



RFP #2023-004

STORM DEBRIS REMOVAL

City of Central, LA

PHILLIPS & JORDAN, INC.

Brian Smallwood
bsmallwood@pandj.com
865.688.8342

10142 Parkside Drive
Suite 500
Knoxville, TN 37922
pandj.com

City of Central
13421 Hooper Road, Suite 8
Central, L A 70818

Due September 1, 2023



10142 Parkside Drive, Suite 500
Knoxville, TN 37922
Office 865.688.8342
Fax 865.688.8369
PANDJ.COM

Phillips and Jordan (P&J) values the opportunity to present our Emergency Debris Removal Services Proposal in response to RFP # 2023-004 Unit Price Contract for Storm Debris Removal.

Our enterprise capabilities in disaster response have grown since the 1989 Hurricane Hugo clean-up. As a result, our teams have assisted federal, state, local governments, and private sector clients throughout the US,



making us a recognized market leader. P&J can provide the necessary management team, equipment, personnel, and resources to respond to future disasters rapidly and efficiently in Debris Management Services. We have reviewed, interpreted, and understand the RFP's scope of work and will adhere to applicable OSHA, EPA, and LDEQ requirements to ensure a safe work environment.

P&J's operations team prioritizes clients' needs throughout all disaster phases, with essential resources and systems to execute the RFP's scope, including safety management, accounting, resource deployment, and access to owned equipment, with demonstrable experience supporting our interest in this opportunity. We provide rapid mobilization and scalable resources rooted in our core values of integrity, safety, quality, and production, as validated through our successful past performance record. Our commitment through execution is to immediately deploy and mobilize a management team and equipment, coordinate with the owner's response team, and begin integrating with the overall recovery efforts P&J has the balance sheet, financial partners, and proven systems and processes to support the necessary project operations expected of the disaster debris management contractor selected by the City of Central.

To ensure compliance with 2CFR 200, we provide the required bid, payment, performance bonds, and rates that can support FEMA's reasonable cost criteria. As a project's scope and cost expand, we provide the increased bonding capacity necessary to reduce the financial risk to the City. Our aggregate bonding capacity of \$1.75B represents our enterprise experience and capabilities of legacy ongoing and future projects.

The authorized representatives for P&J regarding communications related to this proposal are as follows:

Primary	Alternate
Brian Smallwood Disaster Services Program Manager 10142 Parkside Drive, Suite 500 Knoxville, TN 37922 Phone (251) 525-0011 bsmallwood@pandjenv.com	Sydney Kendrick Disaster Services Business Manager 10142 Parkside Drive, Suite 500 Knoxville, TN 37922 Phone (325) 998-1023 skendrick@pandjenv.com

We are committed to providing Storm Debris Removal to the City of Central professionally, promptly, and within contract specifications. We look forward to joining your disaster response and recovery team.

**APPENDIX A
CITY OF CENTRAL
PROPOSAL FORM FOR UNIT PRICE CONTRACT FOR
STORM DEBRIS REMOVAL CITY OF CENTRAL 2023-2024**

The undersigned represents that he/she is authorized to submit the attached proposal on behalf of:

PROPOSER: Phillips and Jordan, Inc.

PROPOSER'S ADDRESS: 10142 Parkside Drive, Suite 500

CITY: Knoxville STATE: TN ZIP CODE: 37922

Proposer has carefully examined the, QUOTATION FORM, SCOPE OF WORK AND OTHER APPLICABLE DOCUMENTS made a part of this Request for Proposals. Proposer further certifies that the prices shown are in full compliance with the conditions, terms and specifications of the Request for Proposals.

Proposer understands that Central has discretion to reject any or all bids if determined to be in the best interest of Central. Central does not guarantee it will need such services during the Contract Period.

Proposer agrees to furnish to Central evidence of required insurance and a performance bond (if applicable) required for the project within 48 hours after receiving notice of contract award.

Contract Period

Contract period is September 13, 2023 through December 31, 2024. All prices and quotes are valid through September 13, 2023 and through the contract term.

Contract Price/Payment

Price for quantities collected on a cubic yard basis shall be provided on the Schedule of Items attached as Appendix B. The contract unit price shall not exceed the unit cost quoted by the successful bidder for the maximum cubic yards collected.

Undisputed invoices will be paid, less a 10% retainage, within 30 days from receipt of invoice and supporting documentation. Retainage will be released upon satisfactory completion of work and certification of payment for all materials, labor, and supplies used to perform work.

SIGNATURE:  TITLE: President, Power

PRINTED NAME: Morgan Pierce DATE: August 10, 2023



Per the RFP requirement in Section 21, P&J confirms that we will review the contract upon receipt of draft contract from the City. An official resolution will be provided upon contract approval.

**PROPOSER'S ORGANIZATION
COMPLETE ALL APPLICABLE SECTIONS**

INDIVIDUAL

Individual's Name: _____

Doing business as: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Cell: _____

Fax: _____ Email: _____

PARTNERSHIP

Firm Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Managing Partner: _____

Phone: _____ Cell: _____

Fax: _____ Email: _____

LIMITED LIABILITY COMPANY

Company Name: _____

Manager: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Cell: _____

Fax: _____ Email: _____

CORPORATION

Corporation Name: Phillips and Jordan, Inc.

