



## MISSION

As the nation's leader in disaster response and recovery services, the mission of our team is to support communities and help the families in time of need.

## VALUES

Ensure safety, integrity, commitment to service and teamwork.

## VISION

Transform the industry through innovative and sound initiatives to support all communities with their environmental, infrastructure and sustainability needs.

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

**Request for Proposal for:**

## **Emergency Response and Recovery Services (RFP-072-23-OT)**

**Please Deliver To:**

**City of Hollywood  
Office of Procurement Services  
2600 Hollywood Boulevard  
Hollywood, FL 33020**

**Opening Date and Time:**

**Thursday, April 27, 2023, 3:00pm**



TAB A

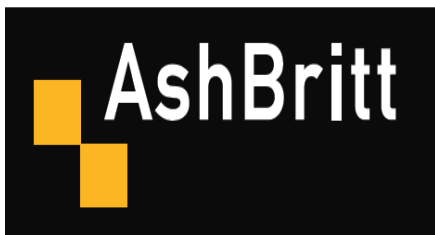


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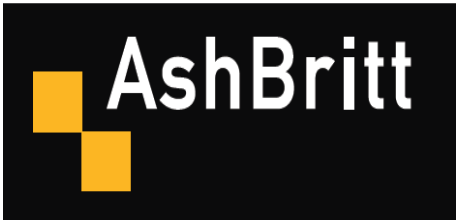
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# TAB B



# EXECUTIVE SUMMARY

## B. Executive Summary

As the national leader in disaster response and recovery operations, AshBritt, Inc. (AshBritt) provides the resources, capabilities, and experience to address all debris management, recovery, and removal services for the City of Hollywood, FL. In fact, we are a licensed general contractor for the State of Florida (see below) and we are located in Deerfield Beach, FL, which is less than 25 miles from the City of Hollywood, enhancing our ability to immediately respond and coordinate with the city on both pre- and post-event activities and FEMA reimbursement.



AshBritt's Corporate Headquarters in Deerfield Beach, FL

### B.1 Project Understanding

With our office and residences in southeastern Florida, AshBritt has a detailed understanding of the project requirements for this contract. We have responded to 17 hurricanes in Florida and

removed more than 50,000,000 CY of debris in Florida alone and are currently supporting FDEM/FDOT and 11 Florida cities and counties in recovery efforts from Hurricane Ian. We are local so we understand the requirements for this contract, including the following:

- ▶ Perform work safely and in compliance with federal, state, and local regulatory and legal requirements

Ron DeSantis, Governor

Melanie S. Griffin, Secretary

Florida dbpr

**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**  
**CONSTRUCTION INDUSTRY LICENSING BOARD**

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

**CARTER, ROBERT SCOTT**  
 ASHBRIIT INC  
 565 E HILLSBORO BLVD  
 DEERFIELD BEACH FL 33441

**LICENSE NUMBER: CGC1533864**  
**EXPIRATION DATE: AUGUST 31, 2024**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)

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- ▶ Avoid any interference with disaster response and recovery activities of federal, state, and local agencies or public utilities
- ▶ Need to supply our own emergency housing, power, communications, food/water/ice, and other services during recovery efforts
- ▶ Provide on-site management staff to work with City Officials and field supervisors to provide all required resources for recovery

**B.2 Introduction/Overview**

Founded in 1992, AshBritt has managed and completed more than 400 emergency disaster response projects and 52 special environmental projects across the United States. AshBritt has also been involved in the recovery efforts of more than 65 federally declared disasters in 30 states. In fact, in 2021, the United States Army Corps of Engineers (USACE) awarded AshBritt the largest pre-positioned post-disaster debris management contract ever awarded to one firm. This contract award covers 25 states,

reaffirming our place as the nation’s industry leader. As illustrated in **Exhibit B-1**, AshBritt has a storied history in providing emergency response and recovery services, further enhancing our ability to respond and react to future events.

Throughout the last 30 years, AshBritt has responded to hundreds of disaster response projects and has cleared more than 100M CY of debris following hurricanes, tornadoes, floods, snow/ice storms, wildfires, and earthquakes. We have cleared all types of debris including vegetative waste, construction and demolition (C&D) debris, hazardous leaning trees, hanging limbs, and stumps; sand/silt removal, as well as removal of white goods, e-waste, dead animal carcasses, vehicles/vessels, household hazardous wastes, and hazardous, toxic, and radioactive materials (HTRW) materials. AshBritt has also completed dozens of projects involving damage assessment, emergency road clearance, utility coordination, and demolition. To support our debris operations, we have worked with our



**Exhibit B-1. AshBritt has a 30-years history in providing emergency response and recovery services.**



clients to identify, permit, set up, operate, and maintain hundreds of Temporary Debris Management Sites (TDMS) and have directed TDMS operations including grinding, air curtain incineration, controlled open burning, waste reduction, and recycling. AshBritt will leverage this experience and lessons learned to reduce risk, ensure safe operations, and deliver cost-effective services to the City of Hollywood.

AshBritt is a licensed Florida General Contractor a company in good standing with the Florida Department of State, and has the required licenses, insurances, bonding, financial capacity, and references to demonstrate our capabilities to perform this contract. We have performed 100% of the solicitation-required scope of work elements, have proven means/ methods for executing work, in-depth expertise with FEMA reimbursement programs, extensive in-house emergency management training, and have available personnel/resources to perform debris

removal as we have proven on hundreds of previous projects. We have long-term relationships with Florida-based subcontractors, equipment rental companies, logistics/freight forwarding firms, recycling/ disposal companies, etc. We also have an established small business (SB) program that is administered by our in-house Small Business Officer and we work very closely with various agencies to maximize the use of local, small businesses whenever possible. For this contract, we have identified five Florida-based subcontractors to support us along with other firms to ensure we have the available capacity to immediately respond to the City of Hollywood’s emergency response/recovery requirements.

AshBritt is a corporation that is incorporated in the State of Florida. Randy Perkins is the founder, principal, Chairman of the Board, and Senior Operations Advisor. Moreover, our entire senior management team has extensive disaster debris experience, as illustrated in **Exhibit B-2**,

**Our Senior Management Team Offers Significant Expertise in Disaster Debris Removal/Recovery**

Chairman of the Board	Chief Executive Officer	President-Disaster Response	Senior Vice President
 <p><i>Randal Perkins</i></p> <ul style="list-style-type: none"> <li>• AshBritt founder, principal</li> <li>• 31 years disaster recovery</li> <li>• President/CEO-24 years</li> <li>• Responded to 50+ events</li> </ul>	 <p><i>Brittany Perkins Castillo</i></p> <ul style="list-style-type: none"> <li>• JD, member of TX Bar</li> <li>• 18 years disaster recovery</li> <li>• CEO since 2016</li> <li>• Responded to 35+ events</li> </ul>	 <p><i>Brian Thomason</i></p> <ul style="list-style-type: none"> <li>• Former EM Deputy Director, Cumberland County, NC; first responder</li> <li>• 35 years disaster recovery</li> </ul>	 <p><i>Dow Knight</i></p> <ul style="list-style-type: none"> <li>• 20 years disaster recovery</li> <li>• BS, US Merchant Marine</li> <li>• Captain, Navy Reserve</li> <li>• Responded to 30+ events</li> </ul>
Senior Vice President	Senior Vice President	Chief of Staff	Vice President
 <p><i>Matt Gierden</i></p> <ul style="list-style-type: none"> <li>• 20 years disaster recovery</li> <li>• Field Supervisor to Sr VP</li> <li>• Responded to 25+ events</li> <li>• 40 FEMA disaster projects</li> </ul>	 <p><i>Rob Ray</i></p> <ul style="list-style-type: none"> <li>• 20 years disaster recovery</li> <li>• 60 disaster debris projects</li> <li>• PM for Hurricane Katrina; managed 1,000 subs</li> </ul>	 <p><i>Gerardo Castillo</i></p> <ul style="list-style-type: none"> <li>• Master's in Public Affairs</li> <li>• 6 years disaster recovery</li> <li>• Sr VP, Capital MTA</li> <li>• Bilingual English/Spanish</li> </ul>	 <p><i>Jason Fawcett</i></p> <ul style="list-style-type: none"> <li>• Member, Rapid Response</li> <li>• 21 years disaster recovery</li> <li>• Operations Manager for 5 SE locations, Davey Tree</li> </ul>

**Exhibit B-2. AshBritt’s senior management team offers disaster debris expertise, reducing risk.**



further enhancing our capabilities and expertise. Our main office is in Deerfield Beach, FL with satellite locations in Austin, TX; Katy, TX; Suffolk, VA; and Naples, FL. AshBritt is a financially stable company with the financial capacity to bond over \$850M, provides working capital of more than \$100M, and maintains a low-to-mid eight figure line of credit facility with Bank of America. For Hurricane Katrina, we paid out more than \$100,000,000 before being reimbursed by the Federal Government, further evidence of our financial wherewithal.

To manage this contract, AshBritt assigned Dow Knight as our Project Manager for the City of Hollywood. As a Senior VP with AshBritt, Dow has the authority to commit the company and make immediate decisions to streamline operations, which is critical within an emergency response operation. With 20 years of experience in managing disaster debris removal operations, all of which were for AshBritt, Dow has the expertise and established network in place to ensure efficient operations and expedited results. He will leverage our in-place, proven infrastructure, financial resources, operational plans, work procedures, and personnel/ equipment resources to meet the objectives for this contract for the City of Hollywood and achieve high levels of satisfaction.

AshBritt organized our proposal to align with the requirements stipulated in the RFP. Specifically, we aligned our proposal to the Proposal Submittal Requirements as outlined in Document #5 as presented on the OpenGov procurement portal and integrated Document #6, Evaluation Criteria within this structure. Moreover, we prepared a cross-reference matrix to facilitate the Evaluation Committee's ability to view responses to the specific questions posed in Document #4, Scope of Service, Summary of Proposer's Qualifications. This matrix is provided on the following page.



## Cross-Reference Matrix for Scope of Service, Summary of Proposer's Qualifications

Evaluation Criteria	Proposal Section
<b>Summary of Qualifications</b>	
Identify the project manager and each individual who will work as part of the engagement. Include resumes for each person to be assigned.	C.2.3
Describe the experience in conducting similar projects for each of the consultants assigned to the engagement. Describe the relevant educational background of each individual.	C.2.3
Describe the organization of the proposed project team, detailing the level of involvement, field of expertise and estimated hours for each member of the team.	C.2.1, C.2.2
Describe what municipal staff support you anticipate for the project.	D.3.2
Where are subcontractors located? Provide a description of the working relationship with subcontractors and types of projects you have in common? How long have you worked together?	D.2.2
Do you own equipment, or would you have to primarily rely on subcontractors or leases to provide it? What types of equipment do you own or have access to? How old is the equipment? If leased, please provide leasing pricing.	D.1.1
What is your procedure for checking your employees' backgrounds? What evidence could you provide to verify this? What background information or qualifications do you require from your subcontractors and their staff?	C.2.4
How do you train your emergency responders?	C.2.5
Provide your firm's safety plan. Include handling of hazardous materials.	D.4.3
Project understanding, proposed approach, and methodology.	D.1, D.3.1, D.3.2
Describe your approach to performing contracted work. This should include the following:	D.3
--Type of services provided. Discuss your role and that of other parties involved in the data gathering, data analysis and recommendation process.	D.3.4
--Discuss your project plan for this engagement outlining major tasks and responsibilities, time frames (Up to 180 days after contract activation) and staff assigned.	D.3.2.1
--Explain your process for procuring recovery materials as outlined in Section 6002 of the Solid Waste Disposal Act (see attachment "C").	D.3.9
<b>Scope of Services Available</b>	
Do you provide services full-time, year-round?	D.3.2
Describe how your firm typically gathers the necessary resources when notified of a disaster.	D.3.2.1
How would you coordinate debris removal operations with City vendors, to include but not be limited to, the City's waste haulers and tree trimming contractors?	D.3.2.1
How would you determine the length of your recovery services for the City?	D.3.2.1
Describe your record-keeping process for FEMA and FHWA reimbursements. How often would information be communicated from the street personnel to your administrative staff?	D.3.12
How will you ensure accuracy of those reports? What is method of backup for lost information?	D.3.12
What amount of the FEMA and FHWA paperwork can be provided by your firm with minimal involvement from City staff? What percentage of FEMA and FHWA paperwork are you capable of producing with no City staff involvement?	D.3.12
How does your firm typically invoice for services?	D.3.9
How do you determine if your recovery work is completed?	D.3.2.1
Describe how you would set up an office or central point of operations in the community to include establishing a phone system for residents to contact you for service requests/claims.	D.3.6.1
If you have disposal or reduction site, do you intend to submit them to the City for approval?	N/A
<b>Summary of Proposer's Fee Statement</b>	
The Proposal will show the fee schedule in accordance with FEMA cost code listing (previously known as G.2) see attachment D. and encompassing the scope of services. If additional work is required beyond the scope of this contract, how would those services be billed?	G.1
<b>Project Time Schedule (If Applicable)</b>	
Provide a detailed time schedule for this project.	D.3.2.1



TAB C



QUALIFICATION  
AND EXPERIENCE

## C. Qualification and Experience

As one of the nation’s leading disaster response debris removal contractors, AshBritt provides the qualifications and experience to support the City of Hollywood on this contract. We have a vested interest in the well-being of our communities and have been and will continue to be focused on delivering safe, efficient services throughout the region. We have a structured response network with offices, equipment, sub-contractors, suppliers/vendors, and disposal/recycling facilities to ensure we can respond to disasters on a 24/7/365 basis.

In the past 10 years, AshBritt has performed 110 debris management projects in Florida, including recovery support for over 25 counties and over 40 towns/cities as well as FDEM, FDEP, and FDOT. In fact, we are currently responding to Hurricane Ian recovery operations in two

Florida jurisdictions after completed work in 11 others. At our peak, we had 450 debris-hauling trucks/units and have removed >8,000,000 CY of debris to date. This operation also includes removal of downed trees, C&D debris, vegetative debris, hazardous leaning trees and hanging limbs, waterway debris removal, private property debris removal programs, white goods removal, and other ancillary services, including operating several base camps.

### C.1 Contractor Work Experience & Financial Capacity (Evaluation Factor 1)

AshBritt’s disaster debris removal capabilities are presented in **Exhibit C-1** below. **Exhibit C-2** (next page) summarizes key aspects of AshBritt’s qualifications and experience while **Exhibit C-3** (see page 8) summarizes our experience in responding to major types of disasters.







<p><b>Quick, Efficient Mobilization/Response</b></p>  <ul style="list-style-type: none"> <li>✓ Mobilization checklists</li> <li>✓ Operations Manager collaboration with City of Hollywood</li> <li>✓ Self-equipped Mobile Command Center</li> <li>✓ Roads cleared per City</li> </ul>	<p><b>Comprehensive SOW Services</b></p>  <ul style="list-style-type: none"> <li>✓ Conducted 400 disaster response projects involving all disaster types</li> <li>✓ Performed 100% of SOW areas required by the City</li> <li>✓ Financially stable company</li> </ul>
<p><b>Cost-Effective Delivery and Reimbursement</b></p>  <ul style="list-style-type: none"> <li>✓ Review daily cost reports</li> <li>✓ Debris Load Tickets facilitate billing and invoicing</li> <li>✓ QC staff track and review documentation for FEMA reimbursement</li> </ul>	<p><b>Interactive Communications</b></p>  <ul style="list-style-type: none"> <li>✓ Tools for communication in disaster area (sat phones)</li> <li>✓ Initial damage assessment &amp; schedule with the City</li> <li>✓ PM holds daily meetings with City Debris Manager</li> </ul>
<p><b>Compliant Workmanship/ Documentation</b></p>  <ul style="list-style-type: none"> <li>✓ Daily QC oversight of staff and subcontractors</li> <li>✓ In-place SOPs, checklists, prepopulated forms</li> <li>✓ Use Caspio for tracking/analyzing data/ documents</li> </ul>	<p><b>Work Safely and Securely</b></p>  <ul style="list-style-type: none"> <li>✓ No lost time or OSHA Recordables in 6 years</li> <li>✓ 2022 EMR-0.75</li> <li>✓ Staff trained in OSHA 10/30-Hour Construction</li> <li>✓ 24-hour DMS security</li> </ul>

Exhibit C-1. AshBritt offers full-service, proven debris management capabilities, eliminating risk.



## THE ASHBRIIT DIFFERENCE



AshBritt's participation in the **National Response Framework** dates back to 1998 as a debris contractor for the **United States Army Corps of Engineers (USACE)**.



AshBritt's Senior Operations Team has worked together for more than 18 years.

ASHBRITT'S BONDING CAPACITY IS

**\$850,000,000**

AND HAS \$100 MILLION OF COMPANY WORKING CAPITAL

**400+ DISASTER RESPONSE MISSIONS**  
**52 SPECIAL ENVIRONMENTAL PROJECTS**

**65+ FEDERALLY DECLARED DISASTERS**  
**22 DIFFERENT STATES**



In the last seven years, AshBritt removed over **40,000,000 CY** of debris. Giving AshBritt more experience than any other company in the industry.

**ASHBRITT HAS AN EXPERIENCE MODIFICATION RATING OF 0.75**

**ASHBRITT WAS ACTIVATED AS THE PRIME CONTRACTOR FOR ALL PROJECTS LISTED BELOW**

### HURRICANE KATRINA, U.S. ARMY CORPS DEBRIS REMOVAL MISSION 2005

- Collected and removed 21,500,000 CY of debris
- Collected and removed 9,000,000 CY of debris during the first 60 days
- Average production rate of 150,000 CY a day
- Underwrote \$100,000,000

### NORTHERN CALIFORNIA FIRES, U.S. ARMY CORPS DEBRIS REMOVAL MISSION 2017

- AshBritt conducted fire debris removal operations on 1,900 properties in Northern California
- Collected and removed 770,000 tons of fire debris within the 4 impacted jurisdictions
- At peak, AshBritt had 115 debris removal crews working, 553 trucks and moved 25,000 tons of fire debris in one day

### HURRICANE IRMA & HURRICANE HARVEY 2017

- AshBritt Collected and removed 12,000,000 CY of debris

### HURRICANE MICHAEL 2018

- 11 separate debris removal missions across Florida and Georgia
- Collected and removed over 13,700,000 CY of disaster-generated debris
- Managed 16 Debris Management Sites

### HURRICANE DORIAN 2019

- Collected and removed 615,000 CY of disaster-generated debris

### OREGON DEPT. OF TRANSPORTATION (ODOT) WILDFIRE PROJECT 2021

- Activated by ODOT in 2 jurisdictions
- AshBritt conducted wildfire debris removal operations on more than 2,100 properties
- Collected and removed 328,145 tons of wildfire debris
- All metals and concrete were hauled to recyclers for reuse
- AshBritt cut down 5,712 hazardous burned trees. All of these trees were chipped and reused for erosion control purposes.

### HURRICANE IAN 2022

- Collected and removed 8,000,000 CY of disaster-generated debris to date
- ROW, PPDR/ROE, Waterway, and Base camp services
- Activated in 13 jurisdiction

#### ASHBRITT FOUNDATION

AshBritt takes pride in being part of the long-term recovery of a community and has contributed over **\$5 million** to community driven initiatives.

#### SUPPORTING LOCAL & SMALL BUSINESSES

AshBritt works with Small, Disadvantaged, Minority-Owned, Women-Owned, HUB Zone, and Veteran-Owned business enterprises.

Exhibit C-2. AshBritt has supported many of the country's largest disasters, enhancing efficiency.



## Hurricanes

- ✓ 32 Hurricanes
- ✓ 81M CY Debris Removed
- ✓ 464 Activations, 12 States



### Key Hurricane Responses⇒

- Hurricane Katrina/Wilma, FL, MS
- Hurricane Irma, FL, GA, SC
- Hurricane Sandy, CT, MD, NJ, VA
- Hurricane Harvey, TX

## Tornadoes

- ✓ 11 Tornadoes
- ✓ 2M CY Debris Removed
- ✓ 16 Activations, 9 States



### Key Tornado Responses⇒

- 2021 Tornadoes, KY
- EF5 Tornado, MD
- EF5 Tornado, OK
- EF3 Tornado, NC

## Floods

- ✓ 7 Flood Events
- ✓ Flood Water Relocation
- ✓ 1M CY Debris Removed



### Key Flood Responses⇒

- Flooding Event, KY
- Storms/Floods, SC
- Storms/Floods, FL
- Torrential Rains/Flooding Event, TX

## Wildfires

- ✓ 10 Fire Responses
- ✓ 5,000 Properties Cleared
- ✓ 1M Tons Removed



### Key Wildfire Responses⇒

- USACE Multiple Wildfires, CA
- Soberanes Fire, CA
- Lake County Fire, CA
- Jackson/Lane Wildfires, OR

## Ice/Snow Storms

- ✓ 8 Winter Storms
- ✓ 1.1M CY Debris Removed
- ✓ Emergency Road Clearance



### Key Storm Responses⇒

- Winter Storm Jonas, MD, VA
- Winter Storm Gia, KS
- Emergency Storm Nemo, CT, MA
- Winter Storm PAX, GA, SC

## Tropical/Severe Storms

- ✓ 18 Severe/Tropical Storms
- ✓ 2M CY Debris Removed
- ✓ 41 Activations, 7 States



### Key Storm Responses⇒

- Tropical Storm Isais, CT, FL, NY
- Tropical Storm Imelda, TX
- Severe Storms, CT
- Tropical Storm Fay, FL

## Oil Spills/Environmental

- ✓ >100,000 LF of Boom Deployed
- ✓ 97,000 Fish Removed



### Key Spill Responses⇒

- BP Oil Spill, FL
- Red Tide Dead Fish Removal, FL
- Well Gas Leak, OK

## Covid/Pandemics

- ✓ 7 COVID Responses
- ✓ 1,000,000 Vaccinations
- ✓ Set up 31 Sites



### Key Pandemic Responses⇒

- VDEM COVID Response, VA
- FDEM COVID Response, FL
- TDEM COVID Response, TX
- MEMA COVID Response, MA

Exhibit C-3. With 30 years of experience, AshBritt has experience in all types of disaster response.

### C.1.1 Project Experience in SOW

AshBritt has experience conducting 100% of the scope of work elements presented in the City of Hollywood RFP. In responding to hurricanes, floods, winter/ice storms, wildfires, earthquakes, pandemics, and severe/tropical storms, we have collected >100M CY of debris, including all types of debris from vegetative/C&D debris to hazardous trees/limbs/stumps, waterway debris, vehicle/vessel removal, white goods, dead animal removal and disposal, household hazardous waste (HHW) removal and disposal, etc. We have

managed/operated hundreds of temporary debris management sites (TDMs); conducted emergency road clearance; RACM/non-RACM demolition; debris reduction via grinding/incineration and provided logistics services, including emergency housing, power, communications, food, water, ice, and other services and supplies to support recovery efforts. **Exhibit C-4** provides a snapshot of our experience for the RFP SOW areas for various disaster events. However, these are just representative projects—we have performed all these SOW services on dozens of projects over the past 30 years.

Project	Hurricane Matthew	Hurricane Irma	Hurricane Michael	Hurricane Sally	Kentucky Tornadoes	Hurricane Ian
Year	2016-2017	2017-2018	2018-2020	2020-2021	2021-2022	2022-Present
Volume Removed (CY)	>5,700,000	>10,730,000	>13,700,000	1,239,941	410,000	>8,900,000
Scope of Work Item						
<b>Debris Removal and Disposal Operations</b>	●	●	●	●	●	●
Emergency Push/ Road Clearance	●	●	●			
Debris Removal from Public ROW/Alleyways/Gated Communities	●	●	●	●	●	●
Debris Clearance/Removal from the Public Property	●	●	●	●	●	●
Private Property Debris Removal			●			●
Debris Clearance/Removal from Municipal Golf Courses			●			
Demolition of Structures and Construction Debris Removal	●	●	●	●	●	●
Tree Trimming, Tree Bracing, Stump Grinding and Removal	●	●	●	●	●	●
Sand Removal from Roads, Streets, and ROWs	●	●				
Beach Sand Screening and Replacement						
<b>Temporary Debris Site Operations</b>	●	●	●	●	●	●
Debris Separation/Reduction	●	●	●	●		●
Management of Tree Debris	●	●	●	●	●	●
Designation and Management of Staging Areas	●	●	●	●	●	●
Vegetative TDS	●	●	●	●	●	●
C&D Staging Areas, Mixed Debris, and Household Hazardous Waste (HHW)	●	●	●	●	●	●

**Exhibit C-4. AshBritt has SOW experience on similar disaster events, eliminating any learning curve.**



Project	Hurricane Matthew	Hurricane Irma	Hurricane Michael	Hurricane Sally	Kentucky Tornadoes	Hurricane Ian
Year	2016-2017	2017-2018	2018-2020	2020-2021	2021-2022	2022-Present
Volume Removed (CY)	>5,700,000	>10,730,000	>13,700,000	1,239,941	410,000	>8,900,000
Scope of Work Item						
Processing, Loading and Hauling Material from TDMS to Final Destination	●	●	●	●	●	●
Optional Services	●	●	●			●
Cleaning and Restoring Beaches	●	●				
Debris Removal/Restoration of Canals/ Marine Salvage	●	●	●	●		●
Motor Vehicles		●				
Boats	●	●				●
Hazardous Waste & Contaminated Debris Management	●	●	●			●
Fire Suppression Support	●					
Emergency Potable Water						
Emergency Delivery of Ice						
Temporary Bathrooms, Showers, Kitchens and Feeding Locations		●				●
Temporary Satellite Communications						
Emergency Power Generation		●				●
Pumping and Water relocation/Removal for Flood Control		●				●
Sewer, Culvert and Catch Basin Cleaning	●	●	●			●
Decontamination of Buildings						

Exhibit C-4. AshBritt has SOW experience on similar disaster events, eliminating any learning curve.



### C.1.2 Listing of Work Experience

The pages that follow contain a listing of our work experience, which describes a representative list of our work experience to perform the scope of work described in this solicitation over

the last five years. AshBritt welcomes the City of Hollywood to utilize the points of contact identified in this table as additional references if they wish to inquire about further details on any of our projects.

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>HURRICANE IAN</b>					
<b>Florida Division of Emergency Mgmt/FDEP</b> Waterway Debris Removal for Lee and Collier Counties	11/19/2022 - Ongoing	Pending	320,000 (Pending)	CY	
<b>Florida Division of Emergency Management</b> PPDR and CPDR for Ft. Myers Beach, and the Islands of Sanibel, Captiva, North Captiva & Useppa	11/19/2022 - Ongoing	Pending	300,000 (Pending)	CY	
<b>FL DOT - Polk County, FL</b> Conducted Right of Way vegetative and C&D debris collection	11/1/2022 - 12/21/2022	Pending	3,350 (Pending)	CY	Amarilys Perez 863-272-4885 amarilys.perez@dot.state.fl.us
<b>FL DOT - Charlotte County, FL</b> Conducted Right of Way vegetative and C&D debris collection	11/1/2022 - 1/5/2023	Pending	3,000 (Pending)	CY	Amarilys Perez 863-272-4885 amarilys.perez@dot.state.fl.us
<b>Hillsborough County, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services.	10/6/2022 - 3/2/2023	Pending	656,000	CY	Travis Barnes 813-209-3085 barnest@hillsborough-county.org
<b>Orange County, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services.	10/5/2022 - 1/10/2023	Pending	355,000	CY	Ralphetta Aker (407) 836-8011 Ralphetta.aker@ocfl.net

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Tampa, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, removal of white goods and freon removal services, reduction of debris through grinding and compaction, and haul out and disposal services.	10/5/2022 - 12/9/2022	Pending	105,000	CY	Larry Washington (813) 521-2227 larry.washington@tampagov.net
<b>St. John's County, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, removal of white goods and freon removal services, reduction of debris through grinding and compaction, and haul out and disposal services.	10/5/2022 - 12/7/2022	Pending	46,000	CY	Greg Caldwell (904) 209-0266 gcaldwell@sjcfl.us
<b>Orlando, FL</b> Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and hauling of reduced debris to final disposal.	10/5/2022 - 11/27/2022	\$1,230,293	75,400	CY	Joseph England (407) 246-2314 joseph.england@orlando.gov
<b>Collier County, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of debris through grinding and compaction, hazardous tree and limb removal, and haul out and disposal services.	10/3/2022 - Ongoing	Pending	1,371,829 (Pending)	CY	Dan Rodriguez 239-252-2504 dan.rodriguez@collier-countyfl.gov
<b>Polk County, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of debris through grinding and compaction, hazardous leaning and hanging trees, and haul out and disposal services.	10/3/2022 - 1/14/2023	Pending	1,020,000 (Pending)	CY	Ryan Taylor (863) 500-0773 ryantaylor@polk-county.net
<b>Brevard County, FL</b> ROW debris collection, reduction, and DMS management	10/3/2022 - 11/8/2022	Pending	84,000	CY	Tom Mulligan (321) 543-1547 Thomas.Mulligan@brevardfl.gov



Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Cooper City, FL</b> ROW debris collection, direct haul to final disposal	10/3/2022 - 10/10/2022	Pending	7,000	CY	
<b>Key West, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, removal of white goods and freon removal services, reduction of debris through grinding and compaction, and haul out and disposal services.	10/1/2022 - 11/29/2022	Pending	22,000	CY	Todd Stoughton 305-809-3811 tstoughton@cityofkeywest-fl.gov
<b>Charlotte County, FL</b> Conducted emergency road clearance, Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of debris through grinding and compaction, hazardous tree and limb removal, and haul out and disposal services. We also conducted white good and freon removal.	9/30/2022 - Ongoing	Pending	4,600,000 (Pending)	CY	John Elias (941) 628-2662 John.Elias@charlottecountyfl.gov
<b>Florida Division of Emergency Management</b> Provided three full turnkey base camps housing 2,250 individuals in Port Charlotte, Fort Myers, and Fort Myers Beach. Base camps included shelters, food, showers, restrooms, laundry facilities, dining halls and a myriad of other amenities.	9/30/2022 - 2/15/2023	Pending	N/A	N/A	

**HURRICANE IDA**

<b>Diamondhead, MS</b> Conducted Right of Way vegetative debris collection.	9/29/2021 - 10/18/2021	\$81,671	5,350	CY	Mike Reso 228-222-4626 mreso@diamondhead.ms.gov
<b>Franklin Township, NJ</b> Conducted Right of Way C&D debris collection, Debris Management Site management, reduction of debris through compaction, and haul out and disposal services.	9/13/2021 - 10/5/2021	\$220,148	8,285	CY	Robert G. Vornlocker, Jr. 732-873-7226 bob.vornlocker@franklinnj.gov

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Somerset County, NJ</b> Conducted Right of Way C&D debris collection, Debris Management Site management, reduction of debris through compaction, and haul out and disposal services.	9/10/2021 - 9/28/2021	\$1,278,321	39,108	CY	Adam Slutsky, P.E. 908-231-7696 Slutsky@co.somerset.nj.us
<b>Hunterdon County, NJ</b> Conducted Right of Way C&D debris collection and disposal services.	9/8/2021 - 9/20/2021	\$214,636	7,283	CY	Brayden Fahey 908-788-1196 bfahey@co.hunterdon.nj.us
<b>East Baton Rouge Parish, LA</b> Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services.	9/7/2021 - 10/25/2021	\$4,263,002	271,669	CY	Rick Speer 225-389-4865 rspeer@brla.gov

#### HURRICANE SALLY

<b>Escambia County, FL</b> Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out and disposal services, and hazardous tree and limb removal.	9/23/2020 - 1/27/2021	\$16,831,49	1,239,941	CY	Jim Howes 850-554-2752 jhowes@myescambia.com
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#### HURRICANE HARVEY

<b>Houston, TX</b> AshBritt conducted disaster debris removal services for the City of Houston in response to Hurricane Harvey. AshBritt collected C&D debris and direct hauled to the landfill.	5/29/2018 - 10/26/2018	\$250,000	23,708	CY	Joanne Song Yu 832-393-0484 joanne.song@houstontx.gov
<b>Austin County, TX</b> Conducted Right of Way vegetative debris collection	9/26/2017 - 10/6/2017	\$36,000	1,891	CY	Tim Lapham 979-865-5911 cjudge1@austincounty.com
<b>Refugio County, TX</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/20/2017 - 2/9/2018	\$3,321,809	145,530	CY	Stan Upton 361-526-2820 refugiotxemc@yahoo.com



Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Kountze, TX</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/20/2017 - 11/4/2017	\$16,330	1,235	CY	Jeff Lacombe 409-246-3463 jlkch@sbcglobal.net
<b>Lumberton, TX</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/14/2017 - 12/1/2017	\$246,000	15,972	CY	Steve Clark 409-755-0031 sclark@gtbizclass.com
<b>Orange County, TX</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/13/2017 - 8/15/2018	\$11M	382,013	CY	Leon George 409-745-9717 lgeorge@co.orange.tx.us
<b>Sour Lake, TX</b> Conducted Right of Way C&D and white goods collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/13/2017 - 12/2/2017	\$49,000	3,250	CY	Larry Saurage 409-287-3574 lsaurage@cmaaccess.com
<b>Hardin County, TX</b> Conducted Right of Way vegetative debris, C&D and white goods collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/12/2017 - 1/4/2018	\$2,128,000	116,975	CY	Chris Kirkendall 409-617-1513 chris.kirkendall@co.hardin.tx.us
<b>Rose Hill Acres, TX</b> Conducted Right of Way vegetative debris, C&D and white goods collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/12/2017 - 12/19/2017	\$143,000	10,247	CY	Rich Thomisee 409-751-0075 rlthomisee@ymail.com
<b>Pasadena, TX</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris	9/6/2017 - 10/10/2017	\$358,700	30,111	CY	Robin Green 713-475-7835 rgreen@ci.pasadena.tx.us

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
through grinding and compaction, and haul out services.					
<b>Victoria, TX</b> Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul out services, and hazardous tree and limb removal.	8/28/2017 - 12/12/2017	\$5,743,700	398,844	CY	Darryl Lesak 361-485-3230 dlesak@victoriatx.org
<b>Fort Bend County, TX</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Ash-Britt also provided ancillary services including MRE's and shower and restroom trailers.	8/28/2017 - 11/9/2017	\$7,146,000	499,700	CY	Scott Wiegat 832-473-2961 scott.wiegat@fortbend-countytx.gov
<b>Victoria County, TX</b> Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, and haul out services, and hazardous tree and limb removal.	8/26/2017 - 12/12/2017	\$7,146,000	155,887	CY	Rick McBrayer 361-649-8366 rickmcbrayer@vctx.org
<b>Brazoria County, TX</b> Emergency Water supplies	8/25/2017 - 8/25/2017	\$8,400		Hourly	Lesa Girouard 979-864-1804 lesag@brazoria-county.com

**HURRICANE IRMA**

<b>FL DEP</b> Debris removal from Biscayne Bay Aquatic Preserves	11/29/2021 - 2/18/2022	\$50,000		Hourly	Laura Eldridge 786-798-4511 Laura.Eldredge@FloridaDEP.gov
<b>Broward County</b> Provided Debris Management Site management and haul out services.	11/11/2017 - 2/8/2018	\$6,166,655		DMS Mgt.	Richard Meyers 954-474-1848 rmeyers@broward.org



Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Sarasota County, FL</b> Right of Way vegetative debris collection	10/20/2017 - 12/7/2017	\$260,000	35,000	CY	Lois Rose 941-861-1589 lerose@scgov.net
<b>Chatham County, GA</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/29/2017 - 1/11/2018	\$265,782	13,731	CY	Marc Ginsberg 912-652-6867 MBGinsbe@chathamcounty.org
<b>Charleston County, SC</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, haul out services, and hazardous tree and limb removal.	9/28/2017 - 1/2/2018	\$857,700	41,282	CY	James Neal 843-202-7600 jneal@charlestoncounty.org
<b>New Smyrna, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/28/2017 - 11/19/2017	\$586,000	47,080	CY	Faith Miller 386-424-2202 fmiller@cityofnsb.com
<b>Belleair Beach, FL</b> Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	9/27/2017 - 11/30/2017	\$60,000	3,931	CY	Lynn Rives 727-595-4646 lynn.rives@cityofbelleairbeach.com
<b>Port Orange, FL</b> Conducted Right of Way vegetative debris, Debris Management Site management, reduction of debris through grinding, and haul out services.	9/26/2017 - 12/6/2017	\$1,940,000	98,608	CY	Alex Torrent 386-506-5573 atorrent@port-orange.org
<b>Belleair Bluffs, FL</b> Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/26/2017 - 11/29/2017	\$101,000	7,643	CY	Robert David 727-584-2151 rschmader@belleairbluffs-fl.gov

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Indian Shores, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/25/2017 - 11/29/2017	\$5,200	542	CY	Michael Scroggham 727-474-7716 mscroggham@myindianshores.com
<b>Redington Shores, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/25/2017 - 11/28/2017	\$23,000	2,312	CY	Mary Palmer 727-397-5538 townclerk@townofredingtonshores.com
<b>Bradenton, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/25/2017 - 11/18/2017	\$1,240,000	82,853	CY	Jim McLellan 941-708-6300 jim.mclellan@cityofbradenton.com
<b>Holly Hill, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, haul out services, and hazardous tree and limb removal.	9/24/2017 - 10/20/2017	\$606,000	45,807	CY	Mark Juliano 386-248-9463 mjuliano@hollyhillfl.org
<b>Clearwater, FL</b> Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services.	9/23/2017 - 11/21/2017	\$586,000	30,655	CY	Earl Gloster 727-562-4990 earl.gloster@myclearwater.com
<b>South Daytona, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/23/2017 - 10/25/2017	\$380,000	27,908	CY	Les Gillis 386-322-3080 lgillis@southdaytona.org
<b>Lauderdale Lakes, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris	9/23/2017 - 10/4/2017	\$452,600	45,364	CY	Ronald Desbrunes 954-535-2778 Ronaldld@lauderdalelakes.org

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
through grinding and compaction, and haul out services.					
<b>Hendry County, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, haul out services, and hazardous tree and limb removal.	9/22/2017 - 1/16/2018	\$2,849,000	276,181	CY	Brian K. Newhouse 863-674-5400 brian.newhouse@hendryfla.net
<b>Seminole, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/22/2017 - 10/7/2017	\$328,829	21,968	CY	Jeremy Hockenbury 727-397-6383 jhockenbury@myseminole.com
<b>Bradenton Beach, FL</b> Right of Way vegetative debris and C&D collection and haul out services.	9/21/2017 - 10/2/2017	\$12,000	1,047	CY	Tom Woodard 941-778-5975 twoodard@cityofbradentonbeach.com
<b>Collier County, FL</b> AshBritt provided generators, toilets and shower facilities, vacuum trucks, traffic signal inspections, food and water for over 1,800 people, temporary fencing, and other ancillary services. AshBritt also conducted emergency push services, Right of Way vegetative debris and C&D collection, collection of white goods, management of 6 debris management sites, reduction of debris through grinding and compaction, and haul out services. Additionally, AshBritt provided waterway collection services and collected over 22,000 hangers and 1,300 leaners.	9/20/2017 - 6/27/2018	\$63M	3,500,000	CY	Dan Rodriguez 239-252-2504 dan.rodriguez@collier-countyfl.gov



Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Marco Island, FL</b> Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Additionally, AshBritt conducted waterway collection services and provided ancillary services including vacuum and fuel trucks.	9/20/2017 - 6/27/2018	\$3,270,000	269,517	CY	Dan Rodriguez 239-252-2504 dan.rodriguez@collier-countyfl.gov
<b>Naples, FL</b> Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Additionally, AshBritt provided waterway collection services and performed a leaner, hanger, and hazardous stump mission.	9/20/2017 - 6/27/2018	\$2,915,000	197,928	CY	Dan Rodriguez 239-252-2504 dan.rodriguez@collier-countyfl.gov
<b>Leon County, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/20/2017 - 11/17/2017	\$417,000	27,282	CY	Tony Park 850-606-1542 ParkT@leoncount-yfl.gov
<b>Riviera Beach, FL</b> Right of Way vegetative debris and C&D collection	9/20/2017 - 10/13/2017	\$80,000	8,200	CY	Terrence Bailey 561-845-4060 TBailey@Riviera-beach.com
<b>St. Lucie County, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/18/2017 - 12/6/2017	\$1,155,000	84,362	CY	Ron Roberts 772-462-1631 Robertson@stlucie-co.org
<b>Brevard County, FL</b> Right of Way vegetative debris and C&D collection and haul out services.	9/17/2017 - 1/12/2018	\$6,677,000	483,467	CY	Euripides Rodriguez 321-633-2042 euripides.rodriguez@brevardcounty.us

