel Wells 3- Cab Mounts 4- Tailgate 5- Cab Mounts 6- Other (explain)

Net Total Cubic Yards =

Signatures:
CrowderGulf Representative
Client Representative

White-Client Yellow-Monitor Pink-CVS Blue-Subcontractor Goldenrod-Truck Driver

- County/Municipal representative(s) retains the original paper ticket and provides a copy to the truck driver and to CrowderGulf representative in the tower.
- CrowderGulf representative collects load ticket copies at the end of each day and takes them to the field office for quality control and scanning to the main office.
- Field office personnel upload scanned tickets and documents to CrowderGulf's secure web site where they are downloaded by home office personnel and entered into our database.
- When electronic ticketing is used, real time data will be available to CrowderGulf and the County/Municipality via the web. The data is downloaded from the website directly into our database or excel spreadsheet.


CROWDER GULF
Debris LOAD Ticket
Client Code:
Disaster No: 788037
SubContractor:
Loading Date:
Truck Driver Name: (Last Name)
Loading Time:(0000-2359)
Truck # :
Measured CY:
Loading Odometer Reading:
Loading Location: (Physical Address)
Debris Classification:(Fill in Completely ● NOT ⊗)
Zone #: (If Applicable)
○ Vegetative ○ Mixed
○ Construction & Demolition (C&D) ○ Other
GPS (LAT/LONG)
Field Monitor Signature and ID #:
Dumpsite Location: (Name Only)
Disposal Odometer Reading:
Load Called: ○ Percent ○ Actual CY ○ Debris CY
Weight Ticket #: (If Applicable)
Disposal Date:
Disposal Time: (0000-2359)
Dumpsite Monitor Signature and ID #:
Contractor Signature and ID #:
Notes:
White: Client ■ Pink: Monitor ■ Yellow: C/G ■ Blue: Subcontractor ■ Goldenrod: Driver

Accurate completion of these two phases of quantitative and descriptive debris data is imperative to the County/Municipality for cost reimbursement requests from the State and/or FEMA. When electronic ticketing is used, the above steps are slightly modified while still maintaining the quality of the information requirements.

There are usually several additional recovery projects besides ROW debris removal and disposal that will be required in order to address storm damage unique to the specific location. Each project will be preceded by a specific task order outlining the parameters of the job and the pay rates associated with the work. Detailed documentation that meets FEMA 325 requirements will be kept for each project. Daily reports will be provided to State, County/Municipality for all work completion and work completion projection.

Specific Program Management and Reimbursement Assistance

Crowder Gulf is prepared to share its knowledge and experience concerning reimbursement matters with the State and its Counties and Municipalities. The goal is to obtain maximum reimbursement by utilizing extremely accurate record keeping and exacting quality control measures. Specifically, CrowderGulf will assist with the following:

- Estimating debris volumes for initial damage assessment
- Developing Project Worksheets
- Identifying eligible and ineligible reimbursements
- Documenting every element of the recovery process
- Reviewing all records to assure that they meet federal and state reimbursement guidelines
- Providing various levels of training for State, County and Municipal employees

Reports and Information Accessibility

We will provide the following reports to the State, County/Municipality:

- Daily and weekly reports of material hauled, number of loads hauled, total cubic yards hauled, total cubic yards hauled by debris type, total cubic yards hauled to TDMAs
- Load location of each load hauled as reported on load ticket
- Other customized reports as requested

Reports may be provided in Excel format, Access report format, Word report format or PDF format. State, County and Municipal personnel will use a password to log on to CrowderGulf's secure website and access daily and weekly progress reports and other documentation requested. Access to all load tickets and truck certifications will also be available.

Invoicing

All invoices will be fully supported by load tickets and other required documentation. Intense reconciliation for all ticket data will be completed between CrowderGulf and the County/Municipal representative (i.e., the monitoring company), before invoices are submitted. Both parties must be in agreement with invoiced data.

Schedules for invoicing are usually outlined in the contract. Many times, due to the severity of the disaster and the available resources by the Client, the payment schedule may be modified to allow more time for the Client to pay the invoices. CrowderGulf is able to accommodate these situations due to our strong financial stability.

Documenting and Resolving Damages

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. During the debris removal process there will always be some minor damage situations that occur regardless of the care taken during the work. CrowderGulf will respond quickly to all damage claims by the County/Municipality or its citizens and will work diligently to resolve such claims to the satisfaction of all involved.

Citizens will be provided an avenue to report damages. One option will be a citizens' hot line. The County/Municipality, the monitoring company, or CrowderGulf may provide the hot line. Regardless of the method chosen to provide the information, CrowderGulf is committed to resolving the damage complaint as quickly as possible to the satisfaction of the County/Municipality and the citizens.

We will employ a Claims Resolution Person (CRP) to handle all property damages that may occur during the recovery process. If possible, a local resident with excellent communication and negotiating skills will be employed to fill this position. This person will be tasked with responding to and amicably resolving all incidents that may occur.

2.3 ESSENTIAL SUPPORT FUNCTIONS

2.3.1 PRE-PLANNING - READINESS PLANNING AND TRAINING

CrowderGulf's long and successful history of disaster response and recovery operations is, in large part, a result of continuous Readiness Planning and Training. The Company is dedicated to a year-round cycle of preparation, practice, review and analysis to refine our procedures and processes.

We strive for continuous improvement with the goal of exceeding expectations where it matters, in project execution. Joint training and pre-planning with our Client is an important part of Readiness Planning. On at least an annual basis, CrowderGulf specialists will provide training and pre-planning sessions. In addition, our Debris Reduction specialists will be available to review and advise on potential Temporary Debris Management Areas.

Preparedness training will be tailored to the needs and requests of each County/Municipality. Upon award of this contract by the State, planning activities will be available to all counties and municipalities in New Jersey served by CrowderGulf.

2.3.2 SUBCONTRACTING

It is company policy to utilize **qualified local subcontractors** to the maximum extent possible in **compliance with 44 CFR 206.10.** We also endeavor to employ a substantial percentage of qualified Women and Minority Business Enterprise (MBE) subcontractors. CrowderGulf will meet or exceed the New Jersey Division of Revenue goal of 25% utilization of state Small Business Enterprises (SBEs).

In addition, we maintain a national subcontractor **database of over fifteen hundred (1,500) pre-qualified subcontractors**, which allows us to identify companies by size, equipment and geographical location. Prospective subcontractors may visit our website, www.crowdergulf.com, to register or may fax information to the Disaster Assistance Office for review. Due to CrowderGulf's reputation of always treating our subcontractors fairly and paying them on a weekly basis, we have a surplus of subcontractors throughout the nation ready to work at a moment's notice.

Subcontracting Practices

It is the practice of CrowderGulf to subcontract debris work and services using the following guidance:

- Subcontract to the maximum extent possible with local firms and small businesses. In addition, preference will be given to qualified local vendors for equipment rental and supplies sourced in the jurisdictional boundaries of each County/Municipality.
- Promote the use of local contracting by tasking a senior manager to assure notification through local media and organizations.
- Promote subcontracting only with the assured compliance with equal opportunity hiring.
- Provide all subcontractors a clear chain of command for purposes of official and/or unofficial communications.
- Accept process and pay invoices of subcontractors in accord with the CrowderGulf policy.
- Promote subcontracting only with the assured compliance with equal opportunity hiring and utilization of the E-Verify system.
- Provide priority subcontracting considerations to/for subcontractors that have provided quality work to CrowderGulf in past operations – consistent with the subcontracting policy.
- Give special attention to small, disadvantaged firms and/or women-owned small business firms for contract work or services needed by the company.

- We currently maintain an active pre-qualified subcontractor database, tracking current certifications of local and regional D/M/W/SBE qualified subcontractors. Subcontractors can mail, fax, e-mail or log on to www.crowdergulf.com to submit their company information for review. If necessary, we will use additional outlets such as newspapers, publications, websites, etc.
- As required by each awarded contract, CrowderGulf will meet or exceed goals and expectations on the local minority workforce population and the utilization of minority professional firms, consultants and/or suppliers. CrowderGulf will maintain all requirements set forth by the contract.

Subcontractor Requirements

All subcontractors must meet the following requirements to be considered for qualification:

- Verification through one or more of the following websites: (https://www.epls.gov/), (https://www.bpn.gov/CCRSearch/Search.aspx),(https://orca.bpn.gov/), (http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm), (https://sso.dnbi.com)
- Enroll in the E-Verify program and provide acceptable evidence of enrollment at the time of subcontract execution. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: http://www.dhs.gov/E-Verify. It shall be the **Subcontractor's** responsibility to familiarize themselves with all rules and regulations governing this program.
- Obtain and furnish satisfactory evidence of required insurance from a responsible insurer.

Subcontractor Oversight

In the past, CrowderGulf has concurrently mobilized over two hundred (200) contractors, with as many as twenty eight hundred (2,800) people, sixteen hundred (1,600) trucks, and six hundred (600) pieces of loading equipment. To assure the same quality control and efficient operations for the counties/municipalities, CrowderGulf's management team will rely on NIMS/ICS management protocols to identify the proper number supervisors for each debris management operation. The Company is fully prepared to marshal as many field project managers (COMs and MOMS) and field supervisors as needed to meet the debris management requirements of our New Jersey Clients.

2.3.3 QUALITY CONTROL

The purpose of a quality control plan is to provide guidance and consistent attention to workplace policies and procedures in order to facilitate efficient, effective and safe debris removal and reduction.

"Clean As You Go"

This concept is the centerpiece of our Quality Control Plan. ***"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 for redoing 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 our Client. This philosophy is especially important for debris work during emergencies or major disasters where restoration of critical public functions is the highest priority.

Inspections

To assure the quality and timeliness of work, CrowderGulf will use a hierarchy of assigned inspection responsibilities. This arrangement limits the respective spans of control to appropriate levels and has proven to facilitate optimum performance.

Security

CrowderGulf will restrict general access to its TDMA operations to essential company and our Client's 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.

Maintenance

CrowderGulf follows manufacturer's maintenance recommendations on all of its equipment. CrowderGulf systematically performs "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. CrowderGulf's 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 CrowderGulf.

Knowledge and Training

CrowderGulf's Quality Control Manager will conduct briefings and de-briefings no less than once a day for the team managers and weekly for supervisors. Organizational and functional relationships will be thoroughly reviewed with supervisory personnel on an on-going basis. To the greatest extent possible, CrowderGulf employs debris-experienced equipment operators, foreman, supervisors, and subcontractors. In accordance with these established practices, CrowderGulf management will evaluate the knowledge and debris experience of each operator and subordinate employees, regarding the specifics of tasks, to determine if the employee requires additional training.

2.3.4 HEALTH AND SAFETY

CrowderGulf's Philosophy of Safety

All company operations are managed with an aggressive and proactive commitment to the safety and well being of employees, subcontractors and the public at large. We believe that this commitment to safety must go hand-in-hand with our commitment to quality production, and cost efficiency. The company believes that ALL injuries and accidents are preventable through the establishment of and compliance with safe work procedures. Therefore, the prevention of bodily injury and the safeguarding of health are the first considerations in all workplace actions and are the responsibility of every employee and subcontractor at all levels.

CrowderGulf's On-Site Safety Plan

The Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) for each County or Municipality shall include the following commitments:

- Maintaining a safety and health program that meets the requirements of OHSA and all applicable laws.
- Equipping employees and subcontractors with the required safety equipment, hard hats, clothing, and other safety materials necessary to perform specific work tasks.
- Preparing an Accident Prevention Plan (APP) and Site Safety and Health Plans (SSHP) to inventory and address specific work hazards.
- Providing employees and subcontractors with continuing safety and health training necessary to enable them to perform their work in a safe manner.
- Assuring that at no time, while on duty, may employees or subcontractors be under the influence of alcohol, narcotics, intoxicants or mind-altering substances. Violations of this policy may result in immediate dismissal.

- Assuring that employees and subcontractors be required to immediately report all accidents, injuries, and "near misses" to their supervisor.
- Conducting safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures.
- Assuring that all associates, regardless of position know that they have the right to "Stop the Job" in the event a HSSE deficiency.
- Conducting Job Hazard Analyses (JHA) to define the activities being performed, the sequences of work, the specific hazards anticipated, and the control measures to be implemented to eliminate or reduce each hazard to an acceptable level.

A list of local Hospitals, Police Stations, and Fire/Emergency Response Stations will be provided as part of the Safety Plan after project activation.

Upon request, CrowderGulf's complete Health and Safety Plan will be made available to all state, County or Municipal representatives.

SAFETY WILL BE THE PARAMOUNT CONCERN AT ALL TIMES

2.3.5 ENVIRONMENTAL SENSITIVITY

CrowderGulf is committed to unequivocal protection of the environment at all work sites and surrounding areas. This is accomplished by attention to organizational, operational and performance details. CrowderGulf personnel or subcontractors assigned to specific contractual duties that substantially impact environmental quality (i.e. incinerator operators) will have the quality of their work continuously 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.

Regulatory Permits and Compliance

CrowderGulf will ensure all applicable permits are obtained before work is started, including but not limited to the following: Air Quality, Forestry, Storm Water, Reclamation of Surface Mining Sites, Ground and Surface Water, and Local Health Department Permits.

Critical Environmental Regulations

State and local regulations, laws, and ordinances will be addressed and followed for all environmental and historic preservation issues. A partial list of environmental and historic preservation special considerations that relate to debris operations is provided below. Details on these and any other applicable regulations will be provided upon request.

- National Environmental Policy Act
- Clean Water Act
- Coastal Barrier Resources Act and Resource Conservation and Recovery Act
- Endangered Species Act and Fish and Wildlife Coordination Act
- Coastal Zone Management Act
- Wild and Scenic Rivers Act
- National Historic Preservation Act (NHPA)

2.3.6 PUBLIC RELATIONS

After a disaster, residents want answers regarding recovery operations. CrowderGulf will work closely with the State, Counties and Municipalities to ensure that the residents are given accurate and timely information. One of the first important messages for public dissemination will be the appropriate way to segregate debris for curbside pickup (**Appendix A)** contains ROW debris separation graphic. To help inform the public on proper debris segregation, CrowderGulf will provide templates for brochures and flyers for review by the County or Municipality. Similar information may be included in newspapers and on websites.

Experienced CrowderGulf personnel and **our local Matrix partners** will be available to assist each County or Municipality with development of a public information campaign. The information could include the parameters, rules, and guidelines of debris operations so residents can begin their personal recovery activities. The language used will be simple and easy for all residents to understand. Materials and information may be distributed in more than one language for it to be understood by non-English-speaking populations and neighborhoods. The following are suggested vehicles for distributing the information:

Media – Local television, radio, newspapers, or community newsletters.
Internet Site – Municipal website.
Public Forums – Interactive meetings at town hall or shopping area kiosks.
Direct Mail Products – Door hangers, direct mail, fact sheets, flyers within billings, and billboards.

CrowderGulf can assist the Contracting Entity in establishing a temporary debris information center and 'hot line' to address concerns and complaints, and answer questions that are not included in the public information campaign at-large. The debris information center may also be utilized to report fraud.

Regardless of the venue, it will be important to address the residents' concerns, complaints, and questions in a timely and efficient manner. Feedback from the information center will give the Management Team an indication of how effective and efficient the operations are progressing. The County/Municipality and the onsite Management Team may use this information to adjust operations appropriately.

3.0 Contract Management

3.0 CONTRACT MANAGEMENT

CrowderGulf employs National Incident Management Systems (NIMS) principles in our command structure, planning, operations, logistics and administration. This will not only facilitate an easy interface with the State, but also ensures maximum quality control by limiting the span of supervision for individual field managers. Each of these key roles identified below is critical to an effective CrowderGulf disaster response and must possess a high degree of professional experience, skill, and leadership ability. Please also reference the attached resumes in **Appendix C** for additional details on the our team's qualifications.

State Operations Manager (SOM)

The State Operations Manager is the senior member of the CrowderGulf team and the ranking executive on site. This person is responsible for the overall management and coordination of the entire disaster response and has full authority to make and alter assignments of employees and subcontractors. This person will interface daily with the State on all planning and operational matters and will submit a detailed daily report (see sample on page 28) to the State Contract Manager. The SOM will generate the damage assessment, estimate the needed manpower and activate the initial response and mobilization plan.

County Operations Managers (COM)

The individual occupying this position is the second ranking manager on-site and is directly responsible for all field operations for a specific County or area. The COM reports to the SOM. The COMs are responsible for all ongoing activities in the County including but not limited to locating staging areas, locating reduction sites, determining possible recycling methods, determining debris removal routes, generating schedules, hiring subcontractors, conducting equipment maintenance, restoring debris site, reducing debris, containing hazardous waste and disposing of all debris. This person is responsible for submitting a detailed daily report to the SOM. The COM is also required to inform the County Solid Waste Coordinators of all upcoming activities and or changes in operations.

Municipal Operations Managers (MOM)

The individual occupying this position is the third ranking manager on-site and may have responsibility for more than one Municipality. This person supervises all CrowderGulf employees and subcontractors working in a specific Municipality. The MOM provides regular assessment of ongoing and completed work in a Municipality to ensure quality and safety are maintained. The MOM is responsible for submitting a detailed daily report to the COM. This employee is also required to investigate any notifications of unsatisfactory work, property damage or unsafe conditions. All complaints will be reported to the Municipality, remedied and documented to show all necessary repairs/changes have been completed to the citizen's satisfaction.

Documentation Manager

The responsibility of this individual is to assist the Director of Operations in overall coordination of the debris management project. Communication between the field operations personnel and the home office personnel is critical for a seamless operation. Collection, processing and storage of all debris project files and all other supporting documentation and reports are also tasked to this position.

Safety Manager

The Safety Manager is responsible for development and implementation of an incident specific Field Safety Plan. That plan will conform to the standing Safety Plan and Policy of CrowderGulf and will include safety training programs, field safety awareness initiatives, safety briefings for new employees and subcontractors, a program of site safety inspections and a comprehensive safety incident and action tracking/reporting system (available to the State upon request).

Quality Control Managers

This individual serves as the staff authority on quality control issues and is responsible for the development and implementation of an incident specific Quality Control Plan. Using performance and administrative reports, the Quality Control manager is responsible for the identification of performance deficiencies and opportunities for improvement.

Debris Reduction Managers

These individuals are responsible for communicating directions to all subordinates at the Temporary Debris Management Areas. They possess and exercise a broad range of experience and knowledge of safety, workplace standards, equipment, etc. Responsibilities include development of TDMA site plans, construction, day to day management of TDMAs and monitoring the sites to ensure all environmental regulations are being followed.

MANAGEMENT MEETINGS

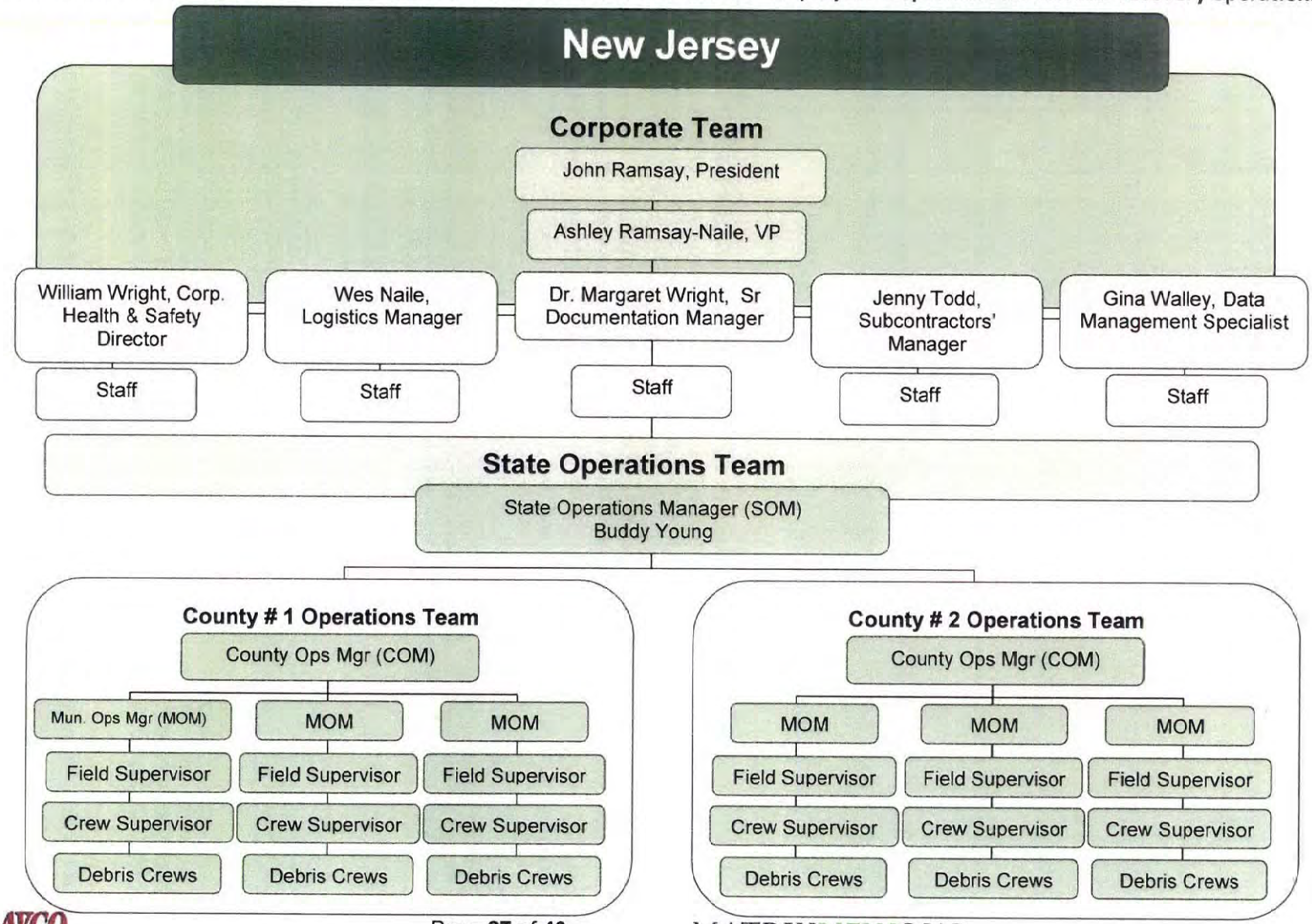
Daily Coordination Meetings

Meetings will be held daily between the SOM and State representatives to discuss progress, needed adjustments and any new scope of work. Decisions to increase/decrease manpower and/or equipment or changes in work areas will be made in these meetings with the approval of the State. The SOM is capable of meeting at a location and time that's convenient for the State. Minutes will be taken at these meetings and distributed to the group for record.

Daily Safety Meetings

All MOM's will conduct daily safety meetings to review past activities, plan for new or changed operations, review hazard analyses and establish safe working procedures. CrowderGulf will distribute safety literature for review and require all employees and subcontractors sign in.

The chart below illustrates the working relationships between CrowderGulf employees responsible for disaster recovery operations.



CONTRACTOR DAILY OPERATIONS REPORT	REPORT NUMBER
	DATE
PROJECT **New Jersey**	CONTRACT NO. **2012-13**
CONTRACTOR **CrowderGulf**	WEATHER

NARRATIVES

Activities in Progress:

LOCATION(S) OF WORK

CONTRACTORS/SUBCONTRACTORS ON SITE (Report first and/or last day contractors were on site)

LABOR HOURS The following labor hours were reported today:

Employer	Labor Classification	Number of Employees	Hours Worked
Total hours worked to date:	Total	0	0

EQUIPMENT HOURS The following equipment hours were reported today:

Equipment Description	Idle Hours	Operating Hours
Total operating hours to date:	Total	0	0

STORAGE/REDUCTION OPERATIONS

				Hauled In	Hauled Out
Haul-in	CY/TN	# Loads	Total		
Haul-out	CY/TN	# Loads			
			Cumulative to date:		
Previous Day in	CY/TN	# Loads	Total		
Previous Day out	CY/TN	# Loads			
Reduced by Grinding	CY/TN		Total		
Reduced by Burning	CY/TN				
			Cumulative to date:		
Direct Haul to	CY/TN	# Loads	Total		
recycling center or landfill			Cumulative to date:		

ACCIDENT REPORTING

CONTRACTOR CERTIFICATION **On behalf of the contractor, I certify that this report is complete and correct and all equipment and material used and work performed during this reporting period are in compliance with the contract plans and specifications, to the best of my knowledge, except as noted above.**

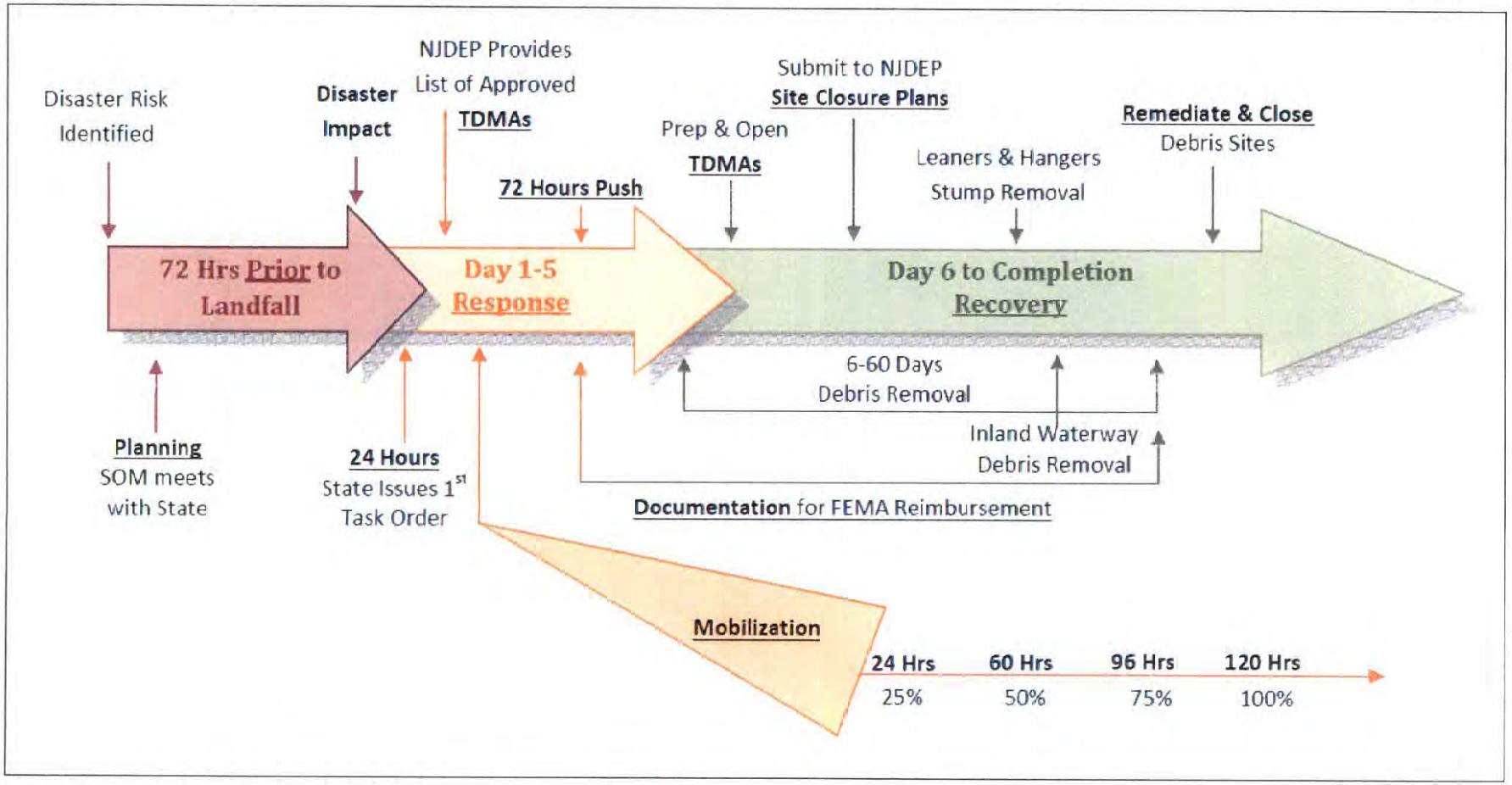
STATE OPERATIONS MANAGER SIGNATURE	DATE

4.0 Contract Schedule

4.0 CONTRACT SCHEDULE

CrowderGulf, with our local partners, **Matrix** and **Slavco,** will meet or exceed the mobilization criteria requested by the State of New Jersey. Immediately upon receipt of an Authorization to Proceed, we will begin mobilization of equipment, operators, and laborers both locally and from throughout the region. The following diagram shows the necessary steps we follow to return your community to normalcy in a timely fashion.

New Jersey Disaster Recovery Timeline



5.0 Potential Problems

5.0 POTENTIAL PROBLEMS and SOLUTIONS

Any major disaster debris removal and management project should anticipate potential problems. After forty years of successful debris operations, CrowderGulf has experienced almost every potential issue and has developed contingency plans accordingly. Several of the problems CrowderGulf anticipates during services in New Jersey are highlighted below.

Inclement Weather - Snow and ice can present special issues for the transport and operations of personnel and equipment. CrowderGulf equipment operators and mechanics are fully prepared to service all trucks and other equipment to keep them operational in such inclement weather. As long as the NJDOT approves the roads for travel, CrowderGulf will be able to continue operations.

Environmental Concerns - Over the years, CrowderGulf has dealt with the gamut of environmental issues from simple ecological problems to radiological and biological hazards. We have always been successful in handling such issues. However, CrowderGulf will be teaming with **Matrix New World** of Florham, NJ and **Slavco Contstruction** of Clifton, NJ.. These companies bring a wealth of information concerning New Jersey environmental requirements and regulations. We will greatly rely on their local experience.

Communications - CrowderGulf realizes that during a disaster debris activation, everyone's immediate attention is focused on fulfilling the responsibilities to the Counties and Municipalities and to their citizens. It is easy for direct communication between project leaders to suffer. However, forty years of experience has taught CrowderGulf that every detail, no matter how small, must be documented and communicated between the Contract Officer and the SOM; the SOM and the COMs; and the COMs and the MOMs. Likewise there must be lateral communications between the COMs and MOMs and the local County and Municipal representatives. CrowderGulf is committed to keeping all parties informed hourly and daily, as appropriate, to assure a successful and efficient project.

Damages - During the debris removal and hauling processes, it is inevitable that damage to property will occur. CrowderGulf works diligently to minimize such damages. However, when it occurs, the company will immediately begin the process of restoration and/or repair. Regardless of whether the damage is to private or governmental property, CrowderGulf will make corrections to the satisfaction of all parties.

6.0 Organizational Support

6.0 ORGANIZATIONAL SUPPORT AND EXPERIENCE

CrowderGulf has a proven track record of simultaneously managing multiple contracts and numerous specialty debris projects. CrowderGulf maintains an extensive inventory of company-owned equipment coupled with a large pool of dedicated subcontractors to complete any project, large or small. The necessity to add or reduce equipment and personnel is often determined by the scope of work and the magnitude of the disaster. Our COM and MOM will coordinate daily with the respective Debris Manager for each County and Municipality and provide status reports on the debris removal process. These meetings are helpful in promoting communication, adjusting resources and addressing special issues or areas of concern.

Our experience, expertise and ability to successfully manage multiple contracts are demonstrated in the following examples of past projects. The examples provided below illustrate CrowderGulf's experience with managing the increasing or decreasing of personnel and equipment resources needed for each project, regardless of size or location. CrowderGulf will be able to meet the debris removal, reduction, storage and disposal requirements regardless of the nature and severity of the disaster. References are provided in **Section 8.0 and in Appendix B** for all work discussed below.

The table below is a summary of the disaster related work performed by CrowderGulf following the major natural disasters since 2003.

Year	*Hurricane*	Simultaneous Contracts	# of TDMA SitesManaged	Approx. CY Hauled	Invoice Amt
2011	*Irene*	24	9	1,800,000	$14,754,641
2008	*Ike*	36	25	18,000,000	$179,965,818
2005	*Dennis, Katrina, Rita, and Wilma*	67	41	20,000,000	$279,764,959
2004	*Charley, Frances, Ivan, Jeanne*	36	61	17,000,000	$292,426,233
2003	*Isabel*	16	19	6,000,000	$67,063,074

Hurricane Irene - 2011

Following Hurricane Irene in 2011, CrowderGulf was activated for debris removal, reduction and disposal contracts by **twenty (20) municipalities in North Carolina and four (4) municipalities in Virginia.** We were also awarded **three contracts with the North Carolina Department of Transportation (NCDOT) to remove debris from DOT roads in thirteen counties.** During these activations we developed, managed and restored **9 temporary Debris Management Sites** and removed over **1.8 million CY of debris**, for a total cost of **$14,754,641.**

The work in North Carolina and Virginia primarily involved **ROW debris removal, reduction and disposal of both C&D and vegetative debris.** These contracts ranged from work that required no more than two (2) trucks and one day of work, to sixty (60) trucks and over three months work. Some towns had less than five thousand (5,000) CY of debris removed while others had over one hundred thousand (100,000) CY. Regardless of the amount of debris, size or location, CrowderGulf provided immediate and effective debris removal to all clients.