Person authorized to bind entity/Title: Morgan Pierce, President - Power

Address: 10142 Parkside Drive, Suite 500

City: Knoxville State: TN Zip Code: 37922

State of Incorporation: NC

Phone: 865-688-8342 Cell: 919-740-3250

Fax: 865-688-8369 Email: disasterservices@pandj.com

**PROPOSALS OF LEGAL ENTITIES MUST BE SIGNED BY AN INDIVIDUAL AUTHORIZED TO BIND THE
ENTITY. ATTACH PROOF OF AUTHORIZATION.**



**UNANIMOUS WRITTEN CONSENT
OF THE BOARD OF DIRECTORS**

July 10, 2023

The undersigned, being all of the members of the Board of Directors (the "Board") of Phillips and Jordan, Incorporated, a North Carolina corporation (the "Corporation"), acting by written consent without a meeting pursuant to Section 55-8-21 of the North Carolina Business Corporation Act, do hereby take the following actions on behalf of the Corporation:

Appointment of Officers

The Board of Directors hereby appoint the following individuals to serve as Officers of the Corporation in the positions set forth beside their respective names below to hold office until his or her successor shall have been duly elected and shall have qualified, or until the death or resignation of any such officer, or until any such officer shall have been removed in the manner provided in the Bylaws of the Corporation:

Avis A. Phillips	Chairman
William T. Phillips, Jr.	Vice Chairman and Chief Executive Officer
J. Patrick McMullen	President
Bryan McIsaac	Chief Financial Officer
Morgan Pierce	President, Power
Gerry Arvidson	President, Heavy Civil
Art Phelps	Senior Vice President
Eric Hedrick	Senior Vice President of Operations
Pat Williams	Senior Vice President of Operations
Robert Ertle	Senior Vice President of Operations
Scotty Orr	Vice President of Operations
Mario Vir	Vice President of Operations
Wesley Compo	Vice President of Operations
Russell Page Riley	Vice President
Michael P. Hoke	Vice President
Matthew Wagley	Vice President
Jason Garner	Vice President, Controller and Treasurer
James F. Rose	Secretary
Christina M. Eddings	Assistant Secretary



Officers Authorized to Execute Contracts on Behalf of the Corporation

The Board of Directors hereby directs that the Officers listed below are the Officers authorized by the Corporation to sign, execute and deliver construction proposals, construction contracts and other contracts related to the business of the Corporation, and any and all documents related thereto, on behalf of the Corporation:

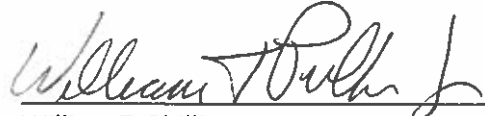
Avis A. Phillips	Chairman
William T. Phillips, Jr.	Vice Chairman and Chief Executive Officer
J. Patrick McMullen	President
Morgan Pierce	President, Power
Gerry Arvidson	President, Heavy Civil
Art Phelps	Senior Vice President
Matt Wagley	Vice President


The Board hereby directs that an executed copy of this Unanimous Written Consent shall be filed with the minutes of the proceedings of the Board.

This Unanimous Written Consent may be signed in two or more counterparts, each of which shall be deemed an original, and all of which shall be deemed one instrument.

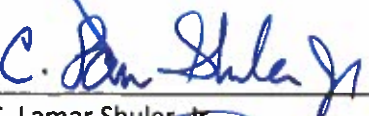
IN WITNESS WHEREOF, the undersigned Directors have duly executed this Unanimous Written Consent as of the date first written above.


Avis A. Phillips

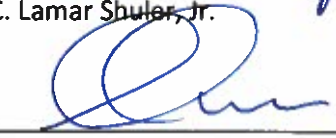

William T. Phillips, Jr.


J. Patrick McMullen


Lesa P. Whitson


C. Lamar Shuler, Jr.


James F. Rose


Morgan Pierce


Gerry Arvidson

**APPENDIX B
CITY OF CENTRAL
SCHEDULE OF ITEMS FOR UNIT PRICE CONTRACT FOR
STORM DEBRIS REMOVAL**

Item No.	Item Description	Unit	Unit Price
1	Emergency Roadway Debris Clearance	/Crew – Hours	\$248.00
2	Total Debris Collection and Removal by Volume	/Cu. Yd	\$7.15
3	Hazardous Stump Removal, Greater than 24” diameter	/Each	\$375.00
4	Cutting and Removal Hazardous Leaning Trees	/Each	\$315.00
5	Cutting and Removing Hanging Tree Limbs	/Tree	\$93.00
6	Collection and Disposal of Dead Animals	/Pound	\$2.95
7	Collection & Transport White Goods	/Each	\$69.00
8	Collection and Disposal of C&D Debris	/Cu. Yd.	\$9.45
9	Processing of Burnable Debris Using air curtain incinerator at Disposal site	/Cu. Yd.	\$3.65

*A crew consist of one loader with operator and one laborer with chainsaw. Loader \$185 hr. Laborer w/ saw \$65 hr. Foreman \$85.