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Key West, FL</b> AshBritt performed ROW debris collection of vegetative debris, C&D, white goods, and HHW, sand and seagrass removal, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services, including white goods haul out and the collection and haul out of 23,940 pounds of putrescent debris.	9/16/2017 - 1/11/2018	\$2,173,900	146,687	CY	Alan Averette 305-809-3933 aaverette@key-westcity.com
<b>Coral Gables, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, haul out services, and hazardous tree and limb removal.	9/16/2017 - 12/30/2017	\$7,839,000	319,416	CY	Brook Dannemiller 305-460-5130 bdannemiller@coralgables.com
<b>Dunedin, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. In addition, AshBritt performed a leaner/hanger program and a hazardous stump mission.	9/16/2017 - 12/30/2017	\$721,000	32,556	CY	Bill Pickrum 727-298-3215x1322 WPickrum@DunedinFL.Net
<b>Hallandale Beach, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/16/2017 - 12/6/2017	\$556,200	33,516	CY	Steve Parkinson 954-459-1526 sparkinson@hallandalebeachfl.gov
<b>Cooper City, FL</b> Conducted Right of Way vegetative debris and C&D collection and hazardous tree and limb removal.	9/16/2017 - 11/18/2017	\$2,816,000	150,112	CY	Denise Yoezle 954-434-2300 dyoezle@cooper-cityfl.org
<b>Martin County, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris	9/16/2017 - 11/17/2017	\$2,141,000	174,000	CY	Jim Gorton 772-219-4905 Jgorton@martin.fl.us

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
through grinding and compaction, and haul out services.					
<b>Weston, FL</b> ROW vegetative debris and C&D collection	9/16/2017 - 10/29/2017	\$790,400	54,522	CY	Karl Thompson 954-385-2600 kthompson@weston.org
<b>Orange County, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, haul out services, and hazardous tree and limb removal.	9/15/2017 - 1/23/2018	\$4,530,000	184,344	CY	Ralphetta Aker 407-836-8011 ralphetta.aker@ocfl.net
<b>Orlando, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, haul out services, and removal of over 5,200 hazardous trees.	9/15/2017 - 1/5/2018	\$1,320,000	59,794	CY	Michael Carroll 407-246-3050 michael.carroll@cityoforlando.net
<b>Manatee County, FL</b> Conducted emergency road clearance, Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. Additionally, AshBritt conducted a leaner/hanger program and collected over 17,000 hangers and 200 leaners.	9/15/2017 - 12/20/2017	\$8,200,000	478,484	CY	Jeanne Detweiler 941-798-6760 jeanne.detweiler@my-manatee.org
<b>Lake Worth, FL</b> Right of Way vegetative debris and C&D collection, Debris Management Site services.	9/15/2017 - 11/2/2017	\$223,000	23,500	CY	Felipe Lofaso 561-586-1720 flofaso@lakeworth.org
<b>St. John's County, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/14/2017 - 1/20/2018	\$8,500,000	674,324	CY	Greg Caldwell 904-669-5221 gcaldwell@sjcfl.us



Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Boca Raton, FL</b> Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, haul out services, and hazardous tree and limb removal.	9/14/2017 - 1/5/2018	\$2,210,000	151,892	CY	Judi Ahern 561-239-0378 jaahern@ci.boca-ration.fl.us
<b>Madeira Beach, FL</b> Emergency push operations, ROW vegetative debris and C&D collection, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services.	9/14/2017 - 11/28/2017	\$75,270	4,135	CY	Amie Servedio 727-391-9951 aservedio@madeirabeachfl.gov
<b>Palm Beach County, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/14/2017 - 11/28/2017	\$13M	898,634	CY	John Archambo 561-315-2010 jarchambo@swa.org
<b>Pompano Beach, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services.	9/14/2017 - 11/10/2017	\$2,612,000	196,626	CY	Russ Ketchum 954-545-7011 russell.ketchem@cop-bfl.com
<b>Gainesville, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, haul out services, and hazardous tree and limb removal.	9/13/2017 - 1/17/2018	\$854,600	92,283	CY	Steve Joplin 352-334-2330 joplinsh@cityofgainesville.org
<b>Pinellas County, FL</b> Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services. Ash-Britt also conducted a leaner/hanger mission and	9/12/2017 - 1/16/2018	\$3,800,000	221,484	CY	Sean Tipton 727-464-8809 stipton@co.pinellas.fl.us

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
removed over 10,000 hangers and 60 leaners.					
<b>Delray Beach, FL</b> Emergency push operations, ROW vegetative debris collection, Debris Management Site management, reduction of debris via grinding, haul out services, and hazardous tree, limb, and stump removal.	9/12/2017 - 12/8/2017	\$2,145,000	147,379	CY	Joe Frantz 561-445-8430 fran- tzj@mydelraybeach.com
<b>Tamarac, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, reduction of C&D through compaction, haul out services, and hazardous tree and limb removal.	9/12/2017 - 11/5/2017	\$1,118,800	66,245	CY	John Doherty 954-597-3706 johnd@tamarac.org
<b>USACE, FL</b> AshBritt conducted emergency road clearance for USACE following Hurricane Irma's landfall in FL. AshBritt mobilized crews both locally from within Florida as well as crews from as far away as Jackson, Mississippi to ensure resources were provided to meet mission requirements. Emergency road clearance crews were mobilized to Lee County, Sarasota County, and Collier County. These roads were cleared of debris upon arrival and this mission was complete. An additional task order for emergency road clearance operations was received for work in Miami-Dade County, Florida City. Crews were mobilized and road clearance operations were conducted for 3 days. AshBritt cleared 246.5 lane miles for the Miami-Dade County DOT in a safe, efficient manner.	9/12/2017 - 9/16/2017	\$359,800		Hourly	Matt Tate 251-690-2241 ja- cob.m.tate@usace.army. mil

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>West Palm Beach, FL</b> ROW vegetative debris and C&D collection. AshBritt also conducted removal of hazardous trees, hazardous hanging limbs, and hazardous stumps.	9/11/2017 - 12/1/2017	\$1,192,242	76,000	CY	Peter Bieneck 561-494-1099 pabieniek@wpb.org
<b>Doral, FL</b> Emergency push operations, ROW vegetative debris collection, Debris Management Site management, and reduction of debris via grinding.	9/11/2017 - 11/18/2017	\$230,000	3,461	CY	Carlos Arroyo 305-593-6740 carlos.arroyo@cityof-doral.com
<b>Lauderhill, FL</b> Conducted emergency road clearance and Right of Way vegetative debris collection.	9/11/2017 - 9/14/2017	\$24,200 hourly	10,062	CY	Chuck Feranda 954-730-3000 citymanager@laudherhill-fl.com
<b>Parkland, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, haul out services, and hazardous tree and limb removal.	9/10/2017 - 10/26/2017	\$1,038,900	93,801	CY	Bill Evans 954-346-2160 bevans@cityofparkland.org
<b>Atlanta, GA</b> Conducted over 600 hours of Vegetative ROW collection	9/10/2017 - 9/16/2017	\$112,000		Hourly	Barrington Brown 470-728-5251 BGBrown@AtlantaGa.Gov
<b>Alachua County, FL</b> AshBritt conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of vegetative debris through grinding, and haul out services. In addition, services included a leaner/hanger program and a hazardous stump mission. AshBritt removed 655 leaners, 31,324 hangers, and 107 stumps.	9/8/2017 - 1/18/2018	\$2,400,000	152,766	CY	Sam Sullivan 352-334-0172 rss@alachuacounty.us
<b>Miami Lakes, FL</b> Conducted emergency road clearance, Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of vegetative debris through grinding, haul out services, and removal of over 8,800 hazardous limbs	9/8/2017 - 1/2/2018	\$2,201,700	61,922	CY	Carlos Acosta 305-364-6100x1129 acostac@miamilakes-fl.gov



Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Islamorada, FL</b> AshBritt performed push operations, ROW debris collection of vegetative debris, C&D, white goods, concrete, sand removal, DMS management, reduction of debris via grinding and compaction, and haul out services, including white goods and hazardous tree, limb, and stump removal.	9/8/2017 - 12/20/2017	\$4,866,100	214,146	CY	Ana Hernandez 305-664-6453 ana.hernandez@islamorada.fl.us
<b>Hillsborough County, FL</b> Emergency push operations, ROW vegetative debris and C&D collection, Debris Management Site management, reduction of debris via grinding and compaction, and haul out.	9/8/2017 - 12/19/2017	\$4,666,000	246,369	CY	Kimberly Byer 813-272-5680 kbyer@HCFLGov.net
<b>Deerfield Beach, FL</b> Conducted Right of Way vegetative debris and C&D collection, Debris Management Site management, reduction of debris through grinding and compaction, and haul out services, and hazardous tree and limb removal.	9/8/2017 - 12/8/2017	\$1,257,400	70,792	CY	Chad Grecsek 954-480-4382 CGrecsek@deerfield-beach.com
<b>Key Biscayne, FL</b> Emergency push operations, ROW vegetative debris and C&D collection, Debris Management Site management, reduction of debris via grinding and compaction, and haul out services, and hazardous tree, limb, and stump removal.	9/8/2017 - 11/15/2017	\$844,200	40,342	CY	Eric Lang 305-365-8989 elang@key-biscayne.fl.gov
<b>Longboat Key, FL</b> Conducted ROW vegetative debris collection, Debris Management Site management, and reduction of debris through grinding.	9/8/2017 - 10/24/2017	\$104,300	7,639	CY	Mark Richardson 941-316-1958 mrichardson@longboatkey.org
<b>Miami Beach, FL</b> Conducted emergency road clearance and Right of Way vegetative debris and C&D collection.	9/8/2017 - 10/10/2017	\$390,000	45,198	CY	Eric Carpenter 305-335-1269 ericcarpenter@miamibeachfl.gov
<b>South Miami, FL</b> Emergency Road Clearance	9/8/2017 - 9/14/2017	\$16,570		Hourly	Aurelio Carmenates 305-403-2072 acarmenates@southmiamifl.gov

Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<b>Margate, FL</b> Emergency Road Clearance	9/8/2017 - 9/13/2017	\$130,000		Hourly	Sam May 954-972-8126 smay@margatefl.com
<b>Miami Gardens, FL</b> Emergency Road Clearance	9/8/2017 - 9/10/2017	\$74,200		Hourly	Tom Ruiz 786-279-1260 truiz@miamigardens-fl.gov

**WINTER STORMS/ SEVERE WEATHER**

<b>Overland Park, KS</b> Deployed equipment and manpower to Kansas following severe rainstorms that produced high winds and knocked over trees. Through activation of our county contract, we were specifically tasked to assist with debris clearing, and removal from the public ROW.	6/11/2022- 6/15/2022	\$69,063	3,480	CY	Mike Burton 913-484-2491 mike.burton@opkansas.org
<b>Overland Park, KS</b> For Winter Storm Gia, conducted Right of Way vegetative debris collection and hazardous tree and limb removal. Processed and hauled out vegetative debris from the Debris Management Site to the final disposal site.	1/16/2019- 2/1/2019	\$170,157	19,946	CY	Kyle Burns 913-895-8308 kyle.burns@opkansas.org
<b>VDOT, VA</b> Winter storm responses, performed snow removal and road clearance with 50 pieces of equipment in response to winter storms affecting Williamsburg, Chesapeake, Virginia Beach/Norfolk, and Accomack/Eastern Shore.	1/13/2022 - 1/24/2022	\$880,000		Hourly	Rossie Carroll 757-253-5140 R.Carroll@VDOT.Virginia.gov
<b>Atlanta, GA</b> For Winter Storm Helena, deployed salt and sand spreader trucks to Atlanta, GA to conduct de-icing operations on the City's roadways.	1/6/2017 - 1/7/2017	\$44,172		Hourly	Rita Braswell 404-330-6002 rbraswell@atlantaga.gov

**TORNADOES/STRAIGHT-LINE WINDSTORMS**

<b>Hopkins County, KY</b> Following tornadoes, Conducted Right of Way vegetative and C&D debris collection and	12/29/21- 6/10/2022	\$7,740,730	410,000	CY	Jack Whitfield, Jr. 270-821-8294 judgeexecutive@hopkinscounty.net
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Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
disposal services, and hazardous tree and limb removal.					
<b>Fairfax County, VA</b> In response to straight-line wind-storm, deployed equipment and manpower to Virginia following severe rainstorms that produced high winds and knocked over trees. Through activation of our county contract, we were specifically tasked to assist with debris clearing, and removal from the public ROW.	6/30/2020 - 7/15/2020	\$90,095		Hourly	Conrad Mehan 703-550-3492 conrad.mehan@fairfax-county.gov
<b>State of Massachusetts</b> EF-1 Tornadoes, Emergency roadway clearance of storm generated debris.	7/23/19 - 7/25/2022	\$53,023		Hourly	David Mahr 508-820-2017 da-vid.mahr@state.ma.us
<b>Fairfax County, VA</b> In response to straight-line wind-storm, deployed equipment and manpower to Virginia following severe rainstorms that produced high winds and knocked over trees. Through activation of our county contract, we were specifically tasked to assist with debris clearing, and removal from the public ROW.	6/2/2019 - 6/26/2019	\$136,620		Hourly	Dennis Batts 703-324-5230 dennis.batts@fairfax-county.gov
<b>Danbury, CT</b> Tornadoes, AshBritt conducted disaster debris removal services for the City of Danbury. Operations included Right of Way vegetation debris collection, removal of hazardous hanging and leaning trees, reduction of debris through grinding, and haul out services.	7/8/2018 - 8/14/2018	\$274,021	9,300	CY	Antonio Iadarola 203-948-5718 a.iadarola@danbury-ct.gov
<b>WILDFIRES</b>					
<b>ODOT - Lane County, OR</b> Remediated over 400 parcels of all wildfire-generated debris and contaminants, and we also removed more than 3,352 hazardous trees. All parcels had erosion control BMPs applied after soil testing had been completed.	2/1/2021 - 12/16/2021	\$11M	98,444	Tons	Tony Simpson 541-621-1407 william.t.simpson@odot.state.or.us



Client/ Description of Services	Project Start / End Date	Cost	Amount Removed	Unit	Point of Contact
<p><b>ODOT -- Jackson County, OR</b> Remediated over 2100 parcels of all wildfire-generated debris and contaminants, and we also removed 2,360 hazardous trees. All parcels had erosion control BMPs applied after soil testing had been completed.</p>	<p>1/6/2021 - 9/27/2021</p>	<p>\$39M</p>	<p>229,701</p>	<p>Tons</p>	<p>Tony Simpson 541-621-1407 william.t.simpson@odot.state.or.us</p>
<p><b>Pacific Gas &amp; Electric Company, CA</b> AshBritt was the primary pre-inspector and quality control firm for the Accelerated Wildfire Reduction program and the Camp Fire emergency response program. As part of our services to PG&amp;E, we had more than 150 ISA certified arborists who conducted inspections of PG&amp;E power lines while interfacing with property owners who had trees in their property that required trimming or removal.</p>	<p>10/15/2018 - 1/15/2019</p>	<p>\$18M</p>		<p>Hourly</p>	<p>April Kennedy 209-662-0082 Alk0@pge.com</p>

### C.1.3 Example Projects

To demonstrate our experience in performing similar and relevant projects, we have selected six disaster debris removal projects as shown in **Exhibit C-5**. We also selected these projects to demonstrate our experience in responding to various disaster events, including tornadoes, hurricanes, and flooding. From a scope perspective, AshBritt completed all the SOW elements that are required on this contract and collected significant amounts of debris, including 10,731,000 CY during Hurricane Irma. Descriptions for each of these six projects are provided on the following pages. In addition to these projects, AshBritt has responded to many other significant disasters, including the following:

- ▶ **Kentucky Flooding (2022)**—AshBritt mobilized 50 crews to remove 771,00 CY of debris and is operating five TDMS sites across seven counties in Kentucky as a result of the flood event. Waterway debris removal has included vegetation and C&D debris from houses/mobile homes and a collapsed bridge.

- ▶ **Hurricane Ida (2021)**—AshBritt performed debris removal services in LA, MS, and NJ; collected/disposed of >300,000 CY of debris
- ▶ **Oregon Wildfires (2020-21)**—Tasked by Oregon DOT to conduct Private Property Debris Removal (PPDR); conducted hazardous tree removal, removed 320,000 tons of contaminated soil/ash on 2,500 properties via 114 hauling units & 200 pieces of equipment
- ▶ **Hurricane Laura (2020)**—Performed debris removal services for Orange County, TX; removed 732,000 CY of debris and managed two TDMS sites
- ▶ **Kentucky Tornadoes (2021)**—AshBritt mobilized 54 trucks to remove 410,00 CY of debris for Hopkins County, KY as a result of December 2021 tornadoes
- ▶ **South Carolina Flooding (2015)**—Completed ROW debris collection/disposal operations in Charleston, SC; collected 31,464 CY of debris for the city.

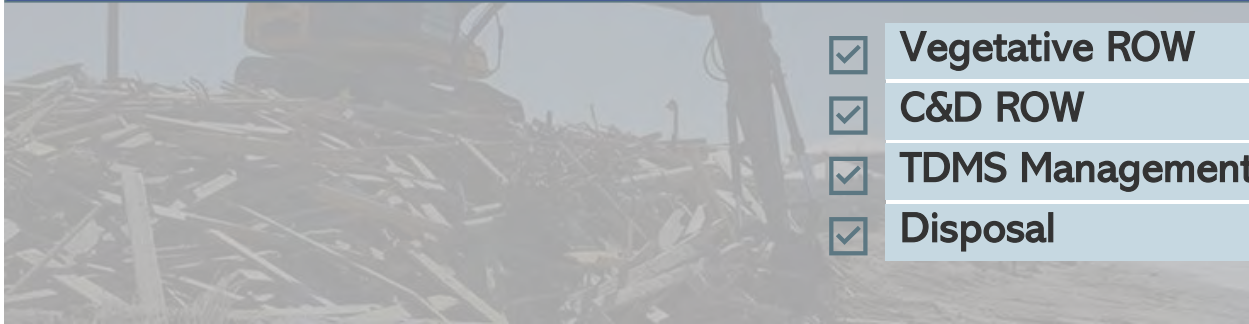
#### Project Response Timeline: >5 Years of Debris Removal Experience

Project #/Name	Location(s)	Scope/Removal Data	2016	2017	2018	2019	2020	2021	2022	2023
1 Hurricane Ian	FL	Removed 8,900,000 CY of debris using 450 debris hauling trucks								
2 Kentucky Tornadoes	KY	ROW debris collection, hazardous tree/limb removal, disposal								
3 Hurricane Sally	FL	ROW vegetative and C&D debris collection, DMS management, reduction of debris, and haul out and disposal services, and hazardous tree/ limb removal.								
4 Hurricane Michael	GA, FL	Removed 13,700,000 CY of debris, ROW collection of vegetative debris, C&D, and white goods, DMS operations								
5 Hurricane Irma	FL, GA, SC	Removed 10,730,000 CY of debris, 40+ canals								
6 Hurricane Matthew	FL, GA, SC	Removed 5,700,000 CY of debris, ROW collection of vegetative debris, C&D, and white goods, DMS operations								

Exhibit C-5. AshBritt has highly relevant project experience to support any potential disasters.



# HURRICANE IAN, FLORIDA



- Vegetative ROW**
- C&D ROW**
- TDMS Management**
- Disposal**

## PROJECT EVENT DETAILS AND RESPONSE SUCCESS

**Client(s)**

Florida Division of Emergency Management, Department of Transportation, 11 Florida Cities and Counties

**Contract Role**

Prime Contractor

**Project Dates**

9/30/2022 – Ongoing

**Project Duration**

6.5 Months

**Project Value**

Final Cost is Pending

**Geographic Area**

11,080 Square Miles

**Scope of Work**

- ROW Debris Collection
- Hazardous Limb & Tree Removal
- Debris Volume Reduction
- TDMS Operations
- Disposal services

Hurricane Ian made landfall on the western side of Florida as a Category 4 hurricane with 155 mile/hour winds and between an 8 – 18-foot storm surge. The storm also brought up to 20 inches of rain to Florida. The magnitude of the storm heavily damaged infrastructure and devastated private properties.

AshBritt provided debris removal operations in 13 jurisdictions throughout the State of Florida, including two state agencies. At our peak, we had approximately 450 debris-hauling trucks and units operating throughout the state and have removed more than 8,900,000 cubic yards of debris to date. This operation also includes the removal of downed trees, loose natural materials, scattered rubble or wreckage, litter, garbage/refuse/trash, construction and demolition debris, vegetative debris, hazardous leaning trees and hazardous hanging limbs, waterway debris removal, private property debris removal programs, white goods removal, freon removal, and other ancillary services, including operating several base camps.



### Type of Debris Removed

- Vegetative Debris
- Hazardous Trees/Limbs
- C&D Waste
- White Goods/ Freon Removal
- Marine Debris



### Problem Resolution

An emergency response was required across an enormous area because the impacting winds extended more than a 400-mile wide swath across Florida and the Keys. Ash-Britt responded rapidly by prepositioning resources and equipment in the proximity to the storm's trajectory and by extensive coordinating and prioritization personnel and resources to ensure that crews were available and ready to proceed when we received the NTP.





# TORNADOES (DR-4630), KENTUCKY



- ROW Debris Removal
- Hazardous Tree Removal
- Debris Disposal

## PROJECT EVENT DETAILS AND RESPONSE SUCCESS

**Client(s)**  
Hopkins County, KY  
City of Dawson Springs, KY

**Contract Role**  
Prime Contractor/

**Project Dates**  
12/29/21 – 6/10/22

**Project Duration**  
5.5 Months

**Project Value**  
\$7,740,730

**Geographic Area**  
554 Square Miles

**Scope of Work**

- ROW Debris Collection
- Hazardous Tree/Limb Removal
- Debris Disposal

**Type of Debris Removed**

- Vegetative Debris
- Hazardous Trees/Limbs
- C&D Debris

A ¾ mile wide EF4 tornado tore across a 200-mile wide stretch of Western Kentucky on December 10, 2021, damaging trees, buildings and derailing 25 railroad cars. This event resulted in over 1,500 structures being severely damaged or destroyed. The County, with no pre-positioned emergency debris removal contract in place, hired AshBritt to provide ROW disposal and hazardous tree removal services. AshBritt leveraged local subcontracted resources to expedite project startup and immediately provided 15 certified trucks upon receiving our NTP. Within 72-hours after the response was initiated, we mobilized 27 crews with 54 specialty trucks addressing ROW debris clearance. Recognizing the importance of supporting local communities, we hired more than 40 local residents to provide labor for the response. A total of 410,000 CY of debris was collected and disposed of including 1,500 hazardous trees and limbs.



**Problem Resolution**

AshBritt nimbly responded to the event addressing all facets from contract initiation and planning to mobilization and implementation within days of the event. Within 72 hours of contracting, 27 response crews were on the ground responding.

# HURRICANE SALLY, FLORIDA



- Vegetative ROW**
- C&D ROW**
- TDMS Management**
- Disposal**

## PROJECT EVENT DETAILS AND RESPONSE SUCCESS

**Client(s)**

Escambia County, FL

**Contract Role**

Prime Contractor/

**Project Dates**

9/23/2020 – 1/27/2021

**Project Duration**

4 Months

**Project Value**

\$16,831,000

**Geographic Area**

115 Square Miles

**Scope of Work**

- ROW Debris Collection
- Hazardous Limb & Tree Removal
- Debris Volume Reduction
- TDMS Operations
- Disposal services

Hurricane Sally impacted Escambia County, including Pensacola, FL, with storm surges up to 6.5 feet and greater than 20 inches of rainfall. The hurricane inflicted major flooding and wind-related damage including to more than 290 structures. AshBritt conducted ROW vegetative and C&D debris collection, and hazardous tree and limb removal. We opened, developed, staffed and operated a TDMS with operations to consolidate, sort, reduce debris through grinding and compaction, and haul out and disposal services. Within a week of mobilization, we were processing more than 30,000 CY of debris per day. AshBritt assisted debris removal actions with the identification and designation of collection zones and collected 1,239,941 cubic yards of vegetative debris throughout the County. During our peak operations, we managed over 76 debris hauling units and 11 tree crews. In aggregate, we removed over 22,000 hazardous leaning trees and limbs.

### Type of Debris Removed

- Vegetative Debris
- Hazardous Trees/Limbs
- C&D Waste
- Sand removal/Beach Restoration



### Problem Resolution

AshBritt recognizes that preplanning, training and coordination result in rapid response and successful deployments.

Prior to contract activation and mobilization, our management team arrived at no additional expense to the County, to establish communications and operations areas ensuring seamless response implementation.



### HURRICANE SALLY

2020



**REMOVED DEBRIS & HAZARDOUS TREE & LIMBS**  
Escambia County, FL

**REMOVED 1,200,000**  
CUBIC YARDS OF DEBRIS

**ONE DMS LOCATION:**

DEPLOYED STAFFED OPERATED

76 DEBRIS HAULING 11 TREE CREWS

**22,000**  
HAZARDOUS TREES & LIMBS WERE REMOVED





# HURRICANE MICHAEL, GEORGIA, FLORIDA



- ROW Vegetative Debris Removal
- C&D Debris Removal
- TDMS Operations
- Disposal

## PROJECT EVENT DETAILS AND RESPONSE SUCCESS

### Client(s)

Multiple Clients in FL, GA

### Contract Role

Prime Contractor

### Project Dates

October 2018 – October 2020

### Project Duration

12.5 Months

### Project Value

\$274,468,000

### Geographic Area

5,210 Square Miles

### Scope of Work

- ROW Debris Collection
- Waterways Debris Collection/  
Clearing
- Hazardous Tree/Limb Removal
- TDMS Operations

AshBritt conducted 11 disaster debris removal projects throughout the panhandle of Florida and for the Georgia Department of Transportation. We provided emergency road clearance services at the beginning stage of the project. AshBritt collected vegetative and construction debris from public streets, rights of way (ROW), and hauled debris to temporary debris storage and reduction sites. In Jackson County, for the Florida Department of Environmental Protection, AshBritt conducted a waterway debris removal mission in Ecofina Creek. For debris removal operations in Bay County alone, AshBritt identified and designated 16 temporary debris collection sites for our operations that resulted in 6,800,000 cubic yards of debris being collected throughout the County. AshBritt opened, developed, staffed, and operated five TDMS locations throughout the affected area. We employed and managed over 470 debris hauling units and 61 tree crews, which removed 70,749 hazardous leaning trees and 56,344 hazardous hanging limbs. At the height of the project, AshBritt collected over 84,000 cubic yards of debris in one day. AshBritt hauled out 1,700,000 cubic yards of reduced vegetative debris from the TDMS sites. All the reduced vegetative debris was sent to beneficial reuse

**Type of Debris Removed**

- Vegetative Debris
- C&D
- Scrap Metal
- Household Hazardous Waste & e-Waste
- White Goods
- Marine Debris
- Hazardous Trees/Limbs

locations. Ash-Britt handled numerous special debris waste streams on this project, which included white goods and e-waste. We performed removal of freon and non-freon-containing white goods. AshBritt also conducted a marine debris removal mission in which we removed over 973,914 cubic yards of vegetative and construction debris. At our peak, AshBritt removed 10,500 cubic yards of marine debris in one day. In total, AshBritt removed over 13,700,000 cubic yards of disaster-generated debris, 145,000 hazardous hanging limbs, over 75,000 hazardous leaning trees.



**Problem Resolution**

Bay County has over 700 miles of drainage easements with limited access and poorly identified boundary lines for a large portion of them. AshBritt worked with the County GIS Department to identify tracts of land that were needed for easement access. Then through our local partner, we were able to negotiate with the adjacent property owners and obtain a right-of-entry form.

This action expedited the project and reduced subsequent residential flooding because, without the access rights, our crews would have had to haul material upwards of a mile through swampy terrain to the nearest available access point. If access had not been obtained, ROW debris piles blocking drainage easements could have caused residential flooding during local downpours.

**9 HURRICANE MICHAEL**

2018

AshBritt removed over **13,700,000 YD<sup>3</sup> OF DEBRIS**

**16 DEBRIS STORAGE & REDUCTION SITES**



**11 DISASTER DEBRIS REMOVAL PROJECTS**

throughout the Florida panhandle and Georgia



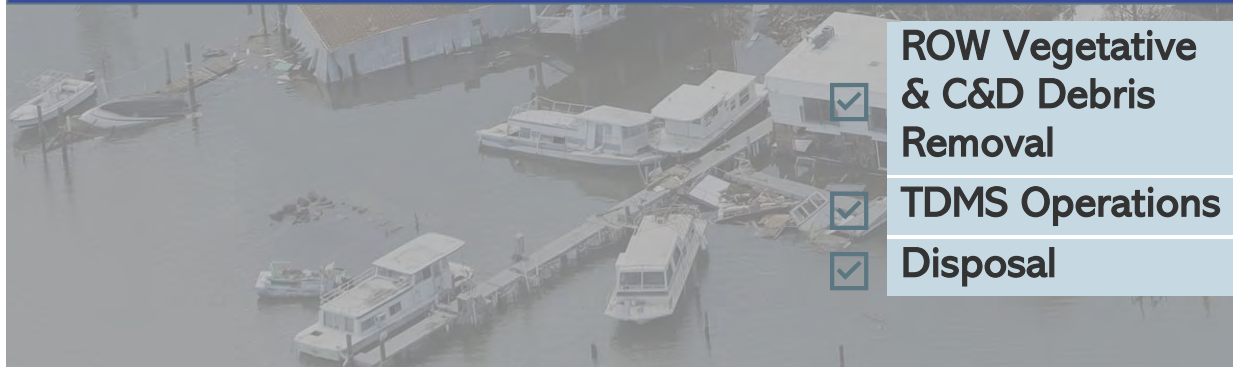
**HAZARDOUS LIMBS REMOVED**  
**VEGETATIVE LEANING TREES REMOVED**

**145,100 UNITS**

**75,000 UNITS**



# HURRICANE IRMA, GEORGIA, FLORIDA, SOUTH CAROLINA



ROW Vegetative & C&D Debris Removal

TDMS Operations

Disposal

## PROJECT EVENT DETAILS AND RESPONSE SUCCESS

**Client(s)**

Multiple Clients in FL, GA, SC

**Contract Role**

Prime Contractor

**Project Dates**

9/8/2017 - 6/27/2018

**Project Duration**

9.5 Months

**Project Value**

\$179,480,000

**Geographic Contract Area**

1,336,564 Square Miles

**Scope of Work**

- ROW Debris Collection
- Waterways Debris Collection/ Clearing
- Hazardous Tree/Limb Removal
- TDMS Operations
- Sanitary facilities

AshBritt responded to 67 separate disaster debris removal and recovery missions throughout the states of Florida, Georgia, and South Carolina. We mobilized crews within 24-48 hours of NTP performing emergency road clearance and debris collection and management. Our field activities operated for nine months managing 45 TDMS locations and removing a combined total of more than 10,730,000 cubic yards of debris for these missions. Two of our largest responses were for Collier and Monroe Counties, Florida. Collier County was the largest volume debris removal project as we removed over 3,600,000 cubic yards of debris, including HHW, white goods, marine debris, hazardous trees. We provided debris management site services, emergency push, vac trucks, meals ready to eat, generators, and port-o-lets. Monroe County, which encompasses the Florida Keys, involved difficult debris removal due to logistical factors associated with accessing the Keys and specialized equipment requirements to remove 400,000 cubic yards of debris and supply two base camps capable of housing 1,100 people.

During our peak production, we operated with 500+ crews while also balancing the staffing requirements of responses for two additional hurricanes (Hurricanes Harvey and Maria) that made landfall within weeks of Irma.

**Type of Debris Removed**

- Vegetative Debris
- C&D
- Masonry & Stucco
- Scrap Metal
- Household Hazardous Waste
- White Goods
- Marine Debris
- Hazardous Trees/Limbs



**Problem Resolution**

Fuel distribution was essential to keep generators running and continue to supply electrical power to lift stations. Collier County has over 800 lift stations that keep water and sewage flowing throughout the county. When the power went out, all 800 were failing, and to operate, they needed to be connected to a generator. The county requested fuel in large tankers, but they had no way of distributing the fuel out to the required generators. AshBritt quickly responded and found a fleet of smaller fuel trucks with support personnel that was able to mobilize and distribute the needed fuel to the lift station locations.

**9 HURRICANE IRMA**

2017

**67 DEBRIS REMOVAL & RECOVERY MISSIONS**



Florida Georgia S. Carolina

Monroe County, Florida  
**400,000 YD<sup>3</sup> OF DEBRIS**  
**1,100 PEOPLE HOUSED**



**ASHBRITT REMOVED A TOTAL OF 10,700,000 YD<sup>3</sup> OF DEBRIS**

For the USACE, AshBritt conducted **EMERGENCY ROAD CLEARANCE OPERATIONS**

**LARGEST DEBRIS REMOVAL PROJECT**



**REMOVED 3,600,000 CUBIC YARDS OF DEBRIS**

- ✓ WHITE GOODS
- ✓ C&D DEBRIS
- ✓ HHW + MORE

**AND PROVIDED DEBRIS MANAGEMENT SITE SERVICES EMERGENCY PUSH, PORT-O-LETS & VAC TRUCKS**

Removed debris from **40+ CANALS** collecting over **13,000 YD<sup>3</sup>** of marine debris





# HURRICANE MATTHEW, GEORGIA, SOUTH CAROLINA, FLORIDA



ROW Vegetative & C&D Debris Removal

TDMS Operations

Disposal

## PROJECT EVENT DETAILS AND RESPONSE SUCCESS

**Client(s)**

Multiple Clients in FL, GA, SC

**Contract Role**

Prime Contractor

**Project Dates**

October 2016 – June 2017

**Project Duration**

8 Months

**Project Value**

\$88,900,000

**Geographic Contract Area**

1,430,174 Square Miles

**Scope of Work**

- Emergency Road Clearance
- ROW Debris Collection
- Waterways Debris Collection/ Clearing
- Hazardous Tree/Limb & Stump Removal
- TDMS Operations
- Final Debris Disposal

AshBritt completed 24 separate debris removal and disaster recovery missions covering a contracted geographic response area of 14,015 square miles in Florida, Georgia, and South Carolina in response to Hurricane Matthew. These services included emergency road clearance, Right of Way (ROW) collection, management, hauling, and disposal of vegetative and C&D debris, hazardous tree and limb work, and beach debris removal. In total, AshBritt collected 5,726,442 cubic yards of disaster-generated debris and managed 45 Temporary Debris Management Sites in response to Hurricane Matthew using over 500 pieces of heavy equipment and 40 project managers and quality control personnel. Our management team arrived prior to official activations at no additional expense to our clients to ensure rapid response implementation. Debris services also included a hazardous tree, limb and stump removal program, and a hazardous stump mission, in which Chatham County, GA alone removed and disposed of ,1,175 hazardous trees, 21,795 hazardous limbs, and 113 hazardous stumps. Debris volume reduction using grinding and incineration with subsequent ash sampling and disposal.

AshBritt conducted extensive beach debris removal missions in St. John County and Nassau County, FL.

**Type of Debris Removed**

- Vegetative Debris
- C&D
- Hazardous Waste
- White Goods/Freon removal
- Marine Debris
- Hazardous Trees/Limbs

AshBritt utilized wheel loaders, skid steers, and laborers to pick up debris from the beach. The debris stream included C&D (docks, boardwalks and other various debris streams consistent with a hurricane), driftwood, trees, trunks. AshBritt performed marine debris recover operations in Beaufort County, SC, conducting 108,920 acres of visual assessment, 25,400 acres of aerial assessment in eligible waterways, side scan sonar services, removal, management and disposal of 17,412 cubic yards of waterway debris. In addition, AshBritt collected and removed 33 vessels, 7 of which had hazardous material that had to be removed prior to removal of the vessel.



**Problem Resolution**

The City of Charleston, SC has a low tree canopy, and in certain sections of the city, up to 76% of the street can be covered by trees. This low canopy impeded the productivity of large volume debris grapple trucks by limiting the ability to load the trucks based on the lack of clearance between the top of the truck and the bottom of the thick canopy. AshBritt engaged smaller trucks and trailers in these areas to ensure productivity was still being achieved while minimizing impacts to the tree canopy.

 HURRICANE MATTHEW
2016

**24 MISSIONS** 

completed for both debris removal & disaster recovery

MANAGEMENT  
TREE & LIMB WORK  
BEACH DEBRIS  
C&D DISPOSAL

**SERVICES INCLUDED**

VEGETATIVE DISPOSAL  
ROW COLLECTION  
ROAD CLEARANCE  
HAULING

 **14,015 MILES<sup>2</sup>**  
covered by the geographic response area in three states

**MANAGED 45 DEBRIS MANAGEMENT SITES >>> 5,700,00 YD<sup>3</sup> DISASTER-GENERATED DEBRIS**

*“AshBritt provided outstanding service during a time of urgency for our county after it was impacted by Hurricane Matthew. AshBritt Environmental worked quickly and efficiently to remove debris on the Right of Way, as well as worked diligently and carefully during a beach clean-up mission from the storm. ...”*

--Greg Caldwell Assistant Public Works Director, St. Johns County, FL

*“Your company deployed resources immediately [after the notice to proceed was issued] and when all was said and done, AshBritt collected and processed more than 1.6M cubic yards of vegetative debris over a 130 day period. The volume of debris from this storm far exceeded our expectations.*

--Robert Drewry, Director, Department of Public Works, Chatham County, GA

### C.1.4 Financial Stability of AshBritt

AshBritt is financially sound and has the capital to accommodate the increased cash flow demands during any disaster recovery mission. We possess the financial capacity and ability to assume substantial expenditures for prolonged periods (historically exceeding 150 days) before receiving any funds for our response and recovery services. Following a large-scale, widespread disaster event, the City of Hollywood's resources, infrastructure, and processes may become overwhelmed, so reliable financial support and sound management are vital to a successful mission. Specifically, AshBritt offers the following to demonstrate our financial stability:

- ▶ \$850,000,000 in bonding capacity
- ▶ Working capital of over \$100,000,000
- ▶ Low-to-mid eight figure line of credit facility with Bank of America

We have provided a letter from Bank of America and our bonding letter on the following two pages to confirm our financial stability. With our capital reserves and our significant line of credit, as well as the ability to draw on

resources from some of our long-standing business partners, we can maintain and finance multiple, large, and extended projects. Our historical record and our supporting financial documentation clearly validate these strengths. Examples of AshBritt's ability to ramp up and maintain a strong workforce and financial stability include:

- ▶ Hurricane Ian and Kentucky Flooding (2022 – Over \$200,000,000 to date)
- ▶ Hurricane Michael (2018 - \$274,468,728)
- ▶ USACE Northern California Fires (2017 - \$307,166,947)
- ▶ Hurricane Irma (2017 - \$181,024,248)
- ▶ Hurricane Matthew (2016 - \$88,610,796)
- ▶ Hurricane Sandy (2012 – \$228,621,575)
- ▶ Hurricane Katrina (2005 - \$733,700,702)

AshBritt has a strong, steady record of paying all vendors and subcontractors in accordance with all contracts. Moreover, we have a record of working with small businesses to accommodate shorter payment terms when needed to ensure all companies, large and small, can actively participate in the recovery efforts and projects.

BANK OF AMERICA

Kimberly Bryson  
Senior Vice President  
Senior Relationship Manager

Business Banking  
FL 6-812-09 1 | 401 E. Las Olas Blvd., 18<sup>th</sup> Floor  
Fort Lauderdale, FL 33301  
T 954.765.2014 F 704.208.2955 M 954.599.1197  
[kimberly.bryson@bofa.com](mailto:kimberly.bryson@bofa.com)

April 12, 2023

To: City of Hollywood, FL  
Office of Procurement Services  
2600 Hollywood Boulevard  
Hollywood, FL 33020-4807

Re: AshBritt Inc  
565 E Hillsboro Blvd  
Deerfield Beach FL 33441-3543

I, Kimberly Bryson, a Senior Vice President of Bank of America, N.A. ("Bank of America"), confirm that AshBritt Inc. maintains balances with Bank of America in the eight figures. AshBritt Inc. has a Low to Mid Eight Figure Line of Credit Facility with Bank of America that has been handled as agreed. AshBritt Inc. has been a very valued client of Bank of America since January 1999. AshBritt Inc. has always handled their accounts and credit facilities as agreed.

This information is being delivered to you at the request of AshBritt Inc. Please note that the information set forth in this letter is subject to change without notice and is provided in strictest confidence to you for this limited purpose and your use only, without any responsibility, guarantee, commitment, or liability on the part of Bank of America, its affiliates or any of its or its affiliates' directors, officers, or employees. Bank of America cannot provide any credit ratings or opinions of the creditworthiness of AshBritt Inc, and the above information does not constitute an opinion of Bank of America of the ability of AshBritt Inc. to successfully perform any obligations under any agreement it may enter into with you, Bank of America, or any other entity. Finally, Bank of America undertakes no responsibility to update the information set forth in this letter.

If you have any additional questions, please do not hesitate to contact me.

Regards,

*Kimberly Bryson*

Senior Vice President  
Senior Client Manager  
Commercial Banking  
Bank of America, N.A.  
401 E. Las Olas Blvd., 18th Floor  
Fort Lauderdale, FL 33301  
[kimberly.bryson@bofa.com](mailto:kimberly.bryson@bofa.com)  
Ph. 954-765-2144  
Fax. 866-596-6847

**\*\*If anyone needs to confirm the validity of this document they may contact Kimberly Bryson, SVP via email or phone\*\***





**Liberty Mutual Surety**

**Marc Davis**

Field Product Line SR UW

805 S. Wheatley Street, Ste 310

Ridgeland, MS 39157

Phone # 1-800-597-6227

Fax # 1-866-548-7538

April 18, 2023

City of Hollywood, FL  
2600 Hollywood Boulevard, Room 303  
Hollywood, FL 33020-4807

Re: AshBritt, Inc.

Dear Sir/Madam:

It is the privilege of Liberty Mutual Insurance Company to provide surety support for AshBritt, Inc. for the past 15 years. In the past, AshBritt, Inc. has successfully completed single projects in the \$500,000,000. range with an overall program of \$850,000,000 US Dollars.