BP Deepwater Horizon Oil Spill - 2010

On April 20, 2010, the BP Deepwater Horizon oil spill occurred, eventually leaking an estimated 4.9 million (4,900,000) barrels of oil into the Gulf of Mexico. From the beginning, CrowderGulf played a role in the cleanup, responding first to the needs of our pre-event clients. Throughout this project, the CrowderGulf management team and crews worked hand in hand with local/ state/ federal agencies and municipalities as well as with BP management and BP Safety/Quality Assurance/Quality Control personnel to safely and efficiently complete the project. In all efforts, CrowderGulf complied with all laws, rules and regulations designed to protect the environment and wildlife habitats. In every aspect of the project, CrowderGulf remained sensitive to public concerns and requests.

After September, 2010, CrowderGulf was primarily involved in on-shore cleanup using hand crews and power screening. This operation included simultaneously managing five field offices in two counties. At the height of the response, work at these five sites involved the employment of over **twelve-hundred (1,200) people** and approximately **seven hundred (700) pieces of equipment** to clean Alabama beaches. In approximately five months, CrowderGulf screened the entire Alabama coast from the toe of the dunes to ten (10) feet above the rack line. This required the coordination of **over one hundred and sixty (160) pieces of heavy equipment**, including **forty (40) ton off-road trucks and JD-330 size excavators** with operators. Approximately **seven billion (7,000,000,000) pounds** of sand was screened and over **three million (3,000,000) pounds of hydrocarbon** material was recovered from the beaches in both counties.

Hurricane Ike – 2008

After Hurricane Ike in 2008, CrowderGulf managed **thirty six (36) contracts** and removed, reduced and disposed of approximately **18 million CY of debris**. During these activations, we developed, managed and restored **25 temporary Debris Management Sites.** The total cost for these contracts was approximately **$180,000,000.** This operation included **Right-of-Way (ROW) and Right-of-Entry (ROE) debris removal, reduction and disposal, demolition, leaning trees and hanging limbs removal and disposal, stump removal and disposal, removal and proper disposal of white goods, e-goods, tires, hazardous household materials and abandoned vehicles and vessels, marine debris and vessel removal, and beach cleaning and sand screening.**

Hurricane Ike did the most damage in Texas and, as a result, CrowderGulf had pre-event contracts activated in **four (4) counties and twenty three (23) cities in that state.** Two days before Hurricane Ike made landfall, CrowderGulf's management team was on-site in Texas and communicating with the counties/cities in preparation to begin immediate response and recovery efforts for debris removal. Immediately after the storm, CrowderGulf's management team and subcontractors were in place to begin the cleanup in affected Texas counties and cities.



Throughout the recovery process, the same CrowderGulf senior management personnel were directly involved with the cleanup operation and worked closely with city, state and federal officials and their representatives to ensure that all debris was FEMA eligible and reimbursable. CrowderGulf communicated daily with all appropriate officials and assisted in decision-making to successfully complete the project.

CrowderGulf's management team assisted all clients with documentation requirements for FEMA reimbursement. In addition, CrowderGulf **simultaneously completed three (3) contracts for the Texas General Land Office (GLO) for beach cleaning which included sand screening, side scan sonar of Gulf and Bay waters, removal and disposal of sunken debris, and removal and disposal of abandoned and sunken vessels in waterways under the responsibility of the GLO.**

Hurricanes Katrina, Rita and Wilma - 2005

Following these storms, CrowderGulf had **fifty six (56) contracts** activated **across five (5) states,** and completed all of them successfully by removing, reducing and disposing of approximately **20 million CY** of debris. We developed, managed and restored **thirty five (35) temporary DMSs** during these activations. The total cost for these contracts was approximately **$267,000,000**. This operation included ROW and ROE debris removal, reduction and disposal, demolition, leaning trees and hanging limbs removal and disposal, stump removal and disposal, removal of marine debris, removal and proper disposal of white goods, e-goods, tires, hazardous household materials, abandoned vehicles and vessels, sand screening and beach restoration.

Hurricanes Charley, Frances, Ivan and Jeanne – 2004

Between August 13 and September 14, 2004, four hurricanes made landfall in Florida, Alabama, and Mississippi. CrowderGulf had **thirty six (36) pre-event contracts activated with cities and counties from south Florida to Pascagoula, Mississippi**. CrowderGulf began moving debris in Lee County, FL, Sanibel Island, FL, Orange County, FL, and Orlando, FL, within 48 hours of the first hurricane and continued mobilizing personnel and equipment on a timely basis to our many customers as three additional hurricanes made landfall in a one-month time frame. By the time the last hurricane hit, **we had mobilized approximately twenty eight hundred (2,800) people, sixteen hundred (1,600) trucks, six hundred (600) pieces of loading equipment, twenty two (22) tub grinders and ten (10) air curtain incinerators.**

CrowderGulf removed approximately **17 million CY** of debris and concurrently developed, managed and restored **sixty one (61) temporary DMS** during these activations. The total cost for these contracts was approximately **$292,000,000**. This operation included ROW and ROE debris removal, reduction and disposal, demolition, leaning trees and hanging limbs removal and disposal, stump removal and disposal, removal and proper disposal of white goods, e-goods, tires, hazardous household materials, sand screening and beach restoration.

All references and contact information for the projects above can be found in Section 8.0 and Appendix B of this proposal.

ORGANIZATIONAL SUPPORT

CrowderGulf has previous FEMA Directors, Emergency Managers and FEMA trained Debris Specialists on staff. This wealth of knowledge is used to assist our clients in complying with FEMA guidelines and completing any and all necessary paperwork that they may be called upon to provide FEMA, FHWA or the Office of Inspector General. Our Staff is well versed in the Code of Federal Regulations (44 CFR), FEMA's Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). Today, the staff collectively holds over 80 FEMA course certifications and numerous OSHA Health and safety and hazardous materials classifications. CrowderGulf employees are required to attend conferences and training classes for continuing education credits and certification maintenance on a yearly basis.

All CrowderGulf officers, managers and supervisors have been involved in previous successful disaster related debris operations and have been trained in quality control, safety, ethics and drug policies of CrowderGulf. Should we need their services we have additional management resources that include retired and semi-retired construction, City, County, FEMA, and Power Company professionals, who are experienced in managing and inspecting disaster related work. We also have a standby agreement in place with various engineering companies to provide personnel for engineering services, if needed.

TEAM MEMBERS

It is our Company policy to utilize **qualified local small business subcontractors** to the maximum extent possible. We also endeavor to employ a large percentage of qualified local Minority or Women Business Enterprise (M/WBE) subcontractors. CrowderGulf has team members based in New Jersey that will play a key role in restoring the local communities after a disaster. These include **Matrix New World** and **Slavco Construction.**

MATRIXNEWORLD
Enabling Progress

26 Columbia Turnpike. 2nd Floor
Florham Park, NJ 07932
T: 973.240.1800 F: [redacted]
http://www.matrixneworld.com

Matrix is a Florham Park, New Jersey company that has won numerous awards for full service environmental, geotechnical, and civil engineering services. Founded in 1990, Matrix is a **woman-owned business** that has been long recognized as a leader in providing multi-disciplinary solutions to a wide variety of projects including site development, infrastructure, environmental and engineering studies, and property redevelopment.

The Matrix environmental group provides a full range of environmental services ranging from initial site assessment to remedial investigation and remedial designs, asbestos and lead-based paint surveys and project designs, underground storage tank management programs, construction support services and regulatory compliance issues.

Matrix has a team of experienced and licensed professionals that maintain registrations in their fields of expertise including Professional Engineers, Professional Geologists, Certified Hazardous Materials Managers, Certified Safety Professionals, Accredited Asbestos Inspectors, Management Planners, Project Designers, and Safety Technicians, Certified Lead Inspector/Risk Assessors, ANSI-RAB Lead Environmental Management System Auditors, and Underground Storage Tank Closure/Subsurface Evaluators. Several members of the Company's senior staff are former employees of the New Jersey Department of Environmental Protection and the Environmental Protection Agency. Matrix is also a certified Asbestos Safety Control Monitor in New Jersey.

Slavco Construction, our prime local state registered small business subcontractor, was founded in 1990 to provide asbestos abatement and demolition services. It is a privately owned corporation with its main office in Clifton, New Jersey. Since the inception, it has evolved into a leader in the environmental abatement, demolition, general construction and hazardous disposal fields. The Company has developed resources that allow it to service the needs of both large and small projects. This Company consults with State, Federal and Local agencies as well as building professionals, environmental consultants, and legal representatives on an ongoing basis to insure that the company continually maintains sound business practices.

ORGANIZATIONAL CHARTS

The following organizational chart lists our CrowderGulf's State Operations Manager, Buddy Young and then all County and Municipal Managers that he will be directing. Short biographical summaries are provided below for several of our senior management in order to show the level of disaster experience and knowledge the CrowderGulf team encompasses.

State Operations Mgr (SOM)

Buddy Young

County Operations Managers (COM)

Gary Jones	Leigh Anne Ryals	Nick Pratt
Brian Smallwood	John Campbell	Donald C. Wendt, Jr. RG
Eric Hall	Reid Loper	Erin Terwilliger
Bud Rich	Wilber Ledet	Judy H. Carlough

Municipal Operations Managers (MOM)

Larry Hedgepath	Howard Turner	Clayton Young	Mark Sprengel
Mike Moulder	Tim Smith	Vance Dehart	Gavin Gilmore
Hugh Holden	Dan Rackard	Mark Loper	Eric R. Gratson, CHMM

Key Team Members

Matrix New World

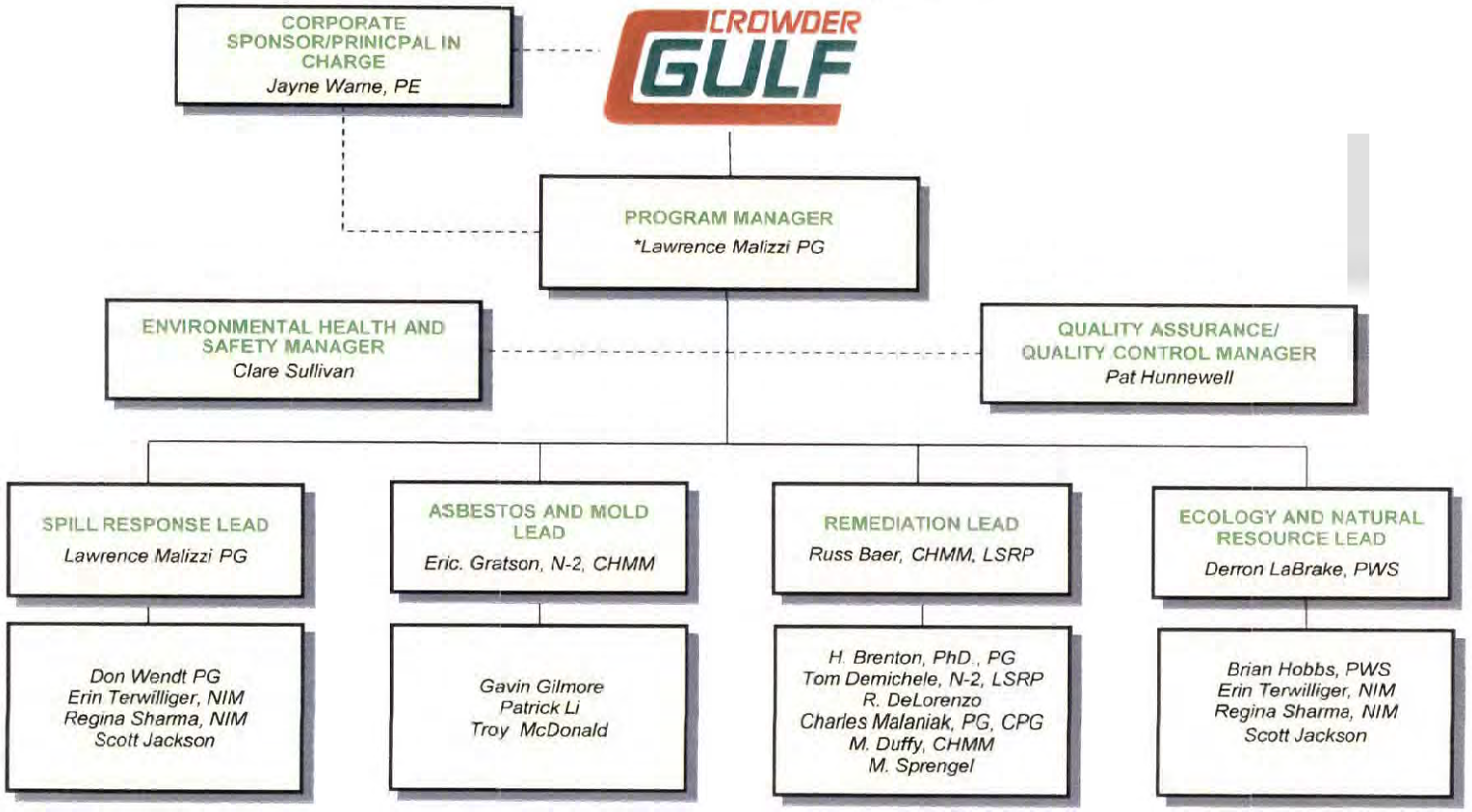
MATRIXNEWORLD
Enabling Progress

Prime Local Subcontractor

SLAVCO Construction, Inc.

SLAVCO
CONSTRUCTION, INC.

MATRIXNEWORLD
Enabling Progress



PE – Professional Engineer
LSRP – Licensed Site Remediation Professional Operator
PG – Professional Geologist
CPG – Certified Professional Geologist
N-2 - NJDEP Licensed N-2 Industrial Wastewater Treatment
CHMM – Certified Hazardous Materials Manager

7.0 Resumes

State of New Jersey
RFQ -Disaster Debris Removal and Management Services

7.0 RESUMES

The resumes of specific management personnel that will be assigned to this contract are provided in **Appendix C.** The brief biographical sketches below provide an example of the experienced and knowledgeable CrowderGulf and Matrix personnel that will be available.

7.1 BIOS OF CROWDERGULF SENIOR MANAGEMENT

- **John Ramsay –President and Owner**
  Mr. Ramsay is a graduate of Auburn University with a degree in Agriculture and has over 40 years of experience in storm debris removal and reduction operations and management. He has directed the successful completion of major operations from the most recent work in North Carolina, Florida, Alabama, and Mississippi following Hurricane Isaac in 2012 and in North Carolina and Virginia in 2011 following Hurricane Irene. Additionally, Mr. Ramsay managed and directed debris removal operations in the Houston-Galveston Area as a result of Hurricanes Gustav and Ike in 2008, and in Florida, Alabama, Mississippi, Louisiana and Texas following Hurricanes Dennis, Katrina, Rita and Wilma in 2005. Working all other disaster work since Hurricane Camille, in 1969, Mr. Ramsay is one of the foremost experts in all phases of a debris operation, including removal, reduction, recycling and disposal. As one of the owners and the founder of CrowderGulf, he takes a personal interest in each of the municipalities we have served over the years. In non emergencies, John is a well respected member of the timber industry John's experience in agriculture, farming, and silviculture provides opportunities for CrowderGulf to leverage additional services and expertise to our clients. He is well respected in the field and his technical advice has been and continues to be sought after by other contractors, municipalities, and various agencies such as Wildlife and Fisheries. Mr. Ramsay has been especially involved in creating innovative ways to recycle debris wastes. (NIMS Trained)

- **Raymond "Buddy" Young – State Operations Manager**
  Mr. Young was Regional Director of FEMA Region VI from 1993 – 2001 and served as Administrator for 133 federally declared disasters and emergencies. He is nationally known and recognized in the Emergency Management business and is extremely knowledgeable about FEMA policies and procedures. He is a retired Captain of the Arkansas State Police where he served for 26 years. Mr. Young has been directly involved in the field operations for all major disasters from Hurricane Isabel in 2003 and through Hurricane Irene in 2011, as well as the 2011 tornado in Alabama. Mr. Young's FEMA knowledge and experience is invaluable to both CrowderGulf and all clients as decisions must be made during the cleanup operation. Buddy is one of the most knowledgeable people working in the debris management business with firsthand experience in managing major disasters. He is also a current member of the Board of Directors for Disaster Recovery Contractors Association (DRCA). (NIMS Trained)

- **Gary Jones – County Operations Manager**
  Mr. Jones has over 28 years working for the Federal Emergency Management Agency (FEMA). Gary served as Deputy Regional Director of FEMA Region VI for 17 years. During those years as Deputy, he also served as Acting Regional Director for 4 years. Gary was responsible for administration of emergency management programs in the FEMA Region VI. He provided direct oversight and implementation of response and recovery operations for presidentially declared disasters in the region. Additionally, Gary served as a Branch Chief managing several Technological Hazards Branch programs including Radiological Emergency Management Preparedness, Radiological Defense, Hazardous Materials, Earthquake Preparedness, Hurricane Preparedness, Dam Safety and Chemical Stockpile Emergency Preparedness programs. Gary was designated Federal Coordinating Officer for

Hurricanes Katrina, Rita and Georges and provided executive leadership to over 300 federally declared disasters. Gary Jones has a Master's Degree from Tulane University. (NIMS Trained)

- **John Campbell – County Project Manager/Municipal Project Manager**
  Mr. Campbell has over 40 years experience in disaster response planning and management. He has a B.S. degree in Political Science from the University of Southern Miss. and a Masters degree in Logistics Management from the Florida Institute of Technology. After retirement from the Army as a full Colonel with 30 years of service, he served for 6 years as Chief of Operations for Lee County Emergency Management in Fort Myers, Florida. He has direct experience in debris recovery operations from Hurricane Iniki in Hawaii and Hurricanes Charley, Ivan and Wilma that impacted Southwest Florida. He also provided mutual aide to Escambia County Florida following Hurricane Ivan. Mr. Campbell served as senior project manager for CrowderGulf for all activated contracts in Florida following T.S. Debby in 2012 and provided management oversight for projects resulting from Hurricane Isaac in Mississippi. Mr. Campbell served as a senior project manager for CrowderGulf's response to Hurricane Irene in 2011 including management of 13 Counties assigned under the North Carolina DOT. He also served as the Senior Project Manager for over a year in the Texas Gulf Coast Region following Hurricane Ike's impact in September 2008. During his 36 years of public service, he amassed an extensive background in high-level management, disaster response and training. He also trains CrowderGulf clients in all facets of debris management, Incident Command System (ICS), National Incident Command System (NIMS) and the FEMA PA program process. Mr. Campbell was previously qualified as an accredited Professional Emergency Manager through the Florida Emergency Preparedness Association (FEPA) and remains active in the organization. (NIMS Certified Instructor)

- **Margaret R. Wright, PhD – Senior DocumentationManager**
  Dr. Wright has over twenty-five years of professional training and managerial experience. As a vital member of CrowderGulf's Senior Management Team, her duties include proposal writing, training developer and facilitator, regulations compliance, documentation management, including day-to-day operations of work completed, communication and coordination with contracting entities and their representatives during reconciling process, and conducting formal evaluations at completion of projects. Dr. Wright has worked in field operations after all major disasters since 1996, setting up and managing field offices, hiring and training personnel to work with all required documentation. She ensures that field offices are communicating all necessary documentation to the CrowderGulf's Disaster Assistance Office (DAO) to support invoices and Client reimbursement by FEMA. She supports clients with all FEMA auditing and with documentation technical support. (NIMS Trained)

- **Leigh Anne Ryals, ALEM, CLEM – County Operations Manager/Municipal Operations Mgr**
  Mrs. Ryals has over seventeen years of experience and training in Emergency Management. She has eleven years serving as an Emergency Management Director and five years serving as a Disaster Public Information Officer. She has worked twelve Presidential Disaster Declarations and one Incident of National Significance - the Deep Water Horizon Oil Spill. She served as Incident Commander for eight of those events. She is extremely knowledgeable with FEMA's public assistance policies and procedures and has been successful in the FEMA appeals process. She has served as a member of the FEMA Hurricane Liaison Team and testified before the 110th and 111th U.S. Congress on Hurricane Katrina Preparedness and Response Initiatives – Best Management Practices. She has valuable knowledge in documentation proper damage survey, reports/technical writing, and extensive knowledge on FEMA policy and procedure. Ms. Ryals serves as a NIMS 300 & 400 Course Instructor and holds numerous FEMA and State Emergency Management Certifications. (NIMS Certified Instructor)

7. 2 BIOS OF Matrix New World MANAGEMENT

- **Donald C. Wendt Jr., RG – County Ops Mgr/Municipal Ops Mgr**
  Mr. Wendt is a Geologist/Office Engineer/Field Inspector with over 23 years of experience in the areas of spill response, construction management and inspection, contractor oversight, inspection and supervision of drilling and environmental monitoring. Mr. Wendt has worked on numerous US Environmental Protection Agency and **New Jersey** Department of Environmental Protection sponsored remedial investigations, cleanups, and oversight projects. Mr. Wendt has supervised and performed oversight of contractors and subcontractors.

- **Erin L. Terwilliger – County Ops Mgr/Municipal Ops Mgr**
  Ms. Terwilliger is an environmental scientist with over seven years of experience in environmental consulting services including remedial, ecological and spill response management. Ms. Terwilliger is certified in Shoreline Cleanup Assessment Technique (SCAT) as both field team member and leader. She is a Transportation Worker Identification Card (TWIC) holder and is 40-hr HAZWOPER certified. Ms. Terwilliger is also trained in the National Incident Management System (NIMS) Incident Command Structure (ICS), Level 100 (Introduction to Incident Command System) and Level 200 (ICS for Single Resources and Initial Action Incidents). Ms. Terwilliger's remedial experience includes the oversight and coordination of subsurface and surface investigations in connection with environmental studies throughout New York, **New Jersey** and Pennsylvania. Ms. Terwilliger is proficient with ArcGIS, AutoCAD, and Trimble Nomad software devices and statistical analyses.

- **Judy H. Carlough – County Ops Mgr/Municipal Ops Mgr**
  Ms. Carlough is a Senior Civil Engineering Technician/Field Inspector with over 30 years of experience in the areas of construction supervision, contractor oversight, inspection and supervision of all road reconstruction and infrastructure improvement projects for the Township of West Caldwell, **New Jersey.** Her responsibilities have included oversight of contractors and subcontractors. She has inspected concrete, asphalt and has overseen water, storm and sanitary sewer installations. Ms. Carlough has numerous projects utilizing her knowledge of the Americans with Disabilities Act including the Accessibility Guidelines for Buildings and Facilities. She has worked closely with Essex County Division of Housing and Community Development acquiring CDBG funding and management of projects for the Township of West Caldwell.

- **Mark J. Sprengel – County Ops Mgr/Municipal Ops Mgr**
  Mr. Sprengel is an environmental scientist with over 10 years of environmental consulting and spill response experience focusing on environmental assessment and remediation projects. Mr. Sprengel's experience includes environmental contractor oversight during cleanup and recovery of oiled debris from beaches and state parks along the Gulf Coast in AL, MS and LA. He was responsible for implementing required Best Management Practices (BMPs), of United States Fish and Wildlife Service per the Endangered Species Act and other applicable laws. His experience includes the preparation of environmental technical reports and permitting applications relative to Preliminary, Phase I and Phase II site remediation assessments and investigations throughout **New Jersey.**

- **Gavin Gilmore – County Ops Mgr/Municipal Ops Mgr**
  Mr. Gilmore is a certified asbestos and lead paint specialist with over 15 years of experience as an asbestos and lead based paint supervisor, investigator, project designer, project monitor and technician. He is a state Certified Asbestos Project Monitor, Asbestos Inspector, Asbestos Project Designer, Lead Inspector/Risk Assessor, Lead Risk Assessor, and Asbestos Safety Technician. He has worked on numerous projects for **New Jersey** Schools Development Authority and the **New York City** School Construction Authority, Municipal Agencies, as well as the Casino Reinvestment Development Authority. Mr. Gilmore has worked on other projects for industrial and private clients throughout **New Jersey and New York**. His responsibilities have included all phases of project participation from proposal to contract close out. Equally experienced in project design and specification as on site project monitoring and site compliance; Mr. Gilmore brings a necessary and valuable degree of field experience to enhance project execution.

- **Eric R. Gratson, CHMM – County Ops Mgr/Municipal Ops Mgr**
  Mr. Gratson is a Certified Hazardous Material Manager with over 21 years of experience as a site and design engineer for civil engineering, construction, and environmental projects. He is a state Certified Asbestos Project Monitor, Asbestos Inspector, Asbestos Project Designer, Lead Inspector/Risk Assessor, Lead Risk Assessor, and Asbestos Safety Technician. Mr. Gratson has directed and managed projects relative to construction and renovation of schools, transportation facilities, fuel terminal facilities, major transportation design and construction projects, and other projects for industrial and private clients throughout **New Jersey and New York**. His expertise includes hazardous materials surveys, development of construction documents (plans and specifications), environmental construction management and oversight for conventional construction projects and environmental remediation projects, construction quality assurance, and project management. Mr. Gratson's experience also includes planning and implementing environmental and engineering programs specializing in contaminated site investigations, site remediation, hazardous waste and solid waste management, environmental permitting, regulatory compliance, design of underground storage tank systems, and asbestos and lead-based paint inspection

- **Matthew Duffy, CHMM**
  Mr. Duffy is a Certified Hazardous Material Manager with eleven years experience in multi-media environmental analysis including numerous environmental characterizations. Mr. Duffy's experience includes the oversight and coordination of subsurface and surface investigations which includes monitoring well installations, soil, groundwater, soil gas, indoor air, surface water, and sediment sampling, management and processing of sample laboratory analyses, leaking underground storage tank (LUST) removal/closures, and operation and maintenance of groundwater remediation systems in connection with environmental studies throughout **New York, New Jersey and Pennsylvania**. Mr. Duffy has also been responsible for the development, implementation, and training of EHS policies and procedures.

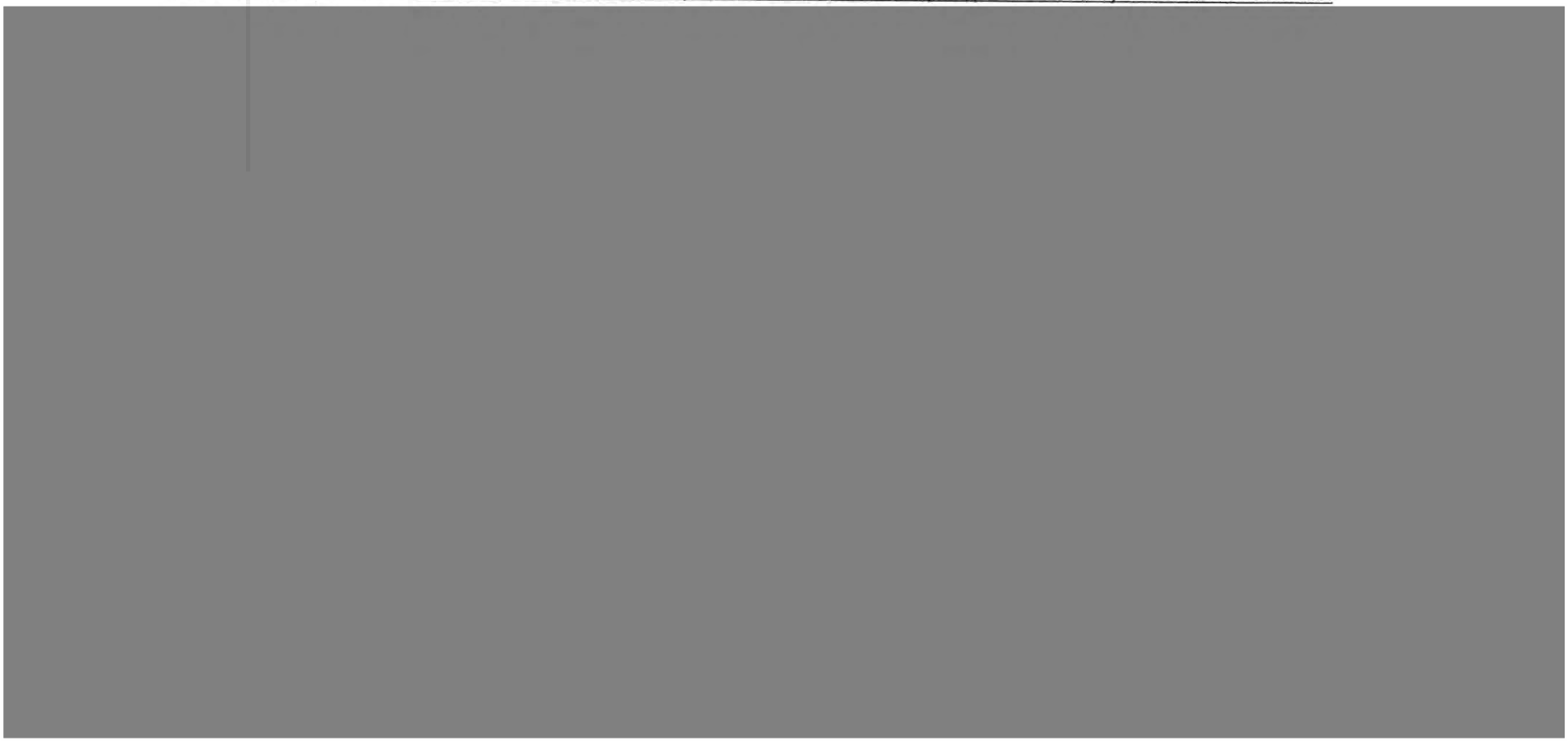
8.0 Experience

8.0 CROWDERGULF EXPERIENCE ON CONTRACTS OF SIMILAR SIZE AND SCOPE

Appendix B contains a complete list of CrowderGulf's past performance by event with references. It also provides examples of Matrix New World's past performance of similar work with references. The charts in this section provide highlights of work completed as stipulated in the RFQ. This includes multiple task order contracts, waterway cleanup contracts, sand screening and beach cleaning projects.

8.1 Multiple Task Order Contracts - Past Performance Chart *(Company Confidential & Proprietary Information)*

The chart below contains a sampling of projects completed by CrowderGulf for multiple task order clients. CrowderGulf encourages the State to contact any references below for additional details on the success CrowderGulf had on these projects. The following chart has been sorted by descending project value. **Appendix B** contains a complete list of CrowderGulf's past performance by event with references.



[redacted]

8.2 Similar Size Projects - Past Performance Chart *(Company Confidential & Proprietary Information)*

The chart below shows completed debris removal projects for counties of similar size and population to New Jersey's counties. CrowderGulf defined the **New Jersey's County Averages** as 415 Square Miles with average population of 363,931. The following chart has been sorted by descending project value. **Appendix B** contains a complete list of CrowderGulf's past performance by event with references.

[redacted]

9.0 Capabilities

9.0 CAPABILITIES OF CROWDER GULF

- **Forty (40) years of experience** in debris management for governmental agencies across **fourteen (14) states.**

- Successfully removed, reduced and disposed of over **two hundred and thirty million (230,000,000) cubic yards of debris.**

- **Team Office Locations**

  Matrix New World
  26 Columbia Turnpike
  Florham Park, NJ 07932

  CrowderGulf
  5435 Business Pkwy
  Theodore, AL 36582

- Successful in obtaining reimbursement for each and every client. **No client has been denied reimbursement.**

- Fully committed to using local citizens and qualified local subcontractors to the maximum extent, including MBE owners. **Ninety-five percent (95%) of CrowderGulf subcontractors are small-business and/or minority subcontractors. Over three-hundred (300) disaster recovery projects completed and CrowderGulf has never failed to complete a contract or defaulted on a contract.**

- **No lawsuits, liens, judgments or bankruptcy proceedings filed or pending.**

- **Completed major simultaneous** debris projects after hurricanes **Irene, Gustav, Dennis, Katrina, Rita, Wilma, Charley, Frances, Ivan, Jeanne and Isabel.**

- CrowderGulf has **previous FEMA Directors, Emergency Managers and FEMA trained Debris Specialists on staff**. Our Staff is well versed in the Code of Federal Regulations (44 CFR), FEMA's Debris Management Guide (FEMA 325), and Public Assistance Debris Monitoring Guide (FEMA 327). **Today, the staff collectively holds over 80 FEMA course certifications** and numerous OSHA Health and safety and hazardous materials classifications

- **Over 350 pieces** of company owned equipment available for rapid response.

- Financial Resources

AGGREGATE BONDING CAPACITY	**$ 150,000,000**
SINGLE BONDING CAPACITY	**$ 50,000,000**
OTHER AVAILABLE FUNDING	**$ 80,000,000**

10.0 Location

10.0 LOCATIONS

Location of office that will be managing the contract:	26 Columbia Turnpike. 2nd Floor Florham Park, NJ 07932
Company Contact:	**Ashley Ramsay-Naile** Vice President CrowderGulf [redacted] Cell 800-992-6207 Office [redacted] Fax aramsay@crowdergulf.com

REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT

STATE OF NEW JERSEY
DIVISION OF PURCHASE AND PROPERTY (DPP)

SUBCONTRACTOR UTILIZATION PLAN

DPP Solicitation No.:
Nov-23-2012

DPP Solicitation Title:
Disaster Debris Removal and Management RFQ

Bidder's Name and Address:
CrowderGulf, LLC
5435 Business Parkway
Theodore, AL 36582

Bidder's Telephone No.: 8009926207

Bidder's Contact Person: Ashley Ramsay

INSTRUCTIONS: List all businesses to be used as subcontractors. This form may be duplicated for extended lists.