*Freon will be removed at \$25 per unit.

*All disposal fees will be handled as a pass-thru cost and billed to the city at cost with no markup.

*Item 2 is for vegetative debris only.

The signature on Page 2 of this document certifies that the bidder has carefully examined all documents associated with this request for proposals and other applicable documents made a part of this Request for Proposals. Proposer further certifies that the prices shown are in full compliance with all the conditions, terms, and specifications of this Request for Proposals.

These prices are valid through September 13, 2023 and through the contract date.

All unit prices requested will be reviewed for reasonableness; however, the following formula will be used to determine the lowest priced proposal:

The sum of 95 times the Unit Price for Item No. 2 and 5 times the Unit Price for Item No. 8.



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1 ABOUT P&J

Phillips & Jordan, Inc. (P&J) is a certified woman-owned, heavy civil and power infrastructure contractor established in 1952. We specialize in building, maintaining, and modernizing critical infrastructure across three markets: Heavy Civil Construction, Power, and Disaster Response. Our core values of Integrity, Safety, Quality, and Production guide our business practices, and we prioritize the well-being of our team, the environment, and our communities. With a nationwide presence, a top-notch workforce, cutting-edge technology, and a commitment to safety, P&J delivers innovative and flawless infrastructure development.



More than four decades of experience in disaster debris management—dating back to the Toe River Flood in 1977.

QUICK AND COMPETITIVE SUBCONTRACTOR PAYMENT

We value our subcontractor relationships and have established loyal key partners.

DEMONSTRATED ACHIEVEMENT OF LOCAL AND SMALL / DISADVANTAGED BUSINESS PARTICIPATION

We're a certified woman-owned business, and we have a wide network of subcontractors.

QUALIFIED, FULL-TIME KEY PERSONNEL

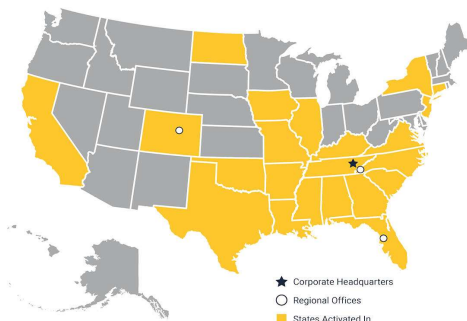
We work 52 weeks/year to track storm events manage resources, and maintain readiness.

INNOVATIVE PROJECT CONTROLS

We are a market maker in technology (ADMS) and delivering project controls and reporting processes to the disaster recover industry.

VALUES-FORWARD APPROACH

Integrity is our first core value, and our management team operates with transparency and honesty.



+250 PROJECTS | **+200** CLIENTS | **22** STATES
SINCE 1977



ESTABLISHED

P&J has four decades of proven success in disaster debris management.



EXPERIENCED

Our team has completed debris management missions in response to hurricanes, ice storms, flooding, tornados, fires, man-made disasters, and more.



ENDURING

With a dedicated disaster services group P&J is committed to pursuing innovative solutions in a dynamic market.



2 P&J EXPERIENCE & QUALIFICATIONS

2.1 Summary of Qualifications

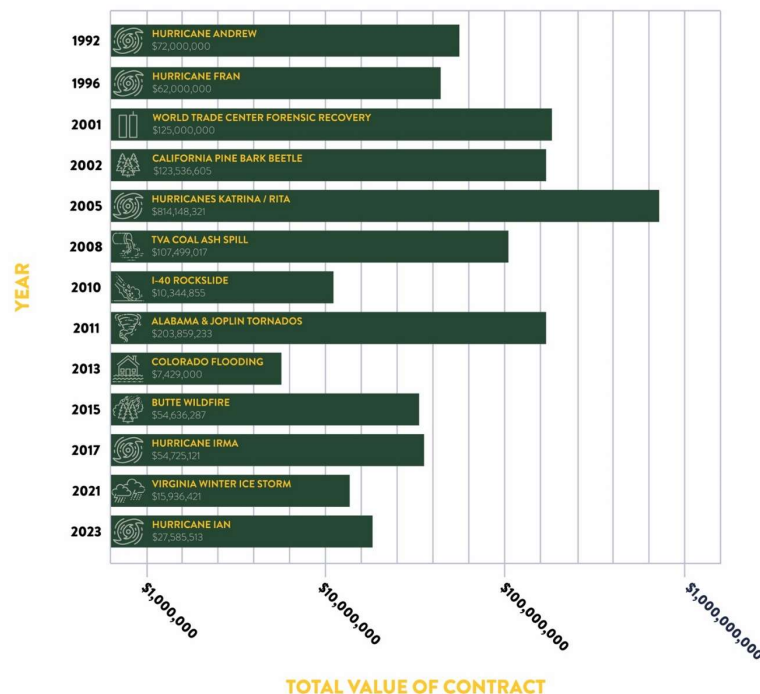
Our team possesses the capabilities to rapidly deploy the necessary management team, equipment, workforce, and resources to respond to any natural or man-made disaster effectively. Over the past four decades, we have completed disaster debris management missions totaling more than \$2.2 billion for over 200 individual jurisdictions across the US.