Should any projects be awarded to and accepted by AshBritt, Inc. we are prepared to provide the required bonds on their behalf. Our support is conditioned upon completion of the underwriting process, including satisfactory review of bond forms, contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of AshBritt, Inc.

We are pleased to share with you our favorable experience and high regard for AshBritt, Inc. This letter is not an assumption of liability and is issued only as a prequalification reference request from our client. It should be understood that any arrangement for bonds is strictly a matter between AshBritt, Inc. and Liberty Mutual Insurance Company.

Liberty Mutual Insurance Company is listed on the U.S. Treasury Department's Listing of Approved Sureties (2005 Department Circular 570). Liberty Mutual Insurance Company is rate A (Excellent) Financial Size Category XV (\$2 Billion or greater) by A.M. Best Company.

Sincerely,

LIBERTY MUTUAL INSURANCE COMPANY

A handwritten signature in blue ink that reads "Marc Davis".

Marc Davis

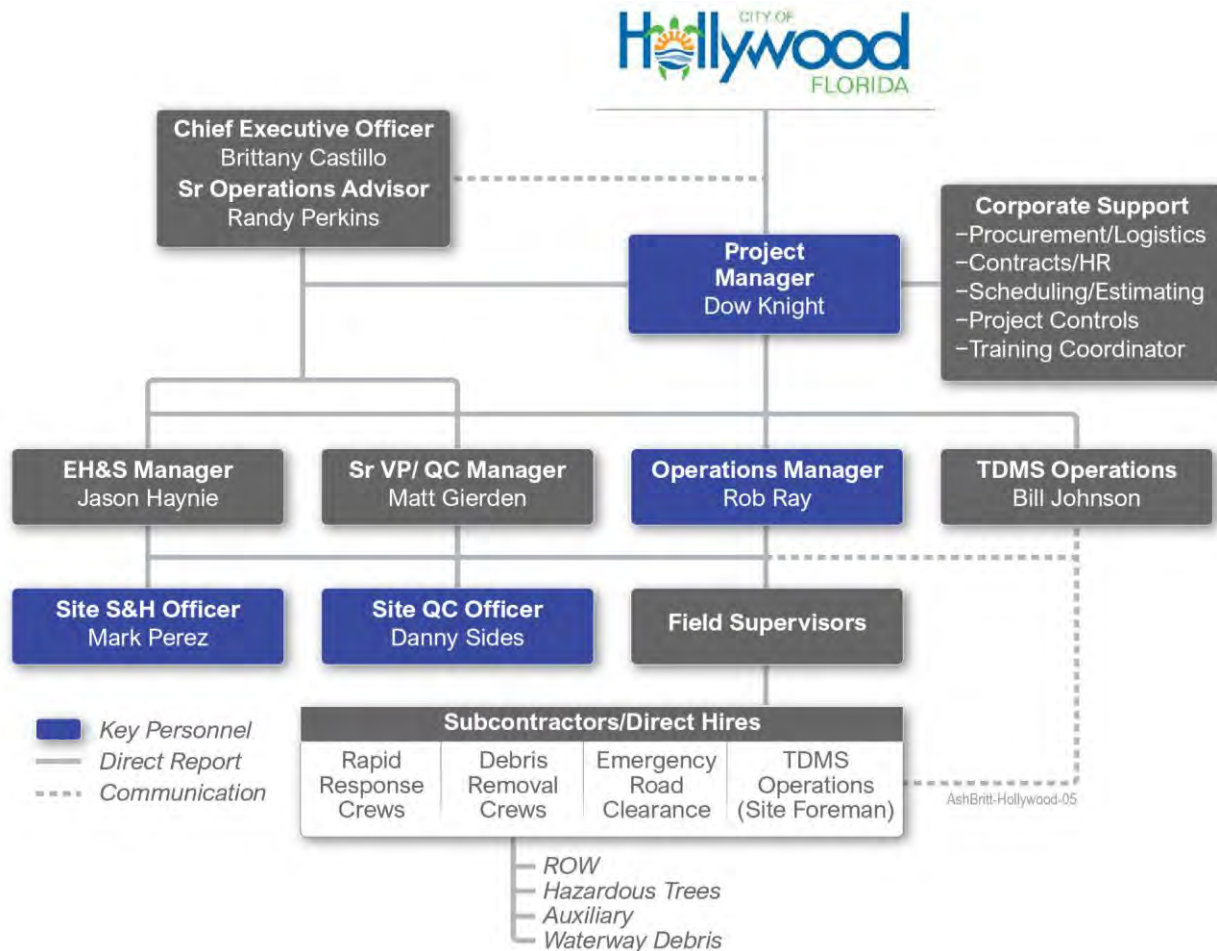
## C.2. Qualifications of Key Personnel (Evaluation Factor 7)

### C.2.1 Organizational Structure, Key Personnel, Capacity, and Other Resources

**Exhibit C-6** conveys our organizational structure for this contract. AshBritt built this organization to be responsive and flexible with the ability to quickly react to new/changing conditions. Our organization aligns with the NIMS Incident Command Structure (ICS), and is modeled in a top-down, modular fashion that allows for resource expansion and contraction depending on the event's size/complexity. Our organizational structure allows us to quickly respond through clearly defined responsibilities, reporting lines, and levels of authority, maximizing control yet allowing quick, efficient reactions.

To enhance performance, we assigned a Senior Vice President, Dow Knight, to serve as our Project Manager (PM) for this contract. As the PM, Dow will be the primary POC to the City of Hollywood, and, along with our other three key personnel, will ensure efficient debris removal operations from the initial damage assessment through mobilization, loading/hauling, TDMS operations, waste recycling/reduction, and final disposal. AshBritt will mobilize our PM to assist the City in operations and planning for mobilization immediately following the event. Resumes for key personnel are provided below.

AshBritt has also built an effective back office that supports our on-site team, allowing them to focus on site operations. Our home office provides safety, quality, risk management, accounting,



**Exhibit C-6. Our organizational structure ensures efficient delivery of resources for this contract.**

logistics, procurement, and communications processes to facilitate on-site operations.

**C.2.2 Key Personnel Responsibilities**

All our key personnel and support staff have clearly defined responsibilities and authorities on each project, enhancing collaboration and coordination across work activities. Our Project Manager will coordinate program/contractual issues with the City of Hollywood and will allocate resources to ensure efficient operations. The Operations Manager will direct removal and TDMS operations and will work closely with field teams to ensure safe, cost-effective, and compliant work activities. Our Project Manager will be the City’s contact person for all inquiries and will be responsible and accountable for ensuring work is completed in accordance with the SOW, work plans, and contract/regulatory requirements. Our on-site Site Safety and Health Officer (SSHO) and Site QC Officer will ensure safe work performance for all project

operations and ensure activities meet quality requirements. **Figure C-7** delineates responsibilities and authorities for our key personnel.

The ultimate authority to direct work under this contract rests with the Project Manager, Dow Knight. He is responsible for overall performance and leads our approach by managing and mitigating project challenges. As a Senior VP, Dow has the authority to commit the company with accountability for each of his key staff. Every individual understands and has accepted the assigned role, responsibilities, and authorities associated with their assigned position.

As such, our project teams clearly understand their roles and what is required to achieve performance objectives with minimal support required from the City of Hollywood. Our delivery model is built on autonomous operations and immediate decision making from the initial damage assessment through mobilization and loading/hauling to final disposal operations. We understand how to operate within emergency

Position	Responsibilities	Authorities
Project Manager	<ul style="list-style-type: none"> <li>Serves as contact person to the City of Hollywood</li> <li>Manages staff and subcontractors to effectively execute complex/diverse debris management projects</li> <li>Directs/oversees project operations, including debris collection, hauling, TDMS operations, disposal</li> </ul>	<ul style="list-style-type: none"> <li>Overall authority for successful field operations</li> <li>Initiate deployment at City of Hollywood’s direction</li> <li>Signature authority for contract</li> </ul>
Operations Supervisor	<ul style="list-style-type: none"> <li>Directs/supervises on-site resources across multiple sites to ensure compliant, safe operations</li> <li>Available 24 hours/day for duration of the project</li> <li>Holds daily meetings w/ Debris Manager and/or authorized representative to discuss progress/ issues</li> <li>Reviews daily reports to track volume, cost, progress</li> </ul>	<ul style="list-style-type: none"> <li>Autonomous decision-making in the field</li> <li>Commits/directs resources</li> <li>Directs subcontractors; approves expenditures, hours</li> </ul>
Site Safety & Health Officer	<ul style="list-style-type: none"> <li>Implement/enforces APP/AHAs IAW OSHA 29 CFR 1926.16 and 29 CFR 1910; enforces safe practices</li> <li>Performs H&amp;S inspections, accident reporting</li> <li>Ensures compliance w/safety/security requirements</li> <li>Oversees site operations environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>Primary POC for all H&amp;S issues</li> <li>Stop work authority for unsafe conditions</li> <li>Primary POC for environmental compliance</li> </ul>
Site QC Officer	<ul style="list-style-type: none"> <li>Implements quality program/plan and enforces debris management QC processes and procedures</li> <li>Ensure all work meets FEMA, State of Florida, environmental (EPA) &amp; City of Hollywood requirements</li> <li>Conducts QC inspections and quality surveillance</li> </ul>	<ul style="list-style-type: none"> <li>Stop work authority for quality nonconformance</li> <li>Rejects noncomplying work practices</li> <li>Prepares lessons learned</li> </ul>

**Figure C-7. Our staff have clearly defined responsibilities/authorities, enhancing project execution.**

situations and our entire company and infrastructure is built on these premises because our company only performs disaster debris removal.

**C.2.3 List of Personnel Assigned to the City**

As illustrated in **Exhibit C-8**, AshBritt assigned four highly qualified key personnel to manage and direct site operations on this contract for the City of Hollywood. All these staff are AshBritt employees, have all required training, and extensive experience with pre-planning, damage assessment, mobilization, disaster debris collection/hauling, DMS operations, and final disposal. Our key personnel have worked on all types of disasters, addressed a variety of debris, have directed/supported multiple, concurrent projects, and understand the requirements of the FEMA reimbursement process. They have applicable FEMA and OSHA training, and 3 of 4 have completed USACE CQM training to ensure efficient quality control on debris removal projects. All our key personnel have been involved with a wide range of disaster debris projects,

ranging from large, complex disasters such as Hurricane Katrina and more recently to Hurricane Ian to smaller, more discrete projects. Resumes for our key personnel, which demonstrate their experience on similar projects and education, are provided on the following pages.

**Contact Information**

In the event of contract activation, the following personnel should be contacted, as presented in the table below.

Contact	Telephone #	Email Address
Dow Knight, Operations Mgr	(O) 954-725-6992 (M) 954-818-4416	Dow@ashbritt.com
Rob Ray, Project Manager	(O) 954-725-6992 (M) 954-868-9502	rrey@ashbritt.com

Position/Name	Years Debris Management	Key Takeaways
Operations Manager/ Dow Knight	20	<ul style="list-style-type: none"> <li>Directed up to 115 debris removal crews in completing PPDR operations at &gt;2,400 fire-damaged properties in CA for USACE</li> <li>Provided oversight on &gt;50 disaster response projects</li> <li>Previously served as Operations Manager in performing disaster debris removal for FDEP/FDEM and Charlotte County in FL</li> </ul>
Project Manager/ Rob Ray	21	<ul style="list-style-type: none"> <li>Expertise in Operations, QC, safety, FEMA Technical Assistance</li> <li>Sr. Senior Project Manager/Operations Manager for USACE Hurricane Katrina recovery operations, coordinating &gt;1,000 subcontractors for recovery operations in 16 counties.</li> </ul>
Site Safety and Health Officer/ Mark Perez	22	<ul style="list-style-type: none"> <li>Oversaw safety for crews totaling ~3,000 working with heavy equipment in both rural and heavily populated areas in FL following Hurricane Irma</li> <li>Supervised safety in completing removal of 5M CY of C&amp;D debris as well as 11 DMS locations during Hurricane Harvey in TX</li> </ul>
Quality Control Officer/ Danny Sides	13	<ul style="list-style-type: none"> <li>Supported QC for remediation of 2,500 parcels from wildfires in OR; oversaw QC for removal of 5,800 hazardous trees</li> <li>Conducted QC oversight to remove &gt;770,000 CY of vegetative, C&amp;D, and waterway debris following KY flooding</li> </ul>

**Exhibit C-8. Our key personnel have extensive experience in disaster debris removal, minimizing risk.**



# Dow Knight

## Project Manager

### Work History

Ashbritt, Inc—2004-Present

### Similar Work Experience

**Project Manager, Hurricane Ian, Charlotte County, FL, Florida Dept. of Environmental Protection (2022)**—Managed operations for disaster debris removal for Charlotte County and FDEP/FDEM Waterway project in Lee and Collier Counties). Oversaw operations, logistics, contractual/ subcontractor/SOW compliance, staffing selection, and plan review. Interacted with county and municipal officials, FDEP, USACE/FEMA, EPA R4, and OSHA.

- Led implementation of the MS Power BI program that supports QC of data, production rates, quantities, etc., allowing real time decision-making when anomalies are discovered, and giving FDEP and stakeholders situational awareness.
- For Charlotte County, the disposal sites identified by the county were not sufficient in size for the material anticipated. To stay on schedule, quickly performed a ‘windshield’ survey and GIS assessment and identified alternate sites.

**Project Manager, Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, CA, USACE (2017-2018)**—Managed private property debris removal operations for >2,400 fire-affected properties in Sonoma, Napa, Mendocino, and Lake Counties, CA. Coordinated logistics for >100 management, administrative, safety, and QC personnel. Attended planning and coordination meetings with Federal, state, and local agencies (EPA R9, CalEPA, CalOES, tribal agencies, USACE, CalOSHA, FEMA and others), ensuring compliance across all stakeholders and agencies.

- Directed up to 115 debris removal crews working simultaneously, removing 25,000 tons of debris at peak operation.
- Established a recovery operations center for mission operations team to enhance communication & facilitate logistics
- USACE mission manager of the project was changed 6 times, making it challenging to keep Government personnel up to date on the increasing amount of information being generated. To mitigate this, AshBritt’s management team remained consistent, assisted USACE in maintaining good situational awareness and avoiding conflicting situations.

**Project Manager, Hurricane Michael, Leon County, FL, Leon County Public Works (2018-2019)**—Managed operations and logistics for two DMS sites, including ROW vegetative debris collection/grinding, removal, and emergency road clearance. Oversaw operations, logistics, contractual/subcontractor/ SOW compliance to complete work without quality or safety issues.

### Highlights of Qualifications

- Expertise in logistics and transportation, management, and project organization
- 20 years of experience in the disaster response industry, all with Ash-Britt
- Provided operational oversight for >50 disaster projects, including 20+ in Florida
- Serves as Captain in Navy Reserve

### Disaster Experience

- ▶ 20 Years

Disaster Types	No.
Hurricanes	12
Tornados	3
Floods	5
Wildfires	2
Snow/Ice Removal	4

### Specific Emergency Projects

- Hurricane Ian
- Hurricane Irma
- North California Wildfires
- Hurricane Matthew
- Hurricane Michael

### Training & Certifications

- ▶ FEMA IS 100 & 700
- ▶ G202 – Debris Mgt.
- ▶ OSHA 10-Hr General Industry
- ▶ 40-Hour HAZWOPER with current 8-Hour HAZWOPER Refresher
- ▶ 8-Hour OSHA Supervisor
- ▶ NTSS: Fall Prevention, Ladder Safety
- ▶ USACE CQCM for Contractors
- ▶ Joint Interagency Training Center: Consequence Management Disasters
- ▶ U.S. Navy – Enterprise Safety Applications Management System for CNRF: Job Hazard Analysis Training
- ▶ USAID: Joint Humanitarian Operations
- ▶ CPR Certified

### Education

- ▶ BS, Marine Transportation, United States Merchant Marine Academy

# Rob Ray Operations Manager

## Work History

Ashbritt, Inc.—2004-Present  
Terra Industries—2002-2003

## Similar Work Experience

**Operations Manager, Oregon Wildfires, Medford and Eugene, OR, Oregon DOT (2021)**—Managed remediation at >2,500 parcels impacted by wildfire-generated debris, and removal of >5,800 hazardous trees. Ensured proper implementation of erosion controls. Selected qualified disposal sites and supervised separation/disposal of >328,000 tons of debris (i.e., concrete, metals, soil/ash). Managed 115 crews and subs, resulting in no quality or safety issues.

- The State of Oregon only uses companies licensed or residing in the state, and no companies had the qualifications needed for such an extensive disaster response. AshBritt worked with the local/licenses contractors on how to work on FEMA-funded projects, types of work authorized, billing procedures, operational safety procedures, etc. Training was ongoing throughout the projects to ensure ongoing efficient response.

**Operations Manager, Hurricane Dorian, Charleston County, SC (2019)**—Managed debris removal and management over a collection of vegetative debris from public streets, ROWs, and hauled 1,358-square mile area. Identified collection zones; managed crews and subcontractors to collect 615,000 CY of vegetative debris throughout the County. Opened, developed, staffed, and operated 4 DMS locations. Managed >130 debris hauling units and tree crews, which removed 5,100 hazardous leaning trees and hazardous hanging limbs. At the height of the project, AshBritt collected >30,000 cy/day.

- To expedite communications and manage needs of all the various jurisdictions, designated a project supervisor for each city/town. This improved response time and streamlined the process for specific requests.

**Operations Manager, Hurricane Ian, All FDEM Sites, Hillsborough and Polk Counties, City of Tampa, FL (2022)**—Managed operations for disaster debris removal, overseeing site operations, subcontractors, and interacting with stakeholders as well as county and municipal officials, FDEP, USACE/FEMA, EPA R4, and OSHA.

To expedite communications and manage needs of all the various jurisdictions, designated a project supervisor for each city/town. This improved response time and streamlined the process for specific requests.

## Highlights of Qualifications

- 21 years of experience in the disaster response industry, including the last 19 years with Ashbritt.
- Expertise in Operations, QC, Safety, and FEMA Technical Assistance.
- Sr. Senior Project Manager/Operations Manager for USACE Hurricane Katrina State of Mississippi recovery operations, coordinating >1,000 subcontractors for recovery operations in 16 counties.
- Experience with >100 governmental entities including State and Municipalities in FL, LA, TX, OR, NY, CT, MA, SC, VA, KY, NM, MD, CA, GA, NJ, and MS.

Disaster Types	No.
Hurricanes	16
Tornados	2
Floods	12
Wildfires	7
Snow/Ice Removal	7

## Specific Emergency Projects

- Hurricane Ian
- Winter Storm Jonas
- Hurricane Irma
- 2022 Kentucky Floods
- Hurricane Dorian
- Hurricane Michael

## Training & Certifications

- ▶ FEMA 100, 200, 700, 800
- ▶ G202 – Debris Management.
- ▶ OSHA 10-Hr General Industry
- ▶ OSHA 30-Hr Safety Training
- ▶ 8-Hour OSHA Supervisor
- ▶ Level 1 Anti-Terrorism Certification
- ▶ NTSS: Fall Prevention, Ladder Safety
- ▶ USACE CQCM for Contractors
- ▶ Building Resilience by Reducing Infrastructure Vulnerability (H-2016) Training
- ▶ CPR Certified

## Education

- ▶ Culpeper County High School, Culpeper, VA

## Mark Perez, CSHO Dual Site Safety & Health Officer

### Work History

Ashbritt, Inc—2012-Present  
 Ace Emergency Response Special Services—1982-Present  
 American Compliance Technical—2008-2010

### Similar Work Experience

**SSHO, Hurricane Ian, Charlotte County, FL, Florida Dept. of Environmental Protection (2022)**—Supervised land debris removal including hazardous trees/limbs, white goods, and freon removal. Performed safety briefings, oversaw PPE selection for crew and subs; documented near misses; prepared daily reports. Interacted with FDEP, OSHA, County, EPA R4, and USACE/FEMA. Performed site, equipment/vehicle inspections. Hazards included working around alligators who occasionally chased crew members; there were no incidents.

- Oversaw >500 staff operating in/around heavy equipment with no serious (i.e., requiring hospitalization) reportable incidents over 5 months on site.
- Implemented 4 safety stops related to weather (lightening, high winds), 1 improper PPE (45-min down time).

**SSHO, Hurricane Irma, Florida, Georgia, and South Carolina Counties (2017-2018)**—Supervised safety for land and inland/coastal waterways debris removal in all FL counties, as well as coastal counties in Savannah, GA and Charleston, SC. Successfully oversaw safety for crews totaling ~3,000 working with heavy equipment in both rural and heavily populated areas. Interacted with local officials as well as States (FDEP, GEPD, SCDHEC), EPA R4, OSHA, and USACE/FEMA.

**SSHO, Hurricane Harvey, Houston and Harris Counties, TX, City of Houston Solid Waste Division (2017)**—Supervised safety for removal/disposal of >5M CYs of C&D. Oversaw operation of 11 DMSs to mitigate extreme traffic conditions and expedite work. Oversaw safety of >100 project managers and their crews; led weekly safety meetings. No OSHA recordable incidents.

**SSHO, Tubbs/Pocket/Sulphur/Atlas/Redwood Valley/Nuns Fire, CA, USACE (2017-2018)**—Oversaw land debris removal for 1,900 fire-damaged homes and structures in Sonoma, Napa, Mendocino, and Lake Counties. Managed safety for up to 115 crews removing contaminated soil, ash, metal, concrete, and other related debris streams (total of 770,000 tons). Performed air monitoring.

**SSHO, Paradise Camp Fire, CA, USACE (2017)**—Supervised PPDR/ROE fire debris, erosion control, air monitoring, and disposal. Oversaw crews of ~300 staff and equipment performing debris removal across a large mountain range area. Ensured compliance under CA regulations (CalEPA, CEH) as well as EPA R9, OSHA, and FEMA. No OSHA recordables.

### Highlights of Qualifications

- 22 years' experience with environmental remediation and disaster response operations, ensuring site safety and company compliance with OSHA, NIOSH, ANCI, US DOT
- Provided safety oversight for 26 disaster-related projects
- Additional experience includes ensuring compliance with vehicle, vessel, and equipment safety specifications, investigating accidents, implementing/updating reviewing site-specific safety and health plans, and performing structural safety inspections

### Disaster Experience

▶ 22 Years

Disaster Types	No.
Hurricanes	20
Tornados	8
Floods	6
Wildfires	2

### Specific Emergency Responses

- Hurricane Irma
- Hurricane Ian
- Hurricane Michael
- Hurricane Sandy
- Paradise Camp Fire
- Hurricane Harvey

### Training & Certifications

- ▶ FEMA 300 & 700
- ▶ OSHA 510 Certified Safety & Health Officer (CSHO)
- ▶ Instructor: 40-Hr. HAZWOPER and 8-Hr. HAZWOPER Refresher
- ▶ Instructor: 8-Hr. OSHA Supervisor
- ▶ USACE CQCM for Contractors
- ▶ Biological and Chemical Agents of Bioterrorism Certification
- ▶ Clandestine Drug Lab Awareness
- ▶ US Dept. of Homeland Security TWIC
- ▶ First Aid / CPR / AED instructor

### Education

- ▶ North Miami Beach High School, Miami, FL

# Danny Sides Site QC Supervisor

## Work History

Ashbritt, Inc—2010-Present  
Build & Sell, Inc.—2008-Present

## Similar Work Experience

**Site QC Supervisor, Hurricane Ian, Sanibel/Ft. Meyers Beach, FL, Florida Dept. of Environmental Protection (2022)**—Supervised site QC of land and coastal waterway debris removal of hazardous tree/ limbs, white goods, freon, and other debris, ensuring compliance with SOW. Oversaw hand-picking crews working in the mangroves, helicopters used to identify ID vessels beached in mangroves, and removal of sunken cars/ trucks/trailers. Managed QC inspections for up to 65 crews and subs. Prepared daily action plans to update team and client.

- High winds affected water debris removal activities stopping work multiple times; maintained schedule despite stops.
- There were no quality issues. Land work required additional debris removal when homeowners had special requests or left debris after crews were done.

**Site QC Supervisor, Oregon Wildfires, Medford and Eugene, OR, Oregon DOT (2021)**—Supported site QC at two sites (Medford Jackson Fire and Eugene Holiday Fire) for remediation at >2,500 parcels impacted by wildfire-generated debris, and removal of >5,800 hazardous trees. Ensured proper implementation of erosion controls. Selected qualified disposal sites and supervised separation/disposal of >328,000 tons of debris (i.e., concrete, metals, soil/ash). Oversaw QC for 115 crews and subs, resulting in no quality or safety issues.

- When snow/rain caused muddy loading areas, worked with the ODOT to identify alternate loading sites and/or laying plastic to minimize mud issues and mitigate safety concerns.
- Discouraged curious public by maintaining site security with taped-off boundaries, signs, and crews ensuring public safety.

**Site QC Supervisor, Kentucky Flooding, KY Transportation Cabinet (2022)**—Supervised site QC of waterway debris removal over a 7-county area, including creeks, rivers, and streams. Worked with team to activate 30 ROW debris collection crews within 5 days of NTP, and open 5 DMSs. Oversaw handling of >770,000 CY of vegetative, C&D, and waterway debris and ~50 total crews & equipment with no quality or safety issues.

- Waterways ran between multiple private properties, creating access problems. Proposed using equipment in the waterways (vs. along the banks). The customer agreed, and the team received permission from state and local water entities to run equipment directly in the waterways between access points.

## Highlights of Qualifications

- Expertise in site QC for disaster recovery operations, including overseeing site personnel, sub-contractors, and vendors to ensure quality and contractual compliance.
- Has provided QC oversight for 22 disaster-related projects
- 15 years of experience, including:
  - 13 years performing Site QC for disaster debris removal with AshBritt
  - 15 years of experience in general contracting for construction of residential and commercial buildings

## Disaster Experience

▶ 13 Years

Disaster Types	No.
Hurricanes	8
Tornados	2
Floods	2
Wildfires	6
Snow/Ice Removal	4

## Specific Emergency Responses

- Hurricane Irma
- Hurricane Sandy
- Hurricane Matthew
- Kentucky Tornadoes
- Oregon Wildfires
- Hurricane Michael

## Training & Certifications

- ▶ FEMA IS 100b, 100fda, 100hwa, 100hcb, 100he, 100leb, 100pwb, 100swa, 200b, 200hca, 632a, 700a, 701a, 702a, 703a, 704, 706, 800b
- ▶ 40 Hr. HAZWOPER with 8 Hr. HAZWOPER Refresher
- ▶ USACE CQCM for Contractors
- ▶ Certified Building Contractor
- ▶ ARC: First Aid/CPR/AED

## Education

- ▶ BS, Operations Management, Auburn University, AL



### C.2.4 Procedure for Checking Employees' Backgrounds

Before hiring a new employee, AshBritt conducts employee background checks. We verify medical and training histories and also ensure compliance with Immigration and Nationality Act prohibitions pertaining to employing an unauthorized alien as well as requirements of the Federal Employment Verification System. Before engaging a subcontractor, we require that they demonstrate similar background checks have been completed for personnel anticipated to be assigned to the project.

We have determined that our policy of conducting rigorous background checks has not hindered our ability to engage local, small, minority, veteran, and disadvantaged businesses to participate in AshBritt's disaster recovery activities. Local residents adversely affected by the disaster event who pass background checks routinely are recruited and trained for positions such as spotters, security, flaggers, traffic control, etc.

### C.2.5 Training Our Emergency Responders

AshBritt has developed a comprehensive employee training program to ensure that our professional and field staff have the expertise and knowledge to perform their jobs to the best of their abilities. Our training ensures that our workers understand their job responsibilities, are prepared to perform their job role, and possess the required competencies to work safely and efficiently. Training updates are scheduled when processes are revised and approved for implementation. All employees receive orientation training, OSHA-required health and safety training relative to their job functions, any customer-mandated training, and annual training refreshers. AshBritt's and subcontractors' senior supervisory personnel receive training in debris management, Broward County Countywide Debris

Management Plan operational concepts, and National Incident Management System (NIMS) implementation. We will certify to the City that contractor and subcontractor personnel deployed to respond to disaster event have received required and adequate training in relevant emergency response, disaster recovery, and debris management operations. Every staff member is continuously trained in:

- ▶ Online FEMA doctrine
- ▶ Safety performance and practice
- ▶ Certifications relative to individual disciplines

We take proactive measures and provide annual training on various topics related to our industry and host an array of safety courses in our Headquarters Office and while out in the field. This includes but is not limited to:

- ▶ OSHA 10 and 30 Hour General Industry Standard
- ▶ 40 Hour HAZWOPER
- ▶ 8 Hour HAZWOPER Refresher
- ▶ 8 Hour HAZWOPER Supervisor
- ▶ Debris Management Training

AshBritt also keeps new and seasoned employees up to date by ensuring the completion of numerous FEMA courses including ICS 100, 200, 700, and 800. Numerous employees have completed G300, G400, as well as an array of other FEMA-related training. We have personnel that are certified to teach various FEMA courses on staff as well.

Staff are also trained to aid local government with comprehensive planning and support. We are committed to helping our clients understand the principals of Emergency Management and have enhanced our clients' response effectiveness by providing training programs and pre-

event planning workshops. Methods used by AshBritt to train our staff include but are not limited to:

- ▶ Internal and sponsored seminars
- ▶ Web-based training
- ▶ Vendor supplied on-line or classroom training, facilitated videos
- ▶ On-the job training
- ▶ Mentoring
- ▶ Skills upgrade training or certifications to carry out day-to-day activities on a project
- ▶ Customer-provided training

AshBritt also launched an Online Training Academy in 2020 in response to the CDC social distancing guidelines for the COVID-19 pandemic. The academy is a comprehensive training model customized for post-storm debris management, supporting preparedness and response capacity for governments, businesses, and communities.

AshBritt routinely evaluates methods used to judge training effectiveness, assess progress and performance, and apply feedback to modify or enhance the course materials and structure. Employees are encouraged to provide feedback on the effectiveness of training including the scope and relevance of a course or module, appropriateness of objectives, usefulness of assignments and materials, effectiveness of course training materials, stronger and weaker features of the course, adequacy of the facilities, timing or length of the course or module, effectiveness of the instructor(s), and participant suggestions and comments.

Before any workers (AshBritt staff and subcontractors) are allowed to start work, they are required to provide documentation of proper training and medical exams, attend our job site H&S kickoff meeting, and sign an acknowledgment that they have reviewed and will comply

with the Site Safety and Health Plan (SSHP) and Activity Hazard Analyses (AHAs). All staff receive a basic safety orientation that reviews company policy, mishap reporting, and where to find safety resources and documentation. Also, many employees complete HAZWOPER 40-hour training and 8-hour HAZWOPER refresher training annually.

Training records are maintained in personnel files (new hire requirements and annual requirements) and project-level files (project-specific requirements). Company-wide training records can be found in personnel files.

In addition, medical screening is included in our routine operations protocol. Immunization and inoculation histories are maintained in personnel records. Our first response personnel receive tetanus and required tetanus boosters. If required based upon site conditions and CDC recommendations, additional immunizations for Hepatitis B and A, typhoid, cholera, rabies, and other concerns will be evaluated. Our Project Manager (PM) will coordinate with our operations team to determine the nearest and most efficient means for obtaining necessary boosters, inoculations or other immunizations. The PM will determine transportation and schedules and arrange transport of site personnel to appropriate medical care locations. The PM has full authority to determine who receives immunizations and the actions to be taken.

As appropriate for each project, employees also receive project-and task-specific training, such as heavy equipment operation, excavation and trenching, chemical awareness (including asbestos, lead and silica), fall protection, etc. Personnel who perform Maintenance of Traffic (M.O.T.) activities are trained and possess certificates of training in accordance with current State of Florida standards and regulations. We have provided a M.O.T. certificate, as required

per the RFP, under **Tab F, Required Forms**. Our EH&S Manager and SSHO are required to have eight additional hours of supervisory HAZWOPER training and at least 10 hours of OSHA Construction Safety and Health training.

If a large influx of personnel requires orientation and training to respond to a disaster event effectively and safely, our PM will immediately notify our senior management and our Training Coordinator. Should training needs in the short term overwhelm our internal capabilities, we will engage and mobilize an appropriately sized and configured network of training specialists consisting of team members and/or independent contractors. These specialists are deployed to the disaster site to conduct training before personnel report to their assignment.

Personnel records (management, supervisors, foremen and laborers) are maintained to ensure that all personnel have current training and certification relative to their job assignment. All Ashbrite personnel receive specialized training in emergency management and are encouraged to further their education.

Our field crews receive annual safety and quality control training. Before deployment and/or immediately upon arrival at the disaster area, site-specific training is provided. Another key

component in maintaining preparedness is the annual readiness assessment reviews and training we conduct with our subcontractors to ensure that they are maintaining the high level of responsiveness demonstrated to us in the past and that they are prepared to respond.

On debris and natural disaster cleanup projects, where numerous contaminants may pose a respiratory hazard risk to workers, employees will undergo annual respiratory protection training and fit testing on air-purifying respirators (APR) and powered APRs. Workers will be trained in the proper way to wear exposure monitoring equipment, such as personal air sampling equipment (both passive diffusion and active pump types). Site S&H Officers are trained in various collection of industrial hygiene samples and analytical reports and data are reviewed by a qualified safety management staff (Certified Safety Professional (CSP) or other subject matter expert (SME)) before any changes in PPE are allowed.

**Exhibit C-9** (next page) is a select list of training and certifications that AshBrite personnel maintain to ensure efficient work execution. In addition, the following eight pages provide evidence of specific training that many of our staff currently hold and maintain to better service our clients.

- ▶ Federal Procurement Disaster Assistance Training
- ▶ 40 Hour HAZWOPER Certification
- ▶ HAZWOPER Supervisor
- ▶ Anti-terrorism Level I Awareness Training
- ▶ Broward County Tree Pruning License: B-179
- ▶ Certified Master Arborist/ Certified Arborist, Intl. Society of Arboriculture
- ▶ Cold Weather Injuries Certification
- ▶ Consequence Management - Disaster Course
- ▶ Construction Operating Membership Education Training
- ▶ Entry-Level Firefighter I – Part 1 & 2
- ▶ Ethics Training Workshop – Lead2Succeed
- ▶ First Aid, CPR, AED
- ▶ First-Responder Operations Level Training Cert
- ▶ FL-601 Preliminary Damage Assessment
- ▶ Florida Intermediate Work Zone Traffic Control
- ▶ G-191 - Incident Command System/Emergency Operations Center (ICS/EOC) Interface
- ▶ Hot Weather Injuries Certification
- ▶ IS-00005.A - An Intro to Hazardous Materials
- ▶ IS-00007 - A Citizen's Guide to Disaster Assistance
- ▶ IS-00008.A - Building for the Earthquakes of Tomorrow
- ▶ IS-00022 - Are You Ready? Guide to Preparedness
- ▶ IS-00055 - Household Hazardous Materials, a Guide for Citizens
- ▶ IS-00100 -Intro to the Incident Command System
- ▶ IS-00200 - ICS for Single Resources and Initial Action Incidents
- ▶ IS-00230 - Principles of Emergency Management
- ▶ IS-00230.d - Fundamentals of Emergency Management
- ▶ IS-00240 - Leadership & Influence
- ▶ IS-00242 - Effective Communication
- ▶ IS-00253 - Coordinating Environmental & Historic Preservation Compliance
- ▶ IS-00292 - Disaster Basics
- ▶ IS-00301 - Radiological Emergency Response
- ▶ IS-00324 - Community Hurricane Preparedness
- ▶ IS-00340 - Hazardous Materials Prevention
- ▶ IS-00393.A - Introduction to Hazard Mitigation
- ▶ IS-00630 Intro to the Public Assistance Process
- ▶ IS-00631 Public Assistance Operation I
- ▶ IS-00634 Introduction to FEMA's Public Assistance Program
- ▶ IS-00700 – National Incident Management System (NIMS), An Introduction
- ▶ IS-00772 IA PDA Orientation Individual Assistance Pre-Damage Assessment
- ▶ IS-00800 National Response Plan (NRP) an Introduction
- ▶ IS-00800.B – National Response Framework, an Introduction
- ▶ IS-00801 - Emergency Support Function (ESF) #1 Transportation
- ▶ IS-00802 - Emergency Support Function (ESF) #2 Communications
- ▶ IS-00803 - Emergency Support Function (ESF) #3 Public Works and Engineering
- ▶ IS-00804 - Emergency Support Function (ESF) #4 Firefighting
- ▶ IS-00805 - Emergency Support Function (ESF) #5 Emergency Management
- ▶ IS-00806 - Emergency Support Function (ESF) #6 Mass Care Emergency Assistance, Housing Human Service
- ▶ IS-00807 - Emergency Support Function (ESF) #7 Logistics Management and Resource Support
- ▶ IS-00808 - Emergency Support Function (ESF) #8 Public Health and Medical Services
- ▶ IS-00809 - Emergency Support Function (ESF) #9 Search and Rescue
- ▶ IS-00810 - Emergency Support Function (ESF) #10 Oil and Hazardous Materials Response
- ▶ IS-00811 - Emergency Support Function (ESF) #11 Agriculture and Natural Resources
- ▶ IS-00812 - Emergency Support Function (ESF) #2 Energy
- ▶ IS-00813 - Emergency Support Function (ESF) #13 Public Safety and Security
- ▶ IS-00821 - Critical Infrastructure and Key Resources Support Annex
- ▶ IS-01900 - National Disaster Medical System Federal Coordinating Center Operations Joint Humanitarian Operations Course
- ▶ Local Volunteer and Donations Management
- ▶ FL-606 Env. & Historic Preservation Training
- ▶ Management of Spontaneous Volunteers in Disasters
- ▶ OSHA 10 HR Construction Industry Safety
- ▶ OSHA Hazardous Waste Operations and Emergency Response 8 Hour Refresher Supervisor Safety
- ▶ USACE - Jacksonville District – Safety Conference Training Courses
- ▶ USACE-Construction Quality Management for Contractors - #784

**Exhibit C-9. AshBritt provides extensive training to ensure efficient and effective job performance.**



<p>USACE Construction Quality Management for Contractors - #784</p>	<p>IS-00100 – Introduction to the Incident Command System (ICS 100)</p>
<p>Randal Perkins / John Noble / Dow Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel D'Emidio / Blake Beeghly / John Noble / Ryan Beeghly / Blake Beeghly / Jason Santiago / Danny Sides / Andy Rudd / Jim Loomis / Kelly Beckmann / Jason Haynie / Jason Fawcett</p>	<p>John Noble / Randal Perkins / Dow Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel D'Emidio / Matt Gierden / Jason Santiago / Richie Bensch / Christina D'Emidio / Danny Sides / Christopher Holsinger / Jason Fawcett / Brian Thomason</p>
<p>IS-00200 – ICS for Single Resources and Initial Action Incidents</p>	<p>IS-00632 – ICS Introduction to Debris Operations</p>
<p>Christina D'Emidio / Matt Gierden / Christopher Holsinger / Rob Ray / Jason Fawcett / Brian Thomason</p>	<p>Bill Johnson / Dow Knight / Matt Gierden / Andy Rudd Jr. / Danny Sides / Christopher Holsinger / Brian Thomason</p>
<p>IS-00700 – National Incident Management System (NIMS), an Introduction</p>	<p>IS-00800.B – National Response Framework, an Introduction</p>
<p>John Noble / Charles Knight / Bob Hewett / Rob Ray / Bill Johnson / Daniel D'Emidio / Matt Gierden / Jason Santiago / Richie Bensch / Jason Fawcett / Brian Thomason</p>	<p>Matt Gierden / Bob Hewett / Rob Ray / Brian Thomason</p>
<p>IS-00230.d - Fundamentals of Emergency Management</p>	<p>IS-00800 National Response Plan (NRP) an Introduction</p>
<p>Christopher Holsinger</p>	<p>Christopher Holsinger / Rob Ray / Jason Fawcett / Brian Thomason</p>

<p>IS-00630 Introduction to the Public Assistance Process</p>	<p>IS-00634 Introduction to FEMA's Public Assistance Program</p>
<p>Christopher Holsinger</p>	<p>Christopher Holsinger</p>
<p>IS-00253 - Coordinating Environmental &amp; Historic Preservation Compliance</p>	<p>Emergency Management Standards of Excellence Certificate of Achievement</p>
<p>Matt Gierden</p>	<p>Christopher Holsinger</p>
<p>IS-00230 - Principles of Emergency Management</p>	<p>IS-00240 - Leadership &amp; Influence</p>
<p>Matt Gierden/Christopher Holsinger</p>	<p>Christopher Holsinger</p>
<p>First Aid, CPR, AED</p>	<p>USACE – Jacksonville District – Safety Conference Training Courses</p>
<p>Daniel D'Emidio / Richie Bersh / Matt Gierden / Christopher Holsinger / Dow Knight</p>	<p>John Noble</p>



<p><b>Supervisor Safety Training</b></p> <p>Charles Knight / Daniel D'Emidio</p>	<p><b>OSHA 10 HR Construction Industry Safety Training</b></p> <p>Dow Knight / Christopher Holsinger / Rob Ray / Jason Fawcett / Brian Thomason</p>
<p><b>First Responder Operations Level Training Certification</b></p> <p>Daniel D'Emidio / Charles Knight / John Noble / Matt Gierden / Danny Sides / Wayne Smith / Jeffrey Spoor / Christina D'Emidio</p>	<p><b>OSHA Hazardous Waste Operations and Emergency Response 8 Hour Refresher</b></p> <p>John Noble / Matt Gierden / Rob Ray / Jason Fawcett</p>
<p><b>IS-00120.a - An Introduction to Exercises</b></p> <p>Christopher Holsinger</p>	<p><b>IS-00139 - Exercise Design</b></p> <p>Christopher Holsinger</p>
<p><b>IS-00200.HCa - Applying ICS to Healthcare Organizations</b></p> <p>Christopher Holsinger / Danny Sides</p>	<p><b>IS-00208.a - State Disaster Management</b></p> <p>Christopher Holsinger</p>

<p>IS-00235 - Emergency Planning Christopher Holsinger</p>	<p>IS-00241.a - Decision Making and Problem Solving Christopher Holsinger</p>
<p>IS-00244.a - Developing and Managing Volunteers Christopher Holsinger</p>	<p>IS-00703.a - NIMS Resource Management Christopher Holsinger</p>
<p>IS-00704 - NIMS Communications and Information Management Christopher Holsinger</p>	<p>IS-00660 - Introduction to Public-Private Partnerships Christopher Holsinger</p>
<p>IS-00775 - EOC Management and Operations Christopher Holsinger</p>	<p>National EMS Certification Christopher Holsinger</p>



<p align="center"><b>Hot Weather Injuries Certification</b></p>	<p align="center"><b>Cold Weather Injuries Certification</b></p>
<p align="center">Charles Knight</p>	<p align="center">Dow Knight</p>
<p align="center"><b>Antiterrorism Level I Awareness Training</b></p>	<p align="center"><b>Consequence Management - Disaster Course</b></p>
<p align="center">Dow Knight</p>	<p align="center">Dow Knight</p>
<p align="center"><b>40 Hour HAZWOPER Certification</b></p>	<p align="center"><b>Joint Humanitarian Operations Course</b></p>
<p>John Noble / Christopher Holsinger / Richie Bensch / Danny D'Emidio / Matt Gierden / Dow Knight / Rob Ray / Jason Fawcett / Brian Thomason</p>	<p align="center">Dow Knight</p>
<p align="center"><b>Logistics Management Certificate</b></p>	<p align="center"><b>Certified Master Arborist/ Certified Arborist, Intl. Society of Arboriculture</b></p>
<p align="center">Dow Knight</p>	<p align="center">Eric Davis</p>

<p>OSHA First Responder Operations</p>	<p>Broward County Tree Pruning Lic: B-179</p>
<p>Christopher Holsinger</p>	<p>Daniel D'Emidio / Richie Bensch</p>
<p>Florida Intermediate Work Zone Traffic Control</p>	<p>Ethics Training Workshop – Lead2Succeed</p>
<p>Danny Demidio / Rich Bensch</p>	<p>Tom Credle</p>
<p>Fall Protection - Ladder Safety &amp; Scaffolding Certificates</p>	<p>Job Hazard Analysis Training</p>
<p>Dow Knight / Matt Gierden / Rob Ray</p>	<p>Dow Knight</p>
<p>G-278-Benefit-Cost Analysis: Entry-Level Training</p>	<p>G-400-Advanced Incident Command System and General Staff: Complex Incidents</p>
<p>Christopher Holsinger</p>	<p>Christopher Holsinger</p>



<p>Antiterrorism Level I Awareness Training Charles Knight / Rob Ray / Matt Gierden</p>	<p>FL-601-Preliminary Damage Assessment Christopher Holsinger</p>
<p>G-300-Intermediate Incident Command System for Expanding Incidents Christopher Holsinger</p>	<p>G-272-Warning Coordination Christopher Holsinger</p>
<p>G-202-Debris Management Christopher Holsinger / Dow Knight / Brittany Perkins / Rob Ray</p>	<p>G-393-Mitigation for Emergency Managers Christopher Holsinger</p>
<p>L-948-Situational Awareness and Common Operating Picture Christopher Holsinger</p>	<p>FL-603 Public Assistance Grant Program Christopher Holsinger / Matt Gierden</p>

<p>32 Professional Development Hours Certificate</p>	<p>FEMA PDAT Training</p>
<p>Rob Ray</p>	<p>Christopher Holsinger</p>
<p>MEMA Building Resilience by Reducing Infrastructure Vulnerability (H-2016) Training</p>	<p>IS-00242 - Effective Communication</p>
<p>Rob Ray / Dow Knight</p>	<p>Christopher Holsinger</p>
<p>FL-606 Environmental &amp; Historic Preservation Compliance Training</p>	<p>OSHA 30 Hr Outreach General Industry</p>
<p>Christopher Holsinger</p>	<p>Jason Fawcett / Rob Ray</p>

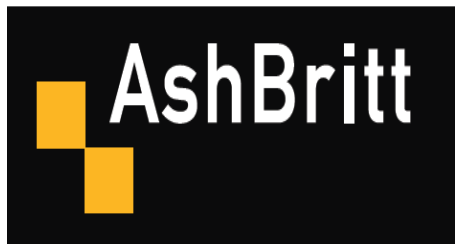


TAB D

AshBritt

**30**  
YEARS

SUPPORTING  
COMMUNITIES  
NATIONWIDE



APPROACH TO  
SCOPE OF  
WORK

## D. Approach to Scope of Work

This section includes discussions on our available equipment/labor/logistics support (Evaluation Factor 2), subcontracting plan (Evaluation Factor 3), debris removal understanding and technical approach (Evaluation Factor 4), safety and operational plans (Evaluation Factor 5), and our risk mitigation plan (Evaluation Factor 6).