SUBCONTRACTOR'S NAME ADDRESS, ZIP CODE TELEPHONE NUMBER AND VENDOR ID NUMBER	CHECK HERE IF CONTRACT IS NOT SMALL BUSINESS ☐ SMALL BUSINESS CATEGORY *			TYPE(S) OF GOODS OR SERVICES TO BE PROVIDED	ESTIMATED VALUE OF SUBCONTRACTS
	I	II	III		
Slavco Construction, Inc. [redacted] 164 Getty Ave Clifton, NJ 07011 (973) 478-4848			X	Personnel/Equipment	25% of work

* For those Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If bidder has not achieved established subcontracting set-aside goals, also attach documentation of good faith effort to do so in the relevant category in accordance with NJAC17:13-4 and the Notice to All Bidders.

I hereby certify that this Subcontractor Utilization Plan (Plan) is being submitted in good faith. I certify that each subcontractor has been notified that it has been listed on this Plan and that each subcontractor has consented, in writing, to its name being submitted for this contract. Additionally, I certify that I shall notify each subcontractor listed on the Plan, in writing, if the award is granted to my firm, and I shall make all documentation available to the Division of Purchase and Property upon request.

I further certify that all information contained in this Plan is true and correct and I acknowledge that the State will rely on the truth of the information in awarding the contract.

PRINCIPAL OF FIRM:

(Signature)	John Ramsay, President (Title)	12/19/12 (Date)

PB-SA-3
Revised 10/11

CROWDER GULF

Addendum Acknowledgements

Addendum #4 – Rcvd 12.21.12

Addendum #3 – Rcvd 12.18.12

Addendum #2 – Rcvd 12.11.12

Addendum #1 – Rcvd 12.10.12

Asbestos Abatement, Demolition
SCI
Environmental Remediation

SLAVCO
CONSTRUCTION, INC.
SPECIALTY CONTRACTING SERVICES

December 20th, 2012

Ashley Ramsay
CrowderGulf,LLC
5435 Business Parkway
Theodore, Alabama 36582

Re: New Jersey Disater Debris Removal and Management RFQ
Letter of Agreement and Commitment

To CrowderGulf, LLC:

Slavco Construction Inc. is pleased to commit our company resources to support CrowderGulf's response for Debris Management Services in referenced to above referenced RFQ. We welcome the opportunity to serve as your subcontractor to any tasks issued as a result of an awarded contract. It is our intent to enter into a subcontract or lease agreement with CrowderGulf,LLC.

We look forward to continuing our relationship with CrowderGulf. Please do not hesitate to contact us should you require additional information.

Sincerely;

George Stokes

Mr. George Stokes III
Vice President of Operation

164 Getty Avenue • Clifton, NJ 07011 • Tel: 973-478-4848 • Fax: [redacted]
www.slavco.com

CROWDER GULF

12.0 Cost Proposal

State of New Jersey

RFQ -Disaster Debris Removal and Management Services

ATTACHMENT 1 - PRICE PROPOSAL FORM

REVISED DECEMBER 21, 2012

PART A - DEBRIS REMOVAL AND MANAGEMENT PRICE SCHEDULE

UNIT PRICES SHALL BE BASED ON ESTIMATED DEBRIS QUANTITY OF 3 MILLION CUBIC YARDS					
	Description	**Units**	**Measure of Distance**	**Unit Price**	**Line #**
VEGETATIVE COLLECT & HAUL	**Vegetative Waste** - vegetative debris collection and haul for a prescribed distance from Rights of Way to TDMA	CY per mileage intervals	0-15 miles	$ 17.20 /cy	Line 1
			16-30 miles	$ 19.20 /cy	Line 2
			31-60 miles	$ 24.00 /cy	Line 3
			60+ miles	$ 28.00 /cy	Line 4
			Single Price*	$ 32.00 /cy	Line 5
MANAGEMENT & REDUCTION	**Grinding/Chipping Vegetative Debris**	CY	N/A	$ 6.50 /cy	Line 6
	Air Curtain Burning Vegetative Debris	CY	N/A	$ 4.25 /cy	Line 7
	Open Burning Vegetative Debris	CY	N/A	$ 4.00 /cy	Line 8
	Compacting Vegetative Debris	CY	N/A	$ 5.00 /cy	Line 9
	Construction of Inspection Tower subject to prevailing wage	EACH	N/A	$ 1,950.00 /each	Line 10
	TDMA Site Management	CY	N/A	$ 2.95 /cy	Line 11
C&D COLLECT & HAUL	**C&D** - C&D debris collection and removal from Rights of Way to TDMA	CY per mileage intervals	0-15 miles	$ 19.20 /cy	Line 12
			16-30 miles	$ 21.20 /cy	Line 13
			31-60 miles	$ 26.00 /cy	Line 14
			60+ miles	$ 32.00 /cy	Line 15
			Single Price*	$ 36.00 /cy	Line 16
FINAL DISPOSAL	**Transport of Reduced Vegetative Debris and Other Debris Types from TDMA to Final Disposal Site** please provide pricing for both CY and tons	CY or tons per mileage intervals	0-15 miles	$ 34.72 /ton $ 9.92 /cy	Line 17
			16-30 miles	$ 63.70 /ton $ 18.20 /cy	Line 18
			31-60 miles	$ 93.25 /ton $ 29.50 /cy	Line 19
			60+ miles	$ 143.75 /ton $ 44.50 /cy	Line 20
			Single Price*	$ 153.00 /ton $ 48.00 /cy	Line 21
	Tipping Fees - pass through amount				Line 22
					Line 23
					Line 24
HAZARDOUS TREES & STUMPS	**Removal of Hazardous Trees** (Standing Leaners) - diameter is measured at 24" height	Each	6"-12" diameter	$ 225.00 /each	Line 25
			13"-24"	$ 300.00 /each	Line 26
			25"-36"	$ 525.00 /each	Line 27
			37"-48"	$ 825.00 /each	Line 28
			greater than 49"	$ 1,200.00 /each	Line 29
	Trees with Hazardous Limbs over 2"	Tree	N/A	$ 175.00 /tree	Line 30
	Hazardous Stumps 24"-36" diameter	Stump	N/A	$ 425.00 /stump	Line 31
	Hazardous Stumps 37"-48" diameter	Stump	N/A	$ 625.00 /stump	Line 32
	Hazardous Stumps over 49" diameter	Stump	N/A	$ 925.00 /stump	Line 33
	Stump Fill Dirt	CY	N/A	$ 32.00 /cy	Line 34
SPECIALTY REMOVAL	**Sand Collection and Screening** - pick up, screen and return debris laden soil, silt, sediment and/or sand	CY	N/A	$ 16.90 /cy	Line 35
	Vehicle Removal - removal of eligible vehicles	Unit	N/A	$ 325.00 /unit	Line 36
	Vessel Removal (Land) - removal of eligible vessel on land only	Unit	N/A	**See Part A-1**	Line 37
	Animal Carcass Removal	Pound	N/A	$ 8.00 /pound	Line 38
	White Goods Removal to disposal site	Unit	N/A	$ 41.00 /unit	Line 39
	Freon Management - freon management and recycling	Unit	N/A	$ 58.00 /unit	Line 40
	Electronic Waste - removal of "e-waste" that contains hazardous materials. Includes computer monitors and TVs.	Unit	N/A	$ 33.00 /unit	Line 41
	Household Hazardous Waste (HHW) - removal and disposal	Pound	N/A	$ 12.85 /pound	Line 42

** Single Price indicates a price to haul debris from any distance*

ATTACHMENT 1: PRICE PROPOSAL FORM

REVISED DECEMBER 21, 2012

PART A-1 SUPPLEMENTAL PRICE SCHEDULE FOR LAND-BASED VESSEL REMOVAL

Removal of Eligible Vessel from Land (LINE 37)

From ROW

0-15 miles	Less than 30 feet	Per Linear Foot	$ 175.00
	Greater than 30 feet		$ 268.00
16-30 miles	Less than 30 feet	Per Linear Foot	$ 274.00
	Greater than 30 feet		$ 418.00
31-60 miles	Less than 30 feet	Per Linear Foot	$ 342.00
	Greater than 30 feet		$ 523.00
60+ miles	Less than 30 feet	Per Linear Foot	$ 428.00
	Greater than 30 feet		$ 624.00

From Aggregation Site

0-15 miles	Less than 30 feet	Per Linear Foot	$ 150.00
	Greater than 30 feet		$ 240.00
16-30 miles	Less than 30 feet	Per Linear Foot	$ 250.00
	Greater than 30 feet		$ 390.00
31-60 miles	Less than 30 feet	Per Linear Foot	$ 320.00
	Greater than 30 feet		$ 490.00
60+ miles	Less than 30 feet	Per Linear Foot	$ 390.00
	Greater than 30 feet		$ 590.00

ATTACHMENT 1: PRICE PROPOSAL FORM

REVISED DECEMBER 21, 2012

PART B - HOURLY EQUIPMENT RATES

EQUIPMENT TYPE	Unit	Unit Price
Air Curtain Pit Burner	HOUR	$ 75.00
Air Curtain Refractory Incinerator	HOUR	$ 75.00
Bobcat Loader	HOUR	$ 65.00
Bucket Truck	HOUR	$ 153.00
Chipper/Mulcher (8" throat)	HOUR	$ 55.00
Chipper/Mulcher (12" throat)	HOUR	$ 65.00
Crash Truck w/Impact Attenuator	HOUR	$ 110.00
Dozer, Tracked, D5 or similar	HOUR	$ 102.00
Dozer, Tracked, D6 or similar	HOUR	$ 125.00
Dozer, Tracked, D7 or similar	HOUR	$ 136.00
Dozer, Tracked, D8 or similar	HOUR	$ 165.00
Dump Truck, 18 CY-20 CY	HOUR	$ 55.00
Dump Truck, 21 CY-30 CY	HOUR	$ 65.00
Generator and Lighting	HOUR	$ 35.00
Grader w/12" Blade	HOUR	$ 105.00
Hydraulic Excavator, 1.5 CY	HOUR	$ 129.00
Hydraulic Excavator, 2.5 CY	HOUR	$ 147.00
Knuckleboom Loader	HOUR	$ 180.00
Laborer w/Chain Saw	HOUR	$ 45.00
Lowboy Trailer w/Tractor	HOUR	$ 105.00
Log Skidder	HOUR	$ 125.00
Mobile Crane (Adequate for hanging limbs/leaning trees)	HOUR	$ 123.00
Pickup Truck, .5 Ton	HOUR	$ 25.00
Soil Compactor 81 HP+	HOUR	$ 117.00
Soil Compactor 80 HP	HOUR	$ 87.00
Soil Compactor, Towed Unit	HOUR	$ 130.00
Stump grinder 30" diameter or less	HOUR	$ 100.00
Stump Grinder greater than 30" diameter	HOUR	$ 150.00
Traffic Control, Temporary Single Lane Closure	HOUR	$ 45.00
Tub Grinder, 800 to 1000 HP	HOUR	$ 515.00
Waste Collection Rear Loader Truck	HOUR	$ 160.00
Water Truck	HOUR	$ 95.00
Wheel Loader, 2.5 CY, 950 or similar	HOUR	$ 112.00
Wheel Loader, 3.5-4.0 CY, 966 or similar	HOUR	$ 120.00
Wheel Loader, 4.5 CY, 980 or similar	HOUR	$ 140.00
Wheel Loader-Backhoe, 1.0-1.5 CY	HOUR	$ 95.00
Weighing Scales, Truck, Portable and Certified	HOUR	$ 145.00

Part B unit prices for equipment such as: air curtain burners/incinerators, chippers/mulchers and tub grinders do not pertain to debris management site operations, which are included under Part A.

Part B unit prices for Traffic Control do not pertain to debris collections and removal operations from agency property and agency rights-of-way, which are included under Part A.

ATTACHMENT 1: PRICE PROPOSAL FORM

PART C - HOURLY PERSONNEL RATES

Personnel Title*	Unit	Hourly Rate
State Operations Manager	HOUR	$140.00
County Operations Manager	HOUR	$135.00
Municipal Operations Manager	HOUR	$125.00
Safety Superintendent	HOUR	$120.00
Safety Supervisor	HOUR	$120.00
Project/Site Supervisor	HOUR	$105.00
Project/Site Foreman	HOUR	$ 95.00
Project/Site Inspector	HOUR	$ 95.00
Mechanic (with truck and tools)	HOUR	$105.00
Climber (with gear)	HOUR	$ 65.00
Laborer/Operator (with tools)	HOUR	$ 65.00
Laborer/Operator (with chainsaw)	HOUR	$ 58.00
Traffic Control Personnel	HOUR	$ 55.00
Ticket Writers	HOUR	$ 45.00
Survey Personnel (with vehicle)	HOUR	$115.00
TDMA/Aggregation Site Personnel	HOUR	$ 85.00
Project Engineer	HOUR	$135.00
Equipment Operator	HOUR	$105.00
Security Personnel	HOUR	$ 55.00
Truck Driver	HOUR	$ 80.00
Bucket Truck Operator	HOUR	$ 85.00
Administrative Assistant	HOUR	$ 48.00
Clerical Aide	HOUR	$ 45.00

**all supervisory titles (including manager, foreman, supervisor and superintendent) shall have cell phones and trucks/vehicles*

CROWDER GULF

13.0 Appendices

CROWDER GULF

Appendix A

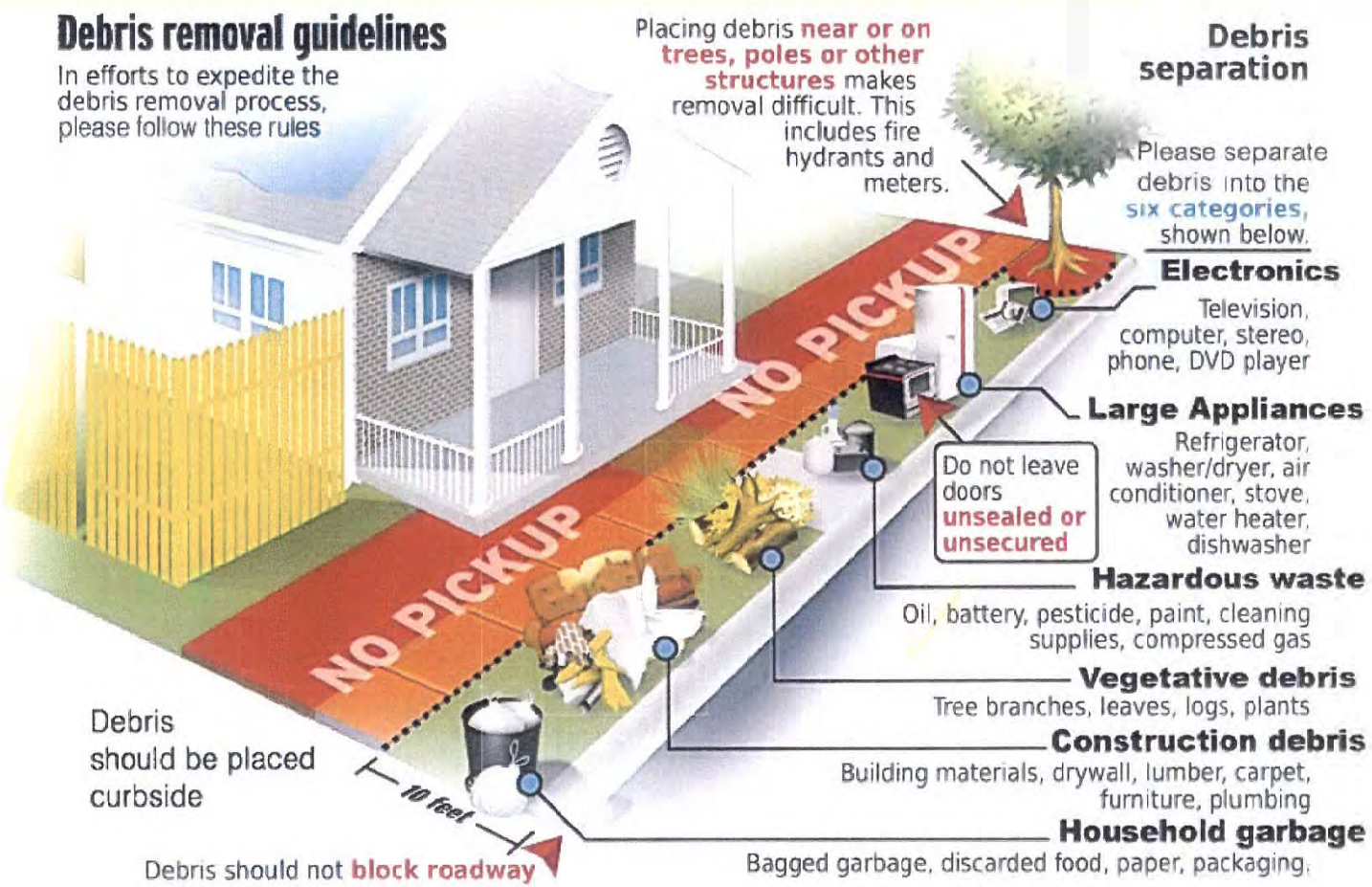
State of New Jersey

RFQ -Disaster Debris Removal and Management Services

APPENDIX A - ROW Separation Graphic

FEMA

www.fema.gov



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Appendix B – Past Performance
CrowderGulf / Matrix

State of New Jersey

RFQ -Disaster Debris Removal and Management Services

Wildlife Capture Support - Mississippi Canyon 252, Deepwater Horizon Spill
Gulf of Mexico

PURPOSE OF CONTRACT

The Mississippi Canyon 252 (MC252) Deepwater Horizon oil spill in the Gulf of Mexico was the largest release in American waters. The historical release also saw an unprecedented number of response personnel dedicated to stopping, containing, and cleaning up over 200 million gallons of crude oil spilled into the Gulf of Mexico. The cleanup operations exceeded 45,000 responders from over 100 private companies including experts from nine oil companies, the United States Coast Guard (USCG), Navy, Departs of Energy and Interior, Environmental Protection Agency, as well as the State Governments of Florida, Alabama, Mississippi, Louisiana and Texas, and local County and Parishes along the Gulf Coast.

Matrix was retained to assist in the capture and rescue of oiled wildlife, mainly migratory birds throughout Louisiana, Mississippi, Alabama, and Florida. Matrix's team of field biologists and ecologists worked closely with the United States Fish and Wildlife Service (USFWS), state agencies, USCG, National Oceanic and Atmospheric Administration (NOAA), and other federal and local agencies through the Incident Command Structure (ICS) to characterize spill impacts to natural resources, and to document affected areas and wildlife. The Matrix Team attended health, safety, and logistical meetings every morning, and were provided with their respective area of patrol. The Matrix Team worked on the shoreline, as well as in boats and responded to reports for capture and rescue of affected and injured wildlife, and carcass and evidence collection. The Matrix Team conducted surveys of natural resources, including nesting islands, marsh, and shoreline, to assess the damages as a result of oiling. Surveys of nesting islands were conducted to identify bird species and collect a count for oiled and affected young. The Matrix Team also assessed

CLIENT

British Petroleum (sub to O'Brien's Response Management and Swift Worldwide Resources)

CONTACT

Duane Miller- O'Brien's
404.702.7832

Rachel Twining- Swift
713.328.4560

COST

$1,500,000 (Matrix Fee)

DURATION

June 2010 - September 2010

KEY PERSONNEL

Dennis Petrocelli, PG
Lawrence Malizzi, PG
Alan Parsons, Ph.D.
Erin Evertsen
Rejina Sharma



and reported locations where damaged boom systems and oil slicks were present, and reported to the USCG where additional boom systems were needed around nesting islands. Daily observations were collected and recorded using Trimble Nomad Geographic Information System (GIS) devices, and reported in real-time via radio dispatch to the ICS. Matrix biologists conducted over-flight surveys of nesting islands and assessed boom situations following inclement weather. Flight observations were recorded using Global Positioning System (GPS) cameras.

MATRIXNEWORLD

Environmental Unit Support - Mississippi Canyon 252, Deepwater Horizon Spill, Gulf of Mexico

CLIENT

British Petroleum (sub to Obriens Response Management)

CONTACT

Duane Miller
404.702.7832

COST

$500,000 (Matrix Fee)

DURATION

May 2010 - August 2010

KEY PERSONNEL

Dennis Petrocelli, PG
Lawrence Malizzi, PG
Michael Dempsey
Stephen Davis, PG
Donald Wendt, RG

PURPOSE OF CONTRACT

The Mississippi Canyon 252 (MC252) Deepwater Horizon oil spill in the Gulf of Mexico was the largest release in American waters. The historical release also saw an unprecedented number of response personnel dedicated to stopping, containing, and cleaning up over 200 million gallons of crude oil spilled into the Gulf of Mexico. The cleanup operations exceeded 50,000 responders from over 100 private companies including experts from nine oil companies, the United States Coast Guard, Navy, Departs of Energy and interior, Environmental Protection Agency, as well as the State Governments of Florida, Alabama, Mississippi, Louisiana and Texas, as well as local County and Parishes of the Gulf Coast.

Matrix staff worked in the Mobile Sector Incident Command Center (ICC) which encompassed the states of Mississippi, Alabama, and the Florida Panhandle as part of the Environmental Unit. Acting as state liaisons on behalf of BP, the Matrix staff oversaw the development of booming strategies and the deployment of boom as per the requirements of the Area Contingency Plan (ACP). The placement of Tier I, II, and III boom was critical in protecting sensitive habitats prior to the landfall of the oil released from the MC252 Deepwater Horizon Spill. Matrix staff also assisted the three states in obtaining federal permits required for various activities, participated in public meetings, and assisted the Environmental Unit Leader, or their designee in a multitude of environmental compliance tasks associated with protecting and mitigating the impact of oil on the coast of the Gulf of Mexico.







Rapid Response Environmental Site Support Team - Mississippi Canyon 252, Deepwater Horizon Spill, Gulf of Mexico

CLIENT

British Petroleum (sub to Brown & Caldwell)

CONTACT

Brent Callihan
404.702.7832

COST

$500,000 (Matrix Fee)

DURATION

Ongoing

KEY PERSONNEL

Dennis Petrocelli, PG
Lawrence Malizzi, PG
Michael Dempsey

PURPOSE OF CONTRACT

The Deepwater Horizon Mississippi Canyon 252 (MC252) oil spill in the Gulf of Mexico was the largest release of crude oil in American waters. The historical release also saw an unprecedented number of response personnel dedicated to the stopping, containing, and cleaning up over 10 million gallons of crude oil spilled into the Gulf of Mexico. The cleanup operations exceeded 50,000 responders from over 1000 private companies including experts from nine oil companies, the United States Coast Guard, Navy, Departs of Energy and interior, Environmental Protection Agency, as well as the State Governments of Florida, Alabama, Mississippi, Louisiana and Texas, as well as local County and Parishes of the Gulf Coast.

Matrix New World Engineering, Inc. (Matrix) as a subcontractor to Brown & Caldwell) participated in the Rapid Response Environmental Site Support Team (RRESST) program. The RRESST program was developed to examine decontamination sites, staging areas for equipment and personnel, and waste staging areas for regulatory compliance. RRESST inspectors reported to the Unified Command on performance of the response contractors and their compliance with the Waste Management Plan, Liquid Management Plan, Spill Prevention, Control, and Countermeasure (SPCC) Plans developed by the Unified Command and best management practices (BMPs) throughout the Gulf Coast. RRESST inspected all areas of the response from Waste Management staging yards, beach cleanup operations, to barges on the barrier islands for compliance of BP's rigorous BMPs and Federal and State waste compliance rules and regulations. RRESST assisted the contractors with properly managing and the handling of hazardous and non-hazardous waste, bulk storage of petroleum, and maintenance and housekeeping operations.









Natural Resource Advisor Program - Mississippi Canyon 252, Deepwater Horizon Spill, Gulf of Mexico

CLIENT

British Petroleum

CONTACT

Cres Lake
404.702.7832

COST

$2,500,000 (Matrix Fee)

DURATION

July 2011 - Ongoing

KEY PERSONNEL

Dennis Petrocelli, PG
Lawrence Malizzi, PG
Alan Parson, Ph.D.
Erin Evertsen
Rejina Sharma
Donald Wendt, PG
Christopher Belles

PURPOSE OF CONTRACT

The Mississippi Canyon 252 (MC252) Deepwater Horizon oil spill in the Gulf of Mexico was the largest release in American waters. The historical release also saw an unprecedented number of response personnel dedicated to stopping, containing, and cleaning up over 200 million gallons of crude oil spilled into the Gulf of Mexico. The cleanup operations exceeded 45,000 responders from over 100 private companies including experts from nine oil companies, the United States Coast Guard, Navy, Departs of Energy and interior, Environmental Protection Agency, as well as the State Governments of Florida, Alabama, Mississippi, Louisiana and Texas, as well as local County and Parishes of the Gulf Coast.

Matrix staff managed the Natural Resource Advisor (NRA) program, to oversee compliance with agency BMPs and assist operations crews in minimizing potential injury to natural and cultural resources. The NRA program was comprised of 100 professional biologists distributed throughout the response area and imbedded within the field operations crews in Louisiana, Mississippi, Alabama, and Florida. Many of the shoreline cleanup activities had the potential to cause inadvertent but significant impacts to natural and cultural resources. As part of an emergency section 7 consultation, the USFWS developed a list of Best Management Practices (BMPs) to be implemented to minimize the impacts to federally listed species, designated critical habitat, and candidate species. Additional BMPs were developed to aid compliance with U.S. Army Corps of Engineers permits and conditions required by state natural and cultural resource agencies. Matrix NRA program managers



attended daily operations planning meetings and offered suggestions to maximize cleanup efficiency while minimizing resource impacts. NRAs delineated sensitive natural and cultural resources, directed cleanup crews and mechanized equipment away from these areas, and advised field operations on the least intrusive locations for staging and ingress/egress to the beach. Cleanup activities in sensitive habitats (wetlands, dunes, bird and turtle nesting areas, etc.) were continuously monitored. Where state or federal authorization was required, the NRAs took the lead in gathering the required permitting information. The NRA program was extremely successful and achieved the primary program goal of assisting field operations personnel with BMP compliance. It provided state and federal agency personnel with a single point of accountability for natural and cultural resource issues, collected data for the section 7 administrative record, reduced NRDA liability, and, most importantly, minimized impacts to the Gulf of Mexico shoreline during this historic response.

Appendix C – Resumes
CrowderGulf / Matrix

State of New Jersey

RFQ -Disaster Debris Removal and Management Services

John Ramsay

President and Chief Executive Officer

Relevant Qualifications

- Serves as President and Chief Executive Officer.
- More than 40 years of management experience in various capacities, including response and recovery, U.S. Military, construction, lumber, and telecommunications.
- Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Greenfield locations and Rooftops) for T-Mobile, Pinnacle, DigiPH PCS, OPM-USA / American Towers, BellSouth, Alltel and Ericcson throughout the Southeast.
- Foremost Disaster Debris Contractor to promote recycling of ash as fertilizer for farmland and to export clean woody chips for biomass fuel after Hurricane Isabel.

Experience

CrowderGulf
President/CEO, 1990–present

Hurricane Irene (August 2011-October 2011)

- Successfully directed the implementation of 21 contracts with municipalities in North Carolina and four (4) municipalities in Virginia and executed four (4) contracts with the North Carolina Department of Transportation for the removal of debris on road ways in thirteen North Carolina Counties. These contracts involved work in two states simultaneously for debris removal, reduction by grinding and burning for vegetative and C & D debris.

Reference for Hurricane Irene
Jim Hill, Solid Waste Superintendent
James City County, Virginia
1201 Jolly Pond Road, Williamsburg, VA 23188
(757) 240-0205, jhill@james-city.va.us

BP Deepwater Horizon Oil Spill (Incident of National Significance (April 2010 –Jan. 2011)

- Chosen one of six contractors hired for BP onshore cleanup. CrowderGulf provided over 250,000 accident free man-hours employing over 1200 individuals utilizing 700 pieces of equipment. CrowderGulf was chosen as sole contractor in September 2010 to complete final phase of cleanup along the Alabama Beaches including two wildlife preserves. CrowderGulf worked with State and Federal regulatory agencies complying with all laws, rules and regulations designed to protect our environment and wildlife habitats.

Reference for BP Oil Spill
Mayor Jeff Collier
Town of Dauphin Island, AL
1011 Beinville Blvd, Dauphin Island, AL 35628
251-861-5525 jcollier@townofdauphinisland.org

- September 2010, CrowderGulf transitioned primarily to on-shore cleanup using hand crews and power screening. This operation included simultaneously managing five field offices in two counties. In five months, CrowderGulf screened the entire Alabama Coast from toe of dunes to two feet above the rack line. This involved over 160 pieces of heavy equipment and 500 employees specific to this project. CrowderGulf screened over seven billion (7,000,000,000) pounds of sand recovering over three (3) million pounds of hydrocarbon material.

Hurricane Ike (September, 2008–November, 2009)

- Directed the successful execution of thirty-eight contracts in Texas, which included four large counties and thirty-four cities. These contracts involved debris removal from public and private properties, demolition, levee and dike cleanup, removal of leaning trees and hanging limbs.
- Directed the successful execution of three debris contracts with the Texas General Land Office. These involved sonaring offshore and inland waterways for sunken debris, removing debris and cleaning sand on Galveston County beaches, and removing sunken debris and vessels in GLO waterways.

Reference for Hurricane Ike
Pat Doyle, County Commissioner
1353 FM 646, Ste 201, Dickinson, TX 77539
409-770-5333, 409-770-5336,
Patrick.Doyle@co.galveston.tx.us

- Directed the cleanup operation on Bolivar Peninsula that included ROW debris removal and levee cleanup & canal debris removal, private property debris removal and demolition. Debris reduction by grinding and burning. Removal of dead trees killed by the salt water surge and leaners and hangers from ROW and ROE. Debris removal from 25 miles of protection levee and five miles from ship channel protection dike. Debris removal from eligible parks, cemeteries and schools. Removal and degassing, crushing and of white good and abandoned vehicles and tires.
- Provided guidance and input, based on years of experience, to Galveston County officials in how to most efficiently and effectively complete the various projects in Galveston County, including Bolivar Peninsula.

Louisiana Department of Wildlife and Fisheries (LDWF)(2007-2008)

- Directed the overall project to remove sunken debris from LA waterways
- Provided guidance to officials on how to most efficiently and effectively conduct operation
- This $3.7 million project was part of the $53 million National Oceanic and Atmospheric Administration (NOAA) fisheries recovery funding to rehabilitate oyster bed and shrimp grounds, and monitor recovery of Gulf of Mexico fisheries.
- The project consisted of clearing 400 square miles of coastal water bottoms impacted by Hurricanes Katrina and Rita. Besides removing debris, CrowderGulf provided thumbnail sonar images of each contact along with descriptions and coordinates of each item removed by grid.

Reference for LA Wildlife & Fisheries
Leo Richardson
LAGOHSEP (225) 439-5578

Ice Storms (2006)

- Directed the overall field operation of initially organizing and managing the subcontractors for contract in Erie County, NY.
- Provided onsite guidance and training to local New York company in how to set up and most efficiently run a debris removal operation.
- Provided subcontractors experienced with disaster debris work, assisted in training the local company's resources, as well as other local subcontractors.

Reference for New York Ice Storms
Jodi Osinski, UCC Constructors, Inc.
105 Center Rd, West Seneca, NY 14224,
716-822-5755, 716-822-8429, jodi.ucc@adelphia.net

Hurricanes Dennis, Katrina, Rita, Wilma (2005)

- Directed the overall operation for the forty contracts that were successfully completed as a result of the 2005 Hurricanes. These contracts were in Alabama, Florida, Louisiana and Mississippi. They included ten counties and 15 cities in Florida, two counties and five cities in Alabama, and one city in Mississippi.
- All of these contracts were being completed during the same time frame and required a vast amount of coordination and communication with the clients as well as with all CrowderGulf project managers.
- Teamed with small local marine business to remove and dispose of wet debris from 75 miles of coastline out to 1/2 mile from shores in Jackson, Harrison and Hancock Counties, Mississippi.
- Directed operation to remove and dispose of debris from waterways located in Lee and Collier Counties, FL.
- Onsite to assist Fort Lauderdale, FL, with initial clearing of streets. Directed the management of ROW debris removal and disposal that included three Debris Management Sites for reduction of debris by chipping. Completed sand reclamation on all City beach areas. Removed, transported and disposed of leaning/hanging trees, and wet debris from canals.

Reference for Hurricane Wilma
Greg Slagle, Public Works Department
100 N. Andrews Ave, Ft. Lauderdale, FL 33301
954-828-5341, GSlagle@fortlauderdale.gov

Hurricanes Charley, Frances, Jeanne, Ivan (2004)

- Directed the overall operation for the thirty-one contracts that were successfully completed as a result of the 2004 Hurricanes. These contracts were in Florida, Alabama, and Mississippi. They included ten counties and 15 cities in Florida, two counties and five cities in Alabama, and one city in Mississippi.
- All of these contracts were being completed during the same time frame and required a vast amount of coordination and communication with the clients as well as with all CrowderGulf project managers.
- Cumulative square miles of just the ten counties in Florida that CrowderGulf worked in included more than 13,000 square miles. Adding all of the cities and the counties in AL, the total square miles that CrowderGulf worked in was more than twice the size of the state of New Jersey.