Our team is well-versed in all aspects of disaster debris management, including the following:

- The implementation of requirements outlined in FEMA's Public Assistance Program and Policy Guide, FP 104-009-2 (June 2020)
- FEMA Public Assistance Debris Management Guide
- FEMA Public Assistance Debris Monitoring Guide
- The U.S. Office of Management and Budget's Super Circular or the Code of Federal Regulations, Title 2, Chapter 200 (2CFR 200) "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (previously under 44CFR)

2.2 Summary of Past Performance

With 250+ successful missions completed in 22 states, we respond to various disasters, including hurricanes, floods, wildfires, and more. The following graph represents notable disaster missions completed by our company.





2.2.1 Project Experience

Illustrated in the table below are P&J's disaster debris management missions currently in progress and completed by P&J within the past five (5) years. Project team members for the below projects are identified in Section 5.1 of this proposal.

Contract Dates	Client	Event	Amount	Work Description/Total CY	Contact Information
October-November 2022	Hardee County, FL	Hurricane Ian	\$1,724,220	Debris Removal, Management and Disposal 99,875 CY Debris Removed, Leaners & Hangers cut	Christopher Simpron Public Works Director 863-773-3272 christopher.simpron@hardeecounty.net
October-November 2022	FDOT – Hardee County	Hurricane Ian	\$355,853	Debris Removal, Management and Disposal 19,317 CY	Phil Stevens, SR VP of EXP Phil.stevens@exp.com 615-613-4167
October-December 2022	Hillsborough County, FL	Hurricane Ian	\$1,247,522	Debris Removal, Management and Disposal 35,904 CY	Travis Barnes Manager of Sustainable Materials Management 813-209-3085 barnest@hillsboroughcounty.org
October 2022 – January 2023	Highlands County, FL	Hurricane Ian	\$7,246,103	Debris Removal, Management and Disposal 459,737 CY	Clinton Howerton County Engineer 863-402-6877 chowerton@highlandsfl.gov
November 2022	FDOT – Highlands County	Hurricane Ian	\$118,647	Debris Removal, Management and Disposal 5,630 CY	Phil Stevens, SR VP of EXP Phil.stevens@exp.com 615-613-4167
October 2022 – January 2023	Desoto County, FL	Hurricane Ian	\$12,180,174	Debris Removal, Management and Disposal 569,035 CY	Mandy Hines County Administrator 863-993-4800 mhines@desotobocc.com
October-December 2022	Manatee County, FL	Hurricane Ian	\$563,261	Debris Removal, Management and Disposal 14,500 CY's Debris removed and ground.	Jeanne Detweiler Superintendent Solid Waste 941-812-4301 jeanne.detweiler@mymanatee.org



RFP #2023-044
Storm Debris Removal

Contract Dates	Client	Event	Amount	Work Description/Total CY	Contact Information
October-November 2022	City of Holly Hill, FL	Hurricane Ian	\$1,192,978	Debris Removal, Management and Disposal 77,451 CY's Debris Removed, Hauled and Ground. Leaners & Hangers cut	Steve Juengst Assistant Director 386-248-9493 sjuengst@hollyhillfl.org
October-December 2022	City of New Smyrna Beach, FL	Hurricane Ian	\$2,284,604	Debris Removal, Management and Disposal 126,373 CY's Debris Removed, Hauled and Ground. Leaners & Hangers cut	David Ray Director of Maintenance Operations 386-424-2202 dray@cityofnsb.com
October-November 2022	Flagler County, FL	Hurricane Ian	\$152,367	Debris Removal, Management and Disposal 10,462 CY's Debris removed and ground	Ryan Prevatt Road and Bridge Manager 386-313-4138 rprevatt@flaglercounty.org
October-November 2022	City of Tampa, FL	Hurricane Ian	\$391,227	Debris Removal, Management and Disposal 21,011 CY's Debris Removed and Ground	Larry A. Washington, MPA Director, Department of Solid Waste & Environmental Program Management 813-521-2227 Larry.Washington@tampagov.net
October-November 2022	City of Pinellas Park, FL	Hurricane Ian	\$49,372	Debris Removal, Management and Disposal 5,197 CY's Debris removed only. No reduction.	Kyle Arrison Director, Construction Services 727-369-5621 karrison@pinellas-park.com
October 2022	City of North Myrtle Beach, SC	Hurricane Ian	\$79,185	Debris Removal, Management and Disposal 8,300 CY Debris Hauled	Amber Bell Purchasing Agent 843-280-5696 acbell@nmb.us