### D.1 Contractor Equipment/Labor/Logistics to Support Recovery (Evaluation Factor 2)






With experience in conducting 400 disaster debris removal projects, AshBritt has in-place resources to support recovery for the City of Hollywood.



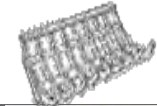












#### D.1.1 Listing of Equipment

One of AshBritt’s greatest assets is the full allotment of equipment that we can make available to our clients. For example, during Hurricane Katrina, we used over 12,400 pieces of equipment throughout the duration of this project. Please find our comprehensive equipment list below that can be utilized as needed, this list is not exhaustive of our full capabilities. While we own some equipment, we mostly rely on our subcontractors to provide equipment.













Moreover, to enhance our ability to quickly respond and transport staff and resources to support disaster event planning and response, AshBritt owns and operates a Bell 429 Global Ranger twin-engine helicopter (see right). The helicopter is flown by a licensed pilot and can carry up to seven passengers with a range of 450 miles and speeds up to 170 mph. We used this helicopter to conduct aerial surveys to assess damage following Hurricane Ian across Florida with Government officials (FDEM/FDEP, Collier and Charlotte Counties), enhancing the team’s ability to gain a quick understanding of the breadth and amount of damage and debris to be removed across the state.



Quantity	Image	Equipment Description
75		Truck, Pickup, ½ & ¾ Ton
150		Truck, Dump, 6-8 yd <sup>3</sup> capacities
150		Truck, Dump, 16-20 yd <sup>3</sup> capacities
175		Tractor/Trailer, Dump, 35-100 yd <sup>3</sup> capacities, with Operator. Hydraulic dump trailer or “walking floor” trailer
40		Knuckle boom, 10-ton lifting capacity, with Operator. Trailer mounted and towed by a tractor

Quantity	Image	Equipment Description
200		50 CY + - Self-loading Grapple Truck
40		Loader, Front end, 3-5 yd <sup>3</sup> capacities
12		Attachment, Loader Rake, mounts in place of the bucket on 4-wheel drive or crawler loaders.
50		Loader, Mini, Width of the vehicle not to exceed 2 meters, for use in the restricted maneuver area
30		Chipper Truck, 30yd <sup>3</sup> bodies
75		Woodchipper, mobile unit towed by chipper truck
500		Chainsaw, Gas engine, not less than 20" and 14" bars
50		Excavator, Hydraulic, 1-2 yd <sup>3</sup> bucket, 128 Net Hp, fitted with a grapple
50		Excavator, Hydraulic, 2-3 yd <sup>3</sup> bucket, 168 Net Hp, fitted with a grapple
50		Excavator, Hydraulic, 3-5 yd <sup>3</sup> bucket, 286 Net Hp, fitted with a grapple
8		Attachment, Grapple, hydraulically operated clam-type bucket with 360-degree rotation, for use in demolition
50		Loader, Front end, 3-5 yd <sup>3</sup> capacities
50		Loader, Front end, 3-5 yd <sup>3</sup> capacity
10		Loader, tracked, 2-3 yd <sup>3</sup> blade capacity
10		Loader, tracked, 3-5 yd <sup>3</sup> blade capacity



Quantity	Image	Equipment Description
8		Grader, Motor, 12-foot blade, 130-140 net Hp
15		Water Truck, 5,000 gallon used for dust control
12		Dozer, tracked, 2-3 yd <sup>3</sup> Blade capacity
5		Dozer tracked, 22'6" Blade length, 405 Net Hp
10		Rake, Clearing and Stacking, Dozer mounted; lighter-weight construction
12		Burner, Air Curtain, fully self-contained system
20		Burner, Air Curtain, mobile unit, six cylinders Diesel engine, minimum 89 HP (66 kW)
25		Grinder, Tub, with 700-1000 Hp engine, 12 ft diameter tub
8		Debris Removal/Oil Skimmer boats
5		Mobile Dredge, 8" Hydraulic Ladder Cutter-head Self-Moving, 3000 GPM, 160 CY/hour solid rate discharge
5		Mobile Dredge, 8" Hydraulic Articulating Arm Cutter-head, Cuts depths to 15 ft. 2500 GPM, 130 CY/hour
10		20 Ft. Open Fisherman
1		35' Tugboat
6		Landing Craft (22', 28' & 34')



### D.1.2 Listing of Available Labor

AshBritt provides labor for contract activations that can quickly expand to support multiple activations for the City of Hollywood. The size of our recovery teams is contingent upon the size and magnitude of a disaster event. Recovery teams can expand to over 100 project and quality control managers to fulfill complex needs during recovery. Our structure is set up to quickly expand or contract in alignment with the NIMS ICS model.

Figure D-1 identifies staff who are currently available to support this contract. These staff are involved in various aspects of the event from initial planning through recovery operations. AshBritt will adjust our staffing plan to respond to the recovery at hand, and the size of the management team and the number of support personnel hinges on the event magnitude and the scope of the cleanup. We will also assign Field Supervisors to collection zones as designated during the pre-planning/assessment phase. TDMS Foreman and additional field staff will be assigned based on the actual implemented recovery plan. Indoctrination and training are provided for the event.

To ensure efficient response, AshBritt has amassed a nationwide network of suppliers, vendors, and subcontractors who are available to respond to our missions, including subcontractors with resources located in/near the City of Hollywood. We have access to hundreds of prequalified subcontractors with equipment resources, including strategic partners that have worked with us continually over the past 10-20 years. Many of our partners are exclusive to AshBritt with long working histories. We can obtain hundreds of laborers from these subcontractors.

As evidence of our capacity to respond, AshBritt has been able to scale up our management teams from just 1-2 jurisdictional projects to over 60 projects across multiple states. AshBritt can do this by maintaining a team of experienced project managers across the U.S. that can be activated on a moment's notice. For example, we completed multiple disaster debris removal projects for Hurricane Matthew in FL, GA, and SC for 24 clients, which required over 500 pieces of heavy equipment and 40 project managers and quality

Personnel Description	Available for Contract	Subcontractor Labor	AshBritt Reachback	Total Staff
Project Manager	1	--	4	5
Operations Manager	1	10	7	18
Quality Control Manager	1	10	10	21
Operations Supervisor	4	10	10	24
Sector Managers	10	10	8	28
Field QC Supervisor	10	25	5	40
Field/Site QC Personnel	10	50	4	64
Environmental Health & Safety Manager	2	10	3	15
Health & Safety Monitor	10	20	--	30
Safety Training Personnel	5	10	--	15
Environmental Compliance Manager	5	10	1	16
Hazardous Materials Field Personnel	10	25	--	35
TDMS Director	4	10	1	15
TDMS Manager	12	25	4	41
TDMS Foreman	25	40	2	67
Technical Assistance Manager	5	15	3	23
Data/Administrative Personnel	35	60	10	105
<b>TOTAL</b>	<b>150</b>	<b>340</b>	<b>72</b>	<b>562</b>

Figure D-1. AshBritt has available resources to support the City of Hollywood contract requirements.

control personnel. AshBritt also completed multiple disaster debris removal projects for Hurricane Irma in Florida, Georgia, and South Carolina, and Hurricane Harvey for over 80 clients utilizing over 1,000 pieces of heavy equipment and 70 project managers and quality control personnel.

### D.1.3 Logistical Support Available

AshBritt and our subcontractors mobilize self-contained work force housing and support facilities to the disaster area to avoid impacts to communities often reeling from the disaster. When our team initially arrives on site, we bring equipment and supplies to be self-sustaining for up to seven days. During that initial period, we finalize work force personnel requirements, define the facilities and materials required to support that work force, locate a base camp site, obtain landowner and regulatory agency approvals and prepare the site for the base camp. We have MSAs/ BOAs in place with subcontractors to provide work force lodging and support facilities. Depending upon the conditions of local utilities, power, telecommunications, water and other utility services may be provided via connections to existing utilities or by portable units with subcontracts for water, sanitary, solid waste and other services. Emergency first aid may be provided if local medical facilities cannot be readily accessed.

**Fuel Capacity**—Through strategic coordination and partnerships with wholesale fuel distributors, AshBritt can provide fuel immediately and as necessary to maintain continuity of vital services. *AshBritt provided fuel trucks to Collier County, FL in response to Hurricane Irma in 2017, and the County of San Bernardino, CA, in response to the 2016 Blue Cut Fire. For Hurricane Katrina, we provided over 50,000 gallons of emergency diesel fuel for initial operations, avoiding any equipment downtime.*

**Portable Power Capabilities**—AshBritt delivers, sets up, and maintains temporary power generation capabilities as well as lighting for critical facilities if the regular power supply is disrupted.

Emergency light towers can be provided and distributed throughout the affected area and work sites. *In response to Hurricane Laura (2020), Hurricane Irma (2017), and Hurricane Harvey (2017), Ashbritt delivered an array of generators to clients in Florida and Texas to maintain essential services throughout numerous jurisdictions.*

### **Operational Equipment Maintenance Plans**—

AshBritt staff and subcontractors are self-sufficient with regards to maintaining, repairing, and fueling equipment that we mobilize. As the hurricane season approaches, AshBritt enters a ready and watch stage. During this time, we conduct internal reviews of our systems and procedures and inventory and perform maintenance on our equipment and relevant assets. We stock up on all necessary supplies and consumables, canvass our teaming partners, subcontractors, suppliers, and reserve personnel. We increase the frequency of our planning and operations meetings to ensure that all key management and support personnel are operationally synchronized for the upcoming season. Several operation management personnel are designated to track regularly and notify our management team of any imminent threats, though all staff tracks storm activity. We meet with our first-responder subcontractors and debrief them on any relevant modifications to our response plans for the upcoming season. Our plans help ensure that necessary spare parts, lubricants and other maintenance items as well as qualified personnel are mobilized.

### **Personnel Accommodation Plan for Housing, Safety, and Provisions**

**Housing**—AshBritt secures temporary housing and turnkey base camps to support local relief representatives, workers, volunteers, and residents. We will scale and equip basecamps to meet event scenarios. Hard-sided and soft-sided tents, CONEX systems, or other modular structures can be supplied and fully managed. *AshBritt delivered base camps to Monroe County, FL, in response to Hurricane Irma in 2017.*

**Showers and Bathrooms**—As an extension to camps, these units may serve local relief representatives, workers, volunteers, and residents. They can be delivered, set up, and powered by generators. Multiple configurations and outputs are available ranging from our Shower Series 5 configuration that provides 6 shower stalls to our Shower Series 2 units that provide 20 shower stalls. All feature changing areas, tankless propane water heaters, gray water and sewage collection, electric power, etc. Full oversight and maintenance of facilities are included. *During the 2016 Blue Cut Fire, AshBritt provided 40 portable toilets, 40 portable showers, 25% of which were American Disability Act (ADA) compliant for the County of San Bernardino, CA. AshBritt also set up staffing donation stations, freezer and refrigerator trailers, laundry units, among other similar services (see below).*



**Kitchen and Feeding Locations**—AshBritt provides full canteen and commissary services that serve hot breakfast, lunch, and dinner, as well as mid-rations, all of which can be expanded to support local relief representatives, workers, volunteers, and residents. MREs and heater meals can also be distributed systematically. *AshBritt delivered numerous orders of emergency meals in 2020 to the FDEM in response to COVID-19 and MRE's in Texas in response to Hurricane Harvey in 2017.*

**Emergency Potable Water and Ice**—Supplies

of water in a gallon, 2-liter bottles, or bulk potable water tankers; supplies of bagged ice (50-100lb), reefers/fridges, as needed, delivered to central distribution points. Logistical managers and Point of Distribution (POD) supervisors oversee the orderly distribution and tracking of provisions. *AshBritt delivered emergency water and ice to numerous jurisdictions in Texas in response to Hurricane Harvey in 2017.*

**Temporary Satellite/Communications Services**—AshBritt can provide satellite telecommunication services, based on the magnitude of the event and the scope of the damage. Services will support telephone and online internet access. Various equipment/configurations are available, depending on the scenario.

**Temporary Offices, Warehousing and Container Storage**—Mobile command centers, temporary offices, critical document and asset warehousing, and storage containers (CONEX or other) can be supplied in any configuration to meet local needs. Temporary prison facilities can also be delivered and maintained.

## D.2 Subcontracting Plan (Evaluation Factor 3)

### D.2.1 Understanding of City's Needs/Goals

As previously indicated in Tab B, Executive Summary, AshBritt clearly understands the City's needs and goals for this contract, and our approach to accomplishing this contract illustrates our ability to meet these needs and achieve key goals. AshBritt will direct in-house and subcontract resources to complete the contract scope of work cost effectively and safely in alignment with FEMA reimbursement policies. In selecting subcontractors, we will maximize the use of local small businesses, including WBE/MBE and other disadvantaged companies to the greatest extent possible while still meeting critical cost/response goals.

### D.2.2 Approach to Accomplishing Project (Percentage of Equipment & Labor to be Subcontracted)

AshBritt's organizational structure, planning/execution infrastructure, and management processes/procedures/ resources ensure that we maintain and provide sufficient capabilities and capacity to respond to major, catastrophic disasters within response-time requirements. Our ability to respond relies upon these internal resources and on our strategic partners and prequalified subcontractors pre-positioned throughout Florida and the U.S. AshBritt will perform at least 35 percent of the work with our own forces. The remaining work will be performed by subcontractors with preference given to subcontractors located within the disaster area. We are unable to provide a specific percentage of labor/equipment subcontracted prior to an actual event because of the unknown nature/size of event as well as unknown scopes that will be included in any task orders. However, AshBritt is committed to maximizing women-owned, minority-owned,

veteran-owned, and other small businesses and has a successful track record.

**Exhibit D-2** (next page) provides an abbreviated overview of responsibilities pertaining to specific project roles and services that may be required to complete engagements under this contract. The size of the management team and number of support personnel depends upon the magnitude and scope of each response event. As shown in the exhibit, Ashbritt maintains overall responsibility for organizing, managing and directing all aspects of the work. Certain project roles are completed by both Ashbritt and our subcontractors in accordance with responsibilities as defined in our operations plan. Subcontractors provide personnel and equipment to undertake specific fieldwork activities.

We have registered over 1,400 subcontractors located in Florida and recorded their resources (personnel and equipment) that may be deployed under this contract. AshBritt has taken affirmative steps to ensure that these FL-based subcontractors include local disadvantaged businesses including Small Businesses (SB), Disadvantaged Business Enterprises (DBE), Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE), Veteran-Owned Small Businesses (VOSB), and Service-Disabled Veteran Owned Small Businesses (SDVOSB). They are vetted, registered, and prequalified to perform disaster debris removal services for AshBritt in accordance with the FEMA *Checklist for Reviewing Procurements by Federal Grant Grantees and Subgrantees (#6)* and 2 C.F.R. 215.44b. AshBritt also adheres to the Executive Order 11246 of September 24, 1965, entitled "Equal Employment Opportunity," as amended by Executive Order 11375 of October 13, 1967, and as supplemented by Department of Labor regulations.



Project Role / Scope of Work Activity (NOTE 1--AshBritt can perform 100% of SOW based on best-value solutions)	Service provided by:	
	AshBritt	Subcontractors
<b>Project Role</b>		
Project Manager	•	
Operations Manager	•	
Quality Control Manager	•	
Field QC Supervisors & Field/Site QC Personnel	•	•
Operations Supervisor	•	
Logistics Managers	•	•
Sector Managers	•	•
Environmental Health & Safety Manager	•	
Health & Safety Monitor	•	•
Safety Training Personnel	•	
Environmental Compliance Manager	•	•
Hazardous Material Field Personnel	•	•
TDMS Director	•	
TDMS Manager	•	•
TDMS Foremen	•	
Technical Assistance Manager	•	
Data/Administrative Personnel	•	•
<b>Scope of Work Activity</b>		
Emergency Road Clearance	Note 1	•
Debris Collection	Note 1	•
Debris Hauling	Note 1	•
Tree / Stump Removal	Note 1	•
Debris Reduction	Note 1	•
Marine Debris	Note 1	•
DMS Management	Note 1	•

**Exhibit D-2. AshBritt identifies opportunities for subcontracted services including small-business categories.**

When utilizing subcontractor resources, we establish stringent standards and guidelines to protect AshBritt and the City’s interests. AshBritt’s Base Subcontracting Plan sets performance criteria for all prospective subcontractors to develop a professional and capable workforce that promotes workforce diversity and the inclusion of small and disadvantaged firms. Most importantly, the plan ensures the actual participation of qualified disaster-affected local firms in the recovery mission, thereby boosting the local economic recovery. All potential subcontractors must be pre-approved from our resource database, have a favorable evaluation

from either a prior AshBritt project or at least three non-AshBritt projects, or the favorable endorsement of the client. All equipment to be deployed is thoroughly inspected and certified as operationally safe. Workforce Safety training is administered when necessary, and a compliance agreement with all safety policies as mandated by all governing authorities must be acknowledged.

Subcontractors must execute a hold harmless agreement indemnifying the city as well as relevant stakeholders. Based on the estimated cost of the project, comprehensive insurance coverage, including worker’s compensation, is

mandated to cover the estimated amount. A certificate of liability insurance with established limits as mandated by the contract must be submitted before work can commence. Moreover, compliance with all applicable federal, state, and local tax, unemployment compensation, and worker compensation laws is required.

Potential subcontractors are invited to register on our web site and are required to complete our subcontractor registration form shown in **Exhibit D-3**. We then conduct a three-step selection process as follows:

**1) Identification:** Identification of subcontractors is ideally conducted as part of the pre-planning process prior to the event response. AshBritt will identify, screen, and engage disadvantaged local subcontractors at our sponsored workshops/job fairs. AshBritt has reached out to multiple subcontractors located within the area in addition to our over 1,400 subcontractors

registered in the state of Florida. Having our headquarters in Florida allows us to establish and strengthen relationships with various local subcontractors that can be utilized at a moment’s notice. Given the unpredictability of disasters, identification of subcontractors, especially those within the City and surrounding affected areas, also occurs just after events and often throughout recovery operations. In addition to utilizing the pre-identified subcontractors, we use various public and private sources that can garner additional useful and qualified subcontractors. We work toward cataloging all identified firms into our subcontractor database. Our Subcontractor Management System is a customized web-based computer application that allows for efficient information storage, retrieval, and subsequent ongoing identification of subcontractors from the affected region. A robust and sophisticated set of filtering parameters allow for the efficient culling of relevant data, making our selection process one of the most thorough and rapid screening processes in the industry.

**2) Qualification:** Qualification and vetting of viable subcontractors are accomplished through an operational, financial, and administrative review, which includes, but is not limited to, the following:

- ▶ Initial interview—via phone or in person.
- ▶ Review of equipment and resource list, work history, special qualifications, and capabilities.
- ▶ Review of applicable Dunn and Bradstreet Reports.
- ▶ On-site inspection of facilities and equipment, as applicable.
- ▶ Insurance review to ensure current or future contract compliance.

**Exhibit D-3. AshBritt requires use of our website subcontractor registration form.**

- ▶ Review of the Excluded Party List System (EPLS) now identified as System for Award Management (SAM) at [www.sam.gov](http://www.sam.gov) as directed by FEMA Recovery Policy (RP) P9580.212 Public Assistance Grant Contracting FAQ

**3) Deployment:** Deployment of subcontractors on an AshBritt mission will take place only after careful consideration, evaluation, and selection by an AshBritt authorized representative. Ultimately, the selection process culminates with the execution of a Subcontract Agreement, either pre-event or post-event. This vetting process is based on the information obtained during the second phase of the hiring process. AshBritt will review in detail the scope of work each local contractor may be asked to perform within the terms of their contract. They will be briefed on all aspects of the operation, including safety rules and regulations, and required toolbox discussions. They will attend weekly safety meetings, learn to use the tracking system, invoicing procedures and all facets of AshBritt's response procedures. They will be provided with the opportunity to review and ask questions about their Subcontract Agreement (Contract).

After deployment, subcontractors' work is closely monitored by AshBritt's Operations Manager, Operations Supervisor, QC Manager, Environmental Health and Safety Manager and other AshBritt's personnel assigned to manage and direct field operations. AshBritt's Subcontractor Audit System is used to track engaged assets, work site locations, work performance and production, project deficiencies and resolutions, project billing and discrepancy resolution. These data sets are available on demand and can be customized through various reports over established project timelines (i.e., daily production and weekly progress). Archived documents are available for batch download. These

systems reflect the direction and activities of subcontractor performance in the field, as managed by AshBritt's command chain.

### D.2.3 List of Subcontractors/Designations

**Exhibit D-4** (next page) provides a list of subcontractors that have registered on our website within the region surrounding the City of Hollywood. We have included the qualifications and experience of the first five firms in this list (see pages 76-80) and we plan to use these firms if they can provide cost-effective pricing to deliver best-value solutions to the City of Hollywood. We have a 20-year relationship working with each of these firms on previous disaster debris removal contracts in Florida and other locations.

We have a total of 1,400 subcontractors that have registered with AshBritt that reside in the state of Florida. The following list is not exhaustive; additional or substitute subcontractor resources will likely be used if the event warrants it. Fewer subcontractors would be used for a lesser event. Preference is offered to "qualified" local subcontractors, including local SB, MBE, WBE, HUB-Zone, VOSB, and SDVOSB firms, who have the appropriate equipment and experience and meet the applicable project criteria.

SB – Small Business

MBE – Minority Business Enterprise

HUBZ – HUBZone Business

WBE – Women Business Enterprise

VOSB – Veteran-Owned Small Business

SDVOSB – Small Disadvantaged Veteran Owned Small Business

### Utilization of Women and Minority Owned Businesses

AshBritt actively engages local small businesses to participate in our Small Business Program through subcontracting opportunities. We take proactive steps to assure that Small Business Enterprises (SBE), Disadvantaged Business Enterprises (DBE), Minority-Owned Business Enterprises (MBE), Women-Owned

Subcontractor Name	County	SB Designation
1. Dorado Services, Inc.	Seminole County	SB, MBE, HUBZ
2. County Waste Inc.	Lee County	SB
3. H & J Contracting Inc.	Palm Beach County	SB
4. SFM Services, Inc.	Miami-Dade County	SB, MBE
5. Tropical Touch Gardens Center, Inc.	Broward County	SB, MBE
Island Recovery Services Inc	Broward County	SB, MBE
RM Trucking Service Inc.	Broward County	SB, MBE
Airquest Environmental, Inc.	Broward County	SB, MBE, WBE
ALL DESIGN CONCRETE CORP	Miami-Dade County	SB, MBE, WBE
BCHR Inc.	Miami-Dade County	SB, MBE, HUBZ, WBE, VOSB, SDVOSB
Bearwithme Transportation, LLC	Broward County	SB, WBE
Covin Electrical Services LLC	Broward County	SB, MBE, WBE
Enterprise Construction Services LLC	Palm Beach County	SB, VOSB, SDVOSB
Flotech Environmental LLC	Miami-Dade County	SB, MBE
Home Owners Services	Broward County	SB, WBE
James Kelly Construction/The Harrell Group	Saint Lucie County	SB, MBE, HUBZ, WBE
Johnson & Johnson Construction Company Corporation	Miami-Dade County	SB, WBE
Roco, LLC.	Miami-Dade County	SB, MBE
Starflower Holdings	Saint Lucie County	SB, MBE, WBE
Thomas Maintenance Services Inc.	Miami-Dade County	SB, MBE, WBE

**Exhibit D-4. AshBritt is committed to utilizing local, small business subcontractors.**

Business Enterprises (WBE), Veteran-Owned Business Enterprise (VOBE), Lesbian, Gay, Bisexual, or Transgender Business Enterprise (LGBTBE) are used whenever possible in accordance with the FEMA Checklist for Reviewing Procurements by Federal Grant Grantees and Subgrantees (#6) and 2 CFR 215.44b. AshBritt also adheres to the Executive Order 11246 of September 24, 1965, entitled “Equal Employment Opportunity,” as amended by Executive Order 11375 of October 13, 1967, and as supplemented by Department of Labor regulations.

AshBritt has always maintained a solid commitment and plan for the inclusion of local, small, minority, veteran, and disadvantaged businesses. To substantiate our commitment, the historical data is provided below in our Small Business Goal Achievement section. We have experience in managing partnerships and joint

ventures with both small and large companies during complex disaster recovery projects.

**Small Business Goal Achievement**—For our Hurricane Katrina recovery mission, AshBritt’s contractually obligated goal for hiring small business concerns, which included HUB Zone SB, SDB, MBE, WOSB, HBCU/MI, and VOSB (including Service-Disabled VOSB) was 60 percent. AshBritt surpassed that goal of 60 percent small business subcontractor utilization mark. Throughout our history, AshBritt has had great success in employing HUB/SBE/MBE/ WBE and DBE businesses on our past disaster debris management contracts, often exceeding 50 to 60 percent local participation. We have always strived to meet and exceed any expectations for our past clients, and we have typically exceeded our goals.



*Hurricane Sandy Recovery Mission: AshBritt subcontracted over 65% of the subcontracted work to small businesses in the New Jersey Hurricane Sandy effort. The goal set by AshBritt in our proposal was 40%.*

AshBritt has presented a letter on the following page from one of our Minority-Owned Small Disadvantaged former SBA 8(a) and DBE subcontracting partners that we believe speaks to the commitment we have towards mentoring our subcontractors in all our projects. We pride ourselves on understanding our role as a professional stakeholder within these relationships and continually stay committed to team building and developing quality relationships.

#### **D.2.4 Vision, Ideas, Methodology**

Our vision for this contract is to perform to the best of our ability to support local communities to get back on their feet and up and running. We've done this for 30 years and clearly understand the impact that natural disasters, such as hurricanes, floods, and tornadoes, can have on a community and we do everything in our power to address these requirements. Our methodology for performing this work is presented in Section D.3 below.

#### **D.2.5 Subcontracting Agreements.**

Subcontractors must execute a Subcontractor Agreement, which defines the scope of work, responsibilities, accountabilities, and binds the subcontractor to comply with Federal Acquisition Regulations (FAR) and FEMA regulations, as well as all contract requirements.

Subcontractors must execute a hold harmless agreement indemnifying the City as well as relevant stakeholders. Based on the estimated cost of the project, comprehensive insurance coverage, including worker's compensation, is mandated to cover the estimated amount. A certificate of liability insurance with established limits as mandated by the contract must be submitted before work can commence. Moreover, compliance with all applicable federal, state, and local tax, unemployment compensation, and worker compensation laws is required.

We have included our Sample Subcontracting Agreement in **Attachment D.2-1**, at the end of this section. Upon contract award, we will discuss this contract with our subcontractors, but specific agreements are not executed until an event impact is imminent or has taken place.



January 10, 2018

RE: Letter of Recommendation for  
AshBritt, Inc.  
ATTN: Brittany Perkins, Chief Executive Officer  
565 East Hillsboro Boulevard  
Deerfield Beach, FL 33441

To Whom It May Concern:

Mirack Construction, Inc. (Mirack) is writing to recommend AshBritt, Inc. (AshBritt) as a General Contractor based on our recent experience on the Santa Rosa Fire Cleanup Project. Founded in 2009, Mirack is a Minority-Owned Small Disadvantaged SBA 8(a) and CALTRANS certified DBE general contractor. With a highly skilled and experienced staff of 35 full time employees, Mirack has completed over 100 contracts to date, contracts including Multiple Award Construction Contracts (MACCs and MATOCs) for the U.S. Army Corps of Engineers, Department of Homeland Security, U.S. Navy, U.S. Air Force and the Department of Veterans Affairs. Mirack is a licensed contractor, local to the State of California, and is currently on its fifth year in the SBA 8(a) program.

AshBritt sought and incorporated my business into its work in Northern California and provided Mirack the opportunity for small business to compete immediately adjacent to big business throughout the Santa Rosa debris recovery efforts. The Northern California debris recovery project has been an economic development driver for Mirack. We have been able to deeply invest in safety gear, demolition equipment and personnel training where Mirack can now provide a very substantial emergency response effort.

AshBritt insisted on Safety First and encouraged the strictest guidelines in the industry. AshBritt's Safety Officers were hands-on and displayed a real concern for Mirack's employees and overall public safety. Operational and upper management always had an open-door policy for Mirack, including Saturday and Sundays. They also encouraged Mirack to pay forward our opportunity by fostering the participation of Veterans and local fire victims. AshBritt orchestrated a win-win by fitting contractors with particular attributes for specific properties, avoided unnecessary congestion, and overall created a safe and productive project. As work progressed and field operations gained unique local experience, AshBritt was very open to suggestions and responsive to changing conditions. AshBritt's record keeping was outstanding (matched every ticket), and payment to Mirack was timely.

We look forward to maintaining a productive and successful relationship. It was a great pleasure to be part of the AshBritt/Corps/FEMA Team and I am very pleased to offer the highest recommendation for AshBritt, Inc.

Sincerely,



Anthony C. Cortabitarte  
President



# Dorado Services

## Company Overview

Dorado Services, Inc. has 24 years of waste management and disaster recovery experience. Worked with AshBritt on Hurricanes Ian, Michael, Irma, Harvey, Matthew, Ike, Sandy, Katrina, Wilma, and an array of other projects.

## Highlights of Capabilities

- 100% Hispanic-owned HUBZone small business headquartered in Central Florida; 4 of 13 offices located in FL to support response efforts
- Capability to self-perform, owned fleet of vehicles
- Experience responding to hurricanes, tornados, floods, wildfires and ice storms
- Holds a USACE SATOC contract for debris removal.

## Services Offered

- ROW debris collection
- Haul-out services
- Waste management
- Disaster recovery
- Demolition services



## ENVIRONMENTAL AND ENGINEERING SERVICES

- HOME
- WASTE SERVICES
- FACILITIES MAINTENANCE
- ENVIRONMENTAL SERVICES
- DISASTER RECOVERY
- DEMOLITION SERVICES
- AIRFIELDS
- CONTACT US



### DISASTER RECOVERY

Communities are vulnerable to five potential hazards that could cause major or catastrophic destruction: hurricanes, tornados, floods, wildfires, ice storms. Dorado is capable of providing a wide variety of services on an immediate basis to communities in need.

- Emergency Road Clearance
- Debris Removal, Reduction, Processing & Recycling
- Temporary Debris Storage & Reduction Site (TDSRS) Construction & Management
- Marine Removal, Recovery and Salvage
- Emergency Supplemental Collection of Residential & Commercial Solid Waste
- Hazardous Waste Collection, Transport, Staging and Permanent Disposal Demolition of Unsafe Structures
- Decontamination & Cleanup
- Beach Restoration
- Fire Suppression Support





# County Waste, Inc.

## Company Overview

County Waste Inc. is an industry leader in vegetative debris collection, hauling, management/processing and recycling. Headquartered in Ft. Myers, FL, worked with AshBritt on Hurricanes Ian, Ida, Michael, Irma, Harvey, Matthew, Sandy, Ike, Katrina, and Wilma.

## Highlights of Capabilities

- Over 16 years of experience working on large-scale natural disasters to local debris hauling.
- FL DEP-Certified Vegetative Debris Recycling
- Large fleet of equipment including self-load grapple trucks, diamond Z grinders, bucket trucks & climbers
- Logistical expertise to respond to multiple areas
- Expertise in responding to large-scale natural disaster, flooding, wildfires, and severe storms

## Services Offered

- Right of Way Debris Hauling
- Vegetative Debris Hauling
- C&D Hauling
- Tree work
- Waterway cleanup



[HOME](#)
[ABOUT US](#)
[SERVICES](#)
[OUR FLEET](#)
[CONTACT US](#)
[Subcontractor Registration](#)

- CLEARING AND SITE PROCESSING
- SELF LOADING GRAPPLE TRUCKS
- DISASTER RELIEF SERVICES
- WATERWAY CLEANUP

## DEBRIS HAULING EXPERTS

Providing Cost-Effective Services Since 2001

[Contact Us Today](#)

### Site Clearing and Vegetative Debris Removal Services

Natural calamities, such as hurricanes, tornadoes, wildfires, and floods, are inevitable. When these disasters strike, various properties are damaged and debris is scattered across the affected areas. Turn to County Waste Inc to haul away the chaotic mess in the aftermath of the calamity.





# H&J Contracting, Inc.

## Company Overview

H&J Contracting, Inc. is a small construction service firm, specializing in emergency relief efforts, specifically C&D debris removal, demolition, hauling and processing services.

## Highlights of Capabilities

- Licensed contractor in FL—HQ in Wellington, FL
- Capability to self-perform, large fleet of owned vehicles and specialty equipment
- Experience responding to hurricanes and severe storm events performing debris clearance/large tree removal
- Performs DMS site operations including designation and management of staging areas

## Services Offered

- ROW debris clearance
- Haul-out services
- Stump removal
- Disaster recovery
- Vegetative debris incineration



## H&J Contracting

581 likes • 606 followers



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### About

### Categories

Contractor



# SFM Services, Inc.

## Company Overview

SFM Services, Inc. is a Florida-born business providing a multitude of services including disaster recovery, and cleanup. Their depth of multi-disciplinary staff and equipment provide the capacity to respond quickly throughout the state.

## Highlights of Capabilities

- Over 50 years of service in the state of Florida.
- Subject Matter Experts include ISA Certified Arborist, and Class A Tree Trimmer License
- Hurricane response: Collected >1 million cy of debris throughout Miami-Dade County post Irma in 2017
- 24/7 service emergency service company headquartered in Medley, FL

## Services Offered

- Hazardous tree, limb, stump removal
- Emergency road clearance
- ROW debris collection
- DMS operations



Call Us: (805) 818-2424 • Toll Free: (866) 253-2643  
Find Us: 7500 NW 74th Avenue, Medley, FL

## Disaster Recovery

SFM has the experience, equipment, and manpower to provide disaster recovery services throughout the state of Florida. We have the ability to mobilize quickly after disaster strikes.

[Subcontractor Registration CLICK HERE](#)

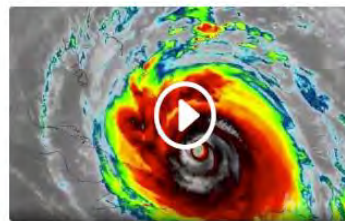
### SERVICES WE PROVIDE

Hazardous Tree, Limb, and Stump Removal

Emergency Road Clearance

Right-of-Way (Row) Debris Collection

Debris Management Site Operations







# Tropical Touch Garden Center

## Company Overview

Founded in 1998, Tropical Touch Garden Center is a south Florida landscape company that specializes in horticultural hurricane preparedness and storm damage cleanup. Their crews are experienced in specialized tree trimming and stump removal, management, processing and hauling.

## Highlights of Capabilities

- Family-owned, licensed and insured full-service landscaping and storm damage cleanup company serving Broward and Miami-Dade Counties
- Experience responding to hurricanes and severe storms and working with emergency personnel.
- Equipped with high end grapple trucks.
- Develops hurricane preparedness plan to mitigate excessive cleanup efforts, such as tree trimming before the hurricane season in order to eliminate the overload of clean-up and removal of debris after the storm.

## Services Offered

- Tree trimming
- Stump removal
- Vegetative debris clearance and removal
- Tree debris management



[Homepage](#) [About Us](#) [Commercial Landscaping](#) [Storm Damage Cleanup](#) [Projects & Testimonials](#) [Contact Us](#)

## Noteworthy Hurricane Preparedness Storm Damage Cleanup Services

Tropical Touch Garden Center offers hurricane preparedness and storm damage cleanup and services in South Florida. Our hurricane preparedness plans include tree trimming before the hurricane season in order to eliminate the overload of clean-up and removal of debris after the storm. Our storm cleanup plans will help you to restore your landscape architecture and make it looking beautiful again in no time.

We provide a fast and safe clean up of debris and stump removal in the event of a storm or hurricane including debris removal. We are fully equipped with high end equipment such as grapple trucks. Our employees are highly experienced in handling all of our equipment as well as working with emergency personnel.