Reference for Hurricane Charley
Lindsey Sampson, Solid Waste Director
10550 Buckingham Rd, Ft. Myers, FL 33905
239-338-3302 sampsolj@leegov.com

(Additional disaster debris experience available through 1969 upon request.)

Gulf Equipment Corporation, Theodore, AL 36582
Vice President/Project Manager, 1984–present

- Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Greenfield locations and Rooftops) for T-Mobile, Pinnacle, DigiPH PCS, OPM-USA / American Towers, BellSouth, Alltel and Ericcson throughout the Southeast.
- Supplied and managed warehouse for Powertel, Black & Veatch, DigiPH PCS and Hargray Wireless in Georgia, Alabama, South Carolina, Florida, and Kentucky.

Matthews Marine and Gulf Equipment Ventures, LLC, Pass Christian, MS
Managing Partner, 2006–present

- Director of Marine Projects including open water and inland waterways; wetlands, drainage canals and ditches.

Delta Exports, Inc., Theodore, AL
President, 1988–1990

- Exported vessel loads of logs and lumber to Turkey and China; and other forest products exported in containers to Europe.
- Bought and sold 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.
- Exported biomass to Italy.

Ernest Manning Construction Company, Pascagoula, MS
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, Mobile, AL
President, 1979–1985

- Heavy construction, including construction with Tombigbee Waterway and Joe Poole Lake Dam in Dallas, Texas.

Ramsay Farm, Grand Bay, AL 36541
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).

U.S. Military
Air Force Reserves, 1963–1967

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

Education

B.S., Agriculture, Auburn University, 1963

Raymond "Buddy" Young

Director of Debris Operations

Areas of Expertise

DISASTER RESPONSE; DISASTER RECOVERY; COMMAND AND CONTROL; EMERGENCY PLANNING/MANAGEMENT; EMERGENCY OPERATIONS; LOGISTICS; GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Professional Overview

Buddy Young is one of the most knowledgeable people working in the debris management business with firsthand experience in managing major disasters. He served as Regional Director of FEMA Region VI from 1993 – 2001. While in that position, under FEMA Director James Lee Witt, he was Chief Administrator for 133 federally declared disasters and emergencies. He is nationally known and well-respected in the Emergency Management community.

As the Director of Debris Operations for CrowderGulf, he has provided management and technical assistance to local and county governments after all major hurricane disasters in the Southeast since 2003. He has served as Senior Project Manager in the field after all major hurricanes since joining CrowderGulf. He has managed all types of debris removal, reduction and disposal operations and special projects such as demolition and marine debris removal. His expertise in emergency management, and especially disaster debris removal, is utilized to provide preparedness training and advise CrowderGulf pre-event clients throughout the year.

He has also worked with the Texas A&M Engineering Extension Program as an adjunct instructor to conduct full-scale exercises with local and state agencies in response to incidents of terrorism and natural disasters. He is a current member of the Board of Directors for Disaster Recovery Contractors Association (DRCA) and he is NIMS certified.

Qualifications

- Director of CrowderGulf Debris Operations since 2003
- Managed debris removal contracts for multiple storms since 2003
- FEMA Advisor to CrowderGulf clients since 2003
- Debris Management Operations Planner and Trainer for CrowderGulf clients from 2004 to present
- Advisor on preparing Debris Management Plans for CrowderGulf clients in Florida, Maryland, Texas, Virginia, North Carolina and South Carolina
- Trainer and Advisor for CrowderGulf personnel and subcontractors, on FEMA matters and overall Debris Operation Procedures

Disaster Debris Management Experience and Responsibilities

CrowderGulf, LLC

Hurricane Irene (August 2011-October 2011)

- Senior Project Manager and FEMA Advisor for debris operations for multiple clients in the State of Virginia.

Hurricane Ike (September 2008–2010)

- Technical Advisor on FEMA issues for multiple Texas counties and municipalities after the Hurricane Ike made landfall in 2008.
- Project Manager for 2008 Hurricane Ike debris removal contracts with cities within Galveston and Brazoria counties.
- Project Manager for Marine Debris Project with Texas General Land Office (GLO) for removal and disposal of sunken debris and abandoned boats in the GLO waters of Galveston County.

Hurricane Rita (2005-2006)

- Project Manager and FEMA Advisor for debris management operations in Calcasieu Parish and all cities within Parish in response to Hurricane Rita.

Reference for Hurricane Irene
Jim Hill, Solid Waste Superintendent
James City County, Virginia
1201 Jolly Pond Road, Williamsburg, VA 23188
(757) 240-0205, jhill@james-city.va.us

Reference for Hurricane Ike
Terry Byrd, EMC Fire Marshall
City of Friendswood, Texas
910 S. Friendswood Drive, Friendswood, TX 77546
(281) 996-3335, tbyrd@ci.friendswood.tx.us

Reference for Hurricane Rita
Mister Edwards, Director of Public Works
City of Lake Charles, Louisiana
326 Pujo Street, Lake Charles, LA 70601
(337) 491-1308, medwards@mail.city-lakecharles.org

Hurricanes Charley, Frances, Jeanne, and Ivan (2004-2005)

- Served as the Project Manager and FEMA Advisor for the debris management operations in Polk County from September 2003-March 2005.
- Supervised the mobilization of men and equipment in response to Hurricanes Charley, Frances, Jeanne, and Ivan in 2004.
- Served as the Technical Consultant and FEMA Advisor for 38 contracts within Florida and Alabama.

Reference for Hurricane Charley
Lance Davis, Roadway Maintenance Superintendent
Polk County, Florida
P.O. Box 9055, Drawer T503, Bartow, FL 33831
(863) 535-2222, lancedavid@polk-county.net

Additional Experience and Skills

Texas A&M Engineering Extension Program, College Station, Texas Adjunct Instructor, 2001 - Present

- Participated as an evaluator for a program that provides terrorism response training to include all types of incidents for local and state governments. Location: College Station, Texas.
- Provided instruction for full-scale evacuation exercises with local and state agencies in response to incidents of terrorism and natural disasters, to include McAllen, Texarkana and Houston, Texas.

FEMA, Region VI Regional Director, 1993–2001

- Completed a comprehensive re-organization and streamlined operations at Region VI, which is now considered the most efficient FEMA Region in the Nation.
- Established Federal/State partnerships with each state within Region VI.
- Responsible for administration of all FEMA programs in Region VI.
- Provided management and guidance for all Federally declared disasters during tenure.
- Served as the on-site Senior FEMA Administrator after Oklahoma City Bombing and for the response to various hurricanes, tornados, flooding and wild fires.

Arkansas State Police, Little Rock, Arkansas Director of Security for State, 1983–1993

- 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 24 hour security for a four day period for 30 Governors from throughout the United States.

Certifications and Training

- National Incident Management System, IS-100, 200, 700, 800
- Principles of Emergency Management, IS-230
- Leadership and Influence, IS-240
- Decision Making and Problem Solving, IS-241
- Effective Communications, IS-242
- Introduction to the Public Assistance Process, IS-630
- Introduction to Debris Operation and FEMA Public Assistance Program, IS-632
- EOC Management and Operations, G-275
- Disaster Response and Recovery Operation, G-385
- Rapid Response Team Orientation, G-635

Training Provided

From 2004-2012, provided yearly training for city and county municipalities that have CrowderGulf pre-event debris management contracts in place. Yearly debris management training sessions include municipalities in Florida, North Carolina, South Carolina, Virginia, and Texas. A detailed list of sessions can be provided upon request.

Education

Graduate of Keeler Polygraph Institute, Chicago, IL, 1976
Graduate of National FBI Academy, Quantico, VA, 1972
Graduate of Arkansas State Police Academy, Camden, AR, 1968
Approximately 100 hours of Coursework in Criminal Justice at the following:

- Certificate of Public Administration, University of Arkansas, Little Rock, AR, 1976
- Arkansas State University, Jonesboro, AR, 1973
- University of Virginia, Richmond, VA, 1972
- Arkansas Tech, Russellville, AR, 1962-1963
- University of Arkansas, Fayetteville, AR, 1968

John Campbell

Regional Director/Senior Project Manager

Areas of Expertise

DEBRIS MANAGEMENT; DISASTER RESPONSE; DISASTER RECOVERY; COMMAND AND CONTROL; JOINT FIELD OFFICE (JFO) OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; EMERGENCY OPERATIONS; LOGISTICS; GEOGRAPHIC INFORMATION SYSTEMS (GIS); PROJECT MANAGEMENT

Relevant Qualifications

- 40+ years of experience in disaster response planning and management, including 30 years of honorable service as a retired Army Colonel.
- 6 years experience coordinating response and recovery operations on a variety of disasters as the Chief of Operations for Lee County Emergency Management in Fort Myers, FL.
- Managed over 3000 personnel in relation to logistical and planning Command and staff operations.
- **Coordinated recovery activities in the Emergency Operations Center** during numerous actual occurrences and managed the development, coordination, preparation, and maintenance of County level Emergency Operations Plan.
- Direct experience in debris recovery operations from Hurricane Iniki in Hawaii and Hurricanes, Charley and Wilma that impacted Southwest Florida and Senior Project Manager for 19 Contracts in North Carolina following Hurricane Irene in 2011 and over one year in the Texas Gulf Coast Area following Hurricane Ike in 2008-2009.
- Extensive background in high-level management, disaster response and training. Principle Trainer in debris management, Incident Command System (ICS) and National Incident Management System (NIMS).

Experience

CrowderGulf
Emergency Management and Training Specialist — May 2006–Present

Hurricane Isaac (August 2012)
Served as the Project Manager for all four activations due to Hurricane Isaac in Mississippi

Hurricane Isaac Reference
Phillip Russell, PW Director
City of McComb, MS
122 E. Michigan Ave, McComb, MS 39648
601-684-3497, prussell@mccomb-ms.gov

Hurricane Irene (August 2011 – October 2011)
Served as the Senior Project Manager for all 21 activations due to Hurricane Irene in North Carolina

Hurricane Irene Reference
Edward Lee Mann, PW Director
Dare County, NC
1018 Driftwood Dr, Manteo, NC 27954
252- 475-5880 Edwardlee@darenc.com

Hurricane Ike (September 2008–November 2009)
This contract called for the management, surveying, collection, reduction, and disposal of debris in the aftermath of Hurricane Ike in 2008.

- Senior Project Manager for Hurricane Ike in Texas for Galveston County debris recovery work including all of Bolivar Peninsula.
- Project Manager for Wildlife and Fisheries contract for waterway cleanup in Texas cities
- Project Manager for Texas General Land Office (GLO) Contract for Beach Restoration on Bolivar and other Galveston County Beaches
- Managed Debris operations during the recovery from the storm
- Performed duties as senior quality control and safety coordinator for debris operations
- Served as a trainer for company field supervisor, counties personnel and subcontractors

Hurricane Ike Reference
John Lee, Jr., Mitigation Coordinator
Galveston County, TX
1353 FM 646, Ste 201, Dickinson, TX 77539
281-309-5035

Internal Training for Crowder Gulf

- Debris Management Operations Trainer for CrowderGulf clients in Florida, North Carolina, South Carolina and Virginia
- Served as a consultant on Debris Management Plan development for CrowderGulf clients in Florida, South Carolina and Maryland in 2006 through 2009

Lee County, Florida Emergency Management, Fort Myers, FL
Chief of Operations 2001–2006
Chief of Planning 2000–2001

- 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 the response to 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
- 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 included County Brush Fires in 2000, the Spring Floods of 2001, and the County Response to Terrorist Threat from 9-11 attack

United State Army (Colonel, Retired) 1968 – 1998

Served in multiple command and staff positions through the grade of Colonel

Education

M.S., Logistics Operations Management, Florida Institute of Technology, 1982
B.A., Political Science, University of Southern Mississippi, 1968
Command and General Staff College, Fort Leavenworth, Kansas, 1981
National Defense University, Industrial College of the Armed Forces, Washington, D.C. 1989

Certification and Training

Introduction to the Incident Command System, IS 100
Basic Incident Command System, IS 195
Principles of Emergency Management, IS 230
Introduction to Debris Operation and FEMA Public Assistance Program, IS 632
National Incident Management System, IS 700
National Response Plan, IS 800
Exercise Design, G-120
Rapid Assessment Planning, G-250.7
EOC Management and Operations, G-275
Disaster Response and Recovery Operation, G-385
Rapid Response Team Orientation, G-635
Leadership and Influence, IS-240
Decision Making and Problem Solving, IS-241
Effective Communications, IS-242
Introduction to the Public Assistance Process, IS-630
Certificate of Achievement Completion of Professional Development Series, Emergency Management Institute, 2003
Community Mass Care, G-108
ICS/EOC Interface, G-191
Intermediate ICS, G-195
Advanced ICS, G-196
Principles of Emergency Management, G-230
Resource Management, G-276

** John Campbell also taught many of the above courses to Emergency Management personnel throughout the State of Florida. He is accredited as a Professional Emergency Manager in the State of Florida through Florida Emergency Preparedness Association.*

Professional Affiliations

Florida Emergency Preparedness Association (FEPA) (2000 to present)
American Public Works Association, Florida Chapter (2011 to present)

Ashley Ramsay–Naile

Vice President and Chief Operating Officer

Areas of Expertise

DISASTER RESPONSE DEBRIS OPERATIONS; EMERGENCY PLANNING/MANAGEMENT; STRATEGIC PLANNING AND NEGOTIATIONS

Relevant Qualifications

- Eight years of experience in disaster recovery and management.
- Strategic planning.
- Procurement and negotiation tactical planning.
- Managed accounts receivable and accounts payable flow for CrowderGulf's disaster debris projects.

Disaster Debris Management Experience

CrowderGulf *2011-Present*

Vice President and Chief Financial Officer

- Supervise all administrative functions and personnel.
- Manage documentation and records for disaster operations.
- Purchasing Manager.
- Responsible for the management of accounts receivable and accounts payable.
- Coordinate strategic planning of the company.

Disaster Recovery Project Manager & General Manager *2004-2011*

- Disaster administration office general management.
- Accounts receivable/payable oversight.
- Procurement development and implementation.
- Managed and directed field level disaster debris removal and reduction operations including site management and the supervision of subcontractors and foremen.

BP Oil Spill (2010-2012)

- Baldwin County, FL
- City of Gulf Shores, AL
- City of Orange Beach, AL

Reference for BP Oil Spill
Phillip West
City of Orange Beach
4409 Orange Beach Blvd., Orange Beach, AL 36561
251-981-6788 pwest@cityoforangebeach.com

Hurricane Charley Debris Projects (2004)

- Volusia County, FL
- City of Palm Coast, FL
- City of Edgewater, FL

Reference for Hurricane Charley
George Recktenwald, Public Works Director
Volusia County, FL
123 W Indiana Ave, Deland, FL 32720,
386-736-5965Ext.2207 grecktenwald@co.volusia.fl.us

Hurricane Fran Debris Project (1996)

- City of Wilson, NC

Hurricane Erin Debris Project (1995)

- City of Pensacola, FL

Hurricane Opal Debris Projects (1995)

- Panama City, FL
- Bay County, FL

Additional Experience and Skills

Hargray Wireless - Hilton Head Island, SC

Property and Construction Manager *1999–2004*

- Cell Site Development from site identification to zoning.
- Negotiated lease rates and terms.
- Coordinated with radio frequency engineer.
- Coordinated site design with civil engineers.
- Procurement of site material.
- Supervised general contractor.
- Maintained 100+ existing cell sites.
- Maintained compliance with government agencies.
- Coordinated with accounting on department budget.
- Worked within budget guidelines.
- Managed 25 company-owned towers.

Independent Telecommunications Consultant *1997–1999*

- Procurement of site material.
- Tracking of material for accounting purposes.
- Warehousing and issuing of materials for construction.

Gulf Equipment Corporation – Theodore, AL

Project Coordinator & Manager Telecommunication Projects *1994–1997*

Managed turnkey cell site projects for Telecommunication construction projects:
Sprint, GTE, Nortel, Powertel, BellSouth Mobility, DiGiPH PCS, Hargray Wireless.

- Material procurement.
- Civil Construction and tower crew coordination.
- Organization of projects for bidding purposes.
- Warehousing coordination of deliveries and shipments.
- Office manager responsible for accounting and invoicing.
- On site manager and crew foreman.
- Liaison between Gulf Equipment and elected officials.
- Public relations between City officials and area residents.

Education

- Bachelor of Science, Special Education — University of South Alabama, Mobile, AL

Leadership

- Governor appointed Alabama State Workforce Investment Board.
- Board member of Family Business Instituted at the University of South Carolina.

GARY EVANS JONES

[redacted]
HOME PHONE: [redacted] CELL PHONE [redacted]
EMAIL: gjones@crowdergulf.com

OBJECTIVE

Make a positive impact on a mission focused organization working with experienced professionals to improve the quality of the product/services provided.

EXPERIENCE

CrowderGulf Technical Assistance Manager and FEMA Specialist **2012-Present**

Federal Emergency Management Agency – Region 6
Deputy Regional Director **1994-December 31, 2011**
Served as Deputy Regional Director for 17 years of the 28 years with FEMA Region 6. During those 17 years as Deputy, also served as Acting Regional Director for 4 of those 17 years. Responsible for administration of emergency management programs in the FEMA Region 6 states of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. Also, responsible for oversight and implementation of response and recovery operations for presidentially declared disasters in the five-state region.

Federal Emergency Management Agency – Region 6
Technological Hazards Branch Chief **1983-1994**
Joined FEMA Region 6 in 1983 and served as a Branch Chief managing several Technological Hazards Branch programs to include Radiological Emergency Management Preparedness, Radiological Defense, Hazardous Materials, Earthquake Preparedness, Hurricane Preparedness, Dam Safety and the Chemical Stockpile Emergency Preparedness programs.

US Public Health Service Physician Recruitment Coordinator **1977-1983**
Responsible for recruiting doctors, dentists and nurse practitioners for rural communities in Arkansas that were federally designated as medically underserved.

Director, Arkansas Emergency Medical Services Program
Arkansas Department of Health **1974-1977**
Responsible for administration and implementation of state-wide regulations for Ambulance Services and training certification of EMTs and Paramedics.

OTHER LEADERSHIP ROLES

Served as designated **Federal Coordinating Officer** for **Hurricane Katrina, Rita and Georges**. Provided executive leadership to over 300 federally declared disasters including **Hurricane Andrew, Oklahoma City bombing, Columbia Space Shuttle and Tropical Storm Allison.**

EDUCATION

Master's Degree in Public Health Administration — Tulane University
Bachelor's Degree in Education — University of Arkansas

REFERENCES

James Lee Witt
Chairman of the Board
Witt and Obrien Associates
571-233-3135

Nim Kidd
State of Texas Emergency Management Director
Department of Public Safety
512-424-2443

ERIC HALL

BUSINESS EXPERIENCE

1992–Present ***Project Manager and Debris Reduction Manager*** CrowderGulf
Completed numerous disaster debris projects.

1985–Present ***Owner of*** Dragon Trenchburning - Winter Park, Florida
Principle operation fleet of air curtain incinerators, contract & rental for destruction of vegetative debris generated from development, right of way, landclearing, storm debris and animal carcass generated from forign animal disease outbreak.

1985-2002 ***Sales and Technical Consultant*** for Air Burners, LLC. - Palm City, Florida (benchmark manufacturer of portable and refractory air curtain incinerators since 1986). Consultant on forerunner of the S Series Refractory Burn Systems.

PROJECT EXPERIENCE

CrowderGulf	2012	Hurricane Isaac	Ft. Myers Beach & Key West, FL
Project Manager Debris	2011	Hurricane Irene	Dare County, NC
Reduction	2011	Tornado	Joplin, MO
Manager	2008	Hurricane Ike	Montgomery County, TX
	2005	Hurricane Wilma	N. Miami & N. Miami Beach, FL
	2005	Hurricane Katrina	FT. Lauderdale & N. Miami, FL
	2004	Hurricane Charley, Frances, Jeanne	Orlando, FL
	2003	Hurricane Isabel	Dare County, NC
	2002	Ice Storm	Kansas City, KS Lee's Summit, MO
ACI Contractor	2001	Refractory ACI Demonstration	Kuala Lumpur, Malysia
Air Burners	2001	CWD Elk & Deer ACI	Cheerokee Park, CO
	2001	CO Dept. of Agriculture	VS USDA APHIS
	2001	Foot & Mouth ACI Sheep & Hogs	United Kingdom
	2001	Ministry of Agriculture, Fisheries & Food	United Kingdom
	1998	Foreign Animal Disease Cattle ACI	Southeast Asia
	1997	Salmonella Ostrich & Emu ACI	Pasco County, FL
	1997	Redditt Landfill Consultant	Orange County, FL
CrowderGulf	1996	Hurricane Fran	Wilmington, NC
Supervisor &	1995	Hurricanes Erin & Opal ACI Sites	Bay County, FL
USACE Liaison	1994	Ice Storm ACI Sites	Memphis, TN
Air Curtain Incinerator –	1993	Dean Road 4 Lane	Orange County, FL
Contractor (ACI)	1992	Hurricane Andrew	Miami, FL

EDUCATION

1968 – 1970 Aerospace Technology, Kent State University — Kent, OH

MILITARY

1970-1976 Ohio National Guard, 102 nd Armored Cavalry
1963-1968 Civil Air Patrol Cadet, Squadron 1407 — Ohio Wing

REFERENCE

Edward Lee Mann, Public Works Director, Dare County, North Carolina — (252) 475-5880

LEIGH ANNE RYALS, ALEM, CLEM

[redacted]

Home [redacted] Cell [redacted]

EDUCATION: Bachelor of Arts and Sciences Degree — Radford University (Radford, Virginia), 1991

CERTIFICATIONS: **Certified Local Emergency Manager (CLEM),** State of Alabama
Advanced Level Certification in Emergency Management, (ALEM)
Alabama Association of Emergency Managers

EXPERIENCE:

CrowderGulf *August 2011 to Present*

Baldwin County Emergency Management Agency Director *2000-2010*

- Community Emergency Response Trainer (CERT)
- National Incident Management Systems, 300/400 Level Instructor
- National Incident Management Systems (NIMS) Coordinator and Point of Contact, Baldwin County, Alabama
- Homeland Security Point of Contact, Baldwin County (2001-2010)
- Member of the Hurricane Liaison Team, FEMA
- Southern Legislator's Regional Task Force for Hurricane Preparedness and Recovery, Appointment by Governor Bob Riley
- Alabama Association of Emergency Manager's Legislative Vice Chairman
- Baldwin County's Emergency Management Director and Incident Commander for 7 Presidential Disaster Declarations (Hurricane Isadore, Ivan, Dennis, Katrina, Ida, Ike and Gustav)
- Served as Disaster Public Information officer for Hurricanes Danny and Georges. Served as Project Coordinator for the Baldwin County Highway Department for Hurricanes Erin and Opal.
- Deepwater Horizon Oil Rig Incident of National Significance: Served as Incident Commander for Baldwin County Commission and 14 Municipal Jurisdictions, Responsible for coordinating $15 million dollars in BP Emergency Protective Grants.
- Served as the Baldwin County Representative on the Governor appointed Alabama Coastal Recovery Commission – Infrastructure Advisory Committee.
- Testified before the 111th and 110th U.S. Congress on Hurricane Katrina Preparedness and Response Initiatives.
- Developed and administered the agency's fiscal year budget from $800,000 to $1.5 million annually.
- Successfully administered the Hazard Mitigation Grant and received over $10 million dollars in Hazard Mitigation Grant Funding for grants that were developed and administered through the agency.
- Developed strategies and initiatives for the implementation of the Emergency Management Program grant. (EMPG).
- Developed the Baldwin County Debris Management Plan meeting FEMA requirements for the Pilot project.
- Responsible for writing and updating the following County Plans: Strategic National Stockpile, Mitigation, Emergency Operations (EOP), Continuity of Government, Hurricane and Sheltering.
- Administered the Department of Homeland Security Grant Program to Baldwin County and its 14 municipalities.
- Received the following two awards for the planning and development of a multi-jurisdictional exercise involving over 200 participants:
  - Excellence in County Government Award for the Prevention in School Violence
  - Innovative County Government Award
- Technical Writer

EMPLOYMENT HISTORY:

August 2011 to Present

Project Manager and Emergency Management Specialist

Project Manager and company representative for pre-event clients. Provide daily support for the Disaster Assistance Office in the form of accounts management. Performed technical writing and review of proposals for pre-event contracts. Assisted the company by attending pre-bid meetings participation in marketing presentations to perspective clients. Provided assistance to client on FEMA Public Assistance Program policy. Provided support to Senior Project Manager and served as liaison to North Carolina clients during Hurricane Irene - 2011.

2000 to November 2010

Emergency Management Director

Responsible for Planning, Preparedness, Response, Recovery and Mitigation Activities for Baldwin County and 14 Municipal Jurisdictions. Daily activities include but are not limited to collaborating with State, Federal and Local Agencies, writing and implementing emergency plans and procedures, writing and administering grants. Responsible for managing staff, developing and maintaining office budget, maintain inventory of warehouse and response equipment, coordinate and host public outreach activities, develop brochures and other educational materials. Coordinate and host training for the agency and municipal jurisdictions. Conduct exercises for emergency responders. Provide points of distribution Sites and coordinate the distribution of emergency commodities following disasters. Coordinate Emergency Evacuations. Provided over-site for shelter management. Lecture individuals in emergency management plans and procedures. Provided 24 hour on-call emergency response service.

1994 to 2000

Disaster Public Information Officer and Administrative Assistant to the County Engineer

Provided Disaster Information services to the Emergency Management Agency by conducting press conferences, writing press releases, developing brochures and other educational materials for distribution during Disaster and non disaster times. Perform guest speaking engagements on behalf of the agency. Provided administrative services to the Engineering Department which included tracking projects, administering the public assistance program to account for loss and expenditures following disasters.

1992 to 1993

Regional Marketing Director and Account Manager for VideoCart, Inc.

Responsible for Marketing and advertising of electronic couponing in Alabama, Mississippi, Louisiana and Florida Delchamp's grocery stores. Responsible for add layout, working with production and technical team. Compiled customer and couponing data, computed sales figures and presented to corporate on a monthly basis. Responsible for traveling to each store to promote the service and provide customer relations support for the corporate office.

INTERESTS:

Reading, skiing, youth leader at Bay Community Church

REFERENCES:

Honorable Charles F. "Skip" Gruber
Office of County Commissioner, District No. 4
Baldwin County Administration Building
312 Courthouse Square, Suite 12
Bay Minette, Alabama 36507
(251) 943-5061

REID E. LOPER, LEED AP

[redacted]

Senior Project Manager

Multi-Site Operations – Strategic Planning & Development – Budget Management
Design & Engineering – Project Management – Risk Assessment – Cost and Profit Estimation
Customer Relations – Contract Development – Team Management

Ambitious and skilled engineering professional with a background of expertise in project management. Strong technical and analytical skills to visualize complex designs and consistently take simultaneous projects from concept to completion. Results-driven with a focus on detail to exceed project objectives and maintain budgetary goals.

Technical Proficiencies	PATRAN, NASTRAN, FORTRAN, MATLAB, AutoCAD, Solid Edge, Timberline, Paydirt, Revit, General Applications, Word, Excel, Project, Power Point, Internet & E-mail

PROFESSIONAL EXPERIENCE

CROWDERGULF — Theodore, AL
Senior Project Manager — **July 2010-Present**

- Direct manager of several field project managers and respected projects, analyzing of contract requirements, profit/losses estimate (Daily and Monthly), and scheduling for over $120 million in projects.
- Managed at the height of operations, 1200 response personnel and over 600 pieces of equipment.
- Perform technical writing used in RFP responses and presentations.
- Look for new opportunities for future work and expanding markets.
- Perform business models for expanding and growth of current company.
- Assesses new and current projects to create estimates.
- Review and negotiate initial contracts.
- Manage safety program and insured that safety and operations coincided.
- Handle HR concerns, personnel consulting, and legal matters.
- Manage subcontractors from all aspects including: Insurance, billing, subcontracts, and performance.
- Set up sites from the ground up with facilities, personnel, and equipment.
- Negotiate contract terms and durations.
- Review and executed client contracts.

CHOATE CONSTRUCTION COMPANY — Atlanta, GA
Project Manager — **2007-June, 2010**

- Collaborates on the design, engineering, presentation, and project management of over $45 million in new project development and completion.
- Assesses new and current projects to create estimates of over $100 million.
- Directs the management of more than 150 subcontractors; maintains schedules and ensures projects are completed on time and under budget.
- Establishes project completion deadlines and consistently meets them.
- Reviews and addresses on-site safety and risk factors.
- Responds to and resolves daily operations issues.
- Experience with take-offs by hand and with on screen take-off.

PROFESSIONAL DEVELOPMENT

Auburn University, Auburn, AL – **Bachelor of Aerospace Engineering; May 2007**

Coursework: Engineering Physics I and II, Statics, Dynamics, Thermodynamics, Mechanics of Materials, Fundamentals of Electrical Engineering, MATLAB, FORTRAN, NASTRAN, PATRAN, Aerospace Fundamentals, Aerodynamics I, II, and III, Aerodynamics Lab, Flight Dynamics, Orbital Mechanics with Applied Astrodynamics, Aerospace Systems, Aircraft Design I, and II, Aerospace Propulsion, Aerospace Structures/Finite Element Method I, II, and III, Aerospace Structural Dynamics

Jammons, Inc., Loxley, AL – **Internship**

- Designed and installed electronic systems and avionics on private jets.
- Installed system upgrades on a Boeing 727-200 for a presidential campaign jet.

Auburn University, Auburn, AL – **Research Assistant**

- Designed, developed, and constructed a transonic shear layer wind tunnel to assess counter current transonic flow.

LEED AP (Leadership in Energy and Environmental Design Accredited Professional) – 2009
HAZWOPER 40 hour (Hazardous Waste Operations and Emergency Response) – 2010
HAZWOPER 8 hour refresher – 2011
OSHA 30 and 10 hour training course for Construction Safety and Health – 2010
hour training course for Construction Safety and Health
ICS-100 Introduction to Incident Command Systems
ICS-200 Single Resources and Initial Action Incident
IS-241 Decision Making and Problem Solving
IS-242 Effective Communication
IS-632 Introduction to Debris Operations
IS-700 National Incident Management System (NIMS)
IS-702 NIMS Public Information Systems
IS-800 National Response Framework
IS-810 Emergency Support Function (ESF) #10, Oil and Hazardous Materials Response
IS-901 Section 508 Awareness
IS-1900 National Disaster Medical System (NDMS) Federal Coordinating Center Operations
ArcGIS Desktop I
American Institute of Aeronautics and Astronautics, January 2006 – Present

SELECTION OF COMPLETED PROJECTS

Alabama AOR BP Response (Manual Cleaning)
Durations: July, 2010 – Current
Role: Senior Project Manager
Description: Direct manager of six different sites and project managers, totaling in approximately 720 in personnel and 250 pieces of equipment including marine operations and heavy equipment.
Project Value: $80,000,000

Alabama AOR BP Response (Mechanical Cleaning)
Durations: Nov. 2010 – March 2011
Role: Senior Project Manager
Description: Direct manager of 12 different sand screening operation and four project managers, were the entire Alabama coast was excavated, screened, and placed back. This resulted in the screening of approximately four million cubic yards of sand with 200 pieces of equipment, and 480 operators and personnel. This process had never been performed before to remove oil material from sand.
Project Value: $40,000,000

Sun City Peachtree Amenity Center
Durations: 16 Months
Role: Assistant Project Manager
Description: 54,000 Square foot luxury clubhouse on a 15-acre site, complete with indoor running track, fitness center, ballrooms, theater, extensive tennis facility, indoor/outdoor pools, with tennis and pool house. Total of three separate buildings.
Project Value: $16, 100, 000

Del Webb at Lake Oconee Amenity Center
Duration: 7 Months
Role: Assistant Project Manager
Description: 28,000 Square foot luxury clubhouse on a 6-acre site, complete with fitness center, ballrooms, indoor/outdoor pools, tennis facility and pool house. Total of five separate buildings.
Project Value: $8,700,000
Produced a gross profit of 19 percent.

Cobb County Parking Deck
Duration: 12 Months
Role: Assistant Project Manager
Description: Five story 210,000 square foot, pre-cast parking deck.
Project Value: $7,700,000

Johnnie B. Moore Towers II – Independent Living
Duration: 10 Months
Role: Assistant Project Manager/Project Manager
Description: 45,000 Square foot HUD independent living facility, with of 56 units and common area, access control, and complete site package including an underground detention pond.
Project Value: $4,200,000

Sun City Peachtree Golf Clubhouse
Duration: 6 Months
Role: Project Manager
Description: 16,000 Square foot Golf Clubhouse, with basement storage for 72 golf carts, event dining, locker rooms, decorative wood trusses and fully functional restaurant and bar. Also includes two comfort stations on golf course and barn. Total of four separate buildings.
Project Value: $3,350,000
$2000 per day early finish incentive, finished 30 days early with a gross profit of 24 percent.