Contract Dates	Client	Event	Amount	Work Description/Total CY	Contact Information
March-June 2021	Richmond District, VA	Virginia Winter Storm Recovery	\$15,936,421	Debris Management and Disposal Services 414,637 CY Veg Debris Removed 124,577 Hazard Trees/Limbs Removed	Sean Nelson, P.E. 804-921-5422 sean.nelson@vdot.virginia.gov
August 2020	New Bern, NC	Hurricane Isaias	\$157,743	Debris Management and Disposal Services 6,735 CY Removed	Matt Montayne, Public Works Director 252-639-7501 montaynem@newbern-nc.org
September 2019	City of New Bern, NC	Hurricane Dorian	\$213,321	Debris Management 2,634 CY Veg 1,336 TN C&D	Matt Montayne, Public Works Director 252-639-7501 montaynem@newbern-nc.org
September 2018 – January 2019	Craven County, NC	Hurricane Florence	\$1,335,830	Debris Management 59,729 CY Veg Debris Removed, Hauled and Ground	Gene Hodges Assistant County Manager 252-671-7326 mhodges@cravencountync.gov
September 2018 – January 2019	City of New Bern, NC	Hurricane Florence	\$2,109,498	Debris Management 155,178 CY Removed	David Cox, Solid Waste Superintendent 252-637-7310 coxd@newbernnc.gov
September 2018 – January 2019	Town of Trent Woods, NC	Hurricane Florence	\$725,118	Debris Management 58,955 CY Removed	Abra Cullen, Finance Officer 252-637-9817 abracullen@trentwoodsnc.org
October – December 2018	City of Boiling Spring Lakes, NC	Hurricane Florence	\$1,240,337	Debris Management 55,911 CY Veg Debris Removed, Hauled & Ground 3,160 lbs. HHW Removed and Disposed	David Andrews, City Manager 910-363-0025 dandrews@cityofbsl.org



2.2.2 Reference Letters

Reference Letters for several of the projects listed above are presented below.



City of New Smyrna Beach

Phone: (386) 424-2205 ■ Fax: (386) 424-2198

March 7, 2023

Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300
Knoxville, TN 37922

Subject: Phillips & Jordan's – Reference Letter

In late September 2022, the City of New Smyrna experienced both flooding and wind damage from Hurricane Ian. We immediately activated Phillips & Jordan, our disaster debris management contractor to help us get the City cleaned up quickly.

The City already had a pre-approved Debris Management Site that Phillips & Jordan was able to store trucks and equipment at when they mobilized. They set up the site to grind the debris and immediately started removing the debris from the damaged areas. The City requested they focus on the flooded areas and removing the Construction and Demolition debris which they answered without a problem. The City also set up a citizen drop off site that Phillips & Jordan maintained well for us. Also, most notably, when challenged with finishing the project within the FEMA 100% funding timeframe, Phillips and Jordan was successful!

Overall, Phillips & Jordan operated a very safe and productive project, provided the needed equipment types and quantities, worked well with the monitor and met the City's expectations. We recommend their services to anybody needing help with disaster debris removal and disposal.

Best Regards,

David Ray
Director of Maintenance Operations
City of New Smyrna
124 Industrial Park Ave.
New Smyrna Beach, FL 32168
Office (386) 424-2202
dray@cityofnsb.com
www.cityofnsb.com

124 Industrial Park Ave. ■ New Smyrna Beach, FL 32168



**HARDEE COUNTY PUBLIC WORKS DIVISION
ROAD AND BRIDGE DEPARTMENT**
205 Hanchey Road
Wauchula, Florida 33873
Phone (863) 773-3272 • Fax (863) 773-0107

February 15, 2023

Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300
Knoxville, TN 39722

Subject: Phillips & Jordan's – Letter of Reference

After Hurricane Ian damaged our county in September of last year, we knew we needed resources beyond our own to return the county to normalcy in a timely manner. However, we did not have a pre-event contractor for disaster debris removal under contract at that time. Phillips & Jordan, seeing our need, visited the county to explain the FEMA process and our options. They were very familiar with FEMA requirements and had a strong working relationship with the County's debris monitoring firm.

Phillips and Jordan quickly mobilized the adequate resources to remove the debris. They set up and maintained 2 approved debris management sites throughout the county where they reduced the debris by both grinding and burning. Overall, they removed, reduced, and disposed of over 100,000 cubic yards of vegetative and construction and demolition debris.

Phillips and Jordan was also hired by FDOT to removed debris from the State roads throughout the County. They managed both projects simultaneously without any major issues.

We were pleased and thankful for Phillips and Jordan's help on the Hurricane Ian recovery project. Their onsite management was very polite and professional. The dedicated Project Manager sent detailed daily reports, responded immediately when needed and relayed the County's request to the field crews and made certain they were instantly answered. Their debris sites were managed well and remediated as needed at the completion of the project.

We highly recommend Phillips & Jordans disaster response and debris removal services.