Tropical Touch Garden Center is a family-owned, licensed and insured, full service commercial and residential landscaping company serving Broward and Miami-Dade Counties, and the surrounding areas in South Florida. Do not hesitate to contact Tropical Touch Garden Center at 954.252.0562 in the aftermath of a storm and our experienced crews will clear your property of debris and haul it away. You can also complete our contact us form ([click here](#)) if you have any questions regarding our hurricane preparedness and storm damage cleanup services.



### D.3 Debris Removal Understanding & Technical Approach (Evaluation Factor 4)

This section discusses our understanding of the work, our methodology and approach to performing the work, our ability to manage multiple activations, and FEMA reimbursement practices.

#### D.3.1 Understanding of Services and Support Required by the RFP

Ashbritt understands that the City of Hollywood wants to establish pre-need, pre-position contracts with one or multiple contractors to provide Emergency Response and Recovery Services citywide including limited spaces, gated communities, and alleyways after eligibility has been determined and necessary permissions, waivers, and Right of Entry (ROE) agreements have been executed. The selected contractor(s) must have demonstrated experience responding within specified time requirements to a wide range of needs including, but not limited to:

- ▶ Debris management and cleanup including emergency push/road clearance, removal, separation, staging, and disposal of debris
- ▶ Demolition work and construction and demolition debris removal
- ▶ Hazardous waste handling
- ▶ Tree trimming, tree bracing, stump grinding collection, hauling, and disposal
- ▶ Marine salvage operations
- ▶ Sand removal from roads, streets, and rights-of-way (ROW)
- ▶ Beach sand screening and replacement
- ▶ Emergency berm construction

AshBritt also understands that we must provide:

- ▶ Technical guidance and consultation before, during, and after the disaster event

- ▶ Administrative support including on site management staff to work with City Officials and field supervisors
- ▶ Available operators, drivers, laborers with appropriate vehicles, equipment, and hand tools to ensure a successful recovery operation
- ▶ Emergency housing, power, communications, food, water, ice, and other services and supplies as needed
- ▶ Personnel who comply with Immigration and Nationality Act requirements
- ▶ Procedures that ensure safety and prevent injuries, damage, and/or loss to property to affected entities
- ▶ Traffic management in accordance with State of Florida standards and regulations to mitigate impacts on local traffic

AshBritt must provide twenty-four hour/seven day per week responsiveness and use engaged labor and other resources originating in proximity to the City of Hollywood. Work will be performed in accordance with a maximum fixed price service contract.

#### D.3.2 Project Approach and Methodology to Perform SOW

Ashbritt has completed more than 110 emergency response and recovery projects within the State of Florida. As such, we anticipate that we will require minimal municipal support from the City of Hollywood. We provide full-time services year round to ensure we can efficiently respond to disaster events. Our approach to performing disaster debris removal consistently is based upon:

- ▶ Assigning experienced personnel who will be directly engaged in managing and directing operations
- ▶ Establishing close communications between our managers and the City's designated representatives



- ▶ Conducting pre-mobilization planning to facilitate rapid, effective mobilization and work initiation
- ▶ Mobilizing a team comprised of AshBritt's managers and proven subcontractors having trained personnel and necessary equipment
- ▶ Developing and implementing project-specific plans addressing operations, subcontracting, safety and training, risk mitigation, data management and reporting and other key elements of the work
- ▶ Closely managing all facets of the work including providing timely and accurate reporting to help ensure timely, full reimbursement from FEMA as appropriate for eligible debris.

#### D.3.2.1 Plan for Engagement

Through our experience on over 400 disaster debris management projects, AshBritt has an established plan for engaging with our clients that we can continue to refine through lessons learned and risk mitigation strategies. We will coordinate with the City of Hollywood prior to the anticipated event to plan/prepare for expedited mobilization and efficient operations, pre-stage resources, and identify TDMS sites in accordance with Federal, state, and local laws and regulatory requirements.

As part of our planning/engagement process, AshBritt will muster the necessary resources to respond to the size/complexity of a disaster event. We will assign our debris removal management team, including our PM, Operations Manager, QCM, EH&S Manager/SSHOs, TDMS supervisor/site managers, and other staff as

required. We will also contact our subcontractors following notification by the City and provide them with details we have on hand and coordinate resources and mobilization tactics with them to ensure efficient, fast, and cost-effective mobilization.

AshBritt will also coordinate with the City to determine what vendors they have in place and develop an approach for ensuring efficient communication interfaces, logistics, and anticipated timelines. An example Hurricane Response Plan for demonstrating our engagement with the City is provided on the following two pages, including anticipated timeframes, major tasks, responsibilities, and staff assigned. This representative plan also includes a project time schedule that ranges from five days prior to the event to 75 days after the event to demonstrate our planning and implementation schedule. Clearly, the actual schedule for a specific event will be developed during the planning phase with the City of Hollywood to ensure responsive delivery to meet 100% of their requirements.

AshBritt's recovery work is not complete until we conduct a final audit/reconciliation. All truck certifications, load tickets, work logs, timesheets, invoices, etc., will be reconciled to ensure all work has been accurately accounted for and correctly invoiced. AshBritt will keep the City of Hollywood abreast of all our mobilization and demobilization actions throughout the project. As the project winds down, AshBritt may start demobilizing resources but will always maintain the necessary personnel to oversee all projects.

Pre-/Post-Event Timeframe		Major Tasks for Impending Event	Responsible Party/ Staff Assigned
Days	Hours		
-5	0	Within 24 hours of the City of Hollywood (City) being placed in the National Oceanic Atmospheric Administration's five (5) day hurricane forecast, AshBritt will contact the City{JURISDICTION} regarding potential contract activation. Discuss preliminary plan overview; identify and confirm contact information for the City Project Manager (CPM) and response and recovery management team personnel; establish reporting schedule.	AshBritt Principal, Project Manager (PM), Operations Manager (OM)
-3	0	Notify potential regional and national First Responders (i.e., local standby sub-contractors) to begin preparation for activation and deployment (Tier One Activation).	PM, OM
-2	0	Continue contact with the City PM. Discuss response plan details and confirm initial expectations and responsibilities. Confirm regional and local "rally points" for inbound crews, vehicles, and equipment.	PM, OM, City Project Manager (CPM)
-2	0	Organize regional and national first-responder teams. Instruct teams to prepare for immediate deployment (Tier Two Activation).	PM, OM
-2	0	Establish "hold points" 100 to 150 miles from the project target point, out of the storm path, where personnel and equipment can be staged. Follow established plans or improvise via plans depending on projections.	PM
-2	0	Inventory and distribute as needed communication resources: Sat phones, PDAs, cell phones, laptops, GPS units, cameras, safety supplies, badges, ADMS modules, and other individual support equipment. Final check and ready response trailers, supplies, and materials. Inform first responders of initial resource expectations.	PM, OM, Quality Control Manager (QCM), Health & Safety Manager (HSM)
-2	0	Inspect and prepare internal equipment, materials, and supplies for transport. Ready prefabricated debris management site inspection towers for transport. Ready all other anticipated support resources.	CPM, QCM, PM, Support Staff (SS)
-1	0	Deploy regional and national first-responder crews, personnel and equipment to the pre-identified "hold point(s)."	PM, OM
-1	0	Arrange for local post-event crew lodging or activate temporary man camp/ housing provider. Activate local service and supply accounts.	OM, SS
-1	0	Place "on hold" orders for office trailers, generators, scissor lifts, scaffolding, light towers, tents, and other projected support equipment/material needs.	PM, OM, HSM
-0	18	Initiate 18-hour update for the City of Hollywood City Project Manager, EOC, First Responders, vendors and activated Staff.	PM, OM
-0	12	Initiate 12-hour update for the City of Hollywood City Project Manager, EOC, First Responders, vendors and activated Staff.	PM, OM
-0	6	Initiate 6-hour update for the City of Hollywood City Project Manager, EOC, First Responders, vendors and activated Staff.	PM, OM
0	0	Maintain contact with City of Hollywood PM and EOC. Receive available updates. Discuss preliminary damage reports, impending NTP. (OM, PM and others may be on site.)	PM, OM
<b>+0</b>	<b>6</b>	<b>Upon NTP from City of Hollywood, AshBritt will mobilize to report to the City's Emergency Operations Center (EOC) or other designated area.</b>	<b>PM, OM, HSM</b>
+0	12	Deploy crews, personnel and equipment from "hold point(s)" to pre-determined "rally point(s)" within the affected region/area. Efficiently certify and ramp-up maximum crews within the first 24 hours under authorized safe operational conditions.	PM, OM
+0	12	Following NTP and Task Order(s), review with the City as necessarily applicable contract provisions and expectations.	PM, OM, CPM
+0	12	Receive from the City a list of immediate emergency response and life support needs (tasks) to be supplied (ice, water, power generation, other), as applicable.	CPM, PM, OM

Pre-/Post-Event Timeframe		Major Tasks for Impending Event	Responsible Party/ Staff Assigned
Days	Hours		
+0	12	Assist local forces with preliminary damage assessment to determine quantity and composition of recovery resources needed (windshield and flyover, as necessary).	PM, OM, CPM
+1	0	Deploy emergency road clearance crews as directed and tasked by the City{JURISDICTION}. Continuation of certifying recovery crews and sector deployment planning.	PM, OM, CPM
+1	0	Begin equipment certification at the rally point(s) to include load volume certification, safety inspection, and compliance, truck numbering, insurance certification, and digital photos of all trucks and equipment.	PM, OM, City Planning Team
<b>+1</b>	<b>6</b>	<b>AshBritt to begin operations.</b>	<b>OM</b>
+1	12	Assess damage to pre-identified TDMS. Confirm TDMS selection and post-storm viability.	OM, HSM
+1	12	Submit/Approve site plans for the development of TDMS sites. Submit Quality Control (QC) plans, and Management/Ops plans. Daily QC reporting commences.	OM, CPM
+1	12	Begin baseline testing and development of TDMS sites. Open for debris delivery as soon as possible.	HSM
+1	12	Start to establish a local geographical area management plan, including primary routes, collection zones for crew assignment, TDMS locations, dissemination of maps and/or GPS equipment to ensure maximum productivity and safety.	PM, OM, HSM
+2	6	Collection crew meeting. Set debris collection parameters for the project, truck routes, TDMS status, reporting structure, quality control standards, safety concerns, and chain of command.	PM, SM, QCM
+2	12	Assign collection crews to areas/zones; ready QC field monitors. Coordination with City personnel. Begin wide-scale debris collection. Have all "documentation systems" primed and in place.	PM, OM, HSM, QCM, et al.
+2	12	Deployment of wide scale (debris field monitors), and the QA tower monitors (as additional sites are opened).	CPM
+2	12	Deploy Quality Control personnel. Commence quality assurance and compliance program to identify, track, and correct deficiencies. Interface with the City Quality Assurance Monitors. Commence and ramp-up wide-scale QC and Safety reporting and distribution.	QCM, CPM
+3	0	Push continued; ROW collection ramp-up with emphasis on assessment priorities; TDMS operations fine-tuned.	OM, TDMS Manager
+4	0	Priority emergency road clearance completed; Full mobilization of resources; Continue ROW collection efforts; Begin Hazardous Tree and Stump assessment/removal.	PM, OM, CPM
+5	0	Continue assessment, planning, and progress; add additional resources as necessary.	OM, PM, CPM
+7	0	Commence haul out of reduced debris from TDMS.	OM, PM, CPM
+20	0	Hazard tree and limb work is substantially complete. Commence initial demobilization of aerial lift trucks. Continue reduction of equipment as final work is completed.	OM, PM
+50	0	ROW Collection work is substantially complete. Commence initial demobilization of aerial lift trucks. Continue reduction of equipment as final work is completed.	OM, PM
+65	0	TDMS Reduction and haul-out work are substantially complete. Commence initial demobilization of walking floor dump trucks. Continue reduction of equipment as final work is completed. Commence TDMS site restoration.	OM, PM
+75	0	Complete all final close-out punch list items. Demobilize all remaining equipment.	OM, PM, CPM



### D.3.3 Ability to Manage Multiple Activations on Multiple Contracts



**Hurricane Michael**—AshBritt simultaneously conducted 11 disaster debris removal projects throughout the panhandle of Florida in response to Hurricane

Michael. AshBritt removed over 13,700,000 cubic yards of disaster-generated debris from various jurisdictions in the panhandle. We removed 145,000 hazardous hanging limbs, over 75,000 hazardous leaning trees. We managed 16 temporary debris storage and reduction sites for our operations. In addition, AshBritt conducted a USACE emergency road clearance mission throughout the affected counties.

**Tubbs, Nuns, Pocket, Atlas, Redwood Valley, and Sulphur Fire**—AshBritt was tasked by USACE to conduct a Private Property Debris Removal (PPDR) operation for fire-damaged

homes and structures in Sonoma, Napa, Mendocino, and Lake County, CA. This work included removing contaminated soil, ash, metal, concrete, and other related debris streams on 1,900 properties within the four counties. AshBritt removed 770,000 tons of fire debris in the four counties. For this operation, we certified over 1,700 hauling units and utilized hundreds of pieces of loading equipment. At our peak, AshBritt had 115 debris removal crews working, 553 trucks, and moved 25,000 tons of fire debris in one day. See **Exhibit D-6** for CA Wildfires PPDRs summary.

**Hurricane Irma Multiple Mission Activations**—AshBritt completed 67 separate disaster debris removal and recovery missions throughout the states of Florida, Georgia, and South Carolina in response to Hurricane Irma with a combined total of 10,700,000 cubic yards of debris being removed. These services include emergency road clearance, Right of Way (ROW) collection, management, hauling, and disposal of vegetative and C&D debris, vac truck work, waterway debris

**US ARMY CORPS OF ENGINEERS 2017 NORTHERN CALIFORNIA WILDFIRES DEBRIS REMOVAL MISSION**

*Cleaning Up Efficiently & Safely · Supporting Local Partners*

<p><b>1,900 PROPERTIES CLEARED</b> of all debris</p> <p><small>AshBritt has moved more than 770,000 tons of debris in Sonoma, Lake, Mendocino, and Napa counties to date.</small></p>	<p><b>UP TO 25,000 TONS OF DEBRIS</b> cleared and hauled per day</p>
<p><b>1,700 HAULING UNITS UTILIZED</b></p>	<p><b>1,140+</b> workers participated in safety events during one three-day period</p> <p><small>AshBritt holds daily "tool box" talks, weekly safety meetings, and issues weekly safety and quality control bulletins.</small></p>
<p><b>1,000+</b> people employed per day in support of recovery efforts</p>	<p>AshBritt worked with local, small, and/or minority owned business impacted by the disaster.</p> <p><b>71%+</b> of removal contracts with union crews</p>

Exhibit D-6. AshBritt managed multiple PPDRs for debris removal after the Northern CA Wildfires.

removal, and hazardous tree and limb work. AshBritt has also delivered and is conducting a host of other ancillary services and supplies including but not limited to emergency food, water, ice, generators, shelters, and man camps. AshBritt also conducted an emergency road clearance mission for the USACE in Florida.

AshBritt was the debris removal contractor for all of Collier County, Florida. This was the largest debris removal project conducted in response to Hurricane Irma. In addition to removing over 3,600,000 cubic yards of debris, AshBritt removed HHW, white goods, marine debris, hazardous trees, provided debris management site services and numerous ancillary services from emergency push operations, vac trucks, meals ready to eat, and port-o-lets.

AshBritt conducted a marine debris removal mission from over 40 canals throughout Collier County, FL in response to Hurricane Irma. To date, AshBritt has collected 13,000 cubic yards of marine debris. AshBritt is utilizing various types of boats with grapples attached to them to remove the debris from the waterway and then unload the debris from boat into a collection truck.

AshBritt was also the debris removal contractor for Monroe County, Florida. This project was the most difficult debris removal mission in response to Hurricane Irma due to numerous logistical factors requiring specialized equipment to work in and throughout the Florida Keys. AshBritt removed over 400,000 cubic yards of debris for this mission in addition to supplying two base camps capable of housing over 1,000 people. AshBritt mobilized crews both locally from within the State of Florida as well as crews from as far away as Jackson, Mississippi to ensure resources were provided to meet requirements. See **Exhibit D-7** for Hurricane Irma recovery efforts summary.

**Hurricane Harvey Multiple Mission Activations**—AshBritt completed 13 separate disaster debris removal missions throughout the state of Texas in response to Hurricane Harvey. AshBritt collected, managed, reduced, and disposed of 1,700,000 cubic yards of debris. For Fort Bend County, Texas, AshBritt removed 400,000 cubic yards of debris in addition to conducting management/reduction, haul-out services, and sand removal and hauling, AshBritt also provided numerous ancillary services including meals ready to eat, shower and bathroom trailers for Fort Bend County, Texas. We provided disaster

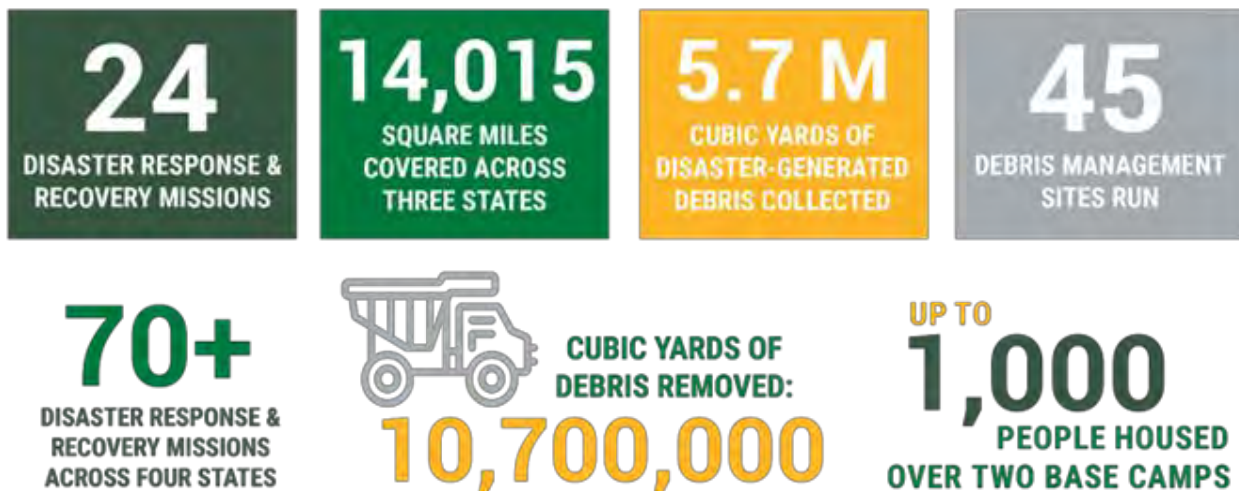
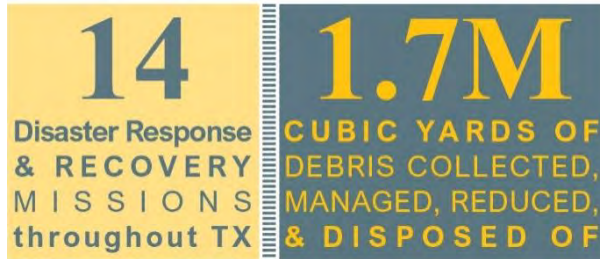


Exhibit D-7. AshBritt managed multiple activations across four states for Hurricane Irma recovery.

recovery services for Victoria City/County, Har-  
din County, and Orange County as well. Some of  
the services AshBritt provided for these jurisdic-  
tions included generator services, ancillary ser-  
vices, and a road clearance mission that required  
us to remove thousands of cubic yards of corn  
that had washed into the main roadways due to  
flooding.



**Hurricane Matthew Multiple Mission Activa-  
tions**—AshBritt completed 24 separate debris re-  
moval and disaster recovery missions across  
14,015 square miles in Florida, Georgia, and  
South Carolina in response to Hurricane Mat-  
thew. These services included emergency road  
clearance, Right of Way (ROW) collection, man-  
agement, hauling, and disposal of vegetative and  
C&D debris, hazardous tree and limb work, and  
beach debris removal. In total, AshBritt collected  
over 5,700,000 cubic yards of disaster-generated  
debris and managed 45 Debris Management  
Sites in response to Hurricane Matthew.

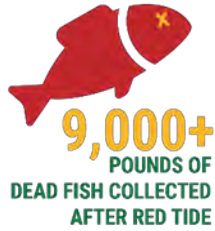
**Multiple Activation Experience**—AshBritt com-  
pleted debris removal operations in response to  
the 2016 City of Jersey Village, TX Severe  
Storms and Flooding (DR-4269) in June of 2016.  
AshBritt also completed a hazardous tree re-  
moval project for Lake County, CA. Operations  
were focused on felling, trimming, and chipping  
of fire damaged and destroyed trees in the ROW  
and on private property. Throughout this pro-  
ject, we were abiding by all FEMA Fire Manage-  
ment Assistance Grant Program (FMAG) guide-  
lines for Lake County, CA, to maximize their fed-  
eral reimbursement for the Valley Fire (DR-  
4240). AshBritt processed 193,216 cubic yards of  
fire damaged and destroyed trees for this pro-  
ject. Simultaneously, AshBritt was conducting a  
separate hazardous tree removal project in Lake  
County, CA for Pacific Gas & Electric Company  
from October 2015 through December 2015.  
Operations were focused on felling, trimming,  
and chipping of fire damaged and destroyed  
trees posing a threat to power distribution lines.  
Project-wide, over 28,000 trees were felled on  
this project. See **Exhibit D-8** for a summary of  
the multiple activations.

During these two California operations, AshBritt  
was tasked with a Red Tide Dead Fish collection  
and disposal mission for the City of Longboat  
Key, FL. This included the utilization of a 33’ Tri-



Exhibit D-8. AshBritt conducted multiple, concurrent activations between 2014 to 2016.





toon boat to collect, transport, and dispose of almost 10,000 pounds of dead fish due to a Red Tide. Furthermore, AshBritt was tasked with an ROW debris collection op-

eration in Charleston, SC for vegetative and C&D debris streams in response to the October of 2015 South Carolina Severe Storms and Flooding (DR-4241). We collected 31,464 cubic yards of debris for the County.

In February 2014, AshBritt was activated in eight municipalities after Winter Storm Pax impacted Georgia and South Carolina. In South Carolina, AshBritt removed, managed, and disposed of more than 350,000 cubic yards of vegetative debris and mitigated more than 50,000 hazardous trees and limbs from public property. Operations included the deployment of more than 40 crews and the management of five TDMS sites throughout the six projects (Hampton County, Georgetown County, Sumter County, Colleton County, and Marion County). AshBritt was able to recycle and put to beneficial reuse 100% of the 350,000 cubic yards of debris collected in South Carolina. In addition to these South Carolina projects, AshBritt simultaneously removed 750,000 cubic yards of debris, 26,000 hangers, and operated six {SITE} sites in Augusta, GA.

**Hurricane Sandy Multiple Mission Activation**—For Hurricane Sandy, AshBritt was activated as the prime contractor in more than 60 jurisdictions in New Jersey, Connecticut, New York, Maryland, and Virginia. AshBritt cleared and processed 3,500,000 million cubic yards of debris. During these activations, our unique service for New York City included abandoned vehicle removal, abandoned vessel removal, and ancillary services. The different jurisdictions in NJ required a trusted partner in its time of need.

*“...it has been your efforts that have allowed us to turn the corner on the recovery process. AshBritt has more than met our expectations in the cleanup process, but beyond that, it is the manner in which they did the work that has made all the difference. Throughout the process, your company has been thorough, efficient, and ever mindful of the effect of the storm on our residents. It has been a pleasure to work with you and with AshBritt throughout this process.”*

*James Moran, Administrator, Town of Stafford, NJ*

**2005 Hurricane Katrina and Wilma**—AshBritt was the Prime Contractor for the U.S. Army Corps of Engineers (USACE) recovery mission in response to Hurricane Katrina. The Hurricane Katrina recovery project in Mississippi was the largest disaster management mission completed by a single company in U.S. history. In 2005, AshBritt was the initial response contractor for the USACE in both Louisiana and Mississippi following Hurricane Katrina. Ultimately, we were the USACE’s prime contractor for debris removal and management in the state of Mississippi. For this unique mission, we collected and disposed of 21,500,000 cubic yards of debris and wreckage.

*“The City of Pass Christian is a satisfied customer of the AshBritt/Army Corps partnership, which helped cleanup the wreckage left by Katrina. You truly made a positive difference, not only by completing the work in a professional and timely manner but as importantly by putting devastated local citizens to work as crew members and employees. It is our understanding from these citizens that men and women from all walks of life, who had lost nearly everything, picked up meaningful work and paychecks by working for AshBritt. At the time, there was nowhere else for them to turn for work, and for this, we are eternally grateful.”*

*Leo McDermott, Mayor, City of Pass Christian, MS*

While responding to 27 jurisdictions in Louisiana and Mississippi, AshBritt removed 350,000 cubic yards of debris for 11 jurisdictions in South Florida following Hurricane Katrina. AshBritt removed, managed, and disposed of over 4,500,000 cubic yards for 22 jurisdictions in South Florida following Hurricane Wilma.

*No other company in this industry has proven its capacity to handle simultaneous debris removal missions in multiple states like AshBritt.*

### ***Detailed Experience Ramping Up and Managing Multi-Million Cubic Yard Efforts***

During the Hurricane Katrina USACE mission, AshBritt collected and removed over nine million cubic yards of debris during the first 60 days of the recovery. This is an average production rate of approximately 150,000 cubic yards per day. At our peak, we removed over 300,000 cubic yards in a single day. Ultimately, AshBritt collected and removed 21,500,000 cubic yards of debris.

#### **D.3.4 Planning & Assessment**

AshBritt will coordinate annually with the City of Hollywood to review logistical, operational, and administrative aspects of the possible response and recovery plans and projects. Coordination also takes place upon potential and imminent activation. Some of the key elements that are addressed in annual training and planning meetings include organization and communication structures to the community and public warning systems. We verify contact information and the City's expectations and provide feedback to the City of Hollywood's emergency response plans.

During these trainings/coordination meetings AshBritt reviews nearby recycling facilities and their classification, critical facilities and priority route clearance maps, geographic sectoring, and infrastructure (GIS review). Annual meetings and training exercises shall be provided at no cost and without the activation of the contract.

As a value-added service, AshBritt's Online Training Academy was launched in 2020, in response to the CDC social distancing guidelines for the COVID-19 pandemic. Creatively designed for a wide audience, AshBritt's Online Training Academy is a comprehensive training model customized for post-storm debris management, supporting preparedness and response capacity for governments, businesses, and communities. The portal (which can be found on our website) includes videos and supplemental training guides tailored for public sector officials, subcontractor partners, emergency management students, job seekers, and volunteers. The online training portal is a beneficial resource used by clients as a fundamental training tool for new hires and refresher courses. These online videos will play a key role in establishing robust education and planning partnerships, ensuring more "readiness" in disaster-impacted communities.

The Online Training Academy offers four videos:

1. ***All About Debris*** - A short introduction to debris types and challenges to their safe disposal.
2. ***5 Primary Safety Topics*** - An introduction to safety in a post-disaster environment.
3. ***Monitoring 101 & Truck Certification*** - A guide to understanding how debris removal and monitoring contractors work in tandem to ensure client needs are met.
4. ***Debris Management 101\**** - A deep dive into the ins and outs of post-disaster debris management. (\*Highly recommended for leadership positions.)

Successful future recovery efforts parallel the level of preparedness and through sponsored annual pre-event sessions and AshBritt's Online Training Portal, our clients have the flexibility and advantage to start preparedness early. Our local knowledge and recent experience will help AshBritt understand and prepare for the type,

source, and location of debris if a disaster-generating event occurs in the City.

During this phase, AshBritt will work as a partner with the City of Hollywood’s National Incident Management System (NIMS)/Incident Command System (ICS) structure to assist with:

- ▶ Staging areas and base camps for personnel
- ▶ Equipment and resource marshaling areas
- ▶ Clear zone staging and rally points
- ▶ Final disposal sites
- ▶ Coordinating with monitoring firm representatives
- ▶ Safety and environmental concerns
- ▶ Any necessary assistance regarding the Public Assistance Program, 2 CFR 200, FEMA regulations, and Stafford Act provisions, as applicable.

**Technical Assistance Planning**

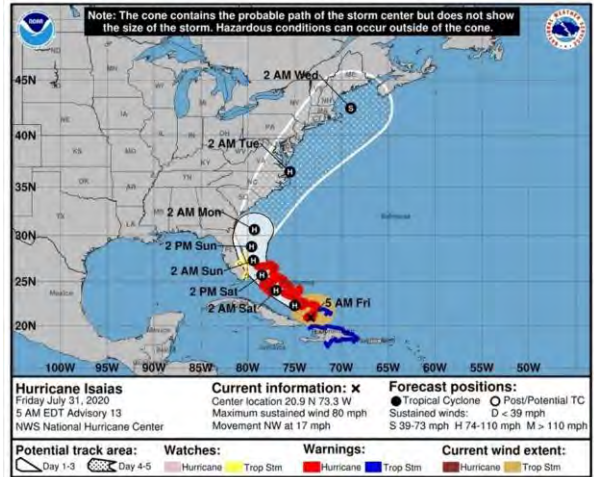
AshBritt’s Technical Assistance Team has worked for FEMA and State Divisions of Emergency Management. We leverage knowledge and experience from previous employers to assist in FEMA technical issues or questions that may arise. Our specialized personnel will be dedicated to attend planning and training sessions with City staff. AshBritt believes that proper mitigation and preparedness measures save more tax dollars for jurisdictions than any other task in the four phases of Emergency Management.

**Florida State Emergency Response Team GATOR Analysis**

AshBritt utilized the state of Florida GATOR system to generate an up-to-date critical facility map for the City of Hollywood to facilitate planning and response efforts.

AshBritt can analyze:

- ▶ Current weather outlooks



**AshBritt Tracks all NOAA Advisories**

- ▶ Flood zones
- ▶ Evacuation zones
- ▶ Storm surge areas
- ▶ Other critical information

This system is effective for the identification of hazardous material spills and areas that it will affect based on current and forecasted weather conditions. **Exhibit D-9** (next page) denotes critical facilities, storm surge depths, and other vital information. This is just one of many tools we use for planning, response, and recovery efforts for our missions throughout Florida.

**Ready and Watch**

As hurricane season approaches, AshBritt enters a ready and watch stage. During this time, we conduct internal reviews of our systems and procedures and inventory and perform maintenance on our equipment and relevant assets. We stock up on all necessary supplies and consumables, canvass our teaming partners, subcontractors, suppliers, and reserve personnel, and continue to touch base with the City. We increase the frequency of our planning and operations meetings to ensure that all key management and support personnel are operationally synchronized for the upcoming season.



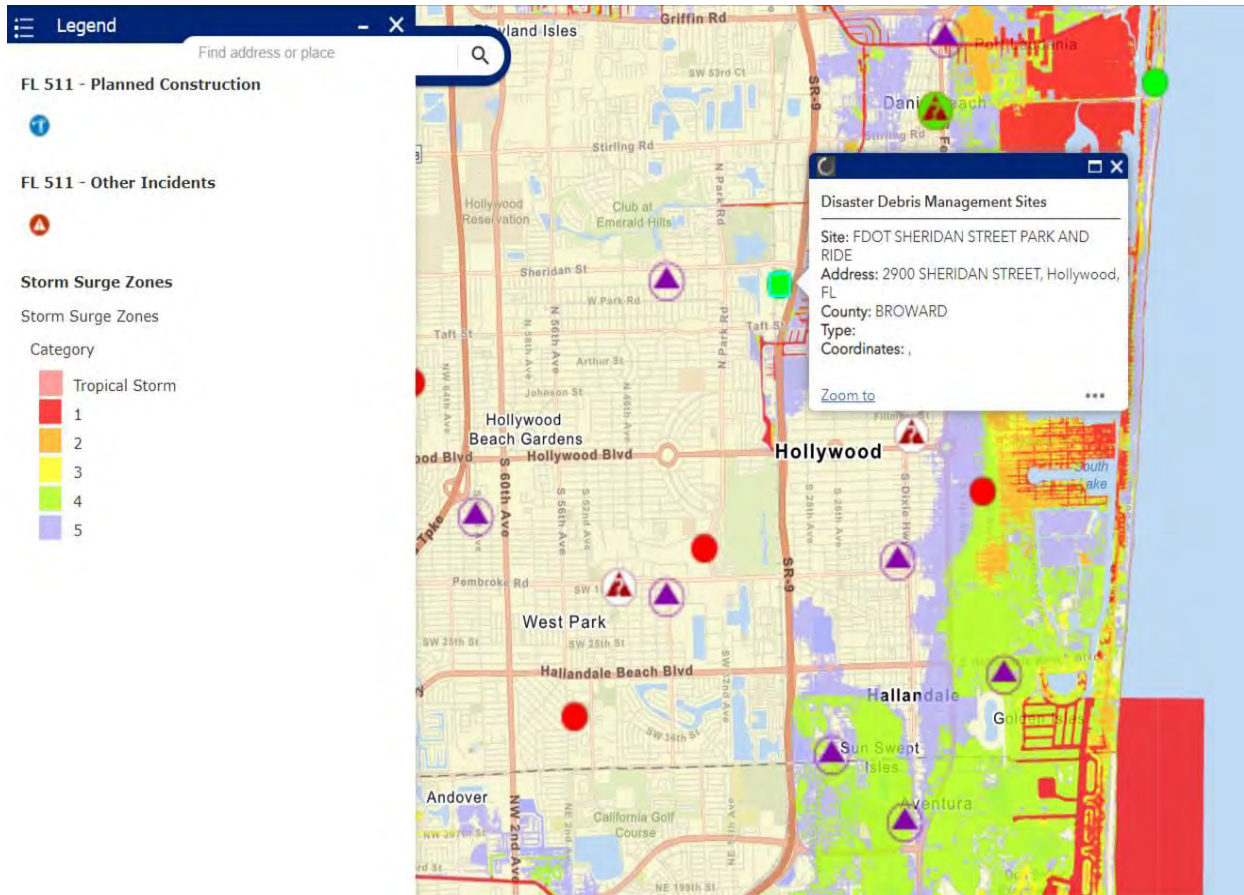


Exhibit D-9. AshBritt uses Florida’s GATOR system to generate an up-to-date critical facility map.

Several operation management personnel are designated to track regularly and notify our management team of any imminent threats, though all staff tracks storm activity. We meet with our first-responder subcontractors and debrief them on any relevant modifications to our response plans for the upcoming season.

**D.3.5 Prestaging**

If a storm path is aimed at the vicinity of the City, AshBritt will begin closely monitoring the track and conditions of the storm. AshBritt’s Project Manager, Dow Knight, will contact the City as a precursor to the official alert stage. It is crucial to engage communication lines as soon as possible and ensure the status of all impending events are being closely monitored.

AshBritt will work in unison with the City to utilize AshBritt’s or the City’s Public Service Announcements (PSA’s) for urgent notifications. An example is the announcements and notices we provided for Cameron County, TX in 2020. AshBritt launched a "Community Messaging Pilot Campaign for Hurricane Preparedness" for Cameron County. This value-added service aimed to support and enhance the communication and education outreach bandwidth for the County by utilizing media outlets that provide substantial marketing reach for public awareness. As part of the marketing strategy for Hurricane Preparedness, AshBritt developed a "Residential Storm Debris Separation Guide" to help residents through the proper curbside placement of storm debris. The guide served as a helpful tool for residents during Hurricane Season and was tailored

to support the waste collections program for the County. To best serve the demographic areas and needs of the audience, the "Residential Storm Debris Separation Guide" was developed in Spanish to augment education outreach efforts through the County's social media and webpage outlets.

During this phase, our management, supervisory, support, and reserve personnel, as well as our first response subcontractors and suppliers are put on preliminary alert status. The operations staff will review and satisfy our task preparation lists to ensure all necessary supplies, equipment, and assets are ready to go. We may secure and prepare our mobile command buses, satellite communications systems, and other computer and communications equipment for deployment.

Upon official alert and notification by the City of an imminent threat (and likely strike), we will amplify our monitoring and readiness actions. Our operations staff will review the contractual scope of work and any established planning elements derived during the pre-planning and preparation stage. We put our management team, support personnel, reserve staff, and primary and specialty subcontractors on standby status. Select management personnel and our first-responder subcontractors are deployed to the pre-designated rally points.

*AshBritt's Project Manager and other key team members will be physically present as requested by the City.*

AshBritt duties will include but are not limited to:

- ▶ Assisting and coordinating with the impact assessment and required resources
- ▶ Assessing damage
- ▶ Coordinating the helicopter and drone survey

- ▶ Preparing for the first push
- ▶ Ordering and staging equipment and supplies
- ▶ Coordinating the opening of the TDMS
- ▶ Coordinating the action plan to be operational, including working with the debris monitoring contractor to schedule debris management work for each day and to assign priorities for the debris management work

### ***Preliminary Assessment***

Following the impact of a debris-generating disaster, AshBritt will immediately deploy the management team to engage with the City. Preliminary courses of action and coordination will be addressed at this time if they have not been completed already. This will act as the cue to proceed with our pre-established response and mobilization plan. Many of the critical actions here will proceed concurrently. Our communications plan will be implemented and aircraft and vehicles will be deployed to assist the City with their initial damage assessment, if needed. We will also assist the City with vital public information.

AshBritt will prepare key equipment needed for the debris management response and if needed, transport that equipment to the affected area. This shall include all support equipment required to support and supply our staff, including our subcontractors.

AshBritt then notifies our primary first-responder subcontractors to deploy to the areas for certification from pre-positioned locations.

Certification of equipment is done by City's personnel or the monitoring firm. Additional support and reserve staff will be ordered to begin deployment, as needed. Subcontractors and personnel will be checked in and will be provided with an orientation. The AshBritt

Operations Manager coordinates with the City regarding emergency routes, federal-aid roads, and the existing debris management zones, as well as other special logistical aspects.

### **D.3.6 Mobilization/Demobilization Plan**

Our response, mobilization, and approach to all disasters pre-event and post-event are uniform and consistent, as we follow established base guidelines and Standard Operating Procedures (SOP).

#### ***Method for Mobilizing Personnel/Equipment***

AshBritt has a proven ability to have all critical personnel, pre-identified first-responder subcontractors, essential supplies, and materials, ready to move. AshBritt's operational prepositioning allows us to mobilize immediately upon issuance of task order and notice-to-proceed for debris removal, emergency debris clearance, TDMS management, or other tasks. We will provide crews to commence debris removal operations and to begin debris reduction/disposal operations at each site immediately after the issuance of a task order/notice-to-proceed. The performance will be done in accordance with the task order in all designated work areas established therein. The core steps of our tiered approach and activation are presented below. We will always be ready to deploy contractually mandated personnel and equipment to an affected locale. Using a tiered approach allows us to receive vital information, ensuring our resource deployment is commensurate with the damage and debris quantities.

Our extensive positive experience across the nation in response to many diverse disaster events is a true testament to the efficiency of our response and mobilization efforts. We are modeled as a mobile workforce with the ability to respond to any disaster, anywhere. Our operational plans revolve around expediting all response actions to minimize further risk and

prevent recovery delays in the affected region. We can coordinate and ramp-up our response and recovery plans directly from the affected area as rapidly as the prevailing conditions allow.

#### ***Tiered Approach Response Actions***

**Tier One** activation is a response to an anticipated event, such as an approaching hurricane that is over 1,000 nautical miles, or approximately 72 hours from landfall with a projected path that could impact the City of Hollywood. At Tier One activation, the following actions are taken:

- ▶ The AshBritt Project Manager will contact the City to discuss current emergency planning, potential evacuations, special needs, and to confirm emergency phone contacts.
- ▶ Initiate Tier One telephone contact and email cascade down the chain of command, issuing activation notifications to all AshBritt Disaster Response Team(s) members, personnel reservists, technical compliance personnel, subcontractor partners, and resource and supply chain vendors.
- ▶ Confirmation for critical personnel of impending deployment orders; consideration and devising the most efficient and safe travel methods to ensure key personnel are at or near potential strike area pre-event.
- ▶ All team members will check their fly-away gear and ensure it is thoroughly prepped and ready.
- ▶ AshBritt Pre-Planning Team is placed on standby for deployment.
- ▶ The initial response resource plan is devised based on currently known factors of the imminent event and its prevailing state, for instance: storm wind speeds, projected tides, expected path, or any other forecasted predictions regarding meteorological events.



Forecasting models generated by the USACE are also reviewed for resource planning.

- ▶ Stock levels of necessary disaster operation supplies are verified by our Quality Control Manager and other support personnel; applicable resource vendors are notified of looming events and of a possible consignment of vital supplies and materials.
- ▶ Equipment inventories, internal and external, are reviewed and verified by location, particularly those of regional first responders. Update preliminary subcontractor crew and equipment deployment databases and report list.
- ▶ Run preliminary AshBritt model for debris stream projections and production crew matrix to gauge needed resources.

**Tier Two** activation is the response to an anticipated disaster event such as a hurricane, approximately 36 hours, from landfall. At Tier Two activation, the following actions are taken:

- ▶ AshBritt Project Manager will contact the City to discuss current emergency plans for conducting an initial damage assessment, special needs, and the potential location of the planning meeting.
- ▶ Initiate Tier Two telephone contact and email cascade down the chain of command to all AshBritt Disaster Response Team(s) members, personnel reservists, technical assistance personnel, subcontractors, and resource and supply chain vendors. All are directed to prepare for a post-event response: all AshBritt aircraft and flight crews placed on standby status. Crews commence flight planning operations into the potential impact area or vicinity.
- ▶ Critical personnel travel arrangements are formulated and prioritized (air and ground travel arrangements are solidified, and assignments and preliminary rendezvous

points are established).