Consecrated Women's Residence at Pinecrest Academy
Duration: 9 Months
Role: Assistant Project Manager/Project Manager
Description: 23,000 Square foot multifamily residence housing 23 nuns, complete with commercial kitchen, and chapel.
Project Value: $3,100,000

Projects under $2,000,000
Pinecrest Academy Lower School Renovation
Brookhaven Christian Church Renovation
First Baptist Church Youth and Children Facility
Little Lagoon Maintenance Dredging
BP Anchor Removal Program
BP Gabion Basket Removal
Dauphin Island, AL. Berm Construction

Wesley Brian Smallwood

Phone: [redacted]
Email: bsmallwood@crowdergulf.com

Education

Auburn University
- Bachelor of Science in Building Science
  August 2006

Computer & Software Knowledge

- All Microsoft Formats
- CMiC
- Constructware
- Suretrack
- Expedition

Training

- LEED Accredited Professional
- ASHE Certified
- NPDES Certified
- OSHA 30 hr
- CPR & Blood Pathogen Cert.

Work Experience

Project Management: CrowderGulf - June 2011 - Present– Mobile, AL

- Study, write and review technical proposals for potential disaster recovery pre-event contracts.
- Develop and participate in company presentations during bid competition.
- Research potential contracts and work opportunities within the construction and disaster recovery industry.
- Served as the Operations Manager for the Joplin, MO tornado recovery under the U.S. Army Corps of Engineers.
- Served as the Project Manager for Newport News, VA during the Hurricane Irene recovery effort.
- Track budgets, schedules and cost on disaster recovery project.
- Serve as the company representative for numerous cities, counties and other municipalities that CrowderGulf is contracted with.

Director of Operations: Port City Rentals - Sept. 2010 - May 2011 – Mobile, AL

- Handle all logistics, scheduling and maintenance of equipment and materials.
- Coordinate with clients on rental purchases and operations.
- Manage and schedule all hourly employees.
- Perform the field engineering of all the large clear span structures.
- Strive to reduce labor cost and increase the efficiency and life span of materials and equipment.

Project Management: R.J. Griffin & Company - August 2006 - Sept. 2010 - R.J. Griffin & Company – Atlanta, GA

- Created detailed monthly profit analysis inclusive of cost projections, labor logs, bond logs, material logs, equipment logs and transaction reports for review with the company officers.
- Projected and tracked all labor, equipment, materials and subcontractor cost for the duration of projects.
- Generated purchase orders, subcontracts, owner contracts, bid presentations, owner pay applications and the overall general contractor project schedules.
- Helped in client meetings to gain confidence and trust from owners and architects.
- Became the main contact for owners and architects for all construction related communication.
- Interfaced and communicated with clients regarding project status and coordinated as required to resolve issues with construction, procurement, and/or engineering.
- Participated in the estimating and bid process during and between other projects and successfully managed several projects I helped estimate.
- Led subcontractor scope meetings to negotiate and determine a full scope of work and totally inclusive subcontract price.
- Ran OAC (owner, architect and contractor) meetings to discuss the current status of projects, expected completion dates and up to date changes and cost.

- Acted as onsite Superintendent when necessary and was capable of running a safe and productive jobsite.
- Followed the company project management manual and standard operating procedures.
- Coordinated with the project superintendent on material invoices, subcontractor pay applications, contractor field employees, jobsite logistics and the overall project schedule.
- Reviewed and approved all subcontractor pay applications, material delivery schedules, shop drawings, submittals and their overall production schedules.
- Traveled yearly to colleges to find and hire quality employees to increase the success of the company.
- Was very involved in business development trips and industry functions as well as company teambuilding events.

Project Engineer & Superintendent: W.G. Yates Construction - August 2004 – Dec. 2004, May 2005 – August 2005, Jan. 2006 – May 2006

- Coordinated and participated in the layout of all concrete slabs, shear walls, cabinetry, door/window openings and interior walls.
- Managed all interior trades including MEP, framing, millwork, drywall, paint and trimout.
- Taught morning safety meetings to the company crews to improve safety on the jobsite.
- Checked submittals, shop drawings and kept an updated contract set of drawings.
- Checked the building measurements and features for errors prior to them becoming a problem in the field.

Projects

- Tornado Recovery- Operations Manager - Joplin, MO
- Hurricane Irene Recovery - Project Manager - Newport News, VA
- Woodward Academy Athletic Complex - Project Manager - 23 million
- Advanced Education World Headquarters - Alpharetta, GA- Project Manager - LEED Gold Bldg. - 10 million
- Destiny Metropolitan Worship Center - Project Manager - 4 million
- Merial Formulation and Filling Laboratory - Athens, GA - Project Manager - Level 2 Animal Testing Lab - 1 million
- Southern Regional OR's, PACU & GI Lab - Riverdale, GA - Asst. Project Manager - 5 million
- New Macedonia Baptist Church - Riverdale, GA - Project Engineer - 10 million
- Ariel Dunes I & II - Destin, FL - QA/QC Manager and Interior Superintendent - 20+ story condo - 40 million ea
- Grand Dunes I - Destin, FL - Project Engineer - 20+ story condo - 40 million

Nick Pratt

[redacted]

E-mail: Npratt@CrowderGulf.com

Cell: [redacted]

Objective

To be responsible for the overall direction, coordination, implementation, execution, control and completion of specific projects ensuring consistency with company strategy, commitments and goals.

Education

1996-2000 **Davidson High School, Mobile AL**

2000-2003 **University Of South Alabama, Mobile AL**

Work Experience

2010-Present **CrowderGulf Disaster Recovery, Theodore AL** ***Project Manager***

- Lead the planning and implementation of project.
- Facilitate the definition of project scope, goals and deliverables.
- Define project tasks and resource requirements.
- Assemble and coordinate project staff.
- Manage project budget.
- Manage project resource allocation.
- Plan and schedule project timelines.
- Track project deliverables using appropriate tools.
- Provide direction and support to project team.
- Quality assurance.
- Constantly monitor and report on progress of the project to all stakeholders.
- Present reports defining project progress, problems and solutions.
- Implement and manage project changes and interventions to achieve project outputs.
- Project evaluations and assessment of results.
- Managed large site for BP oil spill response, involving 200 + pieces of heavy equipment as well as Hurricanes Irene & Isaac debris removal.

2006-2010 **Zehendner Disaster Relief, Hamilton MO** ***Supervisor***

- Supervised the day to day operations of CrowderGulf's prime subcontractor.
- Managed fleet of large, self loading debris hauling trucks.
- Coordinated Safety program for disaster site workers.
- Implemented maintenance program based on daily truck inspections
- Dispatched and routed trucks for Hurricane Ike debris removal.
- Managed Hurricane Ike, Wilma, and NY ice storm debris remediation.

2003-2006 **CrowderGulf Disaster Recovery, Theodore AL** ***Field Supervisor***

- Supervised teams during storm cleanup.
- Supervised debris reduction yards for Hurricane's Charlie, Ivan, Katrina, Rita.
- Consulted with local municipalities in regards to reduction and removal of storm debris.

Certifications & Achievements

NIMS ICS 010, 011, 100.b, 100FDA, 100.hch, 100.leb, 100.pwb, 200.b, 394.a, 700.b, 800.b
40 hour HAZWOPER and Refresher, 30 hour OSHA Construction, CPR and First Aid Certified

References

BP - Eddie Marshall
1245 Brandywine Lane, SE
Decatur, AL 35601
409-739-0554
eddie.marshall@bp.com

City of Rocky Mount
Jonathan Boone, Public Works Director
Rocky Mount, NC
252-872-1290
jboone@rockymountnc.org

Wesley R. Naile

[redacted]
Office: (251) 459-7430
Cellular: [redacted]
wnaile@crowdergulf.com

CrowderGulf

2004 - Present

- Contracts and Logistical Manager for Disaster Operations
- Ensure all pre-positioned equipment and supplies are deployed and ready
- Research and evaluate logistical systems and processes for incorporation into CrowderGulf's procedures
- Prepare and conduct logistical training for CrowderGulf staff
- Maintain CrowderGulf communication systems
- Maintain " Quick Kits" for immediate deployment
- Prepare and update logistical plans and procedures
- Manage and maintain warehousing, equipment and supplies

Disaster Experience

- **Hurricane Isaac** 2012
  Logistics Manager
- **Hurricane Irene** 2011
  Logistics Manager
- **Deepwater Horizon Oil Spill** 2010
  Logistics Manager
- **Hurricane Gustav & Ike** 2008
  Logistics Manager
- **Hurricane Katrina, Wilma & Rita** 2005
  Logistics Manager
- **Hurricane Charley** 2004
  Field Manager in Volusia County, FL

Education

- University of South Carolina 2000 - 2003

Gulf Equipment Corporation

Site preparation and installation of tower, grounding systems and equipment 1999 - 2000

Military

- U. S. Army - 12B Combat Engineer 1995 - 1998
  Placement and removal of explosives and obstacles

DANNY LEE RACKARD

[redacted] / Fax [redacted]

EXPERIENCE

March 2005 – Current **CrowderGulf**

Marine Division Project Manager: *Responsible for projects on open water and inland waterways, including wetlands, drainage canals and ditches. Primarily responsible for debris removal, work has included drainage restoration and wetland remediation, as well as dune construction, sand reclamation and beach re-nourishment. Managed over 30 jobs over 300,000 man hours and equipment hours without time lost accident. All jobs brought in ahead of schedule and under budgeted price.*

July 2006-August 2007

Project Manager **Matthews Marine / Gulf Equipment Ventures**

Managed 4 separate projects for the US Coast Guard ,involving marine debris removal from waters in the state of Mississippi. Work included working in sensitive wetland areas, as well as coastal waters. All projects were completed ahead of schedule.

September 2004 – March 2005 **City of Gulf Shores**

Contract Labor Supervisor: *Supervised a 20 man labor crew in debris removal within the City of Gulf Shores following hurricane Ivan.*

April 2001 – September 2004 **University of West Florida**

Engineering Construction Management: *Student.*

July 1998 – April 2001 **City of Gulf Shores**

Superintendent Streets and Drainage: *Supervised 16 person city work crew in maintaining all streets and drainage for the city. Managed an 11 million dollar operating budget.*

July 1976 – April 1998 **U. S. Army**

First Sergeant: *Senior non-commissioned officer of a 250 man construction engineer company. Primarily responsible for the training, health, welfare and morale of a forward deployed, heavy construction engineer company.*

EDUCATION

2012	Landfill Operators Basic
2012	C&D Debris Management
2012	Demolition Safety
2012	Hazardous/toxic Waste Management
2008	Construction Quality Management
1992	PADI Dive-Master
1991	U. S. Army First Sergeants Course
1985	U. S. Army Advance Engineer Course
1984	Corp of Engineers General Inspection
1984	St. Thomas Aquinas College AA Business

MILITARY AWARDS

- Legion of Merit
- 2 - Meritorious Service Medals
- 5 - Army Commendation Medals
- Numerous Campaign and Service Medals
- Bronze De Fleury Medal
  Corp of Engineers

DISASTER RELIEF OPERATIONS

Participated in the following in varying degrees from Equipment Operator to Project Manager over the last 30 years:

- Hurricane Frederick, Iniki, George, Rita, Ivan, Katrina, Gustav, Ike,
- Earthquake – Incerlick, Turkey
- Forest Fires – Montana, Idaho
- Snow Storms – New York
- Ice Storm – Kansas City
- Flooding – Southern France, Korea
- Tornado – Limon, Colorado

WILLIAM K. WRIGHT (WILLIE)

EXPERIENCE

CROWDERGULF and GULF EQUIPMENT CORPORATION — **January 1997 – Present**

Safety Manager and Trainer

- Train the Trainer – Supervise and provide Safety Training
- 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

ALABAMA POWER COMPANY — **March 1966 – December 1997**

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 Divisions 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*

Jeff Zemlik

[redacted]

Abilities

- Skilled at learning new concepts quickly, working well under pressure, and communicating ideas clearly and effectively, as well as implementing standardized policies and procedures.
- Constantly demonstrated ability to lead successful teams, with measurable results.
- Extremely flexible with last minute changes and additions to maximize customer satisfaction.
- Proven ability to maintain stellar relations with both internal and external customers.

Education History

A.A. Concentration Organizational Management

Indian River State College, Ft. Pierce, Florida.

B.A. Occupational Health and Safety

Columbia Southern, Gulf Shores, Alabama(currently Enrolled)

40 Hour Hazwoper Certificate, SONS OSHA 10 Hour General Industry OSHA 30 Construction ICS 100 ICS 200

ICS 700 ICS 800 ICS 240, Leadership and Influence, DOT Supervisor, Root Cause and Incident Training

Professional History

CrowderGulf: Safety Consultant, Site Lead, Safety Manager
5/2010– present

- Reviewed, evaluated, and analyzed work environments, design programs and procedures to control, eliminate, and prevent disease or injury caused by chemical, physical, and biological agents in the arena of environmental safety, marine operations, and general site safety.
- Conducted inspections and enforced adherence to laws and regulations governing the health and safety of individuals.
- Held daily safety meetings concerning various topics of personnel safety or training.
- Monitored JSA process, including storage both physically and electronically.
- Monitored all forms of documentation and document preservation.
- Followed through with incident investigation to ensure that all required policies were followed.
- Trained, motivated and managed team of up to 16 safety observers.
- Issued permit to work, lift permits, hot-work permits, LO/TO program and ground disturbance permits/
- Adjunct Hazwoper instructor for over 240 employee's.

Director of Banquets, Marriott Hutchinson Island, Stuart, FL 772-225-3700
02/2006 - 03/2008

- Created and monitored Chemical Hazard Communication area in compliance with OSHA [29CFR 1910.1200 App E]
- Educated associates on proper labeling of hazardous chemicals and knowledge of Material Safety Data Sheets
- Created communication board to inform workers of potential hazards
- Keep all places of employment clean and orderly and in a sanitary condition. Walking/Working Surfaces Standard [29 CFR 1910.22(a)(1)].
- Keep floors clean and dry. Where wet processes are used, maintain drainage, and provide false floors, platforms, mats, or other dry standing places where practicable [29 CFR 1910.22(a)(2)].
- Created program to allow associates to purchase Safety shoes[29 CFR 1910.22-30] and have the cost of shoes deduct from employee's payroll
- Safety Committee Chair 2007-2008

Jeff Zemlik

[redacted]

Assistant Banquet Manager, Hilton Clearwater Beach, Clearwater Beach, FL
02/2003 - 02/2006

- Created and monitored Chemical Hazard Communication area in compliance with OSHA[29 CFR 1910.1200 App E]
- Educated associates on proper labeling of hazardous chemicals and knowledge of Material Safety Data Sheets
- Created communication board to inform workers of potential hazards
- Keep all places of employment clean and orderly and in a sanitary condition. Walking/Working Surfaces Standard [29 CFR 1910.22(a)(1)].
- Keep floors clean and dry. Where wet processes are used, maintain drainage, and provide false floors, platforms, mats, or other dry standing places where practicable 29 CFR [1910.22(a)(2)].
- C.A.R.E. committee chair, 2004

Sales/Acting Branch Manager, Arrow Equipment/United Rentals, Chicago, IL
01/2001 - 05/2002

- Sold, service and maintained trench support equipment in compliance with OSHA [29 CFR 1926.650 - 652]
- Sold and advised on various PPE (including but not limited to respirators, hard hats, safety glasses, safety gloves) equipment in accordance with OSHA [29 CFR 1910.132-.140]
- Conducted safety training and education programs, and demonstrated the use of safety equipment.

Safety Manager, Rite Way Masonry, Chicago IL Supervisor Jim Dugan 708-448-2619
6/1995 – 01/2001

- Monitored for any and all safety concerns
- Conducted weekly safety audits for OSHA compliance
- Conducted weekly safety meeting, daily toolbox meetings, as well as created and preserved JSA and risk assessment
- Instructed masons and labors on MSDS for various chemicals as well as any immediate safety related items.
- Created safety policy and procedure in regards to Off Road Forklift use(Pettibone)
- Main focus including but not limited to the following compliances:
  - *29CFR 1926.700 (b)(7), Wall shoring,*
  - *29 CFR 1926.701(b) requirements for protruding rebar,*
  - *29 CFR 1926.702 (b) Masonry mixers,*
  - *29 CFR 1926.702 (i) (1); 29crf1926.702 (i)(2), masonry saw,*
  - *29 CFR 1926.706(b) wall bracing,*
  - *29 CFR1926.451 (all sub categories) scaffolding*

Technology Summary

Microsoft Office(Word, Excel, Works, Access, Publisher, Outlook), Micros, Speedline, Rapidfire, Aloha

Clayton B Young

[redacted] cyoung@crowdergulf.com

QUALIFICATIONS SUMMARY

Experienced in group leadership and task execution. Well traveled and culturally aware, this makes for an effective communicator with people from all walks of life. Knowledgeable in the bidding process and job estimation.

PROFESSIONAL EXPERIENCE

Crowder Gulf, Theodore, Alabama - *Field and Project Manager/ CG Representative, October 2010- Present*

- CrowderGulf representative/ Local Project Manager for clients in Texas and Louisiana
- Project Manager, Hurricane Irene, North Carolina
- Managed Galveston County Buyout Program after Hurricane Ike
- Supervised crews in Walker County Alabama for Operation Clean-sweep after the April 27th tornadoes

Self Employed, Denton, Texas - *Entrepreneur, January 2004- March 2010*

- During and after college I made investments in an array of ventures in an effort to gain experience in the world of business creation.
- Home exterior painting service- Responsibilities included, but not limited to ground up business development, hiring, job estimation, advertising and project planning.
- Real Estate restoration and sales- Bought down-trodden homes and restored and sold them.
- Classic car restoration and sales- Bought and sold historically significant classic cars.

EDUCATION

University of North Texas, Denton, Texas

- BA with focus on Entrepreneurial Management
- Studied International Business in Italy
- Future Entrepreneurs Club
- Tasked to develop and implement business plans
- NIMS Certified 100, 200, 700, 800

ADDITIONAL SKILLS

- Strong communication and organizational skills
- Client Relations
- Project planning
- Estimating and competitive bidding

Gina Walley

[redacted]

gwalley@crowdergulf.com

Accounts Receivable Manager

Areas of Expertise

DOCUMENTATION SPECIALIST; DATA ANALYSIS SPECIALIST; ACCOUNTS RECEIVABLE MANAGER; DATABASE MANAGER

Relevant Qualifications & Experience

2004 THROUGH PRESENT

DOCUMENTATION SPECIALIST

- Documentation management - Ensure that there is accurate and ample documents that record the work completed
- Historical data preservation and experience for proposals - Provide tables and charts with accurate figures from historical work completed to display CrowderGulf's accomplished work

DATA ANALYSIS SPECIALIST

- Data analysis - Review data to make sure it is accurately capturing the information that is needed as directed by the contract
- Audit assistance and investigation - Assist and provide Client's needed documentation and analysis reports to respond to questions in an audit

ACCOUNTS RECEIVABLE MANAGER

- Invoicing clients from reconciled data - Create accurate invoices from Client preferences and contract specifics
- Client and Client representative relations for reconciliation and documentation - Work with Clients and their representatives to reconcile data at the satisfaction of the Client and their timeline

STORM RELATED EXPERIENCE (PARTIAL LISTING)

2012 Hurricane Isaac	>16 invoices reconciled & generated
2011 Hurricane Irene	>153 invoices reconciled & generated
2011 Tornado Recovery	>63 invoices reconciled & generated
2008 Hurricane Ike	>2,350 invoices reconciled & generated
2005 Hurricane Wilma	>33 invoices reconciled & generated
2005 Hurricane Rita	>18 invoices reconciled & generated
2005 Hurricane Katrina	>186 invoices reconciled & generated

DATABASE MANAGER

- Database development, creation and management –
  - Assisted in development of innovative database that assist in more accurate accounting of data
  - Create a database specific to each Client's needs and to the needs the event requires
- Contract knowledge as it pertains to documentation, pricing line items and invoicing
  - Review each project contract as to the specific requirements of the scope of work and define on a project basis the best process to capture the required data

DATABASE MANAGEMENT (PARTIAL LISTING)

2012 Hurricane Isaac	6 databases created & managed
2011 Hurricane Irene	29 databases created & managed
2011 Tornado Recovery	8 databases created & managed
2008 Hurricane Ike	100 databases created & managed
2005 Hurricane Wilma	33 databases created & managed
2005 Hurricane Rita	18 databases managed
2005 Hurricane Katrina	49 databases managed

Education

- University of Southern Mississippi, Paralegal Studies
- Remington College, Electronics & Computer Engineering Technology
- Faulkner State Community College, Undergraduate Studies

Jenny Todd

[redacted]

[redacted] jtodd@crowdergulf.com

AREAS OF EXPERTISE:

Subcontracts and all required documentation, MWBE utilization management, subcontractor reconciliation, proposal organization and preparation

EDUCATION:

Bachelor of Science in Marketing, Minor in Mathematics May 2003
University of Alabama, Tuscaloosa, Alabama
GPA of 3.52 on a 4.0 scale

Associates Degree, General Studies May 2000
Faulkner State Community College, Bay Minette, Alabama
Graduated Magna Cum Laude with a GPA of 4.0 on a 4.0 scale
President's Award Recipient for highest overall GPA

WORK EXPERIENCE:

CrowderGulf, LLC

2008-Present **Subcontracts & MWBE Manager**

- Managed well over 100 subcontracts across all 35 activations during the 2008 hurricane season and 25 activations during the 2011 season maintaining subcontractor compliance with all state and federal requirements
- Developed and implemented CrowderGulf's M/WBE utilization plan
- Continuously solicits local subcontractors and MBEs during and after the bidding process to ensure all client's goals are met and maintained
- Assist in proposal organization and review

2006-2008 **Contract Analyst / Administrator**

- Assisted in Pre-Event Requests for Proposals preparation and overviews of all existing contracts for President
- Managed Subcontractor Database and act as liaison between subs and company
- Prepared print media and maintained website for the company

2005-2006 **Data Management Analyst / Specialist**

- Managed and maintained debris area databases, hurricane relief, while organizing all debris ticketing and field certifications
- Implemented deductive reasoning and problem solving with field errors
- Maintained and analyzed all reconciliation records for the various debris locations
- Performed investigations into all discrepancies over payroll and hauling of Subcontractors
- Prepared final reconciliations between Municipalities and Subcontractors invoices for weekending payrolls

2003-2005 **Ray, Oliver, Ward & McGee, LLC, Tuscaloosa, Alabama**
Legal Assistant

- Maintained calendars and assisted attorneys with case organization and paperwork for three of five partners in the law firm
- Trained on legal documentation and court filing across various legal areas of practice specializing in family, estate planning, real estate, and consumer law
- Managed and maintained Stock Portfolios and Mutual Funds

RELEVANT CERTIFICATIONS:

- FEMA IS – 00100.b
- FEMA IS – 00200.b
- FEMA IS – 00700.a
- FEMA IS – 00800.b

Amber Ramsay



CrowderGulf — *1999 - Present*

Community Relations/Media Manager

- Liaison between CrowderGulf Project Managers in the field and US Army Corp of Engineers, elected officials, public works directors, the incident commander at the EOC (Emergency Operations Center) and clients
- Coordinate directly with PIO (Public Information Office) to manage release of information pertaining to debris recovery operations
- Assist in preparing media releases regarding debris segregation and scheduling
- Facilitate information flow to CrowderGulf Project Managers regarding FEMA eligibility criteria
- Establish and manage Community Debris Hotline
- Manage CrowderGulf's Damage Claim Program
- Conduct annual training for clients with existing contracts
- Represent CrowderGulf at national, regional and state professional conferences and seminars
- Participate in continuing education conferences pertaining to debris management

Disaster Experience

- **New York State Ice Storm 2006**
- **Hurricane Rita 2005**
  Calcasieu Parish, LA (US Army Corp of Engineers Contract)
  City of Lake Charles, LA (US Army Corp of Engineers Contract)
- **Hurricane Katrina 2005**
  Pascagoula, MS
- **Hurricane Ivan 2004**
  Pascagoula, MS
- **Hurricane Charley 2004**
  Lee County, FL
  Town of Ft. Myers Beach, FL
  City of Ft. Myers, FL
  Sanibel Island, FL
  Captiva Island, FL

Education

- **B.S., Biology, Auburn University**

CHARLIE HUNTER

EXPERIENCE

2001 – Present — *CrowderGulf*

Project Manager

- Project Manager in Nassau County, Florida following Tropical Storm Beryl
- Project manager in North Carolina following Hurricane Irene
- Project Manager in Florida following Hurricanes Dennis and Wilma
- Project Manager for Brevard County, Florida following Hurricanes Charley, Frances and Jeanne
- Project Manager for Southampton County, Virginia following Hurricane Isabel

1991 - 2001 — *Brevard Co Solid Waste Operations Division*

Director

- Directed all personnel and activities of the Waste Disposal Operations Division
- 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 Division
- 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 — *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

MILITARY

1956 – 1957 — *Missouri National Guard*

- Honorable Discharge

1957 - 1971 — *United States Army, First Sergeant*

Honorable Discharge

Jason Zirlott

Objective

Utilize my sonar and debris removal skills to generate larger profits

Experience

CrowderGulf / Mobile, AL — **2009-present**

Side Scan Sonar
Collected Data
Data Processing

Gulf Equipment / CrowderGulf / Mobile, AL — **2005**

Water Debris Removal
Project Manager
Supervised water debris removal
Performed water debris removal

Self Employed / Fowl River, AL — **2001**

Commercial Fisherman
Captain/Owner of documented vessel
Captain
Navigating
Operating Hydraulic wenches
Mechanical Engineer

Education

Graduated Alba High School 1993

Computer Skills

P-Sea Wind Plots, Sonar Wiz map 5, Map Source, GPS-Utility

Projects Completed

2010 Hurricane Katrina
- High Resolution Side Scan Sonar, Lake Pontchartrain
- Water Debris Clean- Up, Lake Pontchartrain

2009 Hurricane Ike
- Texas Galveston Bay, Trinity Bay, Coast Line
- High Resolution Side Scan Sonar, Louisiana, Caminada Bay
- Water Debris Clean-Up Texas, Sabine Pass

2008 Hurricane Rita, Calcasieu LA
- Vermillion Bay
- High Resolution Side Scan Sonar

2006/2007 Hurricane Katrina
- Mississippi Coast Line to Half Mile Job, water debris clean-up
- High Resolution Side Scan Sonar
- Mississippi Half Mile to Four Mile Job
- High Resolution Side Scan Sonar
- Louisiana, Lake Borgne, Lake Pontchartrain middle ground,
- Hurricane Rita, Calcasieu

2006 Hurricane Katrina
- Mississippi, Gulf Port Harbor

2005 Hurricane Ivan & Katrina /Water Debris Clean-up
- Alabama Gulf Coast-line Little Lagoon Pass to Florida State Line
- Little Lagoon, Fish River, Weeks Bay, Dauphin Island

Mark E. Loper



Work Experience

CrowderGulf, LLC – Project Manger (Dauphin Island, Alabama) **2010 – Present**

- Managed daily operation for the Little Lagoon BP Oil Spill Site
- Direct Manager of up to 175 employees and 50 pieces of equipment
- Responsible for over 1.5 million in billing per month
- Created daily reports to senior management
- Reviewed daily personnel and equipment reports.
  Maintained and safety culture and enforced BP safety policies.
- Managed hazardous material and debris clean up operations.
- Conducted demobilization and decontamination procedures.
- Completed hazardous material manifest and maintained daily hauling logs.

Loper Timber and Land Co. – Owner/President (Bay Minette, Alabama) **1992 – Present**

- Controlled all budgets and cost
- Managed account receivables and account payable.
- Bought tracks of land and timber
- Preformed timber estimates on land
- Managed multiple subcontractors at once
- Consistently produced $3,000,000 in gross revenue
- Perform controlled burns (Fuel Reduction) on over 3000 acres of timber lands per year.
- Certified burning agent with the State of Alabama Forestry Commission.
- Preformed grinding operation on clear cuts, and replanted trees for land restoration.

Crosby Lumber Company – Project Manager (Bay Minette, Alabama) **1980 – 1992**

- Bought tracks of land and timber
- Preformed timber estimates on land
- Managed multiple logging crews
- Controlled quota for saw mill material
- Preformed quality control for saw logs
- Cruised timber and surveyed lands

Loper Land and Timber Co. – Co Owner **1974 – 1980**

- Bought tracks of land and timber
- Preformed timber estimates on land
- Managed multiple logging crews
- Preformed quality control for saw logs
- Cruised timber and surveyed lands
- Preformed grinding operation on clear cuts, and replanted trees for land restoration.
- Perform controlled burns (Fuel Reduction) on over 10,000 acres of timber lands per year.

Education

- Marion Military Academy – 1972 to 1973
- Sumter Academy High School – 1970

Certifications

- OSHA 30 hour
- FEMA ICS 100
- FEMA ICS 200
- FEMA ICS 700A
- FEMA ICS 800B
- First Aid Training
- CPR/Blood Born Pathogens
- 40 Hour HAZWOPER with 8 hour refresher course
- BMP – Best Management Practices of Land Management

References

- Judge Bob Wilters, Baldwin County Circuit, 8133 Bayview Drive, Foley, AL 36535, 251-580-2570
- Tom MacMillan, Owner Baldwin Pole & Piling, 101 N. US Hwy 31, Bay Minette, AL 36507, 251-837-2141

Wilber Ledet

[redacted]
Home: [redacted]
Cell:
wledet@crowdergulf.com

Work Experience

CrowderGulf, LLC – Theodore, AL

- **Project Manager** - Hurricane Isaac - Dauphin Island, AL *September 2012 to Present*
  Managed clearing road ways of sand and debris. Screening approximately 166,000 cubic yards of sand to remove debris and place sand back on beach.

- **Supervisor** - Hurricane Isaac *September 2012*
  City of Pascagoula, Ms. - Removal of storm debris from right of ways.
  City of Biloxi, Ms. - Removal of storm debris from right of ways.
  City of Orange Beach, AL - Removal of debris from beaches.
  Walton County FL. - Removal of debris from beaches.

- **Project Manager** - BP MC252 Gulf Oil Spill - Baldwin County, AL *May 2010 to February 2012*
  Managed up to 800 Hazwoper certified responders. Managed both manual and mechanical removal of oil from all of the beaches in Baldwin Co. Alabama. Attended daily operation meetings with BP, US Coast Guard, Alabama Department of Environmental Management. Attended weekly planning meeting with BP operations to assist with plans for the clean up activities for the State of Alabama. July 2010 was appointed to BP's Waste Management Board, assisted in reducing the use of non recyclable plastic on the response.

- **Supervisor** - Hurricane Ike *January 2009 to November 2009*
  Supervised removal of wet debris targets identified by sonar from West Galveston Bay, Tiki Island and Omega Bay, Texas. Chanel clean up of Dickinson and League City Texas. Located and removed sunken vessels in the same water ways. Stored vessels and removed all fluids and disposed of vessels. Disposal of vessels in Port Arthur and Orange Texas.

- **Supervisor Strayham Construction** - Hurricane Ike *September 2008 to November 2008*
  Supervised seven (7) curtain burn pits in Pearland Texas. Reduced by burning over 600,000 cubic yards of vegetative debris.

Education

St. Martin High School Diploma, Biloxi, MS

Affiliations

FEMA Certifications:	*IS-00001, IS-00100.b, IS-00134, IS-00200.b. IS-00240.a, IS-00244.a,IS-00700.a, IS-00800.b*
US Army Corps Of Engineers:	*Construction Quality Management for Contractors #784*

References

BP - Eddie Marshall
1245 Brandywine Lane, SE
Decatur, AL 35601
409-739-0554
eddie.marshall@bp.com

BP - Mike Tucker
1245 Brandywine Lane, SE
Decatur, AL 35601
251-382-4810
mike.tucker@bp.com

MICHAEL MOULDER

SUMMARY PROFILE

Experienced professional with versatile background seeking position and wanting to establish a long term employment relationship in Panama City, FL; Highly reliable, hard-working self-starter; Excellent analytical and problem-solving skills; Experienced in computer software applications; Ability to communicate with all levels of management and employees; Strong planning, organizational, and estimating skills; Ability to manage, motivate, train and increase productivity.

Key Strengths:

- *Program/Operations Management*
- *Organizational Leadership*
- *Project Tracking/Reporting*
- *Quality Assurance*
- *Vendor/Contractor Relations*
- *Development/Implementation*
- *Safety Procedures*
- *Training/Supervision*

PROFESSIONAL QUALIFICATIONS

- Supervise workers engaged in receiving, storing, testing, and shipping products or materials.
- Interview, select, and train all types of personnel.
- Plan, develop, or implement workplace safety and security programs and activities.
- Direct implementation of correspondences, reports, operations, maintenance, and safety manuals.
- Issue shipping instructions and provide routing information to ensure that delivery times and locations are coordinated.
- Confer with department heads to coordinate workplace activities, such as production, sales, records control, or purchasing.
- Review invoices, work orders, consumption reports, or demand forecasts to estimate peak delivery periods and to issue work assignments.
- Inspect physical conditions of workplace, vehicle fleets, or equipment and order testing, maintenance, repairs, or replacements.
- Schedule or monitor air or surface pickup, delivery, or distribution of products or materials.