Best Regards,

Christopher Simpron, FCCM
Director of Public Works Division
205 Hanchey Road, Wauchula, FL 33873
Office: (863) 773-3272 | Fax: (863) 773-0107
Email: Christopher.Simpron@hardeecounty.net | www.hardeecounty.net



CITY HALL - P.O.Box 1100
PINELLAS PARK, FL 33780-1100

February 15, 2023

Re: Phillips & Jordan's Reference Letter

To Whom It May Concern:

On September 28, 2022, Hurricane Ian made landfall as a Category 4 hurricane south of Pinellas Park, Florida. Our City was fortunate to avoid the worst part of the hurricane; however, we did suffer significant damage throughout our City. Our employees Public Works Department were able to remove and stockpile much of the debris, but in order to speed up the process, we activated our pre-event disaster debris removal contractor, Phillips & Jordan. They were quick to respond and met us onsite to go over the details of the project. Shortly after, they mobilized the needed resources to quickly remove and dispose of all Hurricane Ian generated debris in accordance with their contract and FEMA requirements. The management team was responsive and professional and their equipment was right for the project.

The City of Pinellas Park was pleased with the services Phillips & Jordan provided and recommend Phillips & Jordan to any City needing assistance with debris removal from a hurricane or any other natural disaster.

Should you have any questions or need additional information, please contact me at (727) 369-5621.

Sincerely,

Kyle Arrison, Director
Construction Services Division



TOWN OF PALM BEACH SHORES

247 Edwards Lane, Palm Beach Shores, Florida 33404-5792
Ph: (561) 844-3457 • Fax: (561) 863-1350
www.palmbeachshoresfl.us

Mayor
Alan Fiers

Vice Mayor
Scott McCrannels

Commissioner
Tracy Larcher

Commissioner
Janet Kortenhaus

Commissioner
Brian Tyler

Town Administrator
Wendy Wells

Town Clerk
Jude Marie Goudreau

February 23, 2023

Phillips & Jordan, Inc.
10201 Parkside Drive, Suite 300
Knoxville, TN 39722

Re: Hurricane Nicole Reference Letter for Phillips & Jordan

On November 10, 2022, Hurricane Nicole made landfill on the east coast of Florida just north of our Town. After we completed our debris assessment, we determined that the services of Phillips & Jordan were needed to help return the Town to normalcy as fast as possible. Fortunately, we already had an agreement in place with Phillips & Jordan specifically for this type of event.

Immediately after receipt of a Notice to Proceed, Phillips & Jordan had their management team onsite to plan the operation. We experienced far more beach destruction than we did inland. Phillips & Jordan quickly mobilized the necessary equipment to relocate sand and remove debris from our beach.

Phillips & Jordan was great to work with on all levels. The onsite team and their back-office staff were very responsive, experienced and helpful. The Town of Palm Beach Shores is very appreciated of their attention to detail and proactive approach to disaster recovery operations. We recommend their services to anybody needing help with disaster recovery and debris management.

Sincerely,

Wendy Wells
Town Administrator



COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION

RICHMOND DISTRICT
2430 Pine Forest Drive
COLONIAL HEIGHTS, VA 23834
www.VDOT.Virginia.gov

Stephen C. Brich, P.E.
COMMISSIONER

Letter of Recommendation

To whom it may concern,

Phillips & Jordan (P&J) performed disaster recovery services for the Virginia Department of Transportation – Richmond District as a result of our mid-February 2021 ice storm resulting in a four month service contract. These services included the location and permitting of temporary and final debris sites, hazardous limb removal, hauling roadside debris, reduction of wood debris and disposal of such vegetative debris at landfills. Services also included daily reporting in cubic yards and restoration of temporary debris management sites. VDOT set a time limit to finalize all debris billing by June 30th and P&J satisfied all billing and debris removal requirements.

This was a monumental effort clean up that was spread over eight counties with over 500,000 cubic yards of debris and 127,000 hazardous limbs. Without the services of P&J, we would have never been able to facilitate the clean up within the allotted time.

Best Regards,

Nelson, Digitally signed by
Nelson, Sean C.
Date: 2021.11.18
15:21:31 -0500
Sean C.

[Sean Nelson](#)

Previous District Maintenance Engineer

[Stephen Fritton](#)

District Infrastructure Manager

[Gary Champy](#)

District Maintenance Program Manager

2430 Pine Forest Drive

Colonial Heights, VA 2383

WE KEEP VIRGINIA MOVING



2.3 Vast Resources

2.3.1 Staff Availability

Because P&J operates 52 weeks of the year, we are able to retain our more than 1,000 management, operations and administrative personnel on a wide variety of construction projects at sites located throughout the U.S. If a disaster impacts the City, P&J has the capability to re-assign personnel with disaster experience to support the response effort without affecting ongoing project work. Services would be performed from our HQ in Knoxville, TN and our regional office in San Antonio, FL. The below table illustrates the support staff that could be deployed to the City in addition to our Core Response Group listed in Section 5.1 of this proposal.