- ▶ Contingency routes and travel means are considered while closer identification of critical regional access routes occurs.
- ▶ Local temporary lodging contracts are activated. Regional and local temporary lodging contingency plans (i.e., man camps or established shelters) are considered.
- ▶ Regional and local first-responder subcontractors are activated. Out-of-area first responders are alerted for potential response based on initial needs. Preliminary regional staging areas are identified and established outside of the potential strike area.
- ▶ Equipment transportation permits ordered — current rules and regulations disseminated to all deployed AshBritt crews.
- ▶ Equipment staging areas in safe zones in proximity to the disaster area are confirmed. Subcontractors are instructed to converge at the pre-identified locations to allow for immediate and systematic post-event response.
- ▶ The surety is notified of potential activation and to ensure bond documents are prepared. The insurance company is notified of potential activation and to provide necessary coverage of equipment and personnel in the affected area.

**Tier Three** activation is in response to an unknown disaster event or a request for immediate assistance. AshBritt has been issued a task order by the City to mobilize and is thereby at full operational status. At the Tier Three activation, the following actions are taken:

- ▶ Initiate Tier Three telephone contact and email cascade down the chain of command, issuing activation notifications to all AshBritt Disaster Response Team(s) members, personnel reservists, technical compliance personnel, subcontractors, and resource and

supply chain vendors.

- ▶ All Tier One and Two activities not referenced below, as applicable, are compressed and accelerated to affect the most rapid and effective response.
- ▶ Monitor the following for mobilization plans
  - Local law enforcement (affected area) for route information and road closures
  - Pre-Planning Team deploys to meet with the City's response team at the designated location.
  - Expedited travel (corporate and chartered aircraft, mobile command centers, and ground transportation) is activated. Ash-Britt Disaster Response Team(s) deploy to the scene by whatever reasonable and safe means of transportation are currently available.
  - Prepare, present, and recommend as requested for the development of the Debris Recovery Resource Plan.
  - National and regional subcontractors, crews, equipment, supplies, materials, and personnel dispatched as indicated by the approved Debris Recovery Resource Plan. Staging areas and rally points established with instructions disseminated to all deployed parties on where to report and to whom to report to.
  - Local temporary lodging contracts activated if possible and where applicable. Local temporary lodging contingency plans (i.e., man camps or established shelters) are activated as necessary. The supply chain for all emergency response goods and services is activated and administered.
  - Local subcontractor first-responder partners activated; promotional and public information campaign for the recruitment of subcontractors and recovery assistance

personnel commenced.

- AshBritt prepositions emergency road clearance crews for potential tasking. The objective of the clearance operations is to remove debris and obstructions from primary roadways to allow for emergency vehicular traffic. Debris is cut to a manageable size and stacked on the right of way for subsequent collection.

#### ***Final Disposal, ROW Demobilization, and Hot Spot Punch List***

As the debris is hauled to the designated TDMS, it is continually managed and processed. Debris is segregated by class. The types of debris are typically reduced by a variety of means, such as grinding, chipping, incinerating, open burning, compacting, mauling, crushing, and baling. Ash-Britt will abide by all the City of Hollywood ordinances that apply to open and controlled burning should that be the preferred method. Ash-Britt will also utilize the local Fire Marshall or any other authority that may be involved with issuing burn permits. Certain debris types may be segregated or contained; this debris includes household hazardous waste, gas containers, rubber tires, scrap metal, and other beyond-scope materials. The disposal of reduced debris is coordinated and scheduled from the onset of the mission.

As the ROW mission winds down, resources are scaled back, and AshBritt management begins releasing and demobilizing equipment and personnel. We typically maintain Hot Spot Crews to respond to special client requests and complete generated punch lists. During this phase, Ash-Britt attempts to route and dispose of the debris to its most beneficial reuse. We employ a variety of means to lessen the burden on local landfills and to encourage recycling and reuse of debris. As with all elements of the project, all debris hauled to final destination sites is carefully

tracked and documented to substantiate full and accurate reimbursements.

#### **D.3.6.1 Setting Up Office/Central Operations**

Because of our headquarters office proximity to Hollywood, AshBritt would likely not need to set up a field office. However, if necessary, based upon local conditions, work crews set up temporary work force housing to reduce strain on housing needed for local residents and to place the work force as close to the work sites as reasonable. Crews also set up site offices at debris storage or processing locations and connect utilities to existing utility services or establish temporary power generation. We set up water supplies and telecom/IT systems using cellular, satellite, two-way radios or other means. Equipment maintenance operations are established to handle routine maintenance and vehicle fueling if local, commercial facilities are not available. Both AshBritt and our subcontractors come fully prepared to begin work, including equipment, fuel trucks, repair trucks, mechanics, and full life-support functions, including housing, food/water/ice, bathroom facilities, etc. When sites are not enclosed by security fence, security guard provisions are implemented during non-working hours.

When local communications infrastructure is incapacitated owing to a catastrophic disaster event, immediate and reliable communication assets and systems are mission critical. If necessary, AshBritt establishes mobile command center(s) or temporary static emergency response and communication centers typically within 24 to 48 hours (or sooner) of a Notice-to-Proceed (NTP) for a mission. AshBritt, when appropriate and available, also utilizes our own offices and facilities and area teaming partner offices and facilities as additional administrative support centers and resource clearinghouses.

For our initial mobilization and communication hubs, when required, AshBritt uses state-of-the-art motor coach buses for mobile operation control centers as well as self-contained mobile command

center trailers. These are all fully equipped with internet satellite capabilities, computer network infrastructure, and an array of vital communication and office provisions. We have found these to be versatile, economical and flexible, and they can be deployed immediately. When conditions become suitable, we set up static office trailers, acquire available local office space, share space designated by the {JURISDICTION}, or we establish and maintain worker base camps with mobile communication assets.

#### **D.3.7 Project Execution**

##### **D.3.7.1 Debris Removal/Disposal Operations Emergency Push/Road Clearance (within 70 hours)**

—As soon as conditions permit, AshBritt will mobilize an established management team and necessary resources immediately to initiate and conduct emergency road clearance of debris from pre-specified primary transportation routes. Street clearance is accomplished by removing large debris from public roads, complexes, and stacking it on public rights of way (ROW). Generally, debris will not be collected during this stage, though, under extraordinary circumstances, debris removal may be conducted. AshBritt will immediately determine the scope of work required, activate sufficient resources, and mobilize manpower and equipment immediately. The primary goal is to create an immediate safe passage for emergency response vehicles and equipment. Mechanized rubber-tired lifting and pushing equipment and specialized ground labor with chainsaws and other hand tools are used to complete this phase of work. Estimates from the initial damage survey will determine the required response necessary to facilitate a rapid recovery. We will escalate equipment and crew sizes to the appropriate level to execute this task. Based on the initial survey, crews will be deployed to areas with the greatest damage and need. These areas will most likely be critical facilities and priority



routes. At a minimum, Rapid-Response Crews and Hot Spot Crews will respond to urgent requirements as directed by the City.

Critical pre-specified priority routes and critical facilities are prioritized to target debris clearance efforts. Clearing and ensuring there is access to hospitals, fire stations, police stations, designated public shelters, airports, and other vital public facilities are the priority. Clearing and ensuring access to essential public and private utility facilities and systems is the next priority. Lastly, the clearance of the main arteries, residential streets, and byways is conducted.

*During this phase, crews will be required to work a minimum of 12 hours per day; though we may arrange for longer schedules if the City and AshBritt warrant the work.*

This phase of the operation is typically completed within 70 working hours (approximately six, 12-hour days) after a declared disaster event. Depending on the magnitude of the disaster, full clearance could take longer. We will make a concerted effort to complete this task most expeditiously, ensuring that the City maximizes its reimbursement for this phase of work. Furthermore, AshBritt will comply with the City regarding restrictions of work hours (school zones, peak times, residential zones). AshBritt will use only rubber-tired equipment in the performance of loading and hauling debris.

**Debris Removal from Public Right of Way (ROW)/Alleyways/Gated Communities**—Our prime task for jurisdictions in a disaster is debris collection and removal from the public right of way and other public property. AshBritt will begin mobilizing personnel, materials, and equipment to or near the geographic area in a coordinated effort with the jurisdiction as soon as a disaster event is deemed imminent in order to respond within a timely manner of the NTP. The initial damage assessment typically

determines the areas with the greatest needs. We prioritize our crew assignments around these needs. We will conduct strategic meetings with the jurisdiction and all collection crews prior to dispatch. The jurisdiction is notified continually of all progress, and any special requests they may have are swiftly and appropriately addressed. Generally, all disaster-generated debris on public property and public rights of way, including debris placed on rights of way by residents, is eligible for collection. Ultimately, however, the jurisdiction and FEMA will determine debris eligibility on the project. Given the typical diverse makeup of a debris stream, vegetative debris is segregated from non-eligible and eligible debris to the best extent possible at the loading site. Construction and Demolition (C&D) debris, mixed debris, and other non-hazardous debris are separated further at the disposal site.

**Debris Clearance/Removal from Public Property**—As directed by the City, AshBritt will clear eligible debris from public property, load and haul all debris to the designated temporary debris management site (TDMS) or other disposal destination designated by the City.

**Private Property Debris Removal (PPDR)**—Private Property Debris Removal work may be authorized and tasked to AshBritt. This could include debris removal and hazardous tree removal from private property to demolition and the removal of debris from the property—sometimes with the need to handle asbestos-containing materials and other hazardous materials. This is highly specialized work that requires experienced and certified crews. As this work requires much investigation, assessment, documentation, and monitoring, it is usually conducted during the third pass (or more) of the mission. Per FEMA, AshBritt recognizes the need for:

- ▶ Right-of-Entry (ROE) forms

- ▶ PPDR assessments
- ▶ Environmental and Historical Review
- ▶ Photos to conduct ROE/PPDR

*AshBritt will liaise with the City of Hollywood and neighboring jurisdictions to support the collection of Right-of-Entry Forms for the project.*

*Note: The Federal Coordinating Officer (FCO) may be contacted during these situations to verify that all work will be eligible for maximum federal reimbursement.*

Only when directed and specifically approved by the City, AshBritt will remove debris from private property and transport that debris to debris management sites or final disposal sites, as directed by the City.

**Debris Clearance/Removal from Municipal Golf Courses**—AshBritt will provide for the cost effective and efficient removal of lawful disposal of debris including any other locally-owned facility or site such as municipal parks or golf courses, as may be directed by the City, and in accordance with federal requirements. AshBritt has completed multiple debris removals from golf courses including a municipal golf course response during Hurricane Harvey at the Victoria City Park Golf Course.

**Demolition of Structures and Construction Debris Removal**—After significant, wide-scale disaster events, demolitions of entire structures are sometimes necessary. Demolitions of structures may be for public, private or commercial properties, and may or may not be part of an established Right-Of-Entry (ROE) program. Before demolitions take place, a determination must be made that the properties pose a threat to the life, safety, and health of the public. The City, or its monitoring firm, will handle ordered demolitions of residential properties and be responsible for identifying other public or private properties that

may be eligible for demolition under an ROE program.

The City will provide AshBritt management with all documentation identifying the sites and all ROE forms and releases prepared by property owners. AshBritt personnel can and will assist the City in assessing and identifying properties that may need to be demolished. Certified and licensed AshBritt crews will assist the City in determining if structures contain Asbestos-Containing Materials (ACM) before any demolition takes place. When it is determined that no asbestos is at a property identified for demolition, the site will be considered a Construction & Demolition (C&D) demo site. When Regulated Asbestos-Containing Material (RACM) is found on-site, AshBritt crews will follow all local, state, and federal guidelines for RACM demolitions. Regardless of the scope, RACM or Non-RACM demo, AshBritt is highly experienced in both residential and commercial demolition.

*Of the over 29,000 Right-Of-Entry's we completed in Mississippi for our Hurricane Katrina mission, over 3,000 entailed demolition work for RACM and Non-RACM properties.*

AshBritt personnel and crews will maintain demolition worksites to appropriate local, state and federal use standards, safety standards, and regulatory requirements. All demolition debris and materials will be removed, hauled, and disposed of according to applicable federal, state, and local requirements. AshBritt will comply with all federal, state and local requirements related to structure demolition and removal, including, but not limited to, requirements of OSHA, EPA, FDEM, and Florida DPBR. These requirements will include the best demolition practices.

*All personnel and crews directly involved in asbestos-related demolitions will be properly certified and licensed by the state of Florida to handle RACM.*

Following are the basic steps and considerations for demolition procedures:

- ▶ Survey and identification of properties for demolition (City/AshBritt)
- ▶ Establishment of Right-of-Entry (ROE) program, as applicable (City)
- ▶ Pre-inspect properties and sample debris for ACM (AshBritt)
- ▶ Notifications to FDEM, in compliance with state regulation and federal asbestos NESHAP (AshBritt/City)
  - **No Asbestos**: Treated as C&D demo (all debris)
  - **Yes Asbestos**: Treated as RACM demo (asbestos debris)
  - **Unable to Sample**: Treated as RACM demo (all debris)
  - **Unable to Segregate**: Treated as RACM demo (all debris)

#### C&D Demolition

- ▶ Administer documentation
- ▶ Coordinate utility disconnects (i.e., water, sewer, gas, power, telephone)
- ▶ Maintain personnel and bystander safety (i.e., PPE and site barriers)
- ▶ Removal/segregation of household hazardous waste, white goods, E-waste, tires, etc.
- ▶ Control of dust emissions (wetting debris)
- ▶ Load, cover, transport debris to approved landfill and site cleanup

#### Sand Removal from Roads, Streets, and ROWs

—AshBritt is able to remove sand, silt, and other earthen materials from streets, roads, bridges, and other ROW.

**Beach Sand Screening and Replacement**—AshBritt is accustomed to screening various materials to reduce the mixing of debris streams. Assigned crews and equipment configurations

suitable to the task screen sand, separate and haul-off resultant debris and contaminants, and return clean sand to beaches, sand dunes, berms, or other designated places.



**Beach Sand Screening – Hurricane Sandy**

*In 2012, during our response to Hurricane Sandy, AshBritt screened over 200,000 cubic yards of sand. We are well versed in soil screening and can provide this service for the City.*

#### D.3.7.2 Temporary Debris Management Site Operations (TDMS)

TDMS will be fully manned with supervisory, monitoring and safety personnel, traffic control, security personnel, and all operators and spotters. After the TDMS baseline study is initiated, and site plans are completed, the debris collection mission can be fully accelerated. AshBritt will provide as many inspection towers as designated by the City at each debris site. Additional details on TDMS operations are provided in Section D.4.1, TDMS Operational Plan.

**Debris Separation/Reduction**—Each TDMS will have a day foreman who will be responsible for all operations of the site to include traffic control, dumping operations, separation of debris into burnable, mixed, and metals materials, burning and chipping, and safety. Where applicable, each TDMS will have a night



foreman responsible for managing all-night operations. AshBritt will construct all necessary and appropriate sites, managing the operation of the sites, performing debris reduction by burning, air curtain incineration and/or reduction by mechanical means using chippers, grinders, or shredders as specified in the task order, separation of debris, and final disposal. We will perform environmental baseline testing where applicable. Debris trucks entering the TDMS must stop at the vehicle inspection tower where the debris load is quantified and recorded by a City inspector or Monitoring Firm representative. Upon leaving the vehicle inspection tower, the truck is directed by traffic control personnel to the appropriate offload area based on debris classification. Once offloaded, the truck exits the site passing the vehicle inspection tower, where it is verified empty.

Reduction crews will encounter four primary types of debris: vegetative (burnable), construction and demolition (C&D or non-burnable), hazardous materials, and mixed (a combination of the three). The compositions of the four debris types and the potential reduction methods are as follows:

- ▶ Vegetative (grinding or burning)
- ▶ C&D (separation and/or compaction)
- ▶ Hazardous materials (separate and segregate)
- ▶ Mixed (separate/ reduce as indicated above)

*Debris Reduction by Grinding*—Grinding can typically reduce 450 cubic yards of incoming debris per hour, with an average reduction ratio of 4:1. Large grinders are mobile and can rapidly reduce most vegetative material.

- ▶ Only clean vegetative debris will be reduced
- ▶ Commercial wood products (treated lumber, siding, painted wood, etc.) will not be reduced

- ▶ Grinders will be set on level ground (+/- 5 degrees) with outriggers deployed
- ▶ Non-essential personnel will maintain a 300-foot exclusion zone around each grinder
- ▶ Tub grinder engine must be shut down prior to tub being open
- ▶ Maintenance of grinder will be done in accordance with the manufacturer's specification

*Debris Reduction by Burning*—Burning debris using air curtain incinerators (ACI) processes about 150 cubic yards of incoming debris per hour, with a reduction ratio of 10:1. ACIs are simple to operate and provide the highest reduction ratio. Management and execution of burning operations will be 24 hours per day, 7 days per week, unless otherwise directed by the City of Hollywood City Project Manager.

- ▶ Only clean vegetative debris will be burned
- ▶ Commercial wood products (treated lumber, siding, painted wood, etc.) will not be burned
- ▶ Burn pit dimensions are 9' wide x 14' deep w/ at least 1' bottom layer of clay
- ▶ Ends sealed to a height of 4'
- ▶ Seal nozzle ends with 12" of dirt
- ▶ Warning stops for equipment at least 1' high
- ▶ Airflow will be 2' below top edge of the pit
- ▶ Ensure the nozzle velocity of 8,800 ft. /min (100mph) and volume of 900 cf/min/linear ft. of the nozzle.
- ▶ The pit cannot be any longer than blower nozzle
- ▶ The pit must be setback a minimum of 100' from the debris pile
- ▶ Safety distance of at least 1000' to the nearest structure
- ▶ Notification will be given prior to burning

operations or in the event of any blaze occurring outside the incineration area to the local fire department or Environmental Health and Safety Manager (EHSM)

- ▶ Equipment feeding the pit must have a fully enclosed cab
- ▶ Burning operations will be suspended if winds exceed 15 MPH
- ▶ The fire must be extinguished 2 hours before removing ash
- ▶ Wet ash before removal from the pit



**AshBritt Hurricane Matthew Air Curtain  
Burning Pit in Charleston, SC - 2016**

Although typically not used in reduction operations, surface burning is another method in which AshBritt is disciplined. Various factors must be taken into consideration for executing surface burning. This method will not be utilized unless approved by the City. Surface burning is subject to the following operational practices and/or directives:

- ▶ Only clean vegetative debris will be burned
- ▶ All surface burning (non-mechanical) will not occur within 1,500' of any occupied dwelling
- ▶ All surface burning will be separated by 300' from any other combustible materials
- ▶ Each burn pile will not exceed 2,000 cubic

yards of vegetation

- ▶ Coordinate with the local fire department to set protocols for the burning operation
- ▶ Appropriate fire control equipment to include a water tanker will be on-site at all times
- ▶ A fire attendant will be present at all times with operational knowledge of the fire suppression
- ▶ All surface burn fires will be started with fossil fuels only
- ▶ All surface burn safety protocols will be reviewed by AshBritt's/City's EHSM
- ▶ Any notice to cease burn operations imposed by a competent authority will be adhered to
- ▶ Surface burn reports will be completed by the QC Manager and reported to City
- ▶ Ash will be sampled for beneficial reuse
- ▶ All unsuitable ash and any unburned materials must be loaded, transported, and disposed at an approved landfill

*Reduction by Sorting and Compaction*—All non-burnable debris will be reduced via sorting, segregating, and compaction. This method can process over 500 cubic yards per hour with a reduction ratio as high as 2:1.

- ▶ Metals, vegetative debris, white goods, e-waste, and HHW will be removed
- ▶ Metals, white goods, and e-waste will be segregated and recycled (if applicable)
- ▶ Vegetative debris will be segregated for reduction by grinding or burning
- ▶ HHW will be segregated in a containment area
- ▶ Compaction is accomplished by crushing the sorted debris with tracked equipment

**Management of Tree Debris**—Usually, during the second and third passes of debris collection,

specialized equipment and crews are deployed to remove hazardous stumps and dangerous leaning trees and hanging limbs. This work often requires special documentation, monitoring, and reporting. During the first, second, and third passes of ROW debris collection, other specialized debris collection and clearance missions may be initiated. These include the removal of debris from drainage systems, sewers, culverts, catch basins, canals, streams, or other designated waterways. Also, tasks may be issued for the removal of hazardous trees and debris from other public facilities, such as parks, trails, or utility infrastructure (e.g., water plants). The debris created from this work typically becomes part of the general ROW debris stream. At the DMS, programs may be implemented and underway to reduce and recycle white goods and other metals and reusable materials that may have been collected in the debris stream. These are typically segregated during the ROW mission on-site or at the debris site.

Eligible vegetative debris includes tree limbs, branches, stumps, or trees damaged to the extent they pose an immediate threat. These items are not eligible if the hazard existed prior to the incident, or if the item is in a natural area and does not extend over improved property or public-use areas. This includes areas such as trails, sidewalks, or playgrounds. Bracing a tree is eligible (as Category B) only when doing so is less costly than removal and disposal. If the Non-Federal entity chooses to brace a tree rather than remove it, the tree is not eligible for removal later if it dies. Pruning, maintenance, trimming, and landscaping are not eligible. AshBritt adheres to the *FEMA 9580.204 Documenting and Validating Hazardous Trees, Limbs, and Stumps*, and the September 6th, 2022, Memorandum regarding simplifying the Public Assistance Program in which FEMA eliminated size requirements for the eligibility of the removal of

hazardous trees, limbs, branches, and stumps for all work done regarding these debris streams. This will allow the City to streamline the entire process for identifying, removing, and properly documenting eligible limbs, hangers, and stumps.

*Hazardous Trees*—In accordance with *FEMA Public Assistance Program and Policy Guide FP 104-009-2* and the September 6th FEMA Memorandum, the trees qualify if:

- ▶ Has a split trunk
- ▶ Has a broken canopy

For trees that have fifty percent or more of the root ball exposed, removal of the tree and root ball and filling the root ball hole are eligible. For contracted removal of a tree with a root ball, FEMA will not reimburse two separate unit costs to remove the tree and its root ball.

For trees that have less than fifty percent of the root ball exposed, FEMA provides PA funding to flush cut the item at ground level and dispose of the cut portion. Grinding any residual stump after cutting the tree is not eligible.

Hazardous leaning trees on public ROW will be identified, and documented by the City. Crews will cut as necessary to facilitate loading. Leaning trees on private property that are encroaching onto the ROW will be cut at the private property line when safe to do so. Only the encroaching portion will be removed. Hazardous trees on private property posing an immediate threat are addressed on a per case basis. Under an executed waiver and hold harmless agreement, we will remove trees and limbs that have fallen on homes or are threatening to fall on homes because of a disaster.

*Hazardous Limbs*—In accordance with the *FEMA Public Assistance Program and Policy Guide FP 104-009-2* and the September 6th FEMA Memorandum, the limb is eligible if the broken limb/branch is hanging over-improved



property or public-use areas, such as trails, sidewalks, or playgrounds, and causes injury or damage.



**AshBritt Hurricane Matthew  
Hazardous Tree work  
Chatham County, GA - 2016**

AshBritt removed 187,853 hazardous hanging limbs from trees during our 2011 Winter Storm mission in Massachusetts and Connecticut.

**Hazardous Stumps**—In accordance with *FEMA Public Assistance Program and Policy Guide FP 104-009-2* and the September 6th FEMA Memorandum, for stumps that have fifty percent or more of the root ball exposed, removal of the stump and filling in the root ball hole are eligible. If grinding a stump in place is less costly than extraction, grinding the stump in place is eligible.

Stump removal in areas with known or high potential for archaeological resources usually requires that FEMA further evaluate and consult with the State Historic Preservation Officer (SHPO) or Tribal Historic Preservation Officer (THPO). If the City discovers any potential archaeological resources during stump removal, the City must immediately cease work and notify FEMA.

For stumps that have less than fifty percent of the root ball exposed, FEMA only provides PA funding to flush cut the item at ground level and dispose of the cut portion based on volume or weight. Grinding any residual stump is not eligible.

If the City claims reimbursement of these on a per-stump basis, FEMA limits PA funding based on a unit price for volume or tons, calculated using the Stump Conversion Table.

The specific point of origin (GPS coordinates), and any notes by the City representative indicating the nature of the stump hazard must be added to the special stump load ticket for proper documentation. Proper documentation for eligible hazardous stumps is paramount for FEMA reimbursement. AshBritt will strictly comply with the *FEMA Public Assistance Program and Policy Guide FP 104-009-2, FEMA RP9523.11, Hazardous Stump Extraction, and Removal Eligibility*, with respect to all hazardous stump removal from the approved property.

AshBritt extracted approximately 24,000 hazardous stumps for our Hurricane Katrina mission.

### **Designation and Management of Staging Areas**

**Areas**—It is crucial to have up-to-date Logistical Staging Areas (LSA's) and Points of Distribution (POD) areas. AshBritt will collaborate with the City to update Logistical Staging Areas (LSA's) and Points of Distribution (POS). AshBritt will work as a partner with the City of Hollywood's National Incident Management System (NIMS)/ Incident Command System (ICS) structure to assist with staging areas.

As part of the preliminary assessment, we review the pre-designated staging areas for continued viability. As staging areas and debris sites are assessed, our local subcontractors will be instructed to ramp-up.

**Vegetative TDMS**—When preparing temporary facilities for handling debris resulting from the cleanup efforts due to a disaster event, the following guidelines should be considered when establishing a TDMS. These guidelines apply only to TDMS for staging or burning vegetative storm debris (yard waste, trees, limbs, stumps, branches, and untreated or unpainted wood). Arrangements should be made to screen out unsuitable materials. The two method(s) for managing vegetative storm debris is "chipping/grinding" for use in landscape mulch, compost preparation, and industrial boiler fuel or using an "air curtain incinerator (ACI)", with the resulting ash being land applied as a liming agent or incorporated into a finished compost product.

**C&D Staging Areas, Mixed Debris and Household Hazardous Waste (HHW)**—AshBritt provides all labor, materials, equipment, tools, traffic control, signage, and any other incidental items needed:

- ▶ to collect and remove eligible disaster debris from the City's ROW
- ▶ to transport eligible disaster-related household goods, furniture, and C&D, debris to a City approved Temporary Debris Management Site or to a City designated final disposal site, in accordance with all federal, Florida, and local rules/regulations

AshBritt is able to remove concrete/asphalt utilizing excavators and other heavy pieces of equipment. We take the crushed concrete, asphalt, rubble, and masonry, and can use it as an aggregate for use as a base or fill material. Larger sections of concrete can be used as materials for reefs, to armor shorelines and for bank stabilization for erosion control (Riprap).

AshBritt will only remove eligible C&D debris which is placed within the City's ROW. All eligible C&D debris will be removed from each

loading site before proceeding to the next loading site.

In the event AshBritt identifies Asbestos Containing Material, we will follow the regulations for managing and handling the removal of it. Federal asbestos regulations are contained in 40 CFR Part 61, Sec. 61.140 through 61.160. Additionally, employers of workers who handle ACM are regulated by OSHA asbestos guidelines, as listed in 29 CFR Parts 1910.1001 and 1926.1101. Everyday language guidance on federal regulations concerning disposal of structures that contain asbestos are found in the EPA's Guide to the Asbestos NESHAP. Designated AshBritt personnel are conversant with and consult this guide. AshBritt adopts, incorporates and complies with all EPA and OSHA standards and rules.

For debris removal, the primary goal of the above standards and regulations, from federal to local, is the prevention of the release of significant amounts of asbestos fibers into the air where they may be inhaled by persons. Human exposure to asbestos fibers in the outside air presents a major risk to human health. AshBritt will carefully follow the rules and requirements of asbestos NESHAP and other promulgated regulations while exercising best practices during all phases of debris removal, transport and disposal of ACM. This includes the employment of Licensed Asbestos Subcontractor(s) and Personnel.

***Household Hazardous Waste, White Goods, and Freon Collection***—After a disaster event, the destruction of residences, residential garages, sheds, or storage facilities will produce quantities of household hazardous waste (HHW) and white goods that must be separated from storm-generated debris. AshBritt crews have been trained to identify HHW during ROW and PPDR collection, as well as TDMS debris separation activities. All HHW and white goods will be segregated at the loading site and the TDMS. At the

TDMS, such will be separated by type and stored in a containment area prior to proper disposal. Disposal will comply with all local, Florida, and federal regulations and laws. Additionally, we can assist the City in establishing and setting up “citizen drop sites” for the collection of such materials. We will take all precautions to prevent the release of such materials into the environment by providing impermeable and lined storage areas at such sites. Then we will properly dispose of the materials and remediate such sites.

**White Goods and Freon**—Loading and hauling of white goods will be performed when declared as eligible debris. White goods should be divided into two categories: 1) Non-refrigerant containing and 2) Refrigerant containing. Refrigerant-containing white goods have two sub-categories: a) clean and b) dirty. Typically, clean refrigerant-containing white goods are air conditioning units but may also include empty refrigerators and freezers. Dirty refrigerant-containing white goods consist of refrigerators and freezers in which food products and contents are still remaining inside.

The collection methods used for this debris will be dependent on the category. White goods categorized as containing refrigerant will be collected in such a manner that the refrigerant system will not be breached (i.e., the coils or condenser should not be ruptured or broken). All necessary precautions will be taken in collecting dirty refrigerant-containing white goods so that their contents will not spill. If not already sealed, units will be bound to prevent spillage by securing tape, ratchet straps, rope, or similar materials to minimize the spilling of contents. Units will be picked up using ½ to 1-ton pickup trucks or van trucks with installed lift gates or ramps. Units will be loaded onto these trucks with the aid of appliance dollies. Units will be securely strapped

into place to prevent spillage and hauled to a facility designated by the City of Hollywood.

Management and processing of white goods will also be dependent on the category. For non-refrigerant white goods, this material will be segregated into the recyclable metals pile. White goods categorized as containing refrigerant will have the refrigerant removed per EPA regulatory requirements for Freon reclamation prior to being segregated into the recyclable metal pile. Refrigerant-containing white goods that are dirty will be cleaned prior to the removal. These metals will then be compacted into bales and transported to the nearest recycling facility as long as the recyclable market remains positive.



**White Good Collection at DMS**

*AshBritt removed 5,000 units of Freon during our Hurricane Katrina mission.*

**Freon – Reclamation Process**—The entire Freon recovery/reclamation process is governed by EPA Regulations outlined in Title VI of the Clean Air Act for reclamation devices manufactured after November 15, 1993.

- ▶ Use Level D PPE
- ▶ Connect and operate Freon Reclamation Units as prescribed by the manufacturer and according to EPA Regulations
- ▶ Record the Manufacturer, Model Number,



and Serial Number of the appliance reclaimed on a running log to be presented upon job completion or upon request

- ▶ Units received with the Freon already vented will be recorded as such in the above fashion as well
- ▶ Identify the appliance as reclaimed
- ▶ Recovered/Reclaimed Freon will be transferred to an EPA-certified refrigerant reclaimer for processing

*Putrefied Foods, Household Trash (including spoiled foods)*—The putrefied and spoiled food debris stream is most likely to be encountered as part of the dirty refrigerant-containing white goods. AshBritt has developed an extensive and comprehensive plan that addresses safety and operational requirements based on experience covering all facets of collection, transport, decontamination, management, and disposal, including contingency operations. AshBritt will prepare a task-specific site plan for the handling of this debris.

*Electronic Waste (E-Waste)*—Electronic Waste debris, or E-Waste, will be collected, sorted, and separated for final disposition if tasked by the City of Hollywood. E-Waste presents an environmental and health and safety concern owing largely to the toxicity of substances from the parts if not processed properly.

Crews and Quality Control Site Managers will be provided with a list of E-Waste materials for reference during recovery operations. CRTs, monitors, circuit boards, computer components & peripherals and batteries are examples of debris that can be classified as E-Waste. The following guidelines will be utilized in managing the materials and preparing for transport to a recycling facility.

- ▶ Provide Gaylord or similar type boxes, pallets and stretch wrap, labor to pre-sort, pack and

load materials

- ▶ Pack electronics into Gaylords (which can be double stacked)
- ▶ Load into transport Trailers – Two rows in length double stacked in height
- ▶ TVs over 25” Diagonally – Stack and securely wrapped (with Stretch wrap) on a pallet no higher than 4 ft. - (this will allow it to be stacked on top of Gaylord Box)
- ▶ Big Screens (2 per pallet): Place on Pallets back to back and securely wrapped (with Stretch wrap)—No more than six pallets per trailer (to maximize trailer weight)

#### **D.3.7.3 Processing, Loading and Hauling Material from TDMS to Final Destination**

AshBritt will be responsible for final disposal of non-burnable debris and ash residue either through landfill operations or recycling/beneficial use at one of the City of Hollywood approved designated sites. No material will be delivered for final disposal until the site has been approved by the City. Tipping fees will be submitted back to the government for reimbursement as a pass-thru cost. Disposal of non-burnable debris and ash residue will be made in accordance with the current state, federal, and local regulations. Below are four main debris classifications for processed material and potential methods for disposal.

- ▶ Vegetative Mulch – Agricultural applications, waste conversion to energy, vegetative waste receiving facility, landfill cover, or erosion control
- ▶ Ash from incineration operations – Agricultural applications, or landfill
- ▶ Construction and Demolition debris – Recycling facility, or landfill
- ▶ Hazardous Materials – Landfill appropriately permitted

### D.3.7.4 Optional Services

**Cleaning and Restoration of Beaches**—AshBritt can perform the specialized service of restoring eroded beaches and destroyed sand dunes in the aftermath of a major hurricane. Beach sand, natural and man-made sand dunes, seaweed, and other marine materials are blown away or washed up and scattered throughout the affected area. This sand and other material become strewn about and commingled with other storm debris, such as wood, glass, concrete, asphalt, stone, clay, metals, and other building and vegetative materials. It is operationally challenging to sort through and segregate this material to recover as much sand as possible to restore and rebuild the eroded coast quickly, efficiently, and economically.

*AshBritt was responsible for the removal of thousands of cubic yards of marsh grass that washed up on the beaches throughout St. John County, FL.*

This task is completed by establishing a separate recovery site where collected sand and debris are trucked. The debris is then processed using a heavy-duty sand screening plant, which processes materials from fine sands to varied C&D materials. The debris is screened and stacked according to size, usually via triple splitting. Sand is then hauled and restored back to the beach while other materials are recycled or disposed of as appropriate.

AshBritt completed multiple beach debris removal missions in response to Hurricane Sandy throughout the state of New Jersey. We conducted sand screening and other methods to remove, load, and transport the debris on the beaches to a debris management site where it was processed and sent to a permitted final disposal site. AshBritt completed these missions in:

- ▶ Seaside Heights, NJ

- ▶ Berkeley, NJ
- ▶ Point Pleasant Beach, NJ
- ▶ Lavallette, NJ
- ▶ Brick, NJ
- ▶ Belmar, NJ

In response to Hurricane Matthew, AshBritt conducted extensive beach debris removal missions in St. John County and Nassau County, FL. AshBritt utilized wheel loaders, skid steers, and laborers to pick up debris from the beach. The debris stream included docks, boardwalks, driftwood, trees, trunks, and other various debris streams consistent with a hurricane.

**Marine Salvage/Debris Removal and Restoration of Canals**—AshBritt has extensive experience identifying and removing eligible debris from waterways. The City will prescribe the specific schedule to be used for waterway debris removal. Floating debris and debris along the shoreline are removed with shallow draft workboats and barges. This equipment typically has a grappler hook (or another similar securing mechanism) to recover float and beach debris. The debris is staged on a barge or on an additional shallow draft barge to be used as a transport vessel to the offloading station.

Vessels used to recover the debris may consist of shallow draft barges with lightweight hoists and loaders, workboats with grapplers, landing craft, or other work type vessels. In areas where it is required, hand crews work to reduce any environmental impacts. Wet debris located in



deeper water, or floating debris, is removed by spud or jack-up barges equipped with cranes or other lifting mechanisms. These vessels remove large amounts of material at a time. The barges can also be used in the recovery of vehicles, vessels, or other large items. Commercial divers can also be utilized to go into the water to attach lifting cables, slings, or air barges.



Depending on water depth, shallow draft flat barges, scow barges, landing craft, and other work vessels will be utilized to transport the material to the marine offloading staging site. As directed by City personnel, AshBritt will remove all eligible debris from waterways. The City will make every effort to identify and provide access to offloading sites where debris removed from waterways can be safely removed and loaded into haul trucks for transport to a final disposal site. Should the City be unable to secure such access on public property, AshBritt will pursue leasing options with owners of private property to obtain the use as an offloading site. Any lease entered into by AshBritt will contain a “hold harmless” clause in favor of the City and federal government and jurisdiction. AshBritt will operate offloading sites, and only AshBritt vehicles and others specifically authorized by the City are allowed to use the sites.

AshBritt conducts underwater search and rescue, vessel recovery, underwater welding and salvage, debris removal from canals, and waterways. Also, we can deploy divers, remotely operated vessels (ROV), barges, and landing

craft as work platforms for equipment and supply transport. *AshBritt conducted waterway debris removal in multiple areas throughout Collier County, FL, in response to Hurricane Irma in 2017. In 2012, AshBritt was tasked by the State of New Jersey and New York City to remove vessels from the bay following Hurricane Sandy.*

AshBritt is also accustomed to screening various materials to reduce the mixing of debris streams. We remove sand, silt, and other earthen materials from streets, roads, bridges, and other public spaces. Assigned crews and equipment configurations suitable to the task screen sand, separate and haul-off resultant debris and contaminants, and return clean sand to beaches, sand dunes, berms, or other designated places.

**Motor Vehicles**— Removal, transport, and disposal of abandoned motor vehicles to include aggregation staging, inventorying, and indexing for easy location and retrieval. Information dissemination, owner contact, and supplemental investigations for proper disposition will be conducted, as well as decontamination and recycling of vehicles and vessels. AshBritt has a significant amount of experience removing abandoned vehicles. *In 2017, AshBritt removed 33 vessels for Beaufort County, SC in response to Hurricane Matthew. In 2012, AshBritt was tasked by New York City for a vehicle removal mission and transported 3,503 vehicles.*



**Boats**—AshBritt can conduct removal, transport, and disposal of abandoned boats and other vessels to include aggregation staging; inventorying and indexing for easy location and retrieval; information dissemination, owner contact, and supplemental investigations for proper disposition is conducted. AshBritt also performs decontamination and recycling of vessels and has a significant amount of experience removing abandoned vessels.



Hurricane Sandy - NJ

**Hazardous Waste and Contaminated Debris Management**—According to the *FEMA Public Assistance Program and Policy Guide, FP 104-009-2*, removal and disposal of pollutants and hazardous substances are eligible to include:

- ▶ Separation of hazardous materials from other debris
- ▶ Specialized procedures for handling and disposing of hazardous materials
- ▶ Control or stabilization of the hazardous material
- ▶ Pumping and treating water contaminated with hazardous material
- ▶ Cleanup/disposal of the hazardous material

AshBritt will construct a containment area at the reduction site to store Hazardous Waste materials. This area will consist of an earthen berm with a non-permeable soil liner. The

containment area is covered at all times with a non-permeable cover. All materials that are classified as Hazardous Waste will be reported immediately to the City. This material will be segregated from the remaining debris using a method that allows the remaining non-hazardous waste debris to be processed. All hazardous debris is moved and placed in the designated containment area.



**Fire Suppression Support**—Provision of water trucks and personnel as necessary to augment local water supply systems. Trucks with minimum capacities of 2000 gallons, which are filled and outfitted with valves compatible with fire hose connections meeting NFPA standards.

**Emergency Potable Water/Emergency Delivery of Ice**—Supplies of water in a gallon, 2-liter bottles, or bulk potable water tankers; supplies of bagged ice (50-100lb), reefers/fridges, as needed, delivered to central distribution points. Logistical managers and Point of Distribution (POD) supervisors oversee the orderly distribution and tracking of provisions. *AshBritt delivered emergency water and ice to numerous jurisdictions in Texas in response to Hurricane Harvey in 2017.*

**Temporary Bathrooms, Showers, Kitchens and Feeding Locations**—As an extension to camps, these units may serve local relief representatives, workers, volunteers, and residents. They can be delivered, set up, and powered by generators. Multiple configurations and outputs are available. Full oversight and maintenance of facilities are included. *During the 2016 Blue Cut Fire, AshBritt provided 40 portable toilets, 40 portable showers, 25% of which were American Disability Act (ADA) compliant for the County of San Bernardino, CA. AshBritt also set up staffing donation stations, freezer and refrigerator trailers, laundry units, among other similar services.*



Full canteen and commissary services that serve hot breakfast, lunch, and dinner, as well as mid-rations, can be established and expanded to support local relief representatives, workers, volunteers, and residents. MREs and heater meals can also be distributed systematically. *AshBritt delivered numerous orders of emergency meals in 2020 to the FDEM in Response to COVID-19 and MREs in Texas in response to Hurricane Harvey in 2017.*

**Temporary Satellite Communication**—Satellite telecommunication services can be provided, based on the magnitude of the event and the scope of the damage. Services will support telephone and online internet access. Various

equipment/configurations are available, depending on the scenario.