EMPLOYMENT HISTORY

CrowderGulf Disaster Recovery & Debris Management, Theodore, AL 2005-2012

Serving as the single point of contact for Projects I took responsibility for all aspects of the development and implementation of assigned projects. Hiring, Training and Managing all employees, Conducted project and safety meetings. Prepared briefings and program status reports for DAO and local government officials, Coordinating all day to day activities, Ensuring adherence to reviewed project deliverables. Managed the integration of vendor tasks as well as tracked and reviewed vendor deliverables. Provided technical and analytical guidance to project team. Recommended and took action to direct the analysis and solutions of all problems.

• Project Manager	Hurricane Isaac	Key West, FL	2012
• Project Manager	Hurricane Irene	Hatteras Island, NC	2011
• TDRS Manager	Joplin Tornado	Joplin, MO	2011
• Project Manager	B.P. Dredging Operations	Gulf Shores, AL	2010
• Project Manager	Sonar and Debris Removal	New Orleans, LA	2009
• Project Supervisor	Waterway Debris Removal	Sabine Lake Port Arthur, TX	2008
• Project Manager	Hurricane Ike	Beaumont, TX	2008
• Project Manager	Hurricane Katrina	Lafourche Parish, LA - USCG	2005
• Project Supervisor	Hurricane Rita	Jefferson County, TX	2005

New Image Promotions, Inc., *Owner and Operations Manager*, Panama City, FL 2000-2009

Customer Relations: Royal America Management, Berg Pipe, EB Pipe Coating, St. Joe Company, Bay County Government Agencies, Spinnaker Night Club, and many others.

Dobbs Appliance Repair, Co-Owner 2004-2008

Moulder & Sons Mobile Homes, Lot Manager 1995-2000

Moulder's Mobile Home Park, Owner 1991-2005

G.M.I. Industries (Century Boats), Plant Supervisor/Manager 1989-1993

CERTIFICATIONS and CREDITIALS HELD

OSHA 30 Hour Construction Industry, 40 Hour Hazwoper, Basic CPR/FA/BBP, Sonar Wiz Certified, PADI open water diver, Safety Plus cold weather awareness, Introduction to Hydrography, Introduction to Ocean Acoustics; FEMA IS-00001, IS-00007, IS-00016, IS-00100, IS-00102, IS-00200, IS-00208, IS-00240, IS-00241, IS-00242, IS-00292, IS-00630, IS-00632, IS-00700, IS-00800B, TWIC Card, SONS Contractor Card, PEC Premier Card, Florida Drivers License

Vance A DeHart

Project Manager, BP Horizon Oil Spill, Dauphin Island AL **9/10-3/12**

- Managed operations during the oil spill cleanup, which involved 24/7 operations and over 400 hundred personnel, on two separate islands.
- Marine operations for transporting personnel and equipment and supporting operations, decontamination crews and a motor pool for maintaining the equipment.
- Outstanding safety record.
- Merchant Mariner Credential.
- Certified to operate excavators, off road forklifts and utvs.
- 40hr. Hazwoper, OSHA 30hr. Construction Certification, ICS-100, 200, 700, 800.
- CPR and first aid training.
- Transportation Worker Identification Credentials (TWIC).

Field Supervisor, Bolivar Peninsula TX, Hurricane Ike **12/09-1/10**

- Managed debris reduction sites, and oversaw crews in the field.
- Crystal Beach site, managed 165 long haul trucks, 65 self loaders, 3 excavators, 2 front end loaders, 1 D6 dozer, 5 operators, 9 labors and 3 tower monitors.
- Ordered fuel, maintenance of equipment and countless other duties in the day to day operations.

Field Supervisor, Dickenson TX, Hurricane Ike **9/09-12/09**

- Managed all aspects of the clean up in Dickenson.
- Crew assignments, crises management and liaison for CrowderGulf.

Asbestos Abatement Supervisor, St. Tammany Perish LA, Hurricane Katrina **9/08-11/09**

- Oversaw the demolition of hurricane damaged homes throughout St. Tammany Perish.
- Responsible for truck manifests and all paper work associated with contaminated debris.
- Air monitoring and site management.

Project Manager, D'Iberville MS, Hurricane Katrina **8/05-2/06**

- Work with local officials to organize the clean-up effort in this very hard hit area of Mississippi.
- Main focus on crew management and safety in operations.
- Oversaw a burn site and operations in Stone County.

Field Supervisor, Orlando/Orange County FL, Hurricanes Charlie, Jean and Francis **8/04-3/05**

- Set up debris reduction sites at several locations.
- Managed crews in the field and many other day to day operations.
- Demobilized sites and dealt with several environmental issues stemming from site restoration.

Field Supervisor in Norfolk VA, Hurricane Isabel **10/03-1/04**

- Managed several debris reduction sites and crews in the field.

Roger "Tim" Smith

[redacted]
[redacted] Home, [redacted] Cell
[redacted]

CORE COMPETENCIES

- Excels at Communication
- Proven Ability to lead and motivate to get the job done
- Able to streamline processes and improve productivity
- Dedication to superb customer services and client relationship
- Cultivation

EXPERIENCE

T & D Trucking , Laurel Hill, Florida **1991- Present**

Owner/Operator

- Responsible for all Daily Operations
- Making sure all equipment meets DOT standards
- Maintain Neat and clean truck
- Meeting time line to assure deliveries on time
- Ensured proper endorsements
- Assisted to get delivery receipts
- Obtain all permits before travel
- Prepare all paperwork
- Maintain Valid TWIC Card

CrowderGulf Disaster Recovery & Debris Management **2004-Present**

Project Manager / Supervisor

- Supervised Crews
- Site Manager / DMS Supervisor
- Daily Operations
- Met with County/City officials
- Met With FEMA/Army Corp Engineers

Hurricanes

- **Irene** 2011
  Edenton, Wilson, North Carolina
- **Ike** 2008-2009
  Clute, Freeport, Port Bolivar, High Island Texas
- **Katrina - Mississippi Gulf Coast** 2005-2007
  Pascagoula, Biloxi, Jackson County, Harrison County, Mississippi
- **Ivan** 2004-2005
  Baldwin County, Alabama

Howard M. Turner
General Manager
[redacted] ***cell***
hturner@grindall.net

Grind-All, LLC
20701 Hull Street Road
Moseley, VA 23120
804-763-4763

CrowderGulf has an agreement with Grind-All Company of Moseley, Virginia to work closely with CrowderGulf on this contract. Grind-All will be responsible for all of the grinding. They also have sites in the area that can be used for Temporary Disposal Storage and Reduction Sites (TDSRS) plus they will work with CVWMA, the thirteen local member jurisdiction and CrowderGulf to find and secure additional TDSRS's when the need arises. *Mr. Howard Turner, who has worked for CrowderGulf in the past, following Hurricanes in Virginia, North Carolina and Florida lives in the Richmond area and is the General Manager of Grind-All.*

Howard Turner is responsible for the day-to-day management of Grind-All, LLC. He oversees scheduling and operations of four grinders, three screens, mulch coloring plant, and fifteen loaders, excavators, trucks, and miscellaneous equipment. He is also responsible for the operation of three dumping and grinding sites for preparation of mulch, topsoil and organic growing media.

Information to consider when including Grind-All, LLC as a partner /subcontractor:

- Grind-All has three disposal sites available within the Richmond area CVWMA region for use as TDSRS's and/or final disposal sites
- End use of reduced debris not just storage
- Prior experience with storm debris clean-up during Isabel
- Four existing grinders and support equipment available immediately
- Grind-All fleet of trucks and additional hauling capacity available for hauling of reduced debris to final disposal site(s)
- Richmond based company with ability to provide local resources for personnel and equipment for debris pick-up, reduction, and disposal

Previous disaster recovery experience for Mr. Howard Turner and Grind-All, LLC:

2011 Project Manager for CrowderGulf - in Virginia and served 3 municipalities over the Hurricane Irene Activation.

2004 - 2008 Consultant to CrowderGulf - Assist with preparation of bids in Virginia and Florida. Serve as Virginia liaison between municipalities and CrowderGulf for both existing pre-event contracts and requested bids and proposals.

2004 - 2005 Hurricane Charley - Project Manager - Lee County, Cities of Ft. Meyers and Cape Coral, Sanibel and Captiva Islands, and Upper Captiva Island. Full responsibility for day-to-day management of all disaster recovery activities including collection crews and equipment, debris reduction and disposal, and site restoration. Liaison with municipalities, Corps of Engineers and FEMA.

2003 - 2004 Hurricane Isabel – Special Projects Manager - Assisted Project Manager in Cities of Virginia Beach, Norfolk, Suffolk, Newport News, and the Counties of James City, Southampton, York, and Suffolk with all aspects of disaster debris collection, recordation, reduction, damage claims, and client contact. Responsible for TDSRS restorations. Assistant Project Manager for disposal of reduced debris both domestically and internationally.

Larry G. Hedgepeth
[redacted]
[redacted] (H)

EXPERIENCE

CrowderGulf — **Theodore, AL / Charlotte, NC**
Project Manager: — ***December, 2005 – Present***
Responsible for planning, organizing, directing, coordinating and supervising a wide range of activities during the clean-up and disposal of vegetative, C&D and hazardous materials from natural or manmade disasters. Also, company representative for this geography area, duties include but not limited to marketing and customer relations.

City of Rocky Mount — **Rocky Mount, NC**
Streets Superintendent: — ***May, 1991 to June 2004 (Retired)***
Responsible for planning, organizing, directing, coordinating and supervising a wide range of activities performed by the maintenance repair and cleaning of streets, sidewalks and maintaining storm drainage facilities. Duties and responsibilities include, but not limited to the following:

- Preparing annual division budget proposal and supporting data; administer and monitor annual budget expenditures of approximately 3.5 million dollars.
- Administer and monitor Powell Bill expenditures.
- Prepare and maintain work orders, division records and prepare daily reports.
- Confer with vendors; purchase materials and supplies.
- Evaluate equipment needs, and recommend replacement or repair.
- Write specifications on new equipment.
- Responsible for hiring, training, supervising, disciplining, terminating and preparing performance appraisals for fifty-four full-time employees.
- Responsible for construction, maintenance and repair of City streets and right-of-ways; removal of snow and storm debris.
- Responsible for concrete installation and maintenance.
- Responsible for asphalt paving maintenance and pot hole repair.
- Responsible for installation, repair and management of storm drainage system.
- Receive, investigate and respond to services request and complaints; explain City and departmental policies, procedures, ordinances and operations to citizens.
- Responsible for loose leaf collection and composting program.
- Provide assistance to the Fire Department and other divisions and departments in the clean-up of hazardous materials.
- Supervised contractors during the debris clean-up from three hurricanes, one flood and two ice storms.

Town of Tarboro — **Tarboro, NC**
Streets Supervisor: — ***February, 1985 to May, 1991***
Responsible for planning, organizing, directing, coordinating and supervising a wide range of activities performed by the Streets Division of the Public Works Department in the construction, maintenance, repair and cleaning of streets, sidewalks, traffic signs and storm drainage facilities.

Construction Inspection: — ***March, 1982 to February, 1985***
Responsible for the inspection of all Capital Improvement and Subdivision Projects. Prepared and maintained payment records to contractors. Maintained records of changes to construction plans and prepared as-built drawings. Performed soil density tests and prepared concrete cylinders for testing.

NC Dept. of Transportation — **Wilson, NC**
Engineering Technician: — ***March, 1975 to March, 1982***
Worked in the survey party for two years gaining experience in the use of the level and transit. Next five years served as a roadway inspector on all phases of roadway and bridge constructions. Major projects included two sections of I-95, US 64 Bypass around Rocky Mount, 117 Bypass around Goldsboro and numerous resurfacing contracts.

Woodchuck Enterprises — **Rocky Mount, NC**
Design Dept. Manager: — ***May, 1971 to January, 1975***
Duties included but not limited to the design, drafting of plans and overseeing the manufacturing of modular homes to meet UL specification and certification.

EDUCATION

- Nash Community College, Rocky Mount, NC
- A.A.S. Degree, Architectural Technology, 1971
- Computer Training in Microsoft XP Professional
- Commercial Drivers License Class-B

DESIREE MATLACK

[redacted]

OBJECTIVE

To obtain a full-time or contractual position in the Administrative, Office Management, Bookkeeping or Project Management Fields.

CAREER HIGHLIGHTS

Reel Wench Wear — **Kill Devil Hills, NC**
Owner — **2010-2012**

Development of an apparel line that represents women who participate in the fishing lifestyle. Worked closely with colleagues to create design concepts, garments and specialty treatments. Marketing and sales of brand. Developed relationships with retailers to promote and distribute product.

Flying Fish Screen Printing — **Kill Devil Hills, NC**
Owner, General Manager — **2000-2012**

- Management and responsibility of a full service screen printing facility.
- All duties included but not limited to bookkeeping, service, sales, marketing and day to day operations of print shop.

Grew the company from $400,000 in sales to $950,000 sales.

- Monitored quality and quantity of worked processed by each department.
- Maintained knowledge of all in-house and freelance operations and machinery to be aware of the latest technology.
- Maintained adequate inventories to assure planned production volumes.
- Responsible for the training and performance of department personnel.
- Managed the purchase of inventory, seeking the best products to support the business and reasonable costs.
- Monitored quality and quantity of worked processed by each department.
- Developed daily, weekly and monthly key production and productivity measurements.
- Develops budgets based on unit plan analyzing and adjusting to constraints and opportunities.
- Analyzes monthly budgets adjusting as necessary; Investigates discrepancies, re-classes entries accordingly.
- Bears responsibility and accountability for meeting departmental budget goals.
- Full service bookkeeping to include but not limited to A/R, A/P, General Ledger, Budgets, Balance Sheets, Quarterly Taxes and Payroll.

Grade A Services, Inc., A Full Service Employment Agency — **Kill Devil Hills, NC**
General Manager — **1990-2000**

Started out as a Receptionist and worked my way up to General Manager of three offices in Northeastern North Carolina. Duties included the management of over 300 temporary employees and 10 full time employees. Provided staffing options to small businesses, corporations and Fortune 500 Companies. Other duties included implementation of Safety Manuals and Personnel Policies into the workplace that complied with North Carolina Law and OSHA standards.

CrowderGulf Disaster Recovery & Debris Management — **Theodore, Alabama**
Field Supervisor — **2011-2012**

Project work for disaster recovery operation. Supervised and maintained field crews for the collection of debris for 5 towns during Hurricane Irene. Responsibilities included subcontractor coordination and liaison between the towns, county, and monitoring companies. *Activations Included: 2012 Hurricane Sandy and 2012 Hurricane Irene.*

Office Assistant — **1994-1995**

Project work for a disaster recovery operation. Provided office assistance for daily logs of tickets, addendums to contracts and preparation of proposals. Responsibilities also include direct contact with the field crews, town, county and FEMA officials. *Activations included: Hurricane Isabel, Hurricane Charley, Hurricane Jeanne and Hurricane Ivan.*

CERTIFICATIONS

National Incident Management Systems Certification (NIMS)

DONALD C. WENDT JR., RG
Inspector
Matrix New World Engineering, Inc.

Professional Qualifications

Mr. Wendt is a Geologist/Office Engineer/Field Inspector with over 23 years of experience in the areas of spill response, construction management and inspection, contractor oversight, inspection and supervision of drilling and environmental monitoring. Mr. Wendt worked in the Mobile Sector Incident Command Center (ICC) with the states of Alabama and Florida as part of the Environmental Unit for the MC252 Deepwater Horizon Spill. Acting as a state liaison on behalf of BP. Mr. Wendt oversaw the development of booming strategies and the deployment of boom as per the requirements of the Area Contingency Plan (ACP). Mr. Wendt also assisted the states with administrative and logistical support activities. He also assisted the Environmental Unit Leader, or their designee in a multitude of environmental compliance tasks associated with protecting and mitigating the impact of oil on the coast of the Gulf of Mexico. Mr. Wendt was a Natural Resource Adviser (NRA) and Assistant Program Manager for the NRA Program. The NRA program involved the use of geologists, biologists, archeologists and other scientists to oversee compliance with agency approved Best Management Practices (BMPs) The NRA's, using a BMP Checklist, ensured that operations crews minimized further damages to natural resources during cleanup activities. Mr. Wendt was assistant program manager for the NRA Program. He provided administrative and logistical support to the NRAs in Florida, Alabama, Mississippi and Louisiana. He also supported the Environmental Unit and regulatory personnel in training NRAs in proper implementation of the BMP checklist and assisted operations staff with compliance issues. His responsibilities have included the preparation of specifications and procedures, cost estimating, scheduling, charge order processing, punch list preparation and project closeout. Mr. Wendt has prepared daily, weekly and payment processing. In addition, he has supervised subcontractors, preformed oversight of contractors and subcontractors, verified quantities. Mr. Wendt has worked on numerous US Environmental Protection Agency and New Jersey Department of Environmental Protection sponsored remedial investigations, cleanups, and oversight projects.

Education

BA, Geology, Jersey City State College, NJ, 1989
Construction Management Certificate, NJIT 2009

Professional Registrations and Certifications

40-Hour Health and Safety Training, OSHA
8-Hour Supervisor Health and Safety Training, OSHA
New York State/EPA AHERA Asbestos Building Inspector, 2009
SSPC C-3 Supervisor/Competent Person Training for De-leading of Industrial Structures
Registered Geologist, Tennessee No. RG 0594
Certified Subsurface Evaluator - NJDEP No. 0012933
Construction Management Training (24 Hour), NJ Transit/New Jersey Institute of Technology, 2009

Professional Experience

MC252 Deepwater Horizon Spill Response, Gulf of Mexico, NRA Program Manager, LA, MS, AL, FL – Natural Resource Advisor (NRA) Program Manager responsible for managing all day-to-day aspects of the NRA program. Ms. Evertsen's responsibilities include directing the training of new NRAs, provides NRAs in the field with all necessary equipment and supplies, administering the scheduling of replacement NRAs, review of daily 214 reports, and BMP checklists, overseeing the distribution of 214s and BMP checklists to appropriate agencies, and providing technical assistance to the NRA team leads. Ms. Evertsen coordinated field observations from the NRAs with all appropriate state and federal agencies as part of Section 7 (threatened and endangered species) and Section 106 (cultural and historical resources) compliance.

MC252 Deepwater Horizon Spill Response, Gulf of Mexico, Natural Resource Advisor, Destin, Florida and Grand Isle, LA – NRA responsible for providing environmental contractor oversight during cleanup, reconnaissance, and recovery of oil and oiled debris from beaches and state parks along Florida and Louisiana's Gulf Coast. As a NRA, Ms. Evertsen was responsible for implementing required Best Management Practices (BMPs), as provided by the United States Fish and Wildlife Services in accordance with the Endangered Species Act and other applicable laws. NRAs implemented BMPs to ensure contractor cleanup

DONALD C. WENDT JR., RG
Inspector
Matrix New World Engineering, Inc.

can take place, while having the least impact to the natural resources and wildlife. NRAs also conducted threatened and endangered species surveys, educated the public on the goals of the NRAs, documented daily observations, and prepared a daily report and completed the BMP checklist.

New Jersey Department of Property Management and Construction, New Fiber Path, New State Police Headquarters, West Trenton, NJ – Mr. Wendt is the construction manager for the installation of a new 3500 LF of fiber optic cable run. His responsibilities included preparation of the plans and specifications, preparing the engineers estimate, project schedule and assisting in the preparation of the bid documents. Mr. Wendt also is also responsible for overseeing the contractor during the execution of the contact. He will also aid in the preparation of project as-builts and punch lists.

New York City Transit, Indefinite Quantity Consulting Contracts for the Supervision, Air Monitoring and Support in Connection with Asbestos Abatement and Lead Paint Removal Services - Mr. Wendt provided air monitoring and support services during lead abatement activities on NYCT structures and stations. Mr. Wendt also evaluated sampling results to ensure compliance with permissible exposure limits and prepared reports documenting work practices and sampling results to ensure compliance with SSPC guidelines.

New York City Transit, Mother Clara Barton Bus Depot, Harlem New York City, NY - As part of the design build team, Mr. Wendt acted as the Field Engineer and Design Liaison on the 214 million dollar design build Project for STV Inc. and Silverite Construction Corp. Mr. Wendt's duties included keeping the designer appraised of ongoing construction operations and deviations from approved drawings and specifications. Mr. Wendt also facilitated the flow of nonconformance reports, RFIs and submittals between the designer and contractor. Work on the Project includes H pile installation, concrete foundations and floor slabs, structural steel, metal panels, precast concrete and miscellaneous finishes.

Kane Mitigation, New Jersey Meadowlands, Moonachie, NJ – Mr. Wendt was the construction manager for a phase of this wetland mitigation project that involved the creation of a 7000 acre tidal wetlands. Mr. Wendt was responsible for all cost estimates and scheduling for the project as well as assisting with the preparation of plans and specifications. He also prepared daily field reports, time and materials and materials tickets, processed submittals, ordered of materials, and interaction with the client and their consultants.

New Jersey City University, Jersey City, NJ – Remediation Construction Oversight Engineer at the NJCU facility. NJCU is currently in the remediation phase of their $400M Brownfield redevelopment. Responsibilities include supervision and oversight of the 3rd party Remediation Contractor and Consultant including review of the design plans, construction specifications, Soil Reuse Plan, applicable permits, dewatering and storm water discharge plans, and the NJDEP-approved Remedial Action Work Plan (RAWP). Daily duties include: Documentation of the work scope as defined in the construction specifications, RAWP and Perimeter Air Monitoring Plan (PAMP), including state and local permits and approvals; Maintaining a daily log documenting the remedial action work activity is accurately recorded and documented; Participation in weekly project related meetings at the site during the course of construction; Collection of construction progress digital photographs of key work activities on a weekly basis; Ensure perimeter air monitoring and Health and Safety compliance is performed accurately and continuously during the project per the PAMP; Review NJDEP and other agency submittals; Prepare a daily inspection reports to NJCU representatives regarding the completed daily activities and projected next day activities; Reviewing analytical data for waste classification and post-excavation soil sampling.

New Jersey School Construction Corporation (NJSCC), Burlington City High School, Burlington, NJ – Mr. Wendt provided Construction Inspection Services for the inspection/oversight of environmental and civil engineering services as part of school renovation/athletic field renovation. Prior environmental investigations of the property indicated that the proposed school wing and athletic fields were located on areas of previously landfilled material. Matrix prepared a Remedial Action Work Plan (RAWP)

DONALD C. WENDT JR., RG
Inspector
Matrix New World Engineering, Inc.

which would incorporate a remedial action of the surface soils and engineering controls, in the form of a Deed Notice. The RAWP and ensuing construction documents included compaction of existing waste, soft spot excavation, and the capping of the athletic field with clean fill. Soils were reused to the extent possible. Matrix oversaw the compaction of the waste identified area that needed excavation and placement of select fill to ensure future settlement of the solid waste would be minimal. Following compaction and excavation oversight, a geotextile fabric was placed over the areas that historically displayed settlement and pot holing in effort to minimize these conditions. Two feet of clean fill material including topsoil was placed over the areas identified during the previous environmental investigations as containing solid waste. Construction documents were created by Matrix for the onsite contractor to review and perform the work as detailed. Mr. Wendt oversaw that the contractor performed the work as detailed in the construction documents. Following initial site improvements, grade surveys were conducted in an effort to control the amount of fill that would be needed and to ensure that the correct thickness of capping material was emplaced to meet the designed final elevations. Stormwater inlets were adjusted and re-piped during the capping procedure to ensure that proper drainage would be achieved once final design elevations were achieved. Contractor submittals were reviewed and approved by Mr. Wendt to ensure that all materials proposed for the project met the construction specifications. The RAWP was reviewed and approved by NJDEP. Mr. Wendt provided oversight for the removal of approximately 4,500 cubic yards of impacted materials and the placement of approximately 25,000 cubic yards of certified clean fill around the newly constructed building addition and athletic fields.

NJ Transit, New Wheel True Facility, Hoboken Terminal and Yard, Hoboken, NJ - Construction Manager and Lead Inspector providing construction management and oversight for NJ Transit on the Hoboken Terminal and Yard Complex New Wheel True and Employee Welfare Facility project. The project included the demolition and replacement of the existing Wheel True Building and associated machinery, and demolition and replacement of the existing employee Welfare Facility building. The project also included reconstruction of a bulkhead structure adjacent to Long Slip Channel, relocation of existing maintenance rail and catenary lines, and access road reconstruction. Mr. Wendt's responsibilities included daily inspection of contractor activities, change order evaluation, negotiation and processing, schedule review, submittal review, payment processing, preparation of punch lists and project close out.

New York City Transit Authority, Second Avenue Subway, New York, NY - Environmental Scientist providing environmental services, including field investigation work, environmental and geotechnical boring oversight, groundwater sampling, data management, and report preparation during the preliminary engineering phase of the project. Mr. Wendt performed hazardous materials field investigations to evaluate the presence of soil and groundwater contamination during the advancement of geotechnical and environmental borings and test pits being conducted over the length of the project area (approximately 8.5 miles). Specifically, Mr. Wendt was responsible for coordinating and maintaining schedules and locations between the drillers, Second Avenue Subway office personnel, and field sampling crews. Matrix was responsible for the oversight and screening of soil and rock boring locations, hand clearing of holes for utilities prior to mobilization of the drill rig to each location, well development and groundwater sampling, management and staging of contaminated materials generated during drilling and well development, and screening of test pits excavated for the purpose of identifying buried utilities.

Metro-North Railroad (MNR), Croton-Harmon Rail Yard, Croton-on-Hudson, NY - Construction Inspector responsible for oversight of construction activities pertaining to the construction of new coach and locomotive shops. Mr. Wendt also oversaw environmental issues relating to the project.. He preformed air monitoring for both particulate and chemical parameters to determine the potential for exposure to site personnel. Mr. Wendt also preformed tests on site soils to determine proper disposal procedures. Additionally, he inspected various erosion controls to determine if the contractor was in compliance with current regulations. Mr. Wendt advised construction management and MNR personnel on various environmental and safety issues. Work included demolition and construction of several buildings, demolition of 200,000-gallon fuel tank, and installation of sanitary and storm sewers, water main, and electrical conduits.

ERIN L. Terwilliger
Environmental Scientist
Matrix New World Engineering, Inc.

Professional Qualifications

Ms. Terwilliger is an environmental scientist with over seven years of experience in environmental consulting services including remedial, ecological and spill response management. Ms. Terwilliger is certified in Shoreline Cleanup Assessment Technique (SCAT) as both field team member and leader. She is a Transportation Worker Identification Card (TWIC) holder and is 40-hr HAZWOPER certified. Ms. Terwilliger is also trained in the National Incident Management System (NIMS) Incident Command Structure (ICS), Level 100 (Introduction to Incident Command System) and Level 200 (ICS for Single Resources and Initial Action Incidents). Ms. Terwilliger has spill response experience assisting the US Fish and Wildlife Services and US Coast Guard with Section 7 consultation for the MC252 Deepwater Horizon Spill including wildlife capture, rehabilitation, and Natural Resource Advisor field work and program management. Ms. Terwilliger's remedial experience includes the oversight and coordination of subsurface and surface investigations such as monitoring well installations, soil, groundwater, surface water, and sediment sampling, management and processing of sample laboratory analyses, aquifer pump testing and leaking underground storage tank (LUST) removal/closures in connection with environmental studies throughout New York, New Jersey and Pennsylvania. Her ecological experience includes wetland delineation and permitting, threatened and endangered species surveys, Environmental Impact Statements, assistance with Section 7 consultation and wildlife capture, and habitat suitability determinations. She has experience in the preparation of various environmental technical reports and permitting applications relative to Environmental Impact Statements, Freshwater Wetland General Permits, Letters of Interpretation Applications, Preliminary Assessments, Phase I and Phase II site remediation assessments and investigations, water quality management planning (WQMP), point and non-point source pollution, water supply and land use throughout New York, New Jersey and Pennsylvania. Ms. Terwilliger is proficient with ArcGIS, AutoCAD, and Trimble Nomad software devices and statistical analyses.

Education

BA, Geography w/Concentration in Environmental Studies, Montclair State University, 2008

Professional Experience

MC252 Deepwater Horizon Spill Response, Gulf of Mexico, NRA Program Manager, LA, MS, AL, FL - Natural Resource Advisor (NRA) Program Manager responsible for managing all day-to-day aspects of the NRA program. Ms. Evertsen's responsibilities include directing the training of new NRAs, provides NRAs in the field with all necessary equipment and supplies, administering the scheduling of replacement NRAs, review of daily 214 reports, and BMP checklists, overseeing the distribution of 214s and BMP checklists to appropriate agencies, and providing technical assistance to the NRA team leads. Ms. Evertsen coordinated field observations from the NRAs with all appropriate state and federal agencies as part of Section 7 (threatened and endangered species) and Section 106 (cultural and historical resources) compliance.

MC252 Deepwater Horizon Spill Response, Gulf of Mexico, Natural Resource Advisor, Destin, Florida and Grand Isle, LA – NRA responsible for providing environmental contractor oversight during cleanup, reconnaissance, and recovery of oil and oiled debris from beaches and state parks along Florida and Louisiana's Gulf Coast. As a NRA, Ms. Evertsen was responsible for implementing required Best Management Practices (BMPs), as provided by the United States Fish and Wildlife Services in accordance with the Endangered Species Act and other applicable laws. NRAs implemented BMPs to ensure contractor cleanup can take place, while having the least impact to the natural resources and wildlife. NRAs also conducted threatened and endangered species surveys, educated the public on the goals of the NRAs, documented daily observations, and prepared a daily report and completed the BMP checklist.

MC252 Deepwater Horizon Spill Response, Gulf of Mexico, Grand Isle Wildlife Operations Territory, Grand Isle, LA - Field biologist responsible for the capture and rescue of oiled wildlife, mainly migratory birds throughout the Grand Isle, Louisiana Wildlife Operations Territory. Ms. Evertsen's responsibilities

ERIN L. Terwilliger
Environmental Scientist
Matrix New World Engineering, Inc.

included assisting the United States Fish and Wildlife Services and Louisiana Department of Wildlife and Fisheries in the rescue and capture of affected and injured wildlife, habitat patrol and wildlife assessments, evidence collection, assessing and reporting locations where damaged boom systems and oil slicks were present, and coordinated the radio dispatch and GIS mapping operations. Ms. Evertsen was the technical field supervisor for sixteen of Matrix's field biologists.

MC252 Deepwater Horizon Spill Response, Gulf of Mexico, Pensacola Oiled Wildlife Rehabilitation Center, Pensacola, FL – Paraprofessional coordinator responsible for logistical operations for all wildlife rehabilitation centers, wildlife capture teams, and natural resource advisors throughout Mississippi, Alabama, and Florida. Ms. Evertsen worked closely with the United States Fish and Wildlife Services and Tri-State Bird Rescue and Research, a non-profit wildlife rehabilitation and rescue organization. Ms. Evertsen was also responsible for the management, scheduling, and training of over 50 paraprofessional field biologists.

Port Authority of New York & New Jersey, North Avenue Corridor Improvement Project, City of Elizabeth, NJ – GIS specialist responsible for mapping, using ArcView GIS, all potentially contaminated sites along the North Avenue corridor study area for the Port Authority of New York and New Jersey (PANYNJ). As part of the corridor study, Ms. Evertsen conducted site visits to identify areas of environmental concern located along the right-of-way of the corridor and used ArcView GIS to map potentially contaminated sites along the study corridor. Approximately 60 potentially contaminated sites along the study corridor were mapped using ArcView GIS. The study corridor includes properties within 250 feet of the North Avenue right-of-way (the project area) that are anticipated to be acquired as part of this project. The North Avenue right-of-way was mapped in ArcView GIS and then a 250-foot buffer was established to determine the properties located within the study corridor. Potentially contaminated sites were identified through database searches, aerial photography, and Sanborn and topographic map reviews. All sites were field verified and locations were adjusted in ArcView GIS. Additional potentially contaminated sites were also added based on the site reconnaissance. NJDEP Classification Exception Areas, Known Contaminated Sites, Groundwater Contamination Areas, Deed Notice Properties, surface water bodies, historic fill material, and public community water supply wells were also included in the mapping.

NJ Transit, Trans-Hudson-Express (THE) Tunnel, Various Counties throughout Northeastern NJ and Manhattan, NY - Environmental scientist responsible for conducting environmental oversight and sampling of subsurface media as part of the Draft Environmental Impact Statement (EIS), Site Investigation (SI) and Remedial Investigation (RI) services for the Trans-Hudson-Express (THE) Tunnel Project, which will expand commuter rail operations as part of the Access to the Regions Core (ARC) Project. Ms. Evertsen's responsibilities included the collection of geotechnical and environmental boring sampling, and surface water and sediment sampling. Results from SI and RI oversight and sampling were summarized and included in SI, RI and Remedial Action Workplan (RAW) Reports for properties located throughout New Jersey and New York City to establish a baseline evaluation of the subsurface conditions present that may impact project design and construction activities.

GIS specialist responsible for mapping, using ArcView GIS, all areas of environmental concern identified during SI and RI environmental services throughout various properties in New York City and New Jersey as part of THE Tunnel Project. Results from the samples collected were included on the mapping to delineate the vertical and horizontal extent of contamination that existed at each individual location.