Position	Count	Position	Count
BUSINESS DEVELOPMENT MANAGER	5	GENERAL FOREMAN	4
BUSINESS MANAGER	1	GENERAL SUPERINTENDENT	12
CLIMBER	4	GROUNDSMAN	3
CONSTRUCTION MANAGER	1	LABORER	114
CORPORATE SAFETY MANAGER	2	LOWBOY DRIVER	3
EH&S MANAGER	16	PROGRAM MANAGER	3
EQUIPMENT OPERATOR	397	PROJECT COORDINATOR	3
EQUIPMENT OPERATOR A	3	PROJECT ENGINEER	27
EQUIPMENT OPERATOR B	2	PROJECT MANAGER	28
FIELD MECHANIC	9	PROJECT SUPERINTENDENT	10
FOREMAN	2	WORKING FOREMAN	67
Total: 716			

2.3.2 Equipment Availability

Our equipment deployment strategy uses corporate-owned assets for initial response and back-end debris reduction operations, while subcontractors provide assets for debris collection and transportation operations. With over 70 years in land clearing and infrastructure construction combined with 40 years in disaster response, we have an extensive production fleet and related equipment strategically located at in-house storage and maintenance shops throughout the country, mobilizing quickly regardless of location.

The following table illustrates our owned equipment relevant to the anticipated scope of work. Our full fleet, both owned and rented equipment, includes more than 900 heavy and specialized pieces of equipment, and we maintain national accounts with major equipment vendors to deploy and service equipment as needed. A more comprehensive listing of our owned equipment is available upon request.



TYPE OF EQUIPMENT OWNED	QUANTITY	TYPE OF EQUIPMENT OWNED	QUANTITY
ALL TERRAIN UTILITY VEHICLE	60	GRAPPLE/PRENTICE	19
BUCKET TRUCK	6	OFF ROAD TRUCK	112
CHIPPERS/GRINDERS	6	ON-ROAD DUMP TRUCK	13
CRANE	4	PICKUP	528
DOZER CLEARING	13	PIT BURNER	5
DOZER HEAVY	123	PUMP	25
DREDGE EQUIPMENT	24	SKIDDER	2
EXCAVATOR CLEARING	39	SKIDSTEER LOADER	40
EXCAVATOR HEAVY	135	SWEEPERS/BROOMS/FORK ATTACH.	13
FARM TRACTOR	46	TELEHANDLERS/FORK LIFTS	16
FELLERBUNCHER	6	VACUUM TRUCK	3
FORWARDER	5	WATER TANKER OFF ROAD	18
FUEL/LUBE TRUCK	33	WATER TRUCK	20
FUEL/OIL TRAILERS	35	LIGHTPLANT	45
GENERATOR	11	LOADER	71
GPS EQUIPMENT	179	LOWBOY	9
GRADER	16	MECHANIC TRUCK	24


P&J will mobilize within 24 hours of NTP from multiple locations, regardless of the disaster size.

P&J has pre-positioned subcontractors with adequate equipment and a database of pre-registered local subcontractors. More regarding subcontractors can be found in Section 4 of this proposal.

2.4 Proven Track Record of Successful Simultaneous Contract Activation

We have managed simultaneous contract activations in response to multiple events. Our established pool of key and pre-registered subcontractors, including 1,389 based in Louisiana allows us to execute multiple simultaneous disaster debris management missions successfully. Some of our team's notable simultaneous contract activations have included:


2005



**HURRICANES
KATRINA & RITA**
*Orleans Parish, Louisiana
City of Gulfport, Mississippi
Mobile County, Alabama*

Total Value of Contracts
\$814,148,321

Secured temporary housing sites for approximately 75 people in Orleans Parish, including power and food.



HURRICANE WILMA
City of Gulfport, Mississippi

Total Value of Contract
\$37,045,999

Collectively managed removal of more than 17.5 CY of debris during these consecutive disaster response missions.



2011



TORNADOES

Joplin, Missouri
Monroe County, Mississippi
USACE, Alabama
Wake County, North Carolina
Raleigh, North Carolina

Total Value of Contracts
\$203,859,233

Removed ~4.9 million CY of debris across 24 counties in Northern Alabama.

The Alabama tornado response had the largest number of FEMA applicants (41) ever assigned by USACE to a single contractor for a single event.

2017



HURRICANE HARVEY

Houston, Texas
Harris County, Texas

Total Value of Contracts
\$2,530,933

Removed 96,765 CY of debris and 1,424 hazardous trees from 100 miles of storm drainage canals and 13 bayous under a pre-positioned contract in Texas.



HURRICANE IRMA

Broward County, Florida
Highlands County, Florida
Hillsborough County, Florida
Miami-Dade County, Florida
Palm Beach County, Florida
Pinellas County, Florida
Volusia, Florida

Total Value of Contracts
\$54,725,121

Removed more than 3.3 million CY of debris in Florida.

2022



HURRICANE IAN

Hardee County, Florida
Hillsborough County, Florida
Highlands County, Florida
Desoto County, Florida
Manatee County, Florida
Holly Hill, Florida
New Smyrna Beach, Florida
Flagler County, Florida
Tampa, Florida
Pinellas Park, Florida
North Myrtle Beach, South Carolina

Total Value of Contracts
\$27,585,513

Mobilized personnel and equipment from heavy civil projects in the region to immediately start emergency road clearing.