**Emergency Power Generation**—Temporary power generation for critical facilities can be delivered, set up, and maintained if the regular power supply is disrupted. Emergency light towers can be provided and distributed throughout the affected area and work sites. *In response to Hurricane Laura (2020), Hurricane Irma (2017), and Hurricane Harvey (2017), AshBritt delivered an array of generators to clients in Florida and Texas to maintain essential services throughout numerous jurisdictions.*

**Pumping and Water Relocation/Removal for Flood Control**—AshBritt will provide crews, trucks, pumps, hoses, fuel, and other necessary equipment to remove standing water from low collection areas where localized flooding threatens public safety or continuing property damage, as directed by the City. Water removal may include pumping to adjacent storm sewers, if functional, to nearby stream or drainage canals, or into tanker trucks. AshBritt will comply with all applicable environmental requirements concerning discharge of the water once pumped.

**Sewer, Culvert, and Catch Basin Cleaning**—Removal of storm-generated sediment/debris from stormwater sewer systems aids the prevention of secondary flooding. The clearing is typically accomplished using industrial Vac Trucks. *AshBritt conducted Vac Truck missions in response to Flooding events in Texas in 2018, South Carolina, and Texas in 2015, 2016, and 2017.*

**Decontamination of Buildings and Facilities**—AshBritt will conduct chemical and/or biological decontamination of buildings, facilities or other structures as directed by the City. We will provide experienced, trained and equipped personnel, for all equipment and supplies, and for final disposal of all contaminated materials removed from the buildings/facilities. All operations will be

in compliance with all health and safety standards, as well as environmental protection requirements applicable to the decontamination and disposal requirements.

**Mold Remediation**—Identification and remediation of mold in buildings and facilities. *In response to Hurricane Harvey in 2017, AshBritt provided drying-in and mold remediation services for Orange County, TX Sheriff's Office.*

### D.3.8 Documenting/Resolving Damages

The health, safety, and protection of all stakeholders and infrastructure, both public and private, is of paramount importance to AshBritt during a recovery mission. Safety and protection of property hinges on a strong safety and quality control plan, which applies to all tasks and operations during the recovery. AshBritt, through years of recovery experience, recognizes that even under ideal conditions and when conforming to the highest safety and quality control standards, incidental accidents and damages may occur during the operation.

Generally, disaster sites are fraught with hazards, obstacles, and unpredictable and unanticipated environments. Through our Quality Control Plan, AshBritt employs a systematic and expeditious process to address project deficiencies. Deficiencies encompass reported private property damage, public property and infrastructure damage, citizen complaints, hazard reports (i.e., debris pile obstructions, overhanging debris in trucks, etc.), accidents, and safety violations. Our QC Manager (QCM), supported by our QC Field Supervisors, administers and enforces this program. AshBritt may establish a 24-hour hotline to field citizen reports of damages, other complaints, and general inquiries. The QCM will oversee all deficiencies and inquiries and their resolution. A hotline number and a designated email address, if necessary, will be announced to citizens via public service announcements (PSA)

and flyers. Information will also be published on our website, and it will be clearly disseminated via City representatives to concerned citizens.

#### ***General Process for Hotline/Deficiencies***

Upon receiving calls from citizens, a report log will be maintained, documenting the nature of all calls. When action is needed, that call is logged into a module in our deficiency tracking system so they can be assigned to one of our QC personnel who will oversee its completion'. For instance, if an urgent hazardous debris pile is called in by a resident, the report will be relayed to our QC Manager who will log the call into our deficiency tracking platform (pending), while assigning and notifying the area QC Field Supervisor of the issue. Upon investigation, the QC may dispatch our "hot spot" crew or re-route a nearby crew to address the pile. Once complete, the QC will either close the report out in our system or report it to a manager to complete. This basic procedure would apply to deficiencies or damages as well, with the area QC Manager interfacing and coordinating with the resident as necessary (i.e., monetary settlement, repairs, and corresponding releases).

#### ***General Program and Process for Response and Resolution***

AshBritt will assign a QC Manager to oversee project deficiencies and damages. As stated earlier, if necessary, we will establish a 24-hour damage/complaint hotline and disseminate contact information through PSA's and other communication outlets. The hotline will be manned by the QC Manager or other QC personnel. We will assign Quality Control Field Supervisors to cover specific zones of the operation. They will be responsible for deficiency response and resolution within their zone, including communication with citizens and coordination of subcontractor repairs, handy man, or other resolution. Subcontractors will be instructed and reminded



regularly to conduct operations safely within the prescribed work rules to prevent and minimize damages. They will be instructed and expected to mitigate and immediately repair any damage that is caused. All damages will be reported to the QC Field Supervisor for proper tracking and reporting. AshBritt is committed to same day investigation and response, with a maximum 24-hour response goal.

Depending on the issue, a comprehensive investigation, accompanied by thorough field reporting and photo documentation will be conducted. QC Field Supervisors will maintain detailed daily reports and logs, and all damage and deficiency reports will be posted in our deficiency tracking platform for tracking, follow-up, and audit purposes. Our common practice is to hire a local handy man for small repair jobs (i.e., mailboxes, fences, driveway repairs, painting, etc.) and local vendors for more specialized and larger repairs (i.e., plumbing, concrete and landscaping). As necessary, our personnel maintain contact and perform diligent follow-through with claimants and client representatives. Periodic status reports will be given to the City to update them on pending and resolved claims, including detailed documentation on settlements. Most small damages will be repaired at the time of the incident or same day, based on experience.

For larger damages, upon concurrence with claimant, we may need up to 30 days to complete the repair. Often monetary settlements are used for damage claims. This is an expedited manner to settle for damages caused. For either in-kind or monetary settlements, a release is acquired from the claimant acknowledging the settlement or repair and indemnifying AshBritt and the client from further claims. All documentation is scanned and digitally stored in our system for audit purposes. We keep these records for a minimum of seven years.

### D.3.9 Invoicing/Data Management

Proper and efficient documentation and invoicing of recovery activities are vital to successful recovery missions and the attendant reimbursement process. The documentation through which it is compiled and tracked is an integral and essential part of the recovery process. For instance, the debris load ticket (paper or electronically generated) may be used to record critical information about all loads of debris collected from public rights of way. It is then transported to designated disposal sites, or transported from the Temporary Debris Management Site to final disposal sites. Load tickets capture 15 key data points, among other critical project data.

*Load tickets allow all recovery participants to document billable activities accurately during the project.*

Load tickets are one of the many different forms of necessary documentation to receive maximum reimbursement. Load tickets are administered and completed by a City representative or monitoring personnel to maintain the integrity of the process and follow FEMA guidance.

If manual tickets are utilized, the City may choose to use AshBritt's comprehensive Truck Measurement Record. This critical form documents all the vital information regarding all hauling units used in the course of a debris mission. It is a primary information and tracking document that serves as the foundation for all load tracking. In addition to documenting pertinent vehicle information, it is used as a first-tier safety certification document. By requiring both an AshBritt representative signature and a City representative's signature, the validity of all data is supported. When a truck is certified, the Truck Measurement Record number, as well as the measured load-hauling capacity, is transcribed

onto a vinyl placard affixed to the driver's side of the hauling vehicle (or both sides, as applicable). Truck Measurement Records are multi-part forms that are distributed to the City and their designated monitoring contractor. The truck driver secures a copy, and AshBritt collects and scans all truck records daily. The data is transcribed electronically into our information management systems and compiled into electronic logbooks (for rapid batch downloading). The hard copies are also maintained sequentially in logbooks. Hard copies are also duplicated and kept in a separate log and location as a backup. Each vehicle that is certified is also recorded manually on daily master logs. Each truck record is assigned a unique identification number.

### ***The Data Capture Process for Debris Operations***

As debris is loaded at ROW collection points, monitors record all necessary information onto the load tickets. The information includes the location, truck number, load-hauling capacity (to match the affixed truck placard identification number), debris type, as well as other relevant information. Load quantities will be verified and "scored" or "called" by tower monitors at TDMS or final destination sites.

Once the official call is transcribed onto the "open" load ticket, and a validation signature is executed by the tower monitoring individual, carbon copies of the ticket are distributed as follows: one copy to the truck driver, two copies to the monitoring firm, and one copy to an AshBritt representative. The monitoring firm will provide one of its copies to the City. Multiple part tickets ensure that any loss of copies of tickets can be easily validated and that backups can be supplied.

*The load ticket provides the most comprehensive information and a paper trail for FEMA Public Assistance Program reimbursement.*

FEMA P-327 Monitoring Guide

All recorded load tickets are immediately scanned at our established data processing center and placed in the queue to get uploaded into our data management system. Before scanning, tickets are manually quality control checked and batched together by tasking entity and work class (i.e., City, ROW, Stump, Haul-Out, etc.). Before ticket data is entered into our system, it is checked again, and if a ticket is in an improper batch, it can be bounced electronically into a quality control "indicator/hold" bin. Data is then quality checked a third time (or more), as each of our subcontractor invoices are reconciled and approved through our data management system. Each billed ticket, by category, is matched and checked against the data input into our system. System rules or controls are put in place to ensure load tickets are not duplicated within our system. The process of scanning paper tickets and entering them in the system is eliminated when an ADMS system is utilized.

Variance reports are generated, and corrections are made on either side to ensure proper data entry and subsequent payments. To assist our subcontractors, we supply them with paper or electronic invoices that correspond to our system. This process significantly streamlines our subcontractor invoice approval and payment process and greatly increases the accuracy and speed of our reconciliation and billing processes for the City. All other forms used by AshBritt during the recovery process are in accordance with current FEMA requirements under the Public Assistance Program.

### ***Automated Debris Management System (ADMS)***

ADMS is a technology that eliminates the need for paper-based tickets during the disaster recovery mission. The ADMSs operate using a mobile device such as a smartphone, personal digital assistant (PDA), or other portable

hardware. Field Monitors capture pertinent information with the devices, including GPS location, date/time, and equipment number, and store it on the mobile device. Current systems utilize bar code technology, QR code, or smart cards to collect pertinent data. Devices are capable of recording date, time, and location, and some also have digital cameras for photo documentation. This functionality reduces data entry errors and allows for near real-time data review of operations. Discrepancies are significantly reduced, resulting in cost savings and efficiencies. In the event an ADMS system is utilized, all data will be recorded electronically. ADMS systems improve production assessments and are beneficial for developing public information messages.

AshBritt has unmatched recent experience working with multiple monitoring firms and Automated Debris Management Systems. Below is a list of the monitoring firms we have worked with on disaster debris removal projects.

***Reporting, Budget Controls, and Billing Overview***

With AshBritt’s extensive experience and advanced information management systems, we can ensure streamlined and accurate reporting and invoicing, which adheres strictly to established FEMA and FHWA guidelines. We can accommodate any frequency of billing cycles that are preceded by pre-invoice data reconciliations. This encompasses both unit and hourly rate services. Our streamlined process, which has been field tested over many years, has become our

standard operating procedure and is now utilized for all invoice submittals. To effectively control project costs to be within budget, AshBritt continuously monitors daily operational/financial reports generated from either our or the City’s monitoring firm system to ensure that we remain under the Purchase Order (PO) authorized amounts issued by the City of Hollywood. Furthermore, AshBritt will take the production rates from these daily operational/financial reports and use them to forecast our final project costs to the City, allowing us to avoid any project overruns.

As we separately track recovery service data through our information management system and other field reporting, all costs we invoice are segregated accordingly and clearly delineated on all invoices. All other pertinent information is clearly identified on invoices, and applicable backup is attached in a clear and concise fashion. This procedure increases both invoice clarity and accuracy. Our procedures significantly expedite client processing, audits and grant reimbursements.

Our processes are extremely adaptable and flexible so that we can accommodate any specific billing procedures or systems. For the City, payment for work completed will be invoiced on a 30-day period. Invoices will be based on verified quantities from the daily operational reports. Applicable backup for all invoices will be included for ease of review and to facilitate timely reimbursement. Hourly Equipment Logs and Time Sheets are used during the emergency roadway clearing phase (emergency push). These are multi-part forms that are distributed to applicable parties. In addition to completed Truck Measurement Records and Load Tickets that are scanned and stored in our database, manual truck measurements are organized in binders for backup purposes. Quality Control



Representative (QCR) Deficiency Reports and other safety reports and logs are kept. All reports are collected and compiled by field supervisors and managers. They route them daily to our central processing office, where our Operations Manager reviews them as necessary. Ultimately, a process is established to collect all the documentation needed to validate the location, time, type, and length of services conducted.

Dependent on the City of Hollywood guidance, AshBritt will submit all project invoices, applicable backup and supporting documentation as required for validation. AshBritt will include hard copies as a backup for all billing periods in an Excel spreadsheet format to the City. AshBritt recognizes that payments will not be made based on incorrect invoices; however, if our pre-invoice data reconciliation process is followed, all invoices should be fast-tracked for approval and payment. If a submitted invoice is erroneous, AshBritt will correct all errors and submit a revised invoice for payment. AshBritt will not bill for any debris collected in areas located outside of the assigned debris control zone, nor will we bill duplicate tickets. Our backup data and Excel spreadsheet will include the following for each load collected:

- ▶ Date of Load
- ▶ Time of Load
- ▶ Street Name and Area
- ▶ Debris Hauler Name (Subcontractor)
- ▶ Truck Number (Certs, as necessary)
- ▶ Certified Truck Capacity in cubic yards (Certs and Truck Record logs, as necessary)
- ▶ Net Cubic Yardage of debris disposed of (if applicable)
- ▶ Ticket Number
- ▶ Landfill Disposal Ticket Number (if applicable)
- ▶ Landfill Disposal Weight (if applicable)
- ▶ Destination of Material

Hard copies of the backup data accompanying all invoices will contain data and information pertaining to the applicable invoice. The spreadsheet included with each invoice summarizes all data and information from the project being billed during that period. The backup data will contain documentation from the field monitor for the invoice being submitted. All invoices will be submitted with a detailed tabular report listing all individual load tickets. The report will meet the City's requirements for invoicing and be approved prior to the invoicing process. AshBritt will comply with Record Retention and Access (2 CFR 200.333-337) regulations and will maintain records for a minimum of seven years.

AshBritt assures that any jurisdiction in which we operate a TDMS is remediated appropriately.

#### ***Process for Procuring Recovery Materials IAW Section 6002 of Solid Waste Disposal Act***

AshBritt will purchase items composed of recovered material to the maximum extent practicable in accordance with Section 6002 of the Solid Waste Disposal Act. As part of our procurement policies, we purchase recycled paper and other products from recycled materials. We are also members of the following organizations focused on enhancing recovery/recycling efforts:

- ▶ U.S. Composting Council
- ▶ Recycle Florida Today
- ▶ Solid Waste Association of North America (SWANA)

Additionally, AshBritt is dedicated to assisting the City of Hollywood during pre-planning efforts to support development or review of a strategic area-wide recycling plan. Our goal will be to devise a reasonable, area-specific plan that can be readily implemented. AshBritt has pre-established relationships with national and local recycling firms that can be called upon to provide markets for recyclable storm debris, for example:

- ▶ **Waste Management Recycle America**—Plastics, paper, e-waste, glass, and metal at over 100 locations nationwide.
- ▶ **Sun Recycling**—Largest recycler of construction debris in South Florida. Separates and reduces C&D debris resulting in the production of Recovered Screened Material (RSM) which can be used in residential, commercial, and industrial settings if it is used in a manner approved by FDEP.
- ▶ **Barry Recycling**—State of Florida approved facility for the recycling of vegetative mulch. Barry's Florida Department of Environmental Protection Facility ID is 147-02-YT. They provide a compost facility that uses mulch for beneficial agricultural reuse. Their primary outlet for beneficial reuse is tomato farmers throughout the State of Florida. Barry is in Bonita Springs; FL and they can accept at least 1,000,000 cubic yards of mulch.
- ▶ **Global Tire Recycling**—Wildwood, FL: Manufactures crumb rubber from whole waste tires
- ▶ **Goodwill**—Has established an initiative to seek economically and environmentally sound ways to recycle and reuse donated electronic equipment.
- ▶ **Habitat for Humanity**—Select locations operate Habitat for Humanity Home Improvement Stores. They accept the new condition, residential or commercial, ready to install appliances, brick, block, carpet, doors, furniture, and fixtures. The items are then sold to low-income families at very affordable prices.
- ▶ **New Hope Power Plant**—South Bay, FL: Operates a cogeneration facility that utilizes wood material as fuel.

### D.3.10 TDMS Restoration and Closeout

During the debris removal process and after the material has been removed from each of the TDMS sites, environmental monitoring may be needed to close each of the sites to ensure that

no long-term environmental contamination is



**Completed Site Restoration  
Riverwood Park, Toms River, NJ**

left on the site.

- ▶ **Ash.** The monitoring of the ash should consist of chemical testing to determine the suitability of the material for either agricultural use or as a landfill cover material.
- ▶ **Soil.** Monitoring of the soils should be by portable inspection methods to determine if any of the soil is contaminated by volatile hydrocarbons. This phase of monitoring should be done after the stockpiles are removed from the site.

After the removal of all debris at the TDMS, the site is restored to pre-use condition or better. All equipment and site resources, such as the inspection tower and any fencing or erosion control devices, are removed. AshBritt will finish the environmental baseline data checklist to verify the work did not alter the soil or air in any adverse manner. AshBritt's TDMS Manager & Operations Manager conduct a final closeout inspection with a representative of the City and execute a final release upon a determination that the site meets the approval criteria. This will include the completion of all assigned tasks and all related operations, including but not limited to; removing equipment, properly closing any TDMSs, and restoring any property to its original condition prior to the disaster event. AshBritt

shall prepare and maintain before and after documentation to demonstrate that the TDMS was properly closed. This will include, but not be limited to, documenting, photographs, soil sampling, and water sampling. AshBritt will also obtain written approval from the City confirming that the site has been properly closed and has been returned to its pre-disaster condition.

**D.3.11 Final Reconciliation and Audit**

AshBritt will be responsible for keeping records, documenting all debris management activities, and submitting this documentation to the debris monitoring contractor, if applicable, and the City for approval. During the final phase of the mission, AshBritt’s experienced accounting team conducts a final audit/reconciliation with entity representatives and/or the monitoring firm. All truck certifications, load tickets, work logs, time-sheets, invoices, and so forth are reconciled to ensure all eligible work has been accurately accounted for and invoiced. AshBritt will retain all records and will give access to the Operational Services Division, or other agencies as may be necessary, for a minimum of six years from receipt of the final payment for the services provided. We will assist the City with audits and documentation requests for years after the project has been completed.

**Exhibit D-10** demonstrates standard protocols AshBritt follows to prevent de-obligation and issues during audits:

**D.3.12 FEMA Reimbursement**

AshBritt provides disaster recovery technical assistance to our clients tailored to the event and response action required. AshBritt’s employees have worked with and are intimately acquainted with FEMA, the Florida Division of Emergency Management, and many Florida city and county clients and understand the importance of their role in ensuring your recovery mission and that eligible funds are maximized. AshBritt has responded to more than 175 emergency responses for city, county and state clients in Florida and we are familiar with ROW debris removal and disposal programs and reimbursement processes as a result.

AshBritt understands potential funding sources for a wide variety of responses and works with our clients to maximize their State and Federal reimbursement. Our program knowledge, record keeping, and training has supported clients participating in the FEMA Public Assistance program and Alternative Procedures Pilot Program for Debris Removal.

We have developed a working knowledge of the current regulations and language pertaining to

**First Level of Support: Avoid Conflicts!**

- Know the rules and comply with them
- Follow Federal Procurement guidelines
- Document–Get it all in writing
- Be thorough–No incomplete paperwork
- Track all project costs
- Tie back all costs to specific PWs
- Quality control and reconciliation on an “as-go” basis

**The Audit Process: Interfacing**

- Validate project data continually throughout the recovery process
- Multi-part forms as “checks-and-balances”
- Scan and record all project paperwork for efficient fill and reference
- Data swapping and cross-checking exercises
- Pre-Invoice reconciliations to ensure accurate billing and supporting backup data
- Common data formats and flow processes

**Exhibit D-10. AshBritt has in-place processes for preventing de-obligation issues during audits.**



the FEMA Public Assistance Program, Hazard Mitigation Grant Program, Fire Management Assistance Grant Program, and many other relevant Federal programs. More importantly, we have personnel that have administered many of these recovery programs for the state Division of Emergency Management and FEMA. Also, we assist our clients with a variety of quality control checks to ensure optimal reimbursements, including, but not limited to:

- ▶ Review FEMA Project Worksheet (PW) for an accurate Scope of Work and unit costs
- ▶ Create a plan to process daily logs, tickets from the field/contractor, and perform documentation (data entry) of recovery process
- ▶ Perform daily, weekly ticket reconciliation, and final reconciliation of the debris removal ticket ledgers and disposal ledgers (TDMS to final disposal), per FEMA requirements
- ▶ Provide FEMA Category A Submittals, including final inspection reports
- ▶ Review project documentation for consistency, compliance, and completeness
- ▶ Assist with submission of Requests for Payment, if necessary
- ▶ Make recommendations to the City representatives for reimbursement tasks
- ▶ Assist the City with negotiations with federal and state agencies, and verify completion of work task items for FEMA Category A-B for contract closeout
- ▶ Provide pre-event training and recovery overview to the management staff, applicable to the City of Hollywood staff, and elected officials as needed
- ▶ Brief the City Project Manager on the recovery process, critical meetings, required procedures, and the current disaster recovery environment to maximize reimbursements through federal programs
- ▶ Recommend/assist in the organization of a community disaster recovery program/team

- ▶ Prepare and brief the local disaster recovery team for key FEMA recovery meetings, the Applicant's Briefing, and the Kickoff Meeting
- ▶ Assist City staff with preliminary documentation for the project worksheets, a critical undertaking to ensure full reimbursement
- ▶ Assist/support local recovery team throughout the recovery for as long as needed
- ▶ Provide guidance of alternate grants (NRCS, FHWA, State DOT, etc.) and/or mitigation opportunities such as the Hazard Materials Emergency Preparedness Grant Program (HMEP) resulting from the disaster event
- ▶ Conduct exit interview with community managers and/or local recovery team members
- ▶ Prepare a disaster event after-action report for community management
- ▶ Remain available for additional special assistance and guidance, such as an audit.

*"Post Hurricane Wilma, Ashbritt provide[ed] debris collection, processing and disposal services collecting over 1 million cubic yards of debris, receiving reimbursements of \$24 million from FEMA and the State of Florida, with only \$1,000 disallowed due to rounding errors...Having 29 years in public service, I can vow for their ability to resource any emergency event and ensure that FEMA guidelines are strictly adhered to."*

Daniel Rodriguez, Collier County, FL

#### ***Experience Administering Federal Programs***

Ashbritt personnel have extensive experience administering Federal programs and assisting clients in submitting for reimbursement to Federal programs. Our knowledge of these programs informs our planning and documentation of projects to ensure compliance.

■ **Jim Loomis**—Jim has relevant disaster management capabilities developed during his 12-year career at the State of Florida Department of Community Affairs within the Florida

Division of Emergency Management (FDEM)/State Emergency Response Team (SERT). He worked on all types of federal assistance projects and handled many programs. He has supervisory and hands-on experience with more than 100 Federal disaster declarations in the areas of government-to-government assistance for wildfire management and infrastructure support; government-to-individual assistance to meet uninsured family needs, and government-to-business assistance for uninsured business recovery needs.

Jim was the primary liaison and coordinator for the emergency management community in the public-private partnership that became the Partners in Recovery Program with the Florida Insurance Industry. This partnership between the Florida Insurance Council, the Insurance Department, and Emergency Management is a national model for coordination of disaster recovery activities. The system of sharing information among recovery partners has benefited citizens by expediting assistance from all sources during difficult circumstances.

While with SERT, Jim worked in the hurricane shelter survey program, in the Community Right to Know program, in the Emergency Management GIS Unit and then served as the Bureau Chief/ Administrator of the Disaster Recovery Programs. In this capacity, he was responsible for planning, coordination, oversight, and development of emergency recovery activities. He worked with stakeholders for four years on the legislation that became the Disaster Mitigation Act of 2000.

■ **Christopher Holsinger**—Christopher is a FEMA Debris/Public Assistance specialist who has tenure working for the FDEM Mitigation Bureau, where he assisted in the formulation of mitigation plans as well as doing research for the Governors' South Atlantic Alliance on

Private Public Partnerships for short-term economic recovery. After some time in the Mitigation Bureau, he entered into the Recovery Bureau assisting Florida subgrantees with the FEMA Public Assistance program. Christopher was an instructor for the FEMA G202 Debris Management course, assisted in formulating debris related appeals for FDEM subgrantees, reviewed and submitted Debris Management Plans for the PA Alternative Procedures Pilot Program under the Sandy Recovery Improvement Act, was a Public Assistance Coordinator under FDEM for the FEMA Fire Management Assistance Grant Program (FMAG), as well as reviewed Florida county, city, municipality, and special jurisdictions contracts and RFP's for FEMA and CFR compliance. Since joining AshBritt, he has assisted communities in maximizing their federal cost-share during declared disasters as well as reinforcing FEMA policies to ensure they retain maximum federal dollars.

#### ***Record Keeping for FEMA reimbursement***

Ashbritt is familiar with the FEMA Public Assistance Program and understands how to apply regulatory elements, such as eligibility, to achieve our clients' optimal cost reimbursement. We understand changes to the regulation that were made in 2022 to streamline the process and increase the threshold for small projects to \$1,000,000 to provide clients with relevant and accurate data necessary for timely reimbursement.

Proper documentation for eligible debris is paramount for FEMA/FHWA reimbursement. With AshBritt's extensive experience and advanced information management systems, we can ensure streamlined and accurate reporting and invoicing, that adheres strictly to established FEMA and FHWA guidelines. Our management, quality assurance and data management programs document each step of the response

program and provide City staff timely reports, invoices and backup to ensure seamless reimbursement applications. Specific steps that we take include:

- ▶ Our record keeping and reporting systems capture data in fields that are standardized and match those required for FEMA/FHWA reimbursement reporting.
- ▶ Each invoice includes a spreadsheet that summarizes data and information from the project being billed during that period. The backup data will contain documentation from the field monitor for the invoice being submitted.
- ▶ We separately track recovery service data through our information management system and other field reporting, all costs we invoice are segregated accordingly and clearly delineated on all invoices.
- ▶ Applicable backup for all invoices will be included for ease of review and to facilitate timely reimbursement.
- ▶ Quality Control Representative (QCR) Deficiency Reports and other safety reports and logs are kept.
- ▶ Hard copy records, when provided rather than electronic records, are maintained sequentially in logbooks. The data are transcribed electronically into our information management systems and compiled into electronic logbooks (for rapid batch downloading). Hard copies are also duplicated and kept in a separate log and location as a backup.
- ▶ All reports are collected and compiled by field supervisors and managers. They route them daily to our central processing office, where our Contractor Representative reviews them, as necessary.
- ▶ All debris hauled to final destination sites is carefully tracked and documented to substantiate full and accurate reimbursements.

- ▶ Field reports and documents are digitally scanned and stored using Microsoft Office 365 cloud based applications, preventing loss of information

### *The Process for FEMA Payment*

The Project Worksheet (PW) is the FEMA document used to request funding for specific recovery projects. The PW fully details the necessity of a project, the scope of the project and accurately forecasts the costs associated with the project. Small projects are written by local governments, and large projects are written by FEMA. Debris removal projects, which make up most all Public Assistance grants, are almost exclusively large projects. AshBritt assists in providing several elements of critical data that are necessary to complete the PW.

- ▶ Accurate estimates of the total amount of debris to be collected
- ▶ Accurate estimates of the total cost of the debris removal project
- ▶ Accurate database tracking of work completed to date
- ▶ Invoices submitted by and payments to the contractor

Upon completion of the PW, it is sent to the Disaster Field Office (DFO) and reviewed by the PA Group Supervisor (formerly known as the Public Assistance Officer) and staff. If approved, the PW is then sent to the Federal Coordinating Officer (FCO) for additional review and endorsement. Approved PW claims exceeding \$1,000,000 in value may also be sent to FEMA Headquarters for its consideration and approval. At any time in this process, the PW may be returned to the original FEMA PA Group Specialist for additional information or may be returned to the local government as a denied PW. A denied PW can be appealed to the FCO and then to FEMA Headquarters.



### ***FEMA Reimbursement Considerations***

AshBritt recognizes that debris removal, management, and disposal is performed consistent with FEMA Guidance. Under this guidance, the City's monitoring contractor will be responsible for the FEMA and FHWA paperwork and determination that recovery work is complete. AshBritt will support the City by proving data that are consistent with the requirements for the program and monitoring contractor's formats.

AshBritt's team has developed a working knowledge of the current regulations and language pertaining to the FEMA Public Assistance Program, Hazard Mitigation Grant Program, Fire Management Assistance Grant Program, the Sandy Recovery Improvement Act, and many other relevant federal programs. More importantly, we have personnel that have administered many of these recovery programs for the Florida Division of Emergency Management and FEMA. Also, we continually work with our clients to maximize their federal reimbursement by assisting them with a variety of necessary quality control checks, including but not limited to:

- ▶ Review FEMA Project Worksheet (PW) for an accurate Scope of Work and unit costs
- ▶ Create a plan to process daily logs, tickets from the field/contractor, and perform documentation (data entry) of recovery process
- ▶ Perform daily, weekly ticket reconciliation, and final reconciliation of the debris removal ticket ledgers and disposal ledgers (DMS to final disposal), per FEMA requirements.
- ▶ Provide FEMA Category A Submittals, including final inspection reports
- ▶ Review project documentation for consistency, compliance, and completeness
- ▶ Assist with submission of Requests for Payment, if necessary
- ▶ Make recommendations to the City

representatives for reimbursement tasks

- ▶ Assist the City with negotiations with federal and state agencies and verify completion of work task items for FEMA Category A-B for contract closeout
- ▶ Provide pre-event training and recovery overview to the management staff, applicable the City of Hollywood staff, and elected officials as needed
- ▶ Brief the City Debris Manager on the recovery process, critical meetings, required procedures, and the current disaster recovery environment to maximize reimbursements through federal programs
- ▶ Recommend/assist in organization of a community disaster recovery program and team
- ▶ Prepare and brief the local disaster recovery team for key FEMA recovery meetings, the Applicant's Briefing, and the Kickoff Meeting
- ▶ Assist City staff with preliminary documentation for the project worksheets, a critical undertaking to ensure full reimbursement
- ▶ Assist/support local recovery team throughout the recovery for as long as needed
- ▶ Provide guidance of alternate grants (NRCS, FHWA, State DOT, et al.) and/or mitigation opportunities such as the Hazard Mitigation Grant Program (HMGP) resulting from the disaster event
- ▶ Conduct exit interview with community managers and/or local recovery team members
- ▶ Prepare a disaster event after-action report for community management
- ▶ Remain available for additional special assistance and guidance, such as an audit

Our established processes and capabilities will allow us to complete FEMA/FHWA reimbursement activities with minimal support from the City of Hollywood. In fact, we will likely be able to complete more than 75% of the paperwork required with no City support.

## D.4 Safety & Operational Plans for DMS (Evaluation Factor 5)

AshBritt has in-place safety and operational plans to oversee Debris Management Site (DMS) operations through our experience in managing and maintaining hundreds of sites across the U.S.

### D.4.1 DMS Safety Plan

Our Team has put in place extensive policies, procedures, and incentives all designed to provide a safe and healthy work environment for all of our employees, subcontractors, residents and customers. Our goal on every job is Zero Incidents and to ensure that all work is completed safely, with appropriate tools, the U.S. Army Corps of Engineers Safety and Health Requirements Manual (EM385-1-1) and Occupational Safety and Health Standards are the cornerstone of our SSHP. This goal takes priority over all scheduling concerns.

The following provides a list of items covered in a *Site-Specific Safety Plan* (SSSP) related to the operations of a DMS. This plan covered the scope of work, accompanying hazards, applicable control and preventative measures, as well as the orientation, instruction, inspection, reporting, communication lines and investigations of safety concerns and incidents. It also addresses the roles and responsibilities of key management in carrying out the plan objectives. The plan addresses the following elements:

- ▶ Scope of Work
- ▶ Activity Analysis
- ▶ Control Measures
- ▶ Personnel and Safety Equipment
- ▶ Health and Safety Provisions
- ▶ Fire Prevention
- ▶ Machinery and Mechanized Equipment
- ▶ Motor Vehicles
- ▶ Traffic Control

- ▶ Periodic Site Inspections
- ▶ Progressive Discipline
- ▶ Training and Instruction
- ▶ Project Site Orientation
- ▶ Employee Communication System
- ▶ Accident/Exposure Investigations
- ▶ Emergency Response Capability and Contingency Plans
- ▶ Medical and First Aid Requirements
- ▶ Hazard Communication Plan
- ▶ Prevention of Alcohol and Drug Abuse on the Job
- ▶ Responsibilities and Lines of Authority

All managers and supervisors are responsible for implementing and maintaining the SSSP Program in their work areas and for answering worker questions about the SSSP Program. A copy of the SSSP can be obtained from the project manager and DMS Manager.

### D.4.2 TDMS Operational Plan

Temporary Debris Management Sites (TDMS) are fully manned with supervisory, monitoring, and safety personnel, traffic control, security personnel, and all operators and spotters. After the DMS baseline study is initiated and site plans are completed, the ROW mission can be fully accelerated. AshBritt will provide the requisite amount of monitoring towers at each site to comply with FEMA guidelines.

Effective DMS operations have a significant impact on managing disaster-generated debris. Proper management and reduction of the debris will avoid a significant accumulation of material at the DMS. This is accomplished by ensuring unprocessed debris is continually reduced, and processed debris is hauled to the final disposal location. All DMS operations will be conducted in accordance with the Debris Plan.

The site layout is set up to lessen the effects of operations that might irritate occupants of neighboring areas. Buffer zones are established in accordance with the Debris Plan and the City and local regulations to abate concerns over smoke, dust, noise, and traffic. Planning on-site traffic patterns and the location of separate areas for incoming materials is based on anticipated volume reduction methods.

Debris management areas are established for ash, Household Hazardous Waste (HHW), e-waste, white goods, fuels, and other materials that may contaminate soils and groundwater. Plastic liners are placed under stationary equipment such as generators and mobile lighting plants. These actions are included as a requirement in the contract scope of work. If the site is also an equipment storage area, fueling, and equipment repair area, these areas need to be monitored to prevent spills and have spill kits to mitigate spills of petroleum products and hydraulic fluids. Care is taken to avoid operations that significantly modify the landscape, such as soil compaction and over-excavation of soils when loading debris for final disposal, as they will adversely affect landscape restoration.

The volume of the debris streams factor into determining the hours of operation for the sites. Site operations will be managed to coincide with hauling operations during daylight hours.

Each site is staffed with management personnel responsible for day and night shifts as well as the overall management of the DMS operations. On large sites with unimproved roads, motor graders are utilized to maintain the roadways. Water trucks are deployed to control dust emissions. The City representatives and FEMA personnel may inspect the DMS at any time, day or night, provided they comply with site safety requirements.



Each DMS has a day foreman responsible for all operations of the site to include traffic control, dumping operations, separation of debris into burnable, mixed, and metals materials, burning and chipping, and safety. The DMS day foreman monitors and documents equipment and labor time and provides the daily operations report to the City, including the cubic yards reduced per day and the cubic yards removed from the site. Where applicable, each DMS will have a night foreman responsible for managing all-night operations. AshBritt constructs all necessary and appropriate sites, managing the operation of the sites, performing debris reduction by burning, air curtain incineration and/or reduction by mechanical means using chippers, grinders, shredders as specified in the task order, separation of debris, and final disposal.

*Under the most aggressive scenario, AshBritt can operate multiple DMS locations 24 hours per day, 7 days per week, including the execution of burning or grinding operations.*

We perform environmental baseline testing. Debris trucks entering the DMS must stop at the vehicle inspection tower where the debris load is quantified and recorded by a City inspector or Monitoring Firm representative. When leaving the vehicle inspection tower, the truck is directed by traffic control personnel to the appropriate offload area based on debris



classification. Once offloaded, the truck exits the site passing the vehicle inspection tower, where it is verified empty.

### ***Site Identification and Setup***

AshBritt provides all the labor, equipment, materials, and baseline environmental testing needed to operate and maintain DMS as necessary for the efficient execution of the recovery operations. Potential sites may be identified before a storm event and could include parks, recreational areas, and other parcels.

Upon DMS selection, AshBritt and the City representative will:

- ▶ Catalog any known hazardous material or conditions existing on-site
- ▶ Identify ingress and egress routes
- ▶ Define site preparation requirements
- ▶ Establishment or modification of the road system
- ▶ Determine traffic flow, control, and safety
- ▶ Identify the location of debris separation activities and separation of non-vegetative debris
- ▶ Identify the location of all reduction operations
- ▶ Identify the location of hazardous material, e-waste, and white goods containment area
- ▶ Identify the location of above-ground fuel tank containment area
- ▶ Identify the location of vehicle inspection tower
- ▶ Determine the DMS activation date/time
- ▶ Determine the DMS daily hours of operation

The following actions are considered best practices to record baseline data on selected sites:

- ▶ **Video and/or Photograph the Site.** AshBritt will thoroughly videotape and photograph (ground

and aerial) each DMS before commencing activities. Under the direction of the DMS Manager, we periodically update video and photographic documentation to track site evolution.

- ▶ **Document Physical Features.** AshBritt will note and document, via photographs, sketches, and narrative, existing structures, fences, culverts, irrigation systems, and landscaping to help evaluate potential damage claims made later.
- ▶ **Historical or Archaeological Investigation.** We research past property use and ownership noting any issues regarding historical or archaeological significance. Our subject matter experts contact the Maryland Department of Health and Environment (MDHE) and the State Historic Preservation Officer (SHPO) for assistance and notification of intent prior to ownership through a lease agreement.
- ▶ **Baseline Soil Samples.** Advanced planning with the City and environmental agencies established requirements, a chain of custody, acceptable collection methods, certified laboratories, and testing parameters. For samples, AshBritt contracts in advance with an environmental consulting firm that can respond rapidly to the City. The firm collects random soil samples, surface, and sub-surface that may be impacted by debris management and volume reduction activities.
- ▶ **Sketch Site Operation Layout.** DMS operations may grow, shrink, or shift on the site. It will be essential to track reduction, hazardous waste collection, fuel, and equipment storage to sample soil and water for contaminants. AshBritt Quality Control (QC) personnel will utilize the Solocator application to document the DMS status throughout the project
- ▶ **Document Quality Assurance Issues.** QC personnel will document operation activities that will have a bearing for the on-site closeout. This may include items such as petroleum

spills at fueling sites and hydraulic fluid spills at equipment breakdowns. In addition, installation of water wells for stockpile cooling or dust control, the discovery of HHW and commercial, agricultural, or industrial hazardous and toxic waste storage and disposal will be documented.

- ▶ **Plan Environmental Remediation.** The final site restoration will be conducted by AshBritt personnel and equipment. The site will be put back into the same or better condition than when it was turned over to AshBritt. Final seeding/grassing is challenging to discuss prior to DMS selection; therefore, it will be addressed with the job closeout.

### **Permits**

AshBritt will acquire all permits necessary to complete the recovery in the City in full compliance with all local, state, and federal guidelines. Permits that may be expected include:

- ▶ Temporary land-use permits
- ▶ Land-use variances
- ▶ Grading permits
- ▶ Building permits (for temporary structures)
- ▶ Electrical permits
- ▶ Waste processing permits
- ▶ Recycling operations permits
- ▶ Water and air quality permits.
- ▶ Fire department permits (hydrant use)
- ▶ Traffic permits
- ▶ Hazardous waste permits
- ▶ Coastal commission land-use permits
- ▶ Pre-Authorizations for DMS
- ▶ National Environmental Policy Act (NEPA) compliance permits
- ▶ EPA, USACE, UFWS and NMFS permissions

Waivers may be granted by governing bodies for certain permits and regulations directly related to recovery operations. The AshBritt team will coordinate with the City and state representatives to identify any official waivers that may affect the recovery. AshBritt often employs the services of environmental consulting firms with extensive experience in preparing and obtaining regulatory permits in the state of Maryland. We have teaming partners on standby for this critical task. These firms are experts in the interpretation of federal Clean Water Act Sections 401 and 404 regulations, National Environmental Policy Act, National Historic Preservation Act, Endangered Species Act, and Department of Fish and Game Code, and all state and local statutes and regulations. These firms have strong working relationships with federal and state regulatory agency staff.

Copies of all permits will be submitted to the City prior to the commencement of work under the applicable task order. AshBritt will promptly correct any citations, notices, or violations, inadvertent or otherwise, regarding issues with permits or licenses when received during the performance of the contract. As operations proceed throughout the debris removal and reduction process, AshBritt's project and Site Foreman will direct additional data to be collected. These data can be compared to previously established baseline information to determine remediation actions for closeout. The following actions are performed during operations to assist in updating any permits should it be necessary.

### **D.4.3 Safety Plan**

AshBritt's health and safety (H&S) program has been in place for 30 years, enhancing our ability to protect workers, our clients, the public, and the environment. Our table of contents for our safety program is provided at the end of this

section in **Attachment D-1** and a copy of our full plan is available upon request.