Environmental scientist responsible for preparing a Preliminary Assessment Report (PAR) for THE Tunnel Project. The assessment included site reconnaissance, a review of historic and current uses of the proposed property to identify contamination by hazardous substances or waste, the review of Federal, State, and local information, GIS mapping, and report preparation. The PAR was performed in general accordance with the New Jersey Department of Environmental Protection (NJDEP) Technical Requirements for Site Remediation [New Jersey Administrative Code (N.J.A.C.)

ERIN L. Terwilliger
Environmental Scientist
Matrix New World Engineering, Inc.

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Environmental scientist responsible for preparing a Property Acquisition Environmental Cost Estimate (PAECE) Report for THE Tunnel Project. The report was developed to estimate NJ TRANSIT environmental remediation cost to bring the proposed property into compliance with applicable NJDEP regulatory criteria. The purpose of this report is to determine whether there is any contamination and/or solid waste present on the property parcel/taking area, and the estimated costs of remediation.

Wetland Mitigation Bank Emergency Berm Repairs, EnviroFinance Group LLC, Kane Wetland Mitigation Bank, Moonachie, NJ - Matrix was retained by EnviroFinance Group LLC to provide emergency repair services at the Richard P. Kane Wetland Mitigation Bank. During a series of high tides and winter storms during late 2011 and early 2012, the HESCO constantainer berm along the western portion of the wetland mitigation tidal marsh was severely breached. There were a number of back-to-back breach events that had to be addressed and it became apparent. In consultation with the design engineer for the project, Ms. Evertsen was responsible for the oversight of construction efforts to repair the HESCO contantainer berm breaches and prevent any further breaches from occurring. Ms. Evertsen was also tasked with attending construction meetings and providing review and input on various contracts and construction issues as they arise.

FirstEnergy Corporation (JCP&L), On-Call Threatened and Endangered Species Surveys, **Transmission Line Maintenance and Infrastructure Construction, New Jersey-Statewide** - Environmental scientist responsible for conducting a threatened and endangered species habitat assessment, absence-presence surveys, and wildlife construction monitoring for various State and Federally T&E species throughout New Jersey. The survey species include *Clemmys muhlenbergii* (bog turtle), *Helonias bullata* (swamp pink) and *Rhynchospora knieskernii* (Knieskern's Beaked-rush). Ms. Evertsen oversaw federally endangered/threatened wildlife surveys, performs vegetation surveys and the preparation of reports discussing the findings for various transmission lines, substations, and right-of-ways throughout New Jersey. In addition, Ms. Evertsen has designed and developed various maps in ArcGIS using databases provided by JCP&L/First Energy Corp and data collected during field survey to identify potential T&E species habitat and the regulated associated buffer within the vicinity of the study area.

Professional Registrations and Certifications

40-Hour OSHA Hazardous Waste Operations and Emergency Response Standard (HAZWOPER) Training
8-Hour OSHA HAZWOPER Refresher Updated Annually
Interagency Consultation for Endangered Species (Section 7 Consultation), US Fish & Wildlife Services, 2011
Shoreline Cleanup Assessment Technique (SCAT) Team Leader and Team Member Training, 2012
Wetlands Delineation Certification, Rutgers University, 2010
Methodology of Delineating Wetlands, Cook College, Rutgers University, 2010
Vegetation Identification for Wetland Delineation, Cook College, Rutgers University, 2010
Practical Applications of the New Jersey Site Remediation Program, Rutgers University, 2011
Negotiations for Natural Resource Professionals Training Course, USGS, 2012
Transportation Workers Identification Card (TWIC) Authorization, Updated
Seasonal Soil (SESOIL) Compartment Model Training, 2011
NJDEP Site Remediation Basics, Rutgers University, 2009
NJDEP Underground Storage Tank Program, Rutgers University, 2008
NJ TRANSIT Level 1 Contractor Safety Training
AMTRAK On-Track Safety for Contractors Certification
New Jersey Society for Women Environmental Professional Member, 2007 – Present
Gamma Theta Upsilon National Honors Society Member, 2007 – Present

ERIC R. GRATSON, CHMM
Asbestos and Mold Lead
Matrix New World Engineering, Inc.

Professional Qualifications

Mr. Gratson is a Certified Hazardous Material Manager with over 21 years of experience as a site and design engineer for civil engineering, construction, and environmental projects. He is a state Certified Asbestos Project Monitor, Asbestos Inspector, Asbestos Project Designer, Lead Inspector/Risk Assessor, Lead Risk Assessor, and Asbestos Safety Technician. Mr. Gratson has directed and managed projects relative to construction and renovation of schools, transportation facilities, fuel terminal facilities, major transportation design and construction projects, and other projects for industrial and private clients throughout New Jersey and New York. His expertise includes hazardous materials surveys, development of construction documents (plans and specifications), environmental construction management and oversight for conventional construction projects and environmental remediation projects, construction quality assurance, and project management. Mr. Gratson's experience also includes planning and implementing environmental and engineering programs specializing in contaminated site investigations, site remediation, hazardous waste and solid waste management, environmental permitting, regulatory compliance, design of underground storage tank systems, and asbestos and lead-based paint inspection and sampling programs.

Education

BS, Engineering Management, Minor in Physics, Wilkes University, 1989

Professional Registrations and Certifications

40-hour OSHA 1910.210 HAZWOPER Health and Safety Training
8-Hour OSHA Refresher Training for Hazardous Waste Operations – Updated Annually
Certified Hazardous Materials Manager, No. 15538, 2010
New Jersey Asbestos Safety Technician
NJDOH Certified Lead Inspector/Risk Assessor No. 005648
RMD LPA-1 Lead Paint Inspection System, 2002
NY State/EPA Asbestos Inspector, Management Planner, Project Monitor and Project Designer, 1993
USEPA/NY State Lead Inspector/Risk Assessor
NJDEP Licensed N-2 Wastewater Treatment Operator No. 0022131
NJDEP Licensed Subsurface Evaluator No. 0019301, 1998
NJDEP Cleanup Star Program, 2004
Certified Cost Estimator with the NJ Dept. of Treasury, Division of Property Management and Construction
Certified GSSI SIR II Ground Penetrating Radar Operator, GSSI, 1995
Metro-North Railroad – Roadway Worker Procedures, 2001
NJ Transit – Railway Worker Safety Training, 2001
MTA/NYC Transit Track Safety Certification 2010

Professional Experience

MTA New York City Transit Indefinite Quantity Contract for the Supervision, Air Monitoring, and Support in Connection with Asbestos Abatement and Lead Paint Removal Services - Project Manager for this Task Order Contract with NYCT Office of System Safety, providing asbestos and lead investigations, abatement design, project monitoring and industrial hygiene/air sampling for a variety of the NYCT facilities on an on-call basis. The Office of System Safety for NYCT is responsible for protecting the health and safety of a large and diverse work force involved with rail maintenance, station improvements, and emergency repairs. Matrix's task order assignments have ranged from inspecting planned renovation projects for the presence of asbestos and lead-based paint, designing asbestos abatement and lead-based paint management plans, providing project monitoring and air sampling during asbestos abatement projects, performing periodic air monitoring for lead exposure of NYCT employees, responding to emergency exposures during construction and maintenance projects, and evaluating the effectiveness of existing health and safety programs related to asbestos and lead hazard control.

Dormitory Authority State of New York (DASNY) - Brooklyn DDSO Renovation, Brooklyn, NY - Mr. Gratson served as Project Manager for a facility wide bathroom renovation project at the Brooklyn DDSO

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psychiatric facility. Mr. Gratson was responsible for the management of targeted hazardous materials surveys for asbestos-containing materials, lead-based paint, and other suspect hazardous materials such as PCB-containing light ballasts, mercury switches, and fluorescent light bulbs. The project team consulted the lead architect in providing the most cost effective means to conduct the renovation of over 250 bathroom units and limit impacts to these hazardous materials. Construction documents were prepared for the special handling, abatement, and disposal of hazardous materials, and assistance was provided for contractor reviews, technical questions, cost estimating, and bid support. Emergency survey, design, and oversight services were provided during the project to address the health and safety concerns anticipated for the designs team's structural and mechanical inspections, and to address asbestos-containing materials being impacted during critical structural shoring and stabilization work to severely damaged floor slabs.

George Washington Bridge Bus Terminal - Port Authority of New York/New Jersey - Mr. Gratson served as the Project Manager for the George Washington Bridge (GWB) Bus Terminal Redevelopment Project. This multi-million dollar renovation project involves the redevelopment of the interior, exterior, and mechanical spaces for a multi-level bus terminal and retail facility originally constructed in the late 1950s/early 1960's, which is currently owned by the Port Authority of New York and New Jersey (PANYNJ). The project entails major renovations and new construction of over 150,000 square feet of retail space, commuter spaces, Police Headquarters, PANYNJ offices, and associated mechanical facilities.

TBTA Throgs Neck Bridge Electronic Security System – Project Manager for the Triborough Bridge and Tunnel Authority (TBTA) Electronic Security System at the Throgs Neck Bridge. The project includes the design and associated support services for a new integrated electronic security system at the Throgs Neck Bridge, and is expected to include new surveillance cameras on the bridge structure and other locations associated with the bridge system, and will also include improvements and new communication equipment at the Throgs Neck Service Building, and the Remote Central Security Station on Randall's Island. Matrix's responsibility includes environmental permitting services, review of all previous environmental survey data specific to asbestos, lead-based paint, and other hazardous materials that may be impacted by the proposed design, and survey of the areas identified by that will be impacted by their proposed access control improvements.

Newark Housing Authority, Hazardous Materials Investigations - Project Manager for hazardous materials investigations for 23 structures owned and operated by the City of Newark Housing Authority (NHA) as part of detailed needs assessment conducted by the Authority to determine future plans for each of the facilities. The needs assessments were conducted by a team of professional consultants, including Matrix, to assist NHA in developing a Master Plan for building maintenance and improvement. The hazardous materials surveys included surveying each building structure for the presence of asbestos-containing materials (ACM), lead-based paint (LBP), underground storage tanks (USTs), light ballasts containing polychlorinated biphenyls (PCBs), mercury-containing lights, switches, and controls, chemical storage containers, and waste storage areas. In addition, each structure was inspected for evidence of mold contamination and radon gas readings were collected in the lower level common areas. As part of the project requirements, Matrix provided information for completing a detailed matrix of building deficiencies, and graded and prioritized each building deficiency in accordance the project profile data requirements of U.S. Department of Housing and Urban Development (HUD).

Veterans Administration Hospital, Saint Albans, NY Campus, Repair of Steam Condensate Lines - Mr. Gratson was the Project Manager for environmental services on the design team for the repair of steam condensate lines for two building structures at the Veterans Administration (VA) Hospital, Saint Albans, NY Campus. Matrix served as an environmental sub-consultant to the team and was responsible for asbestos-containing material (ACM) inspection and design services. Matrix worked closely with the design engineers and the VA technical staff to ensure that as the scope of work evolved, the impacted areas were properly investigated for the impacts on ACM and other hazardous materials. Asbestos surveys were conducted in accordance with the survey and sampling protocols of 40 CFR 763 (AHERA); New York City Department of Environmental Protection Regulations, 15 RCNY, Chapter 1; and 12 NYCRR 56. Construction documents were prepared to specify requirements for asbestos abatement in

accordance with the applicable federal, state, and local regulations, and the special requirements of the VA Hospital. Special phasing provisions were designed into the project to accommodate the requirements of the facility and the affected services for the occupants. Mr. Gratson also assisted the design team with cost estimates and administration services during the contractor bid and construction phases of the project.

New York City School Construction Authority (NYCSCA), On-Call Environmental Services - Project Manager responsible for management of on-call environmental services for NYCSCA capital improvement projects and emergency maintenance projects throughout public school facilities within the five boroughs of New York City. Services have included investigations and the preparation of construction related document packages for asbestos-containing materials (ACM), lead-based paint (LBP), and mold. Investigation reports were prepared including a detailed inventory of ACM, LBP, and mold identified for each project, and identifying which materials will be impacted by the proposed construction. This process entailed close interaction with the NYCSCA Industrial and Environmental Hygiene Department, and the project architect. Construction document packages have included the preparation of abatement specifications, abatement drawings, and cost estimates in accordance with the NYCSCA procedures. In addition, Mr. Gratson has managed the implementation of project monitoring services during the abatement of ACM, LBP and mold, which has included oversight of the abatement contractor, on-site inspection of work areas, and the collection of final clearance air samples and wipe samples.

Brooklyn College Performing Arts Center, Brooklyn, NY - Project Manager responsible for conducting comprehensive asbestos, lead-based paint and other hazardous materials surveys, and final design documents for the demolition and renovation of an existing multi-story theater complex at the Brooklyn College Performing Arts Center. The first stage of the project entailed conducting detailed surveys to identify asbestos, lead-based paint, and other hazardous materials requiring removal or special handling as part of the renovation and demolition procedures. Secondly, Matrix worked closely with the project architect and the school to ensure that as designs for new facilities developed, impacted hazards were incorporated in the design and demolition documents. In addition, Matrix provided remedial cost estimates and assisted the design team and school in value engineering and determining the most cost effective solutions to conduct the demolition of the existing facilities and construct the new facilities.

State University of New York, Potsdam Campus, Performing Arts Building - Mr. Gratson conducted hazardous materials surveys at the site to identify hazardous materials that will require special handling and disposal prior to the proposed renovation activities associated with the project. He also conducted asbestos surveys throughout the existing building and areas of the site expected to be impacted by the proposed project. The asbestos surveys were conducted in accordance with the survey and sampling protocols of 40 CFR 763 (AHERA) and 12 NYCRR 56. Mr. Gratson also conducted Lead-based paint surveys at the site, in an effort to identified LBP with potential to be impacted during the renovations.

City University of New York, Hunter College, Public Address and Clock System Upgrades - Mr. Gratson was involved in the management and field hazardous materials surveys at the site to identify hazardous materials that will require special handling and disposal prior to the proposed renovation activities associated with the installation of a new public address and clock system. Asbestos surveys were conducted in accordance with the survey and sampling protocols of 40 CFR 763 (AHERA) and 12 NYCRR 56, and Lead-based paint surveys were conducted at the site using an X-Ray Fluorescence (XRF) instrument to identified LBP with potential to be impacted during the renovations. Construction documents were prepared to specify requirements for asbestos abatement, lead safe work practices, and hazardous material handling and disposal. Mr. Gratson also assisted the design team with cost estimates and project scheduling

LAWRENCE MALIZZI, PG
Program Manager
Matrix New World Engineering Inc.

Professional Qualifications

Mr. Malizzi has 21 years of experience in spill response, Natural Resource Damage Assessment (NRDA), geology, hydrogeology, due diligence, and remediation. He is currently Program Manager for the Natural Resource Advisor Program in support of the MC252 Deepwater Horizon Response in the Gulf of Mexico. Mr. Malizzi has responsibility for the Matrix Spill Response Practice, the Mobile, Alabama and Wilmington, Delaware offices, and private sector business development. Mr. Malizzi has managed projects involving spill response, NRDA, major due diligence portfolios, groundwater and soil remediation, and hazardous and solid waste management. He has extensive experience providing these services to the insurance, oil and gas, financial, and automotive sectors. Mr. Malizzi is an active member of the International Bunker Industry Association and the Vice President of the Chesapeake-Potomac Chapter of the Society of Environmental Toxicologists and Chemists. He has spoken extensively on spill and other environmental topics in both the US, Canada, and EU. In addition, he has managed staff, had P/L responsibility for multiple offices, written numerous technical reports, testified at environmental hearing boards, participated in many public meetings, and published technical papers. He has set up and managed alliances with other consulting firms in the US, Canada, and the United Kingdom. Mr. Malizzi has also travelled extensively and lived abroad as part of his responsibilities.

Education

MS, Geology, Rutgers University, Geology, 1989
BS, Geoscience, Montclair State College, 1987

Professional Certifications and Registrations

Professional Geologist – Delaware, #S4-0000947, 1995
Professional Geologist – Pennsylvania, #PG001031G, 1995
40-Hour OSHA Hazardous Waste Safety and Health Operations
8-Hour OSHA Refresher Training for Hazardous Waste Operations
New Jersey UST Certifications- Closure and Subsurface Evaluator, NJDEP #0024760

Professional Affiliations

Vice President, Chesapeake-Potomac Regional Chapter of the Society of Environmental Toxicologists and Chemists
International Bunker Industry Association

Professional Experience

BP, MC252 Deepwater Horizon Spill Response, Gulf of Mexico –

- **Natural Resource Advisor (NRA) Program Manager-** instrumental in creating and, subsequently, managing all day-to-day aspects of the NRA program, which was created to ensure Section 7 (threatened and endangered species) compliance in coordination with the United State Fish & Wildlife Service, the National Oceanographic and Atmospheric Administration, and state agencies from Florida, Alabama, Mississippi, and Louisiana. Responsibilities include directing the training of the 98 NRAs in the 4 affected states, providing necessary equipment and supplies, administering the scheduling of replacement NRAs, review of daily 214 reports, and Best Management Practices checklists, and providing technical assistance to the NRA team leads. The NRAs are responsible for providing environmental contractor oversight during cleanup, reconnaissance, and recovery of oil and oiled debris from beaches and state parks. NRAs also conduct threatened and endangered species surveys, educate the public on the goals of the NRA program, document daily observations, and prepare a daily reports and completed the BMP checklist using handheld Trimble Nomads.
- **Wildlife Operations Project Manager-** for the Houma and Mobile Commands and was responsible for field biologists capturing and rescuing oiled wildlife whose responsibilities included assisting the United States Fish and Wildlife Services and state agencies from Florida, Alabama, Mississippi, and Louisiana. Tasks included habitat patrol and wildlife assessments, evidence collection, assessing and reporting locations where damaged boom systems and oil slicks were present, and coordinating the radio dispatch and GIS mapping operations. Staff included 19 Matrix biologists and 60 Paraprofessionals. This work was done in close coordination with

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Tri-State Bird Rescue and Research.

- **Florida State Liaison**- for the Mobile Sector Incident Command Center located in Mobile, Alabama. As part of the Planning Section– Environmental Unit, Mr. Malizzi responsibilities included assisting the State of Florida in developing protective strategies for implementation of the Mobile Sector Area Contingency Plan (ACP) and identifying State sensitive areas not covered in the ACP. Mr. Dempsey helped develop the tracking of the booming coverage of all the ACP sites within the Mobile Sector by working with Planning, Operations and the States to assure completion of the ACP coverage requirements.

BP, Katrina Response, Louisiana – Project Manager for the incidence response to hurricane Katrina. The project included the coordination of command post staffing, over flights (both fixed wing and helicopter), water sampling, oil sheen sampling, photo georeferencing to establish baseline conditions, and current studies to establish baseline conditions surrounding the clients' drilling platforms in order to defend against future NRDA, insurance, and third party claims.

Water Quality Insurance Syndicate (WQIS), Katrina Response, Louisiana - Project manager for a marine insurance company. The project consisted of identifying and surveying damaged vessels, specifically investigating pollution releases to the environment or the potential thereof from both vessels and over flights. Product, sheen, and water sampled were collected as part of the scope of work. Vessel locations were georeferenced using GPS and GIS in order to defend against possible future NRDA and third party claims.

Confidential Client, Net Environmental Benefits Analysis (NEBA)/NRD Study, New Jersey – Project manager for a NEBA/NRDA liability study. The technical scope included a biological and economic study of a unique island containing endangered species located in the Delaware River. Remedial options were weighed to minimize ecological impact, as well as value the natural resources present. The final report was used to negotiate settlements with state, local agencies, and developers.

Confidential Client, NRDA Analysis, New Jersey - Remedial alternatives analysis advisor to a PRP group. The site consisted soil and groundwater contamination being remediated under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). Technical scope included report and data review. The information was structured in to a NEBA framework. The PRP group was advised to use air sparing versus pump and treat to protect wetlands from being dewatered.

Confidential Client, Vessel Collision, Louisiana - Project Manager on a vessel collision case, where spilled oil injured wildlife and habitat by affected miles of shoreline along the Mississippi River. The project was on behalf of the correspondent for a UK-based marine insurance firm which represented on of the vessels. Technical scope included reviewing expert reports, analyzing historical data, and running the Type A model to calculate injury. Work products were used to negotiate a settlement.

Water Quality Insurance Syndicate (WQIS), Oil Spill, Massachusetts - Project Manager for the response to a 2,000-gallon oil spill caused by overfill of a refueling ferry in Massachusetts. Technical scope included the collection of sediment and water samples, mapping of oiled areas, interpretation of analytical results, and negotiation with regulators. All work was conducted under the Massachusetts Contingency Plan (MCP). Prompt response by the client prevented the filing of an NRD claim by the state.

Buckeye Pipeline, NRD Settlement, Pennsylvania - Oversaw the development of restoration options at a petroleum spill site in western Pennsylvania north of Pittsburgh. Scope included the design of various restoration options to compensate the public for lost use caused by a pipeline failure and provided a restoration plan for possible presentation to the Pennsylvania Department of Environmental Protection (PADEP).

Confidential Client, Steel Mill Acquisition Portfolio, Pennsylvania - US project manager for a European client looking to

LAWRENCE MALIZZI, PG
Program Manager
Matrix New World Engineering Inc.

purchase steel mills around the world. Conducted an AAI Phase I of a closed steel mill in Pennsylvania and provided a detailed report with cost estimates to re-open the mill. Recognized Environmental Conditions (RECs) and proposed remedies were also provided as part of the report. Mr. Malizzi worked with an international team to assist the client in the bidding process.

Confidential Clients, E-room Portfolio Reviews, US and Canada – Project participant involved in numerous due diligence projects which consisted of researching hundreds of documents on e-rooms for relevant information. Documents included permits, deeds, leases, historical maps, Phase I and II reports, and remedial action work plans. Tasks included identifying environmental liabilities and quantifying costs to resolve those liabilities as part of a bidding process.

American Financial Real Estate Investment Trust (REIT), Bank Branch Portfolio, Southeastern US - Project manager for bank portfolio projects in the southeastern U.S., Mr. Malizzi managed a 121-site portfolio of bank branches being purchased by a REIT. The scope of work included Phase Is, PCAs, and seismic surveys. Phase IIs were also completed for sites identified with recognized environmental conditions. He managed staff from various offices to produce standardized work product. He also managed mold surveys for 13 sites. The scope included air sampling and reporting.

American Financial Real Estate Investment Trust, Bank Branch Portfolio, Southeastern US - Project manager for another bank portfolio project in the eastern U.S., Mr. Malizzi coordinated the remediation of 10 sites with issues identified via due diligence. The scope of the project included underground storage tank (UST) removal, groundwater remediation, well installation and closure, waste disposal, creation of natural attenuation monitoring plans, and regulatory interface.

Confidential Client, Due Diligence and Baseline Environmental Assessment (BEA), Michigan - Project manager for a client attempting to sell an industrial property in Detroit via the BEA process. Tasks included site delineation and remediation of free-product fuel oil and significant crude oil contamination from historical uses. The scope of services included the installation of soil boring to collect soil and groundwater samples. Analytical results were compared against Michigan Department of Environmental Quality risk-based closure criteria for industrial sites.

Continental Airlines, UST Closure, North Carolina - Project manager for project to identify and delineate the impacts groundwater and soils caused by leaking USTs at Greensboro International Airport. Technical scope included the installation of soil borings to collect soil and groundwater samples, technical reports and regulatory interface to close sites.

Ford Motor Company, Auto Dealership Environmental Compliance, US, Canada, and Mexico – Project Manager for over 40 remediation and compliance projects. Remediation included the removal of hydraulic hoists, USTs, dry wells, and oil/water separators. Tasks included excavation oversight, soil testing and disposal, waste disposal, and regulatory interface/reporting. Compliance included the creation of spill prevention, Control, and Countermeasures (SPCC) plans and compliance auditing. Work was completed as part of a national contract with standard fees and scopes-of-work.

Global Risk Solutions, Environmental Insurance Claims Support, North Carolina – Project Manager for claims support on a multi-million dollar pipeline release. Technical scope included a site visit, data review, cost analysis, and negotiation with the insured, a major oil company, on behalf of the insurer via their insurance adjusters. Third party claims and off-site treatment of waste water and product were also analyzed along with soil and groundwater remediation issues.

XL Insurance, Environmental Support, US - Project Manager for loss control surveys at facilities ranging from chemical manufacturers to the textile industry. Technical scope included site visits to identify compliance status, previously existing environmental conditions, employee training, environmental record keeping, and facility usage. The deliverable consisted of a detailed report of findings, to include recommendations for improvement of environmental compliance by the insured.

MATRIXNEWORLD
Enabling Progress

PATRICK HUNNEWELL
Quality Assurance Quality Control Manager
Matrix New World Engineering, Inc.

Professional Qualifications

Mr. Hunnewell has 19 years of experience as a Project Engineer, Project Manager, Construction Division Manager and Chief Engineer working for a consulting firm and then an environmental contractor. Mr. Hunnewell currently maintains the role of Senior Remediation Engineer. Mr. Hunnewell has New Jersey Department of Environmental Protection (NJDEP) licenses for underground storage tank closure and subsurface evaluator. During his career he has been involved in the construction of various civil and environmental projects.

Mr. Hunnewell specializes in the following specific areas: Design, installation and operation of groundwater treatment systems using technologies such as air sparging, soil vapor extraction, air stripping, liquid and vapor phase carbon, metals precipitation, oil/water separation, pH adjustment and filtration; Design and installation of wastewater treatment systems (500,000 gpd and less) and potable water distribution systems (1,400,000 mgd and less); Design and installation of recovery wells and header lines utilized to supply contaminated groundwater and soil vapor to treatment systems; Soil excavation, transportation and disposal projects with soils impacted by PCBs, TPH, VOC's; temporary dewatering and treatment systems associated with soil excavation projects. Implementation of various dual phase extraction and soil vapor extraction pilot testing procedures for subsurface investigation utilizing elaborate instrumentation and computer data logging processes; and The operation and maintenance (O&M) of various treatment facilities.

Education

BS, Civil Engineering, Drexel University, 1994
Drexel University Cooperative Education Program, 1990-1993
Indiana University Geologic Field Camp, Summer 1994

Professional Certifications and Registrations

New Jersey Department of Environmental Protection Underground Storage Tank Closure and Subsurface Evaluator - License #0019266
First Aid/CPR -2009
Hazardous Waste Site Operations Supervisor Training
Stream Encroachment Permit Course: Sponsored by
Rutgers Univ. and NJDEP
Crestcom Bullet-Proof Managers Course, 2004 through 2005
OSHA 40-Hour Health and Safety Training, 1992
OSHA 8-Hour Health and Safety Refresher Training, 2008
OSHA 8-Hour Hazwoper Supervisor Training, 1996
OSHA Competent Person Safety Training, 2002
OSHA Confined space entry and rescue training, 2003
OSHA 10-Hr Construction Certification, 2010
USCG US Power Squadron Boating Certificate, 2010

Professional Experience

Design/Build of Groundwater Pump and Treat System, AZ - Mr. Hunnewell was part of the design and construction team for the installation of a 400-gpm groundwater pump and treat system installed on a fast-track basis to aid in the capture and reduction of a large TCE plume at this on-going superfund site. The system design involved multiple meetings and discussion with USEPA and their contractors, as well as the local city engineers and representatives to ensure all their objectives were met. The system had to be constructed quickly, and within a small area made available within the city easement. The system design involved civil details associated with site layout and grading/stormwater capture and control, and mechanical, process and electrical associated with sizing and developing the equipment, piping, instrumentation, controls and conduit and wiring. System construction was completed in September 2011. The system construction included the installation of the new 14-in diameter extraction well to a depth of 220-ft, using dual rotary drilling technique, and installation of the

PATRICK HUNNEWELL
Quality Assurance Quality Control Manager
Matrix New World Engineering, Inc.

new 40-Hp submersible pump. After well completion, the new well pad, electrical service and temporary containment structure was constructed, and the new 10,000-lb carbon adsorber system constructed. The total system construction contract is approximately $950,000.00.

Operation and Maintenance of Remediation Systems, AZ - Mr. Hunnewell has been part of the O&M team managing the performance of several existing groundwater pump and treat systems involving various technologies, and one soil vapor extraction system. The total combined flow rate for all systems includes packed column air stripping, ion exchange, solids reduction, and VOC reduction/removal using liquid and vapor phase carbon. The total flow rate for all the groundwater pump and treat systems exceeds 2,500-gpm. The system run time for all systems, including the SVE, exceeds an average of 93%, with most down time associated with planned events such as carbon change-outs and normal maintenance shutdowns. Treated effluent from the treatment systems is either reinjected to the local aquifer to create a hydraulic barrier, protecting local potable production wells, or used as part of a green remediation initiative in golf course irrigation through discharge and containment to a large irrigation pond maintained by a local golf course. Typical requirements for the O&M for these systems involves compliance sampling and reporting, monitoring off all system instrumentation and identification of abnormalities affecting system performance, scheduling of system maintenance, annual review, modifications and updates to the system O&M and QA/QC plans, and system upgrades as required to maintain normal system functionality.

Alternative Landfill Cap Design and Construction - Mr. Hunnewell was part of the design and construction oversight team that developed and implemented an alternate landfill cap design at a former foundry landfill in western Massachusetts. The landfill impact covered approximately 20-acres, required significant vegetative and tree clearing and grubbing, excavation, handling and placement/compaction of approximately 80,000-cubic yards of material and involved working around several active sanitary sewer easements. The alternate design was negotiated with MaDEP, which avoided the use of a conventional vegetative support layer requiring top soil. Through a program of soil testing and amendments that provided the necessary support for approval of the alternate cap design and construction, Mr. Hunnewell's team saved the client over $500,000 in costs associated with top soil, and reduced the project schedule by 25%. To further reduce costs, and provide beneficial reuse of excavated soils from another local construction project, over 40,000-tons of clean material was imported from this other site for use as the final soil cover. The final two-foot cover created a barrier protecting the public from contact with the former foundry sand, as opposed to requiring a synthetic or compacted clay cover to limit infiltration of precipitation. All site stormwater was managed on site, with final grading and elevations conveying all sheet flow to one large and one small infiltration basin constructed on site and within the final landfill limits.

Confidential Client, Soil Excavation, Transportation and Disposal, Livingston, NJ - Mr. Hunnewell was the project manager that assisted with the final remedial approach and construction oversight and QA/QC for the remediation of PCE-impacted soils along an active stream bank. Design activities included assisting the consulting engineering with preparation of the general permit for stream encroachment activities, and rehabilitation of the stream banks during final restoration activities. The remedial approach involved excavation of approximately 2,000-tons of hazardous between the building foundation and stream, which involved protection of the foundation, active utilities and removal of the stream banks. Backfilling was done incrementally and restored to original grades, with final restoration including placement of the required geonet, vegetative cover and shrub replacement along the stream bed, with periodic monitoring of the new vegetation, in compliance with the general permit. The total contract value was $380,000.00.

Confidential Client, Soil Excavation, Transportation and Disposal, Shickshinny, PA - Mr. Hunnewell was the project manager for the remediation of TPH-impacted soils within a defined wetlands area at this site in north central Pennsylvania. The wetlands were impacted by a release of No. 2 fuel oil from an

PATRICK HUNNEWELL
Quality Assurance Quality Control Manager
Matrix New World Engineering, Inc.

upgradient UST. The consulting engineer provided the wetlands delineation and identified the areas to be excavated. Because of the nature of the soils, pre-draining through conventional dewatering techniques was not possible. Drying beds were constructed and covered to minimize the impact of TPH and organic odors to the surrounding properties, and to allow the soils to dry to the maximum moisture content accepted by the T&D facility. Crane mats were used for all heavy equipment during the excavation process, to minimize the potential for equipment settling into the wetlands area. The team provided equipment and labor support to the subcontractor that was brought in by the consulting engineer to complete the wetlands restoration required as part of the overall contract. Approximately 1,200-tons of TPH impacted soils were removed as part of the remedy. The total contract value was $260,000.00.

Mark IV Industries, Metuchen, New Jersey - Mr. Hunnewell was a project engineer for this large remediation project, assisting with the coordination and removal of approximately 20,000 tons of hazardous soils at an active manufacturing facility in central New Jersey. Remediation activities included the excavation and post-excavation sampling of several areas of concern in Level B PPE; operating construction equipment during excavation and backfilling/compaction of the areas of concern; and sample analysis recording/tracking. As part of the pre-mobilization and reporting activities, Mr. Hunnewell assisted with the wetlands delineation and preparation of the permit packages to NJDEP for final restoration during soil excavation and final restoration activities.

Confidential Client, Central New Jersey - Mr. Hunnewell was a project engineer for this large remediation project, assisting with the wetlands delineation, stream encroachment permits, and design for the stream diversion and reconstruction as part of a final remedial approach to excavate TPH impacted soils from a stream bed and the surrounding upgradient soils. The impacted wetland area was approximately 60,000-sq feet, including the stream bank. The final design included the identification of the wetlands areas to be mitigated and restored, removal and relocation of a 24-in stormwater conveyance pipe. The overall contract value was $90,000.00.