AshBritt maintains an unwavering commitment to the health and safety of our employees, sub-contractors, customers, and the communities that we serve. As the prime contractor, we ensure that all projects operate under the safest possible conditions and we maintain a robust in-house, safety program to meet that objective. Our organization’s safety goals are to provide and maintain safe work environments and establish procedures which:

- ▶ Safeguard the public, customers, stakeholders, and property
- ▶ Provide a safe work environment for AshBritt staff and subcontractors
- ▶ Avoid interruptions to operations and delays involving project completion
- ▶ Avoid cost impacts through unsafe practices

AshBritt has an established safety program that has allowed us to minimize lost-time incidents, injuries, and accidents across disaster recovery projects. Our S&H program includes established procedures and lessons learned, enhancing our ability to protect workers, customers, and the public, reduce accidents, protect the environment, and ensure compliance with USACE EM 385-1-1, OSHA 29 CFR 1910.120 and 1926, and FAR requirements. Our S&H program has been in place for 30 years and has been used to perform 400+ debris removal projects with outstanding results. Our program includes innovative practices, such as risk-based safety analysis, behavior-based safety, take-safety-home initiatives, and safety on social media, to infuse safety throughout our operations.

As part of our culture, we place safety responsibility with every employee, performance accountability with the Project Manager, Operations Supervisor, and Site Managers, and site safety controls with the EH&S Manager and Site

S&H Officer (SSHO). Safe conduct is a condition at every worksite—unsafe work is not tolerated. Failure to comply with company rules and procedures results in progressive disciplinary action that may lead to prohibition from working on the contract or termination. Safety is one of AshBritt’s core values, which is demonstrated through the prevention of all work-related injuries, illnesses, property losses, spills, and releases. Each team member actively promotes a “zero-tolerance” policy for mishaps.

As a result of the implementation/enforcement of our H&S program, AshBritt has maintained an excellent safety record, as illustrated through our Experience Modification Rate (EMR), OSHA Lost Workday Rate (LWR), and OSHA Recordable Incidents Rate (ORIR) in **Exhibit D-11**.

Year	EMR	LWR	ORIR
2022	0.75	0.00	0.00
2021	0.72	0.00	0.00
2020	0.71	0.00	0.00
2019	0.71	0.00	0.00
2018	0.76	0.00	0.00
2017	0.78	0.00	0.00
2016	0.78	0.00	0.00
2015	0.98	0.00	0.00

**Exhibit D-11. AshBritt has an excellent safety record.**

The following guidelines further validate our commitment to safety:

- ▶ Our Project Manager is responsible for supporting and monitoring the safety, health and risk management process
- ▶ Our Environmental Health and Safety Manager (EH&S Manager) is responsible and accountable for leading/implementing the safety, health, and risk management process

AshBritt has comprehensive safety procedures in place to ensure efficient work planning, enforcement, and control for work that is self-performed and subcontracted. Our S&H program has been successfully implemented on debris removal



projects in 35 states, including Maryland. We will employ these same S&H procedures to efficiently manage work across multiple tasks, including mobilization/site setup, debris collection/hauling, and DMS operations. Specifically, we will manage safety during performance of work requirements through the following:

- ▶ Effective communication of safety objectives, site hazards and mitigation strategies
- ▶ Proactive planning to clearly define potential hazards/risks, evaluate PPE, and identify management controls via activity hazard analyses (AHAs)
- ▶ Established oversight, enforcement/control practices to ensure safety is invasive across operations (loading/hauling, debris management sites, demolition, disposal, etc.)
- ▶ Structured corrective action process for managing safety mishaps/incidents, including near-miss, root-cause, and trend analyses

Upon the contract award, our Project Manager will work with our ES&H Manager/SSHO to implement best safety practices. **Exhibit D-12** (next page) summarizes our approach to safety planning, preparation, and enforcement.

**Handling of Hazardous Materials**

According to the FEMA Public Assistance Program and Policy Guide FP 104-009-2, removal and disposal of pollutants and hazardous substances are eligible. Eligible activities include:

- ▶ Separation of hazardous materials from other debris
- ▶ Specialized procedures for handling and disposing of hazardous materials
- ▶ Control or stabilization of hazardous material
- ▶ Pumping and treating water contaminated with the hazardous material
- ▶ Clean up and disposal of hazardous material

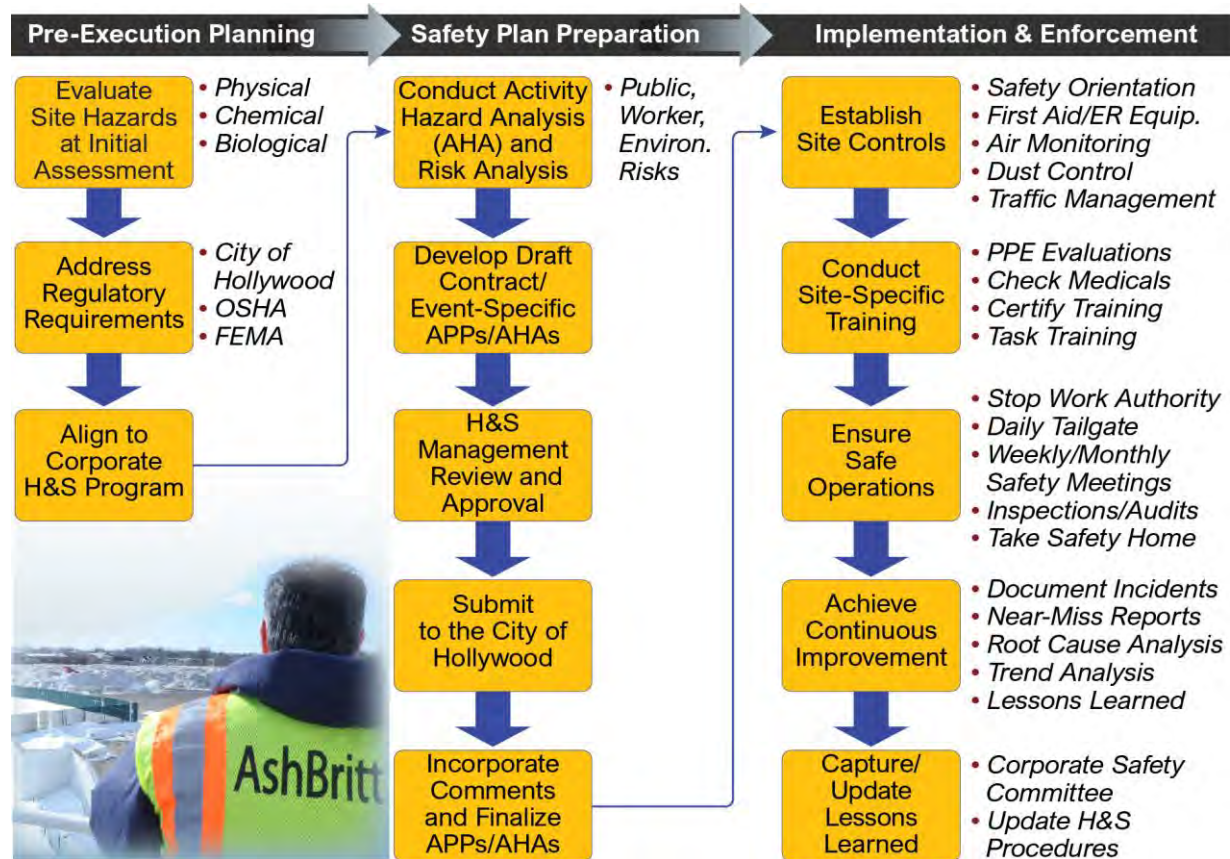


Exhibit D-12. AshBritt's safety process maximizes safe working conditions for employees & public.

AshBritt will construct a containment area at the reduction site to store Hazardous Waste materials. This containment area will consist of an earthen berm with a non-permeable soil liner. The containment area will be always covered with a non-permeable cover. All materials that are classified as Hazardous Waste will be reported immediately to the City. This material will be segregated from the remaining debris using a method that will allow the remaining non-hazardous waste debris to be processed. All hazardous debris will be moved and placed in the designated containment area.

### ***Hazardous Waste and Spills Reporting***

Upon the occurrence and when applicable, AshBritt will report to the City all identified hazardous materials or any hazardous waste spills. We will remediate and clean all hazardous waste spills that occur during our operations at no additional cost to the City. We will take immediate containment actions to minimize the effects of any spills or leaks. These activities will be in full accordance with applicable federal, state, and local laws and regulations. AshBritt will report any and all spills to the City and the Florida Department of Environmental Protection (FDEP)



immediately following discovery. We will then submit a written follow-up report to the City no later than seven days after the initial report. The written report, at a minimum, will include the following:

- ▶ Description of the material spilled (including the identity, quantity, manifest number, etc.)
- ▶ The determination as to whether the amount spilled is EPA/FDEP reportable, and when and to whom it was reported
- ▶ The exact time and location of the spill, including a description of the area involved
- ▶ Receiving stream or waters
- ▶ The cause of incident and equipment and personnel are involved
- ▶ Injuries or property damage
- ▶ Duration of discharge and containment procedures initiated
- ▶ Summary of all communications AshBritt has had with press, agencies, or government officials other than City
- ▶ Description of cleanup procedures employed or to be employed at the site, including disposal location of spill residue

## D.5 Risk Mitigation Plan (Evaluation Factor 6)

### D.5.1 Risk Process

AshBritt uses a Project Management Institute (PMI)-based risk management process to identify, analyze, and prioritize risks and provides staff experienced in minimizing, monitoring, and controlling the probability and/or impact of risks on our projects. As the POC responsible for contract execution, our Project Manager leads the risk management process and coordinates with the project team to develop a comprehensive risk management plan.

**Exhibit D-13** summarizes our risk process, while the paragraphs below further describe our risk management plan. AshBritt’s risk mitigation program follows the following key elements.

- ▶ Risk Organization/Communication Interfaces
- ▶ Risk Analysis
- ▶ Risk Response
- ▶ Risk Monitoring and Control

#### Risk Organization/Communication Interfaces—

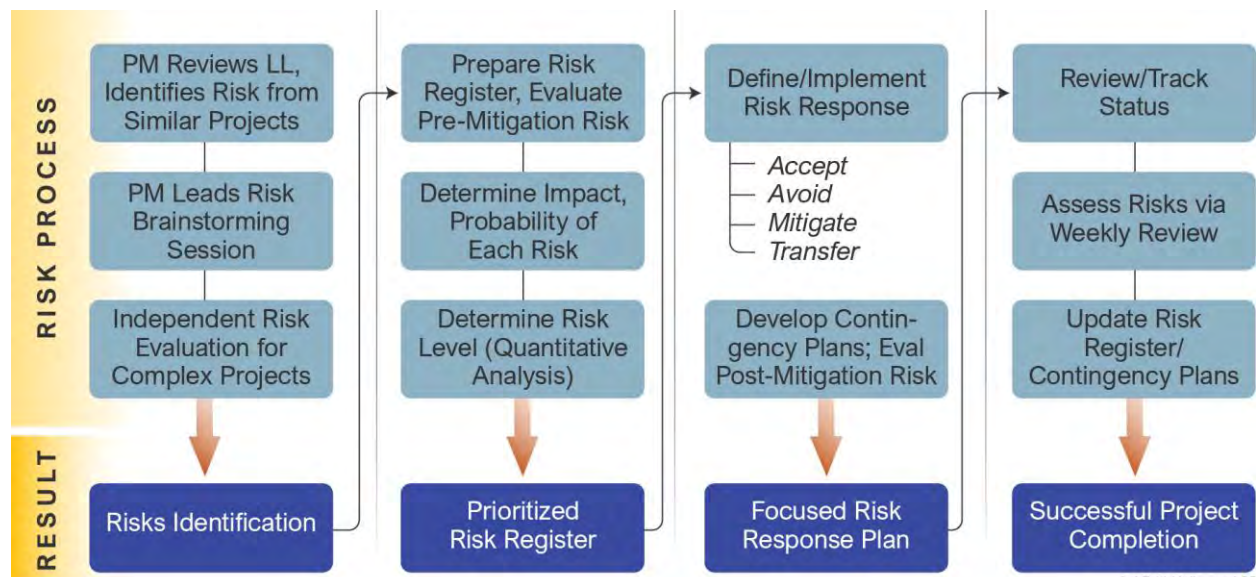
To ensure we identify all potential risks; our PM pulls the project team together to brainstorm

risks and evaluate lessons learned from similar projects. In particular, the team conducts documentation reviews (e.g., historical data), reviews risk checklists that provide prompts for potential risks on disaster recovery projects and conducts root-cause analysis. Our risk identification process considers contractual, financial, H&S, QC, cost/ schedule, acquisition, and regulatory/ stakeholder risks.

**Risk Analysis** – Once we have identified risks and documented them in the risk register, the next step is to classify and prioritize each risk based upon the probability of it occurring and the impact it could have on the project. With this information, our PM updates the risk register, which includes date, risk description/type, likelihood, severity, response plan, owner, and status.

**Risk Response**—With a prioritized risk register, the PM prepares a response plan/ contingency for each risk via the following tactics:

- ▶ Accept—accept/manage risk on occurrence
- ▶ Avoid—change your plan/approach to avoid risk (often used with project threats)
- ▶ Mitigate—create strategy to minimize the effect of the risk upon the project



AshBritt-Hollywood-06

**Exhibit D-13. AshBritt provides a proven risk management process to minimize any project impacts.**



- ▶ Transfer—transfer risk to another party via bonds, warranties, etc.

**Risk Monitoring and Control**—While all key personnel are involved in identifying and managing risks, our PM directs risk management and is accountable for overall project performance. As such, our PM works with our project team to develop risk mitigation strategies, including ways to respond to pre-mitigation and post-mitigation risks. Throughout project execution, the PM monitors risks on a weekly or as-needed basis and implements risk mitigation/control strategies. As changes occur, the PM updates the risk register and implements contingency plans as needed. Once the risk is mitigated, it is “grayed out” on the risk register (not deleted) so that it can serve as source material for our final lessons learned review during project closeout activities.

#### D.5.2 Risk Mitigation Elements

The following addresses five critical risk areas that AshBritt prepares for each of our response actions.

**RISK: Timely Response for Mobilization – A poor response to a timely mobilization can result in delayed disaster recovery operations.**

Mitigation Approach: AshBritt has developed a tiered activation approach for responding to all types of disaster events. Our approach encompasses two types of potential occurrences: predictable threats with advanced warnings and the ability to monitor and track the situation of unpredictable events, which can have sudden, catastrophic impact.

- ▶ Predictable events include hurricanes, tropical storms, floods, ice storms/ snowstorms, and wildfires.
- ▶ Unforeseen events include tornadoes, earthquakes, tsunamis, flash floods, terrorist attacks, infrastructure failure, and disease outbreak response.

Our response, mobilization, and approach to all disasters pre-event and post-event are uniform and consistent, as we follow established base guidelines and Standard Operating Procedures (SOP). For predictable events, we will pre-plan and prepare for a rapid, coordinated, and efficient mobilization. We will commence mobilization, alert, activate and prepare our management team, staff, reserve staff, consultants, subcontractors, vendors, and suppliers for deployment. This will allow us to respond almost simultaneously with the passing of any event. For an unpredictable event, we employ the same tiered approach, yet all actions are compressed and sufficiently expedited to ensure the most rapid response in line with post, real-time assessments. We will have the maximum number of resources available and be ready to deploy in the shortest timeframe.

**RISK: Resource Availability – Insufficient manpower during a response action can cause operations to fall behind required services.**

Mitigation Approach: AshBritt has a proven ability to have all critical personnel, pre-identified first-responder subcontractors, critical supplies, and materials, ready to move. AshBritt’s operational prepositioning allows us to mobilize immediately upon issuance of a task order and notice-to-proceed for debris removal, emergency debris clearance, TDSRS management, or other tasks. We will provide crews to commence debris removal operations and to begin debris reduction/disposal operations at each site immediately after the issuance of a task order/notice-to-proceed.

**RISK: Personnel Safety - Unsafe work activities can lead to improper job functions and pose a risk to worker health & safety as well as potential safety risks to the community.**

Mitigation Approach: Our Team has put in place extensive policies, procedures, and incentives all designed to provide a safe and healthy work environment for all our employees, subcontractors,



residents and customers. Our goal on every job is Zero Incidents and to ensure that all work is completed safely, with appropriate tools, the U.S. Army Corps of Engineers Safety and Health Requirements Manual (EM385-1-1) and Occupational Safety and Health Standards are the cornerstone of our SSHP. This goal takes priority over all scheduling concerns.

**RISK: FEMA Compliance – Noncompliance with FEMA regulations can lead to significant impacts to performance as well as potential fines and project funding.**

Mitigation Approach: AshBritt is always staying abreast of the most up to date FEMA and State of Florida guidance. All activities related to every aspect of the recovery operation will be conducted according to Federal (FEMA), Florida Statutes, the City of Hollywood laws, regulations, and guidelines. Our Quality Control Manager administers our project specific CQC Plan for compliance. Any deviation from the guidelines will be addressed and adjudicated immediately and decisively, as well as reported completely and promptly.

**RISK: Equipment Dependability – Equipment that is not in good working order has an impact to loss of productivity and poor performance.**

Mitigation Approach: AshBritt and our subcontractors perform routine maintenance (RM) on our equipment based on the type of equipment and the recommended maintenance intervals. Tasks are performed daily, weekly, monthly, or annually. Routine maintenance typically includes regular inspections and machine servicing. The primary goal is to identify problems on an ongoing basis before they result in equipment failure. Our equipment suppliers not only provide routine maintenance and repair, but they also maintain an inventory of recommended spare parts, consumables and supplies that assures all equipment to be utilized on-site is in safe and good working order. Under the direction of our Health & Safety Manager, AshBritt performs routine inspections of vehicles and equipment before they are placed into service. All inspections are documented for compliance to safe operation.

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# **ATTACHMENT D-1**

## **Safety Plan Table of Contents**

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2020



# Corporate Health & Safety Program





# ASHBRITT ENVIRONMENTAL

01 June 2020

## Health and Safety Manual

565 East Hillsboro Boulevard • Deerfield Beach, Florida • 33441  
Phone (954) 725-6992 • Facsimile (954) 725-6991  
Web: [www.ashbritt.com](http://www.ashbritt.com) • Email: [response@ashbritt.com](mailto:response@ashbritt.com)

AshBritt Corporate Safety Program  
Safety and Health Requirements Manual  
Compliant With: 1910, 1918, 1920, 1926, EM 385 1-1 (11/2014), USCG, USN

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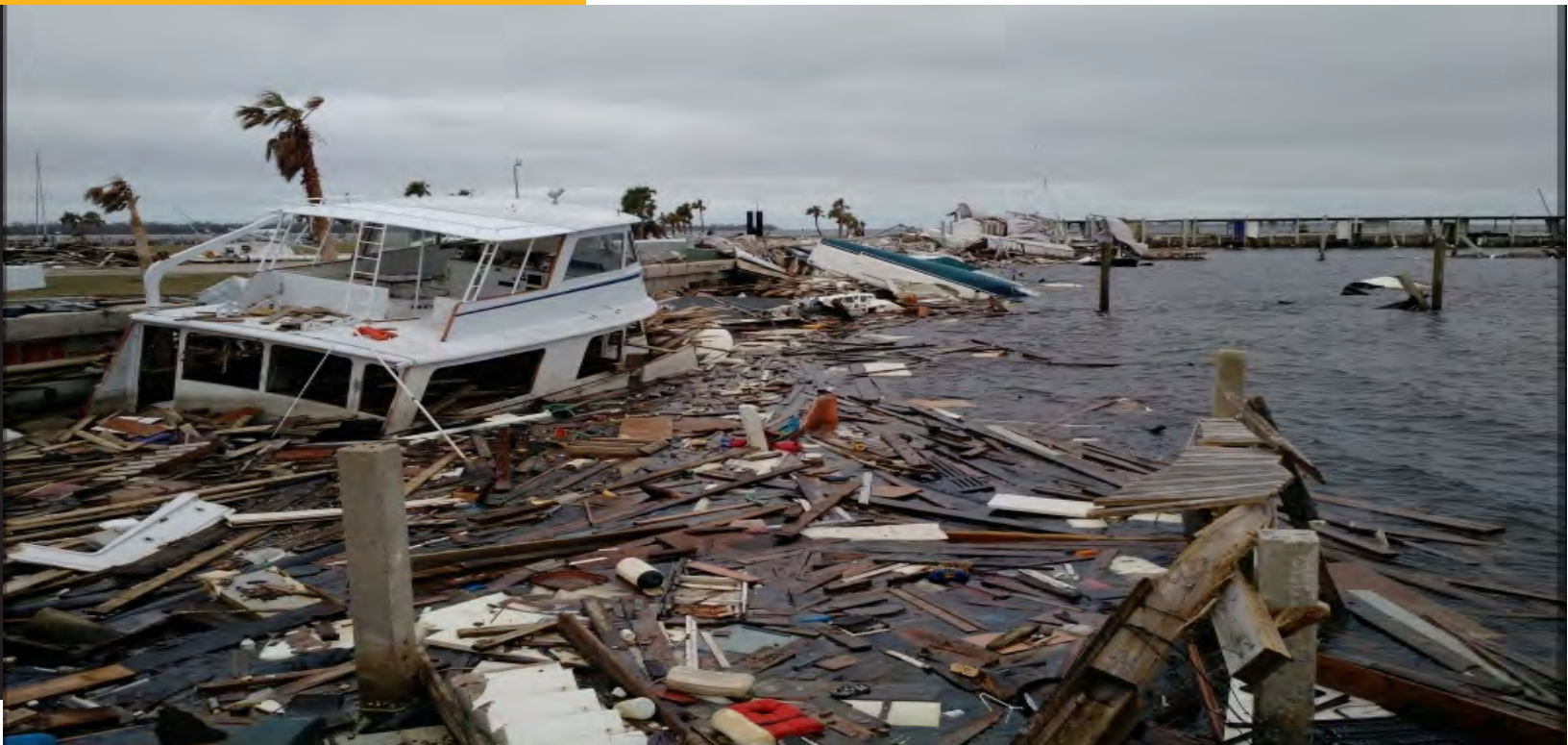
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# T A B E

AshBritt  
**30**  
YEARS  
SUPPORTING  
COMMUNITIES  
NATIONWIDE



 AshBritt

# REFERENCES



## E. References—Vendor Reference Form

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AshBritt has provided four Vendor Reference Forms and letters of reference on the following pages.

## VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT  
 Reference for: AshBritt, Inc.

Organization/Firm Name providing reference: City of Callaway

Organization/Firm Contact Name: Ed Cook Title: City Manager

Email: citymanager@cityofcallaway.com Phone: 850-215-6691

Name of Referenced Project: Hurricane Michael Contract No: N/A

Date Services were provided: 10/24/18 - 9/4/20 Project Amount: \$21,103,771

Referenced Vendor's role in Project:  Prime Vendor  Subcontractor/  
Subconsultant

Would you use the Vendor again?  Yes  No. Please specify in additional comments

**Description of services provided by Vendor (provide additional sheet if necessary):**  
 Conducted Right of Way vegetative debris collection, Debris Management Site management, reduction of debris through grinding and compaction, haul out and disposal services, and hazardous tree and limb removal.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor's Quality of Service</b>				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Vendor's Organization:</b>				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness/Cost Control of:</b>				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Additional Comments (provide additional sheet if necessary):**  
 See attached letter

****THIS SECTION FOR CITY USE ONLY****				
Verified via:	Email: <input type="checkbox"/>	Verbal: <input type="checkbox"/>	Mail: <input type="checkbox"/>	
Verified by:	Name:		Title:	
	Department:		Date:	



**CITY OF CALLAWAY**  
CITY HALL  
6601 EAST HIGHWAY 22, CALLAWAY, FL 32404  
PHONE 850-871-6000 • FAX 850-871-2444  
WWW.CITYOFCALLAWAY.COM

MAYOR  
PAMN HENDERSON

COMMISSIONERS  
SCOTT DAVIS  
DAVID GRIGGS  
RON FAIRBANKS  
MIKE JONES

November 11, 2019

AshBritt, Inc.  
Attn: Mr. Matt Gierden, Vice President  
565 East Hillsboro Blvd.  
Deerfield Beach, FL 33441

Subject: Debris Removal - Hurricane Michael

I just wanted to take a moment to thank you and extend my sincere appreciation for all of your personnel and crews on the outstanding assistance they provided with the debris removal from Hurricane Michael.

Bob Hewett did an outstanding job of managing the recovery process for the City of Callaway. Not only did he keep me updated with the constant communication, but he also went above and beyond to address any questions or concerns. He is true professionals that made this process seamless.

Should we need debris removal support in the future, I would actively seek AshBritt's assistance and request Matt Gierden & Bob Hewett as my project managers. Their actions exemplify dedication and commitment to excellent customer service.

If you have any questions, you can contact me at (850)-871-6000 or by email at [citymanager@cityofcallaway.com](mailto:citymanager@cityofcallaway.com).

Sincerely,

*Ed Cook*  
City Manager  
City of Callaway

**FIRE DEPARTMENT**  
P: 850-871-5300  
F: 850-871-5564

**LEISURE SERVICES**  
P: 850-874-0031  
F: 850-874-9977

**PLANNING / CODE ENFORCEMENT**  
P: 850-871-4672  
F: 850-871-2404

**PUBLIC WORKS**  
P: 850-871-1033  
F: 850-871-2416

**ARTS & CONFERENCE CENTER**  
P: 850-874-0035  
F: 850-874-0706

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## VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT  
 Reference for: AshBritt, Inc.

Organization/Firm Name providing reference: Collier County

Organization/Firm Contact Title:

Name: Dan Rodriguez Deputy County Manager

Email: dan.rodriguez@colliercountyfl.gov Phone: 239-252-2504

Name of Referenced Project: Hurricane Irma Contract No: 15-6365

Date Services were provided: 09/20/17 - 06/27/18 Project

Amount: \$62,712,789

Referenced Vendor's role in Project:  Prime Vendor  Subcontractor/  
Subconsultant

Would you use the Vendor again?  Yes  No. Please specify in additional comments

**Description of services provided by Vendor (provide additional sheet if necessary):**  
 AshBritt provided generators, toilets and shower facilities, vacuum trucks, traffic signal inspections, food and water for over 1,800 people, temporary fencing, and other ancillary services. AshBritt also conducted emergency push services, Right of Way vegetative debris and C&D collection, collection of white goods, management of 6 debris management sites, reduction of debris through grinding and compaction, and haul out services. Additionally, AshBritt provided waterway collection services and collected over 22,000 hangers and 1,300 leaners.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor's Quality of Service</b>				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Vendor's Organization:</b>				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness/Cost Control of:</b>				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Additional Comments (provide additional sheet if necessary):**  
 See attached letter

****THIS SECTION FOR CITY USE ONLY****				
Verified via:	Email: <input type="checkbox"/>	Verbal: <input type="checkbox"/>	Mail: <input type="checkbox"/>	
Verified by:	Name:		Title:	
	Department:		Date:	



# Office of the County Manager

## Mark Isackson

3299 Tamiami Trail East, Suite 202 • Naples Florida 34112-5746 • (239) 252-8383

---

April 25, 2022

Re: Reference for Ashbritt, Inc.

To Whom It May Concern:

The Board of County Commissioners approved AshBritt, Inc. (AshBritt), to provide disaster debris management and removal services for the 2017 hurricane season. AshBritt Inc. has been providing debris removal services for Collier County since the early 2000's. AshBritt has conducted 3 disaster debris removal projects for the County beginning with Hurricane Wilma. AshBritt has removed and managed over 4,500,000 cubic yards of disaster debris for the County. Since then, AshBritt has participated in numerous training and planning sessions with the County and is regularly engaged in the business of providing disaster debris removal services.

For the activation of Hurricane Irma in 2017, AshBritt provided exceptional and professional post-disaster debris collection, removal, and disposal services. AshBritt was able to provide immediate preemptive services that facilitated the overall success of the debris mission with no additional cost to the County. The county was divided into 58 work zones. Once activated, AshBritt quickly began with emergency road clearing services, which included 45 wheel loaders and over 100 chainsaw men. Following the road clearing, AshBritt began debris removal operations, over 40 tree crews removed more than 1,300 hazardous trees and over 22,000 hazardous limbs. Additionally, AshBritt included 128 generators, 352 chemical toilets, 2 shower facilities, 75 vacuum trucks, traffic signal inspections, fuel delivery, over 10,000 meals, temporary fencing, and raw sewage collection from overflowing manholes and lift stations.

With the tireless effort of the AshBritt's team, the county's six temporary debris staging sites and five residential storm debris drop-off locations were reviewed and surveyed. A complete restoration of all eleven sites was done in a timely manner. Debris was collected and disposed was in full compliance with FEMA rules and regulations, qualifying Collier County for maximum reimbursement of federal and state emergency funds. The County received 50 million dollars in reimbursements for the hurricane debris mission.



## Office of the County Manager Mark Isackson

3299 Tamiami Trail East, Suite 202 • Naples Florida 34112-5746 • (239) 252-8383

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The collection and monitoring of approximately 3.6 million cubic yards from Hurricane Irma-generated debris was completed in 3 months, with the debris staging sites cleared shortly thereafter. AshBritt provided an excellent FEMA liaison and worked effectively with FEMA representatives, operating within FEMA's guidelines to optimize the county's eligibility for reimbursement. AshBritt's contract pricing included stumps, collection, processing, and disposal. Hurricane Irma's debris recovery cost was estimated at \$64 million dollars.

AshBritt also provided exceptional and professional debris collection and removal services following Tropical Storm Fay in 2008, collecting and disposing of an estimated 20,000 cubic yards of debris at an estimated cost of \$403,500. In 2005, post Hurricane Wilma, AshBritt provide debris collection, processing and disposal services collecting over 1 million cubic yards of debris, receiving reimbursements of \$24 million from FEMA and the State of Florida, with only \$1,000 disallowed due to rounding errors.

AshBritt was deployed in response to a severe windstorm that hit Collier County during the pre-dawn hours on January 17, 2016. AshBritt had skillful staff quickly mobilized for debris collection and removal, collecting and disposing of an estimated 44,032 cubic yards of debris at an estimated cost of \$465,152 proving they can handle both major and minor storm events.

The AshBritt Environmental Team is one of the best debris recovery businesses in the industry. Having 29 years in public service, I can vow for their ability to resource any emergency event and ensure that FEMA guidelines are strictly adhered to. Both the FEMA Administration and the State of Florida have recognized Collier County Government as one of the best debris management teams' thanks in great part to our contractor, AshBritt Environmental Inc.

Respectfully,

Daniel R. Rodriguez, M.B.A., CFM  
Deputy County Manager – Collier County

## VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT  
 Reference for: AshBritt, Inc.

Organization/Firm Name providing reference: City of Key West

Organization/Firm Contact Name: Greg Barroso Title: Emergency Manager  
 Email: gbarroso@cityofkeywest-fl.gov Phone: 305-809-3942  
 Name of Referenced Project: Hurricane Ian Contract No: N/A  
 Date Services were provided: 10/01/22 - 11/29/22 Project Amount: \$732,181

Referenced Vendor's role in Project:  Prime Vendor  Subcontractor/  
 Subconsultant  
 Would you use the Vendor again?  Yes  No. Please specify in additional comments

<b>Description of services provided by Vendor (provide additional sheet if necessary):</b>
Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, removal of white goods and freon removal services, reduction of debris through grinding and compaction, and haul out and disposal.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor's Quality of Service</b>				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Vendor's Organization:</b>				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness/Cost Control of:</b>				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Additional Comments (provide additional sheet if necessary):</b>
See attached letter

<b>****THIS SECTION FOR CITY USE ONLY****</b>					
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail: <input type="checkbox"/>
Verified by:	Name:				Title:
	Department:				Date:





# THE CITY OF KEY WEST

1600 N. Roosevelt Blvd. Key West, FL 33041-1409 (305) 809-3933

To: Holly Raschein  
From: Greg Barroso Emergency Manager / KWFD Division Chief  
Date: 1/2/2023

Reference: AshBritt Letter of Appreciation

Ms. Raschein:

I wanted to thank you, Brian Thomason, and all at AshBritt that helped with the rapid response to Key West for storm debris removal. In the days before land fall of Hurricane Ian, Mr. Thomason contacted me to assure me that AshBritt was monitoring TD Ian and was staged and ready to respond. Immediately after Hurricane Ian, AshBritt responded as promised and began working on Key West's storm debris cleanup priorities. Throughout the entire cleanup effort, AshBritt maintained constant communication and reported their daily progress to me. At times, AshBritt diverted their resources to address immediate priorities of cleaning a particular area within the city. Although this storm veered west of Key West, our island sustained flooding and widespread debris. In the day and weeks following, I witnessed AshBritt's project managers work with our city employees and local partners as a team to successfully carry out their mission.

I write this letter of appreciation as both the Emergency Manager for the City of Key West and as a resident who lives and works in this community. I truly appreciate how quickly AshBritt cleaned up the storm debris from our streets and sidewalks. This quick response and thorough clean up allowed for residents, employees, students, and visitors of Key West to return to their normal daily routine of traversing Key West.

Sincerely,

Greg Barroso  
Emergency Manager / KWFD Division Chief of Training  
[gbarroso@cityofkeywest-fl.gov](mailto:gbarroso@cityofkeywest-fl.gov)

Office: 305-809-3942  
1600 N Roosevelt Blvd  
Key West, FL 33040  
*Serving the Southernmost City*



3266 L33M N3X

## VENDOR REFERENCE FORM

City of Hollywood Solicitation #: RFP-072-23-OT  
 Reference for: AshBritt, Inc.

Organization/Firm Name providing reference: Polk County

Organization/Firm Contact Name: Ryan Taylor Title: County Deputy Director

Email: ryantaylor@polk-county.net Phone: 863-500-0773

Name of Referenced Project: Hurricane Ian Contract No: 2021-007

Date Services were provided: 10/3/22 - 01/14/23 Project Amount: \$18,078,115

Referenced Vendor's role in Project:  Prime Vendor  Subcontractor/  
Subconsultant

Would you use the Vendor again?  Yes  No. Please specify in additional comments

**Description of services provided by Vendor (provide additional sheet if necessary):**  
 Conducted Right of Way vegetative and C&D debris collection, Debris Management Site management, reduction of debris through grinding and compaction, hazardous leaning and hanging trees, and haul out and disposal services.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor's Quality of Service</b>				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Vendor's Organization:</b>				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness/Cost Control of:</b>				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Additional Comments (provide additional sheet if necessary):**  
 Please see attached reference letter.

****THIS SECTION FOR CITY USE ONLY****						
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail:	<input type="checkbox"/>
Verified by:	Name:		Title:			
	Department:		Date:			

**William D. Beasley**  
County Manager

Deputy County Managers:

**Todd J. Bond**

**Joe N. Halman, Jr.**

**Ryan J. Taylor**



**Board of County Commissioners**

330 West Church Street  
PO Box 9005 • Drawer CA01  
Bartow, Florida 33831-9005

**PHONE:** 863-534-6444

**FAX:** 863-534-7069

[www.polk-county.net](http://www.polk-county.net)

January 19, 2023

Jamie Robbins – Texas Director of Operations  
565 East Hillsboro Blvd.  
Deerfield Beach, FL 33441

**Re: Reference for AshBritt, Inc.**

To Whom it may concern:

On September 23, 2022, Polk County, Florida sustained severe damages resulting from Hurricane Ian, a category 4 storm. The federal government declared Polk County as a major disaster area and approved 100% federal reimbursement through December 7, 2022. Prior to activation, AshBritt actively sought out local subcontractors to assist them with the debris removal operations; and once activated, they quickly began with debris removal services. At their peak, AshBritt had more than 90 units simultaneously in use ultimately collecting and removing more than 1 million cubic yards of debris in just a little over three (3) months' time.

County staff coordinated with the AshBritt Team on the optimal temporary debris management sites (TDMS) and residential storm debris drop-off locations. A total of six TDMS were established, and a complete restoration of each site was done in a timely manner. The debris that was collected and disposed was carefully observed to comply FEMA rules and regulations, putting Polk County in the best position to receive maximum reimbursement of federal emergency funds.

AshBritt was extremely proactive, provided exceptional communication to the County throughout the mission, and facilitated successful debris removal keeping Polk County's fiscal liability in mind every day.

While I do not look forward to the next major storm event, when it does happen I will not be concerned with debris removal services with AshBritt under contract. I would recommend AshBritt to anyone looking for debris removal services. If any further information is needed, please feel free to contact me.

Sincerely,

A handwritten signature in purple ink that reads "Ryan J. Taylor". The signature is written in a cursive style.

Ryan J. Taylor

Deputy County Manager - Infrastructure



TAB F



REQUIRED  
FORMS



## F. Required Forms

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The following required forms are included below:

- Corporate Resolution (Authority to Execute Documents)
- Certificate of Liability Insurance
- MOT Certificate

**CORPORATE RESOLUTION**

**(AUTHORITY TO EXECUTE DOCUMENTS)**

I, Brittany Perkins Castillo, the duly elected Secretary of the Board of Directors and also the Chief Executive Officer of AshBritt, Inc., a corporation organized and existing under the laws of the State of Florida, do hereby certify that the following Resolution was unanimously adopted and passed by a quorum of the Board of Directors of the Said corporation at a meeting held on February 27, 2019 in accordance with law and the by-laws of the said corporation.

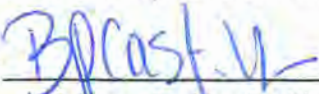
IT IS HEREBY RESOLVED THAT Charles "Dow" Knight, the Corporate Secretary and Senior Vice President of AshBritt Inc. be and is hereby authorized to execute any and all documents or any such other instruments as may be necessary on behalf of the said corporation and that all documents or other such instruments signed by him shall be binding upon the said corporation as its own acts and deeds.

I further certify that the above resolution is in full force and effect and has not been revised, revoked or rescinded.

I further certify that the following IS the name, title and official signature of the person authorized to act by the foregoing resolution.

Charles Knight:   
Corporate Secretary and Senior Vice President

Given under my hand and the Seal of the said corporation this 27<sup>th</sup> day of February, 2019.

By:   
Brittany Perkins Castillo, Secretary of Board of Directors and CEO of AshBritt, Inc.

CERTIFICATE OF LIABILITY INSURANCE

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

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement.

Table with 2 main columns: PRODUCER (USI Insurance Services, LLC) and CONTACT NAME (Michele N Poysell). Includes address, phone, and a list of insurers (Starr Surplus Lines, Praetorian, Federal, Starr Indemnity).

COVERAGES CERTIFICATE NUMBER: 39669476 REVISION NUMBER:

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

Main coverage table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSR, SUBR WVD, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Includes Commercial General Liability, Automobile Liability, Umbrella Liab, Workers Compensation, and Equipment Floater.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
30 day notice of cancellation except for non-payment of premium which is 10 days
General Liability, Professional Liability include Additional Insured, Primary & Non-Contributory and Waiver of Subrogation

Table with 2 columns: CERTIFICATE HOLDER (City of Hollywood) and CANCELLATION (Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions).

# CERTIFICATE OF COMPLETION

*Charles Knight*

Has Completed a FDOT Approved Temporary Traffic Control (TTC): Basic Flagger Course

Training Provider:



T2 Centers University of Florida  
2100 NE Waldo Road  
Gainesville FL 32609  
Phone: 352-273-1670

Verify this Certificate by visiting [www.motadmin.com](http://www.motadmin.com)

04/10/2023  
Issue Date

03/31/2027  
Expiration Date

S. T  
Instructor

608292  
Certificate No.





TAB G

AshBritt  
**30**  
YEARS  
SUPPORTING  
COMMUNITIES  
NATIONWIDE



 AshBritt

PRICING

## G. Pricing

### G.1 Summary of Proposer’s Fee Statement

If additional work is required beyond the scope of this contract, AshBritt will provide the City with pricing options either using firm fixed price unit based items (if exact scope of work is completely known) or time and materials based pricing (if scope of work is not fully identified).

To comply with the RFP specification requirements listed in Section 4. Scope of Work, 4.11. Optional Services, the following is provided for compliance purposes. However, it is our understanding that these services will be negotiated at the time of tasking after an event impact.

Line Item	Description	Quantity	Unit of Measure	Unit Cost
<b>Pumping and Water Relocation</b>				
TBD	Pumps of various sizes	1	Per Hour	TBD
<b>Decontamination of Buildings and Facilities</b>				
TBD	Building decontamination and disposal of contaminated material	1	Per Sq Ft	TBD
<b>Mold Remediation</b>				
TBD	Building remediated	1	Per Hour	TBD
TBD	Disposal of contaminated material	1	Per Cubic Yard	TBD

Note: Removal of debris from TDMS to a final disposal location greater than 30 miles will be invoiced at \$0.15 a cubic yard mile.

# AshBritt, Inc. Proposal

- I agree to update this proposal to acknowledge any addenda received in the future even if this proposal has already been submitted.

Confirmed!

*Apr 20, 2023 2:32 PM  
by Jackie Ryan*

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## Addendum #1

*Apr 18, 2023 12:59 PM*

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Please use the [See What Changed](#) link to view all the changes made by this addendum.

[See What Changed](#)

Confirmed!

*Apr 20, 2023 2:32 PM  
by Jackie Ryan*

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## Addendum #2

*Apr 20, 2023 2:22 PM*

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Please use the [See What Changed](#) link to view all the changes made by this addendum.

[See What Changed](#)

[Back](#)