National Grid, Utica, New York - Mr. Hunnewell the design and QA/QC manager for a 4,000-gpm temporary treatment system used to handle dredging materials generated as part of the final remedial approach for an active harbor. This system involved dredging along the harbor banks and bulkheads by a separate entity, which pumped the impacted dredge spoils to a 12-acre retaining pond constructed adjacent to the harbor. Within the pond sediment screens of varying size were constructed, generating an assembly of baffle walls that permitted the flow of water at a high rate that still permitted adequate settling of the smaller micron particulates. Coagulant and flocculent were distributed at separate points to aid in the settling process before the untreated water entered the pump intakes. The treatment process involved the use of multiple bag filter skid housing operated in parallel, and four Siemens HP-20 20,000-lb liquid phase adsorbers systems operated in parallel and series. The system was successfully designed, constructed and operated to reduce TSS and VOC concentrations to below the discharge limits required by NYSDEC for discharge to surface water. The total contract value was $820,000.00.

United States Army Corps of Engineers - Groundwater Pump and Treat System, Bog Creek Superfund Site, Howell, NJ - Mr. Hunnewell was the project manager for the installation of a groundwater pump and treat system upgrade at the Bog Creek Superfund site. The system included the installation of twenty Rediflo submersible pumps and downhole controls and equipment, extraction well vaults, SVE and pump and treat valves and instrumentation in the field, and the treatment equipment inside the new LEED certified building. The building, wells and site piping was installed by the Conti Group, the general contractor for the project. Treatment equipment and control panels were installed inside the building, which included a mix tank and clarifier with chemical feed systems, settling tank and solids handling system, low profile air stripper, liquid phase carbon, two PD blowers for the SVE component, and vapor phase carbon. A main control panel with complete SCADA access was integrated with two main pump panels with VFDs for the extraction wells, and a primary groundwater system control panel. The total contract amount was $812,000.00.

CLARE P. SULLIVAN, CHMM, CSP
Environmental Health and Safety Manager
Matrix New World Engineering, Inc.

Professional Qualifications

Ms. Sullivan has more than 25 years of diverse experience in the performance of comprehensive assessments used in the evaluation of potential liabilities associated with property transfers, site development the evaluation of a facility's compliance with regulatory requirements, and the evaluation of contaminated areas on-site. In addition, Ms. Sullivan is experienced in the management and performance of hazardous materials surveys, including surveys of asbestos, lead-based paint, and PCBs, as well as the designs for abatement/management and construction oversight. In addition, Ms. Sullivan has managed numerous hazardous waste screenings of project corridors, and has conducted preliminary site assessments, site investigations, underground storage tank closures, remedial investigations, construction oversight, source removal, operation and maintenance, and long term monitoring projects. She also has successfully negotiated alternate scopes of investigation/cleanup criteria with the New Jersey Department of Environmental Protection (NJDEP). Ms. Sullivan has experience in the validation of analytical data packages in accordance with NJDEP Standard Operation Procedures and has prepared Quality Assurance Project Plans (QAPP) for remedial investigations at various sites under federal and state oversight. Ms. Sullivan served as a Hazardous Site Mitigation Specialist for NJDEP where she conducted comprehensive preliminary site assessments and site investigations under the authority of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and Resource Conservation and Recovery Act of 1976 (RCRA).

Education

MS, Environmental Science, NJIT, 1990
Graduate course work (Marine Ecology), Southern Connecticut State University, 1984
BS, Biology, Fairfield University, 1982

Professional Registrations and Certifications

40-Hour OSHA Hazardous Waste Safety and Health Operations, 1987
8-Hour OSHA Refresher Training for Hazardous Waste Operations – Updated Annually
NY State/AHERA Asbestos Inspector and Management Planner, 1990
NYC Asbestos Investigator License, 2003
NY State/AHERA Accredited Asbestos Project Designer, 1999
Certified Hazardous Materials Manager, #2906, 1991
Confined Space Entry, 2001
NJDEP Certified UST Subsurface Evaluator, #0012565, 1992
ANSI-RAB NAP Accreditation Program-Lead Environmental Management System Auditors, 2000
NJ Transit Roadway Worker Safety Training – Updated Annually
Amtrak On-Track Safety for Contractors – Updated Annually
MTA Metro North Railroad Roadway Worker Procedures – Updated Annually
Voting Member, ASTM Committee E-50 on Environmental Assessment, 1994
Certified Safety Professional, Board of Certified Safety Professionals, 2004
NJDEP Cleanup Star, 2005

Professional Affiliations

Voting Member, ASTM Committee E-50 on Environmental Assessment
Women in Transportation
Academy of Certified Hazardous Materials Managers

Professional Experience

NJ Transit, Access to the Regions Core Project, New York/New Jersey - Project Director responsible for the preparation of the hazardous materials sections of the environmental assessment/environmental impact statement for this project which will expand Trans-Hudson rail service to Midtown Manhattan. Work under this contract included: identification of areas of environmental concern in buildings and/or properties to be acquired (due diligence), impacted, and/or demolished; identification and delineation of the extent of areas of contaminated and hazardous materials; management (handling, transportation

CLARE P. SULLIVAN, CHMM, CSP
Environmental Health and Safety Manager
Matrix New World Engineering, Inc.

and disposal) of contaminated materials during construction (soil, groundwater, surface water, sediment, ballast, asbestos, lead-based paint, construction debris); and preparation of appropriate environmental documents (NEPA), contract documents (plans and specifications), and permits for construction.

NJ Transit, Passaic Bergen DMU MOS, Bergen and Passaic Counties, New Jersey - Project Director providing environmental services related to the preparation of an Environmental Impact Statement (EIS) and performance of an Environmental Site Investigation for the Passaic Bergen Diesel Multiple Unit (DMU) MOS Project. The project involves the restoration of passenger rail service within the existing New York Susquehanna and Western (NYS&W) right-of-way along a 10.2 mile corridor from Hawthorne to Hackensack. This project proposes to upgrade existing NYS&W infrastructure, and restore two-track commuter rail service operated by NJ Transit. The project would construct up to 12 passenger stations, two park-and-ride facilities, a vehicle maintenance facility, and improvements to track and signal infrastructure. The passenger rail service would operate every 15-30 minutes between Hawthorne and Hackensack using DMU vehicles.

NJ Transit, Trans-Hudson-Express Tunnel, NJ/NY - Project Director responsible for the performance of environmental investigation activities as part of Preliminary Engineering services for the Trans-Hudson-Express Tunnel project, which will expand commuter rail operations as part of the Access to the Regions Core project. The scope of services under PE include the loop tracks, Northeast Corridor improvements, alignment approaches to the tunnels, ventilation facilities, the tunnels, maintenance and storage yards, signal systems, the 34th Street Station and power supply. Specific work under this contract includes the preparation of Sampling and Analysis Plans, performance of environmental site investigation activities at specific contaminated sites within the project area, and preparation of site investigation reports. Additional services include environmental oversight and the collection and analysis of environmental samples along the entire proposed alignment.

NJ Transit Port Imperial Ferry Terminal, Weehawken, New Jersey - Project Director providing field and office engineers for the oversight of the construction of a new ferry terminal being constructed by NJ Transit for the use of NY Waterway. Matrix field engineers were responsible for inspecting the construction for compliance with the plans and specifications, and coordinating, resolving and documenting changes due to conditions encountered during construction. In addition, Matrix also provided office engineers to assist the Project's Resident Engineer in coordinating and processing change orders, requests for information, contractor submittals, and other project documentation for this $40 million dollar project. Matrix was responsible for logging and tracking the documents, and following up with the architect, design engineers, and contractor on the status and schedule for submittals. Matrix also assisted in the oversight of the installation of precast and cast-in-place concrete, structural steel, and interior finishing.

NJ Transit Hoboken Terminal, Hoboken, NJ - Project Manager supporting the Resident Engineer in providing construction management and oversight for NJ Transit on the Hoboken Ferry Terminal improvement project. The project includes the rehabilitation and modernization of the intermodal transportation hub for ferries, trains, buses, and the PATH subways. The old ferry slips are being completely reconstructed, and the channel for the slips dredged to access the main Hudson River channel. Matrix provided technical support by overseeing and monitoring the dredging. Services included field oversight of the dredging and disposal operations, and tracking of the quantities of dredged material. Matrix is also provided on-site support in overseeing other elements of the project including the construction of a new wheel truing facility, which will expand the train maintenance operations at the Terminal.

NJ Transit, Graw Interlocking Right-of-Way Improvements, Rahway, NJ - Project Manager responsible for subsurface investigation and geotechnical investigations in the area of the proposed Right-of-Way improvements to provide recommendations for catenary foundation design, retaining wall design, soil reuse, general earthwork construction, and to prepare an Environmental Assessment Report, as required by NJDEP Executive Order 215. The project was completed within the approved schedule and budget.

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Environmental Health and Safety Manager
Matrix New World Engineering, Inc.

NJ Transit, Ambrose Arch Bridge, Middlesex, NJ - Project Director for the performance of a hazardous materials investigation, preliminary assessment/limited site investigation and Executive Order (EO) 215 associated with the replacement of the Ambrose Arch Bridge.

NJ Transit, Northern Bus Maintenance Facility, Clifton, NJ - Project Director for the performance of a remedial investigation at the location of a proposed bus maintenance facility which historically included extensive creosoting operations. Matrix was responsible for overseeing the subsurface environmental field investigation which included the installation and sampling of numerous soil borings and installation and sampling of overburden and bedrock monitoring wells. Conducted a comprehensive asbestos and lead survey in an existing warehouse facility located on the site.

New Jersey School Construction Corporation (NJSCC), Burlington City High School, Burlington, NJ - Project Director in charge of environmental and civil engineering services as part of school renovation. Matrix provided oversight services during the removal of asbestos-containing materials from existing building structures prior to demolition. Supplemental surveys were conducted of the existing structures to locate ACM undiscovered by previous building surveys. Matrix prepared emergency specifications and guidelines for the abatement of newly identified ACM. Matrix conducted a limited Remedial Investigation of the work area to identify the limits of fill material that was previously interred on the property prior to the Burlington Board of Education acquiring the property. As part of school expansion and athletic field redevelopment activities, Matrix conducted a limited Remedial Investigation identified fill material across the eastern portion of the property beneath the proposed addition and athletic fields. Matrix prepared a Remedial Action Work Plan (RAWP) which would incorporate a remedial action of the surface soils and engineering controls, in the form of a Deed Notice. The RAWP was reviewed and approved by NJDEP. Matrix provided oversight for the removal of approximately 4,500 cubic yards of material and the placement of certified clean fill around the newly constructed building addition.

New Jersey School Construction Corporation (NJSCC), Wilbur Watts Intermediate School, Burlington, New Jersey - Project Director providing environmental engineering services for a new middle school building that included demolition of the existing school, and construction of new Board of Education Offices, a varsity athletic field, track, playground equipment, basketball courts and parking areas. Matrix provided oversight services during the removal of asbestos-containing materials (ACM) from the existing building structures prior to demolition. Supplemental asbestos surveys were conducted of the existing structures to locate ACM undiscovered by previous building surveys. The results were documented in detailed reports, and emergency specifications and guidelines were prepared for the abatement of newly identified ACM.

New Jersey Schools Construction Corporation (NJSCC), Environmental Site Investigation, Dayton Avenue School Campus, Passaic, New Jersey - Program Manager responsible for the performance of supplemental environmental site investigation work, supplemental hazardous materials surveys, preparation of abatement/remediation plans and specifications, and abatement monitoring services for a proposed Dayton Avenue School Campus. Ms. Sullivan reviewed prior survey reports prepared for the subject property and conducted additional surveys to determine the extent of asbestos and lead-based paint in the existing hospital structure which was slated for demolition in preparation for the new Dayton Avenue School. A comprehensive survey findings report was prepared, and observations were made regarding the potential presence of other hazardous materials (e.g., mercury-containing materials, PCB-containing equipment and medical waste). Ms. Sullivan reviewed and confirmed prior Preliminary Assessment/Site Inspection (PA/SI) reports and their findings, and installed and sampled groundwater monitoring wells to delineate the extent of groundwater contamination identified on-site and to determine the impact on groundwater from a former underground storage tank. Additional investigation activities were performed to ensure that all areas of concern (AOCs) and excavated material for removal or re-use were adequately characterized.

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RUSSELL C. BAER, CHMM, LSRP
Remediation Lead
Matrix New World Engineering, Inc.

Professional Qualifications

Mr. Baer has over 24 years of experience in the environmental field with extensive experience in performing environmental assessments at a wide range of commercial/industrial/governmental facilities, identifying environmental liabilities associated with property transfers and site development, potentially contaminated areas of concern, and determining compliance with environmental, health and safety regulations. Mr. Baer has performed hundreds of environmental compliance and property transfer assessments in 25 states and Canada. Mr. Baer was Lead Environmental Auditor for multi-state corporate transactions and multi-site property transfer assessments. Mr. Baer has also managed underground storage tank (UST) closure projects, site investigation/remedial investigation projects, remediation projects, and projects under the New Jersey Industrial Site Recovery Act (ISRA), formerly the Environmental Cleanup Responsibility Act (ECRA). Additional responsibilities included providing regulatory advice, preparing regulatory submissions, preparing various types of environmental permits, preparing stormwater pollution prevention plans, conducting asbestos surveys, preparing asbestos management plans and conducting hazardous materials inventories. Mr. Baer is also familiar with wetlands delineation and permit requirements, New Jersey Pollutant Discharge Elimination System (NJPDES) regulations; and a wide range of other state and federal regulations. Mr. Baer previously served with the New Jersey Department of Environmental Protection (NJDEP) Division of Water Resources, where he was a case manager for groundwater water investigation/remediation projects and enforced NJPDES regulations.

Education

BS, Biology (Minor: History), Pennsylvania State University, 1988

Professional Registrations and Certifications

Licensed Site Remediation Professional (License No. 537114), 2010
Certified Hazardous Materials Manager – Master Level (Cert. No. 12604), 2004
ANSI-RAB NAP Accreditation Program-Lead Environmental Management System Auditor, 2003
NJDEP, UST Certification No. 0002021, Subsurface Evaluation, 1992
Certified Environmental Auditor, National Registry of Environmental Professionals (Cert. No CEA 2148), 1992
Certified New York/AHERA Asbestos Inspector, 1995
Certified New York/AHERA Management Planner, 1998
Certified AHERA Asbestos Project Designer, 1998
New York City Asbestos Investigator, 2003
EPA/NY Certified Lead Inspector/Risk Assessor, 2004
New Jersey Certified Lead Inspector/Risk Assessor, 2004
10-Hours OSHA Construction Safety and Health, 2010
40-Hour Hazardous Waste Site Training Course, OSHA 29 CFR 1910.120(e)(3), Rutgers University, 1988
8-Hour Hazardous Waste Site Supervisor Course, Roy F. Weston, Inc., 1999
8-Hour Hazardous Waste Refresher Course, OSHA 29 CFR 1910.120(e)(8), 2010
Confined Space Entry, 2001 and 2008
Metro-North Railroad – Roadway Worker Procedures, 2011
NJ Transit – Railway Worker Safety Training, 2011
MTA/New York City Transit – Track Safety Certification, 2011
Port Authority Transit Corporation – Railway Worker Safety Training, 2003

Professional Affiliations

Alliance of Hazardous Materials Professionals
Licensed Site Remediation Professional Association

Professional Experience

New Jersey Turnpike Authority (NJTP), Delaware River Bridge Security Enhancements, Burlington, Burlington County, NJ – Senior Project Manager responsible for ecological, environmental permitting and site investigation services associated with the NJTP's proposed security enhancement of Delaware

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Remediation Lead
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River Bridge located at the eastern end of the NJTP's Delaware River Bridge in the Township of Burlington, NJ. The proposed security enhancements to the Authority's bridge over the Delaware River project include security enhancements of the piers located near the eastern bank and minor modifications to existing county road at the project location. Conducted site investigation activities to determine the impact of historic fill materials on the site and prepared a materials management plan (MMP) to direct the contractor with regard to the proper management of contaminated materials. The project is being conducted as a Linear Construction Project (LCP) under the Site Remediation Reform Act (SRRA).

Former Unidynamics Facility, Roseland, NJ – Licensed Site Remediation Professional (LSRP) for the investigation and remediation of the Former Unidynamics Facility located in Roseland, New Jersey. Contaminants of concern associated with the site include trichloroethylene (TCE) and tetrachloroethylene (PCE). Specific activities include a vapor intrusion investigation of the existing facility, remedial investigation of on-site areas of concern and groundwater, determining a site-specific impact to groundwater soil cleanup standard for contaminated soils, and development of a cleanup plan for both soils and groundwater.

Dalor LLC/Commercial Trailer Leasing, Inc. North Bergen, NJ – Licensed Site Remediation Professional (LSRP) for the investigation of an existing trucking facility located in North Bergen, New Jersey. Specific activities include a vapor intrusion investigation of the existing facility, update of the previous Preliminary Assessment Report (PAR), investigation of additional areas of concern identified in the PAR, and completion of a remedial investigation of existing on-site areas of concern and groundwater.

101 Okner Parkway, Township of Livingston, NJ - Licensed Site Remediation Professional (LSRP) responsible for the investigation of a former electronic component manufacturing facility currently owned by the Township of Livingston for use as athletic field. Specific investigation activities include a file review and site reconnaissance to determine potential areas of concern on the property. In addition, an investigation workplan is being prepared to determine if TCE and PCE are present in soil and shallow groundwater at the site that may impact the deeper aquifer and nearby Township water supply wells.

NJ Transit, Lackawanna Cut-Off Project, Sussex and Morris Counties, NJ – Senior Project Manager for the performance of a Preliminary Assessment (PA) and Environmental Site Investigation (ESI) for the Lackawanna Cutoff Project. The Project Area occupies an 8.5 mile abandoned rail corridor running from the Port Morris Rail Yard in Roxbury Township north through Byram Township and ending in the Borough of Andover. Proposed construction activities will include a passenger rail line along the existing abandoned Erie-Lackawanna rail bed, one station, and at-grade crossings. PA and ESI activities were conducted in accordance with NJDEP's Technical Requirements for Site Remediation, N.J.A.C. 7:26E.

NJ Transit, Accessibility Improvements, Perth Amboy Railroad Station, Perth Amboy, NJ – Senior Project Manager responsible for the performance of hazardous materials surveys and preparation of a comprehensive survey report and design documents associated with the proposed renovation of the Perth Amboy Railroad Station. The station is being renovated by NJ Transit to meet the Americans with Disabilities Act (ADA) requirements.

Port Authority of New York & New Jersey, North Avenue Corridor Improvement Project, City of Elizabeth, NJ – Senior Project Manager responsible for pre-construction environmental investigations to identify potential areas of contaminated materials and hazardous waste that may impact project design and construction along the proposed North Avenue Corridor. The scope of work for this project included the completion of a Phase I Environmental Site Assessment (ESA) for all impacted properties along the proposed project Corridor to identify recognized environmental conditions (RECs)/Areas of Concern (AOCs), development of a plan for a Phase II Site Investigation to characterize of soil and groundwater conditions, and review of

RUSSELL C. BAER, CHMM, LSRP
Remediation Lead
Matrix New World Engineering, Inc.

environmental documentation to determine the environmental resource permitting requirements related to wetlands.

Port Authority of NY and NJ (PANY&NJ), Corbin Street Bridge (Flyover), Port Newark, NJ - Senior Project Manager responsible for providing environmental services related to the proposed construction of the Corbin Street Bridge ("Flyover") in Port Newark. Responsible for the preparation of a comprehensive Sampling and Analysis Plan (SAP) to be utilized by PANY&NJ personnel to perform environmental site investigation (ESI) activities in those areas to be impacted as part proposed construction activities. Following investigation activities, an ESI Report was prepared by Matrix for submittal to the NJDEP. Additional responsibilities included the coordination and preparation of all environmental permits required for the project (e.g., Freshwater Wetlands, Waterfront Development) and preparation of design specifications.

NJ Transit, Trans-Hudson-Express Tunnel, NJ/NY - Senior Project Manager responsible for the performance of environmental investigation activities as part of Preliminary Engineering (PE) and Final Engineering (FE) services for the Trans-Hudson-Express Tunnel project, which proposed to expand commuter rail operations as part of the Access to the Regions Core (ARC) project. The scope of services under PE and FE included the loop tracks, Northeast Corridor improvements, alignment approaches to the tunnels, ventilation facilities, the tunnels, maintenance and storage yards, signal systems, the 34th Street Station and power supply. Specific work under conducted under PE included the preparation of Sampling and Analysis Plans, performance of environmental site investigation activities at specific contaminated sites within the project area, preparation of preliminary assessment reports, Phase I Environmental Assessment Reports, site investigation reports and Property Acquisition Environmental Cost Estimating (PAECE) Reports for properties to be acquired for the project. Additional services included environmental oversight and the collection and analysis of environmental samples along the entire proposed alignment. The scope of services under FE included the performance of site investigation and remedial investigation activities at impacted sites, completion of hazardous materials surveys at structures to be impacted by construction activities, and preparation of Remedial Action Work Plans for the various contract packages associated with the project.

NJ Transit, Access to the Regions Core, NY/NJ - Senior Project Manager responsible for the preparation of the hazardous materials sections of environmental impact (EIS) statement for this project which proposed to expand Trans-Hudson rail service to midtown Manhattan. The primary project study area was a complex corridor both from a demographic and infrastructure standpoint. The initial study area was 17 route miles and was bounded by Newark and Sunnyside Yard in Queens and included NJ TRANSIT rail stations at Newark Liberty International Airport Station, Newark Penn Station, Newark Broad Street Station, Hoboken and Penn Station New York. It also encompassed the Portal Bridge over the Hackensack River, Secaucus Junction, and midtown Manhattan. Specific work conducted during the EIS process included the preparation of a methodology report for hazardous materials, performance of a Phase I Environmental Site Assessment (ESA)/Preliminary Assessment (PA) along the entire project corridor, preparation of the hazardous materials sections of the Draft EIS, Supplemental Draft EIS, and Final EIS, and preparation of a detailed due diligence report for the proposed rail yard on the former Koppers Coke Site located in Kearny, NJ.

New York City Transit Authority, Second Avenue Subway, NY, NY – Senior Project Manager responsible for providing environmental investigation work at numerous buildings between 63rd Street and 105th Street along the proposed Second Avenue Subway alignment. Each location will be acquired for the construction of ventilation facilities or other construction related functions, or will be used as entrances to the stations. Specific environmental services include the performance of Phase I Environmental Site Assessments, hazardous materials surveys, and Phase II Environmental Site Investigation activities at all locations. Additional services include the preparation of design documents for the abatement of hazardous materials which may be impacted during construction.

DERRON L. LA BRAKE, PWS
Ecology and Natural Resource Lead
Matrix New World Engineering Inc.

Professional Qualifications

Mr. LaBrake is a Certified Professional Wetland Scientist with over 25 years of experience managing projects that involve the full range of ecological issues associated with wetland, aquatic, and terrestrial habitats. He is an expert in wetland delineation, wetland functional assessment, replacement wetland design, and environmental permitting. Mr. LaBrake has conducted hundreds of wetland delineations throughout the eastern United States and obtained many State and Federal Permits for a variety of activities. He has been a practicing Wetland Scientist for over 25 years and was certified by the Society of Wetland Scientists as a Professional Wetland Scientist in 1995.

Mr. LaBrake has considerable skills in the discipline of dredge material management, having worked on both small 2,200 CY and large 8,5000,000 CY dredging projects since 1988. His experience includes the characterization of the in-situ sediment in terms of chemical constituents and physical properties, through the evaluation of disposal and reuse options, and including dewatering specifications. He has worked extensively with both State and Federal agencies obtaining approvals for a number of dredging projects. He developed close working relationships with New Jersey's Office of Dredging and Sediment Technology and the New Jersey Department of Transportation's Office of Maritime Resources. Those two Offices regulate all navigational dredging projects in the State of New Jersey.

Mr. LaBrake is highly skilled in the discipline of ecological risk assessment (ERA), having completed ERAs under numerous state and federal programs. His ERA experience relates primarily to sediments; however, he has also assessed ecological risks for a variety of contaminants in aquatic and terrestrial habitats. He recently negotiated a risk-based cleanup concentration for sediments in a creek that was impacted by historic releases from a former manufactured gas plant, saving a utility company millions in remediation costs.

Education

Graduate course work (Ecology), Villanova University, 1994
BS, Biology w/Ecology Concentration, West Chester University, 1989

Professional Certifications and Registrations

Professional Wetland Scientist # 000983, 1995, 2008
Habitat Evaluation Procedures, 1993
Wetland Evaluation Technique, 1988
OSHA-Hazardous Waste Operations and Emergency Response - 40 Hour, 1990
OSHA-Hazardous Waste Operations and Emergency Response 8-Hour Supervisor Training, 1992
OSHA-Excavation and Trenching, Competent Person, 2006
Chevron, LPS, 2005

Professional Experience

Dredge Material Management

Proposed Ship Fuel Replenishment System, Draft Supplemental Environmental Impact Statement, Naval Weapons Station Earle, Monmouth County, NJ - Worked on the Supplemental Draft Environmental Impact Statement (SDEIS) was required for the US Navy to home-port two Auxiliary Oil and Explosives ships at Naval Weapons Station Earle. The original Draft EIS evaluated disposal options for 8.2-million cubic yards of dredge material and the Supplemental Draft EIS included evaluating additional dredge material disposal options and the siting of the Ship Fuel Replenishment System (SFRS 8,400,000 gallons of diesel marine fuel and 4,200,000 gallons of JP5 jet fuel). As part of the project team performed wetland delineations and field reconnaissances of potential sites for the SFRS and additional dredge material disposal sites and addressed comments received on the Draft Environmental Impact Statement (related to dredging) for the preparation of the Final Environmental Impact Statement.

New Turning Basin Port of Oakland, Dredge Material Disposal Management, Port of Oakland, Oakland, CA - Prepared a detailed cost estimate and operations plan for amending approximately

DERRON L. LA BRAKE, PWS
Ecology and Natural Resource Lead
Matrix New World Engineering Inc.

100,000 cubic yards of contaminated sediment/dredge material so that it could be disposed of at either of two local landfills. The dredge material was being generated from the construction of a new turning basin at the mouth of the Inner Harbor in San Francisco Bay at the Port of Oakland. The material that was selected to be mixed with the dredge material, primarily as a dewatering agent, was a locally generated by product (waste material) that could be beneficially reused. The amended dredge material would be of a suitable consistency for disposal at local landfills (passing a paint filter test) as daily cover material. The time required for obtaining the necessary permits precluded the use of this cost-effective option, because the project had to be completed within a nine-month time window, and the amount of time require for obtaining an air permits for the port side mixing was in excess of 270 days.

Berth Deepening, Construction & Marine Equipment Company, Inc., City of Elizabeth, NJ - Collected samples and provided data summary report to Construction and Marine Equipment Company, Inc. (CMEC) in support of the application they were filing for deepening their berth of -30 feet MSL. CMEC operates a marine construction facility on the Arthur Kill in Elizabeth, New Jersey. CMEC's existing berth was approximately 18 feet deep and needed to be deepened to approximately 30 feet deep to accommodate a large ship in need of substantial repairs. The sampling included collecting sediment cores up to 18 feet below the bottom of the Arthur Kill and analyzing the sediment for VOCs, SVOCs, PCBs, pesticides, metals, dioxins and furans. Also provided analytical testing (same parameters) for the mixed material (8% Portland cement) that will be disposed of at a land based facility. This dredging will be approved shortly by the State and Corps of Engineers.

Dredge Material Rehandling Facility Permitting, Construction & Marine Equipment Company, Inc., Elizabeth, NJ - Obtained a "revised" Waterfront Development Permit for Construction and Marine Equipment Company, Inc. (CMEC). CMEC operates a dredge material processing and rehandling facility in Elizabeth, New Jersey. Prepared the "revised" Waterfront Development Permit so that CMEC could be permitted to use a different amendment/dewatering process and to use a different configuration for the dredge material processing equipment at their port side facility on the Arthur Kill.

Maintenance Dredge Permitting, TOSCO Refinery, Trainer, PA - Prepared the sediment sampling and analysis plan, conducted the sampling, evaluated and summarized the analytical results, applied for and obtained the Water Quality Certificate from NJ DEP's Office of Dredging and Sediment Technology, for TOSCO Refinery's maintenance dredge. Following NJ DEP's approval of the sampling and analysis plan, provided sediment sampling oversight and laboratory coordination. The sediment analysis included in addition to the normal bulk sediment analytical testing, PCB congeners analysis. Evaluated and summarized the analytical results for the Water Quality Certificate/Permit application, for the disposal of about 107,000 cubic yards of sediment dredged from the Delaware River. Was able to obtain the permit in a timely manner that allowed the Refinery to continue operations without interruption.

Maintenance Dredging, Borough of Point Pleasant, Point Pleasant Borough, NJ - Prepared the design specifications for the dredging dewatering and disposal of approximately 2,200 CY of sediment from Metedeconk River north of Barnegat Bay. A number of dewatering options were provided in the design specifications to provide options for the dredging contractor. The dewatering site, which was leased from a local community, had to be restored prior to the beginning of the "summer tourist season," and there were dredge-timing restrictions due to winter flounder breeding habitat in the area. The disposal site for the sediment that was being dredged was a former sand-mining pit about 10 miles from the site. The combination of the winter flounder restriction and short time window allotted by a local homeowner's association the project had to be carefully managed to meet all the restrictions imposed. Prepared permit applications and obtained permits for the dredging and dredge material dewatering area. The sediment was sampled and was determined to be sufficiently clean to be placed in the former sand pit. The project was completed on time and within budget.

Dredge Material Disposal Evaluation, Crowley Maritime Corporation, Pennsauken Township, NJ - Prepared an alternatives analysis for the disposal of maintenance and new dredge material from the project, and

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assisted in preparation of the permit applications (Waterfront Development and Water Quality Certificate applications). The project involved dredging approximately 480,000 cubic yards of sediment, so that Crowley could move an existing barge offloading berth and turning basin upstream and for deepen the existing offloading area's turning basin to accommodate larger vessels with a greater draft. The facility is located on Petty Island, on the Delaware River, which is owned by CITGO. The project included filling an existing, unused barge offloading basin. Due to the damage caused by the 1997 hurricane season the project did not move forward.

Maintenance Dredge Permitting, Belmar Ferry Terminal Rehabilitation, Town of Belmar, NJ - Prepared the sampling and analysis plan for NJ DEP's Office of Dredging and Sediment Technology's review and approval, provided oversight of the sediment sampling, and prepared all of the analytical results summary tables for obtaining the Waterfront Development Permit for dredging and disposal of approximately 21,000 cubic yards of sediment from the Shark River. This project was one of the projects performed by Consolidate Technologies Inc. (CTI) where the sediment was stabilized and used to cap an abandoned strip mine in western PA.

Dredged Sediment Evaluation, Ft. Mifflin Disposal Facility, City of Philadelphia, PA - Conducted sediment sampling and analysis (dewatered sediment) at the U.S. Army Corps of Engineers' Ft. Mifflin Dredge Disposal Facility, adjacent to the confluence of the Schuylkill and Delaware Rivers. The sampling was conducted to assessing the chemical and physical characteristics of the dredge material and to determine its suitability for potential reuse as fill for a former coal mine pit in Tamaqua, Pennsylvania. Provided the COE with a summary report regarding the quality of the sediment and a description of its characteristics. This sampling was in support of the approval CTI received which required 50,000 CY to come from a PA source of material.

Sediment Evaluation, Sumner Dam Removal, Upper Merion Township, Montgomery County, PA - Conducted sediment sampling and analysis to characterize the approximately 23,000 cubic yards of accumulated sediment behind the Sumner Dam for Upper Merion Township for the evaluation of disposal options. Upper Merion was seeking a grant to remove the 25-foot high 300-foot long dam from Balligomingo Creek.

Ecological Risk Assessment

Ecological Risk Assessment, NorthWestern Energy's Former Aberdeen Manufactured Gas Plant, City of Aberdeen, SD - Assessed historic analytical data collected from the site area (soil, sediment, and surface water) to determine whether there were any potential ecological risks associated with the detected concentrations of a variety of constituents. Based on the assessment, developed an additional investigation strategy and work plan to further assess the sediments in Moccasin Creek, where a historic discharge from the site was located. The sampling was limited to Contaminants of Potential Ecological Concern (PAHs). The work plan was prepared such that the data collected could also be used to determine the extent of sediment removal that would be necessary for later remediation. The sampling plan included the use of field screening kits (immuno-assay) to limit the number of samples that would need to be sent to a laboratory for analysis. Designed and executed an ecological risk assessment using a sediment quality triad approach to develop risk-based cleanup strategy for the impacted sediment. Sediment analytical testing, bioassay testing (*Chironomus tentans* with both chronic and acute endpoints), and benthic macroinvertebrate community sampling were used to assess ecological risks associated with elevated concentrations of constituents attributed to former manufactured gas plant operations. Based on an analysis of the results from the sampling, a proposed "risk based cleanup value" of 200 ppm total PAHs was proposed to the South Dakota Department of Environment and Natural Resources. The proposed cleanup value was subsequently accepted and by using a risk-based clean-up value Northwest Energy was able to save in excess of $3.5 million (2006 dollars) in cleanup and disposal costs.