Responded to 12 clients from coast-to-coast across Florida. Processed more than 1.4 million CY of debris.

More detailed information about simultaneous contract activations is available on request.

2.5 Litigation History

P&J has no past or pending litigation or claims filed against us that would affect performance under an agreement with the City of Central.



3 TECHNICAL APPROACH

3.1 Executive Summary

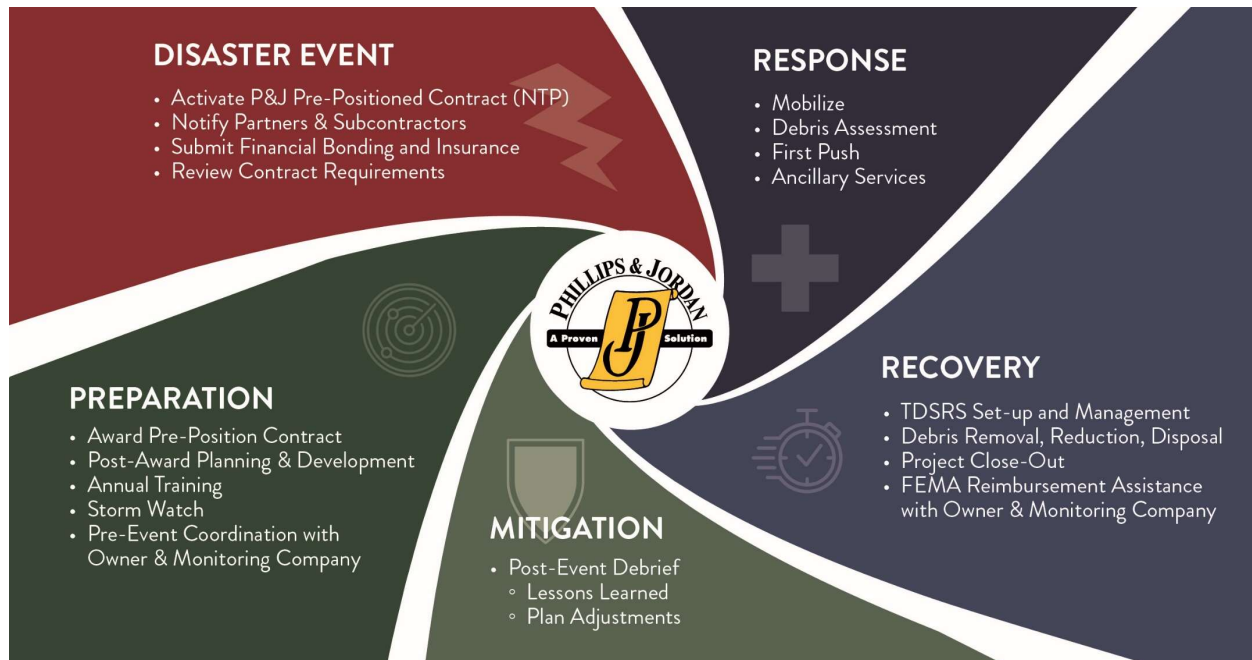
We have consistently delivered essential services throughout a community's event evolution. Our commitment remains unwavering, and we are determined to reinforce it through our actions.

- With an established track record of success, we actively provide effective solutions to impacted communities, ensuring their immediate and long-term needs are met. As a reliable partner in and out of crisis, we are here to support you.
- Our purpose is to support communities when disaster strikes, and we have a clear action plan for their recovery and long-term growth. Through continuous improvement and innovation, we enhance our response capabilities to meet future challenges. We prioritize community resilience and sustainability, offering the necessary resources, services, and expertise to help communities rebuild and thrive.
- Our efforts extend beyond immediate response. We are dedicated to assisting communities throughout the entire event evolution, from preparedness and response to recovery and resilience building. We are committed to listening, learning, and adapting, incorporating valuable feedback and lessons from past experiences to improve our services and exceed community expectations always.

With our enduring presence, ongoing support, and steadfast commitment, you can rely on us. As we outline our approach to a typical disaster event, rest assured that we will work closely with you to customize our strategy based on the unique attributes of your community and the specific challenges you face.



OUR APPROACH TO A DISASTER LIFE-CYCLE



We approach disaster missions as part of a continuous cycle of preparation and response.

3.2 Preparation

Following the award of a pre-positioned contract, our senior management team will meet with City representatives to develop preparedness plans via teleconference or in person. Pre-planning includes but is not limited to identifying proposed Temporary Debris Storage & Reduction Sites (TDSRSs), equipment staging areas, and landfills authorized to receive debris for final disposal, as well as points of contact for stakeholders who would participate in a disaster debris management effort.

We will participate in the City's annual training exercises and continuing education throughout the year to maintain awareness of the most up-to-date practices, policies, and regulations affecting disaster debris management and FEMA reimbursement procedures.

3.2.1 Pre-Event Coordination

We monitor storm development during storm season and plans for potential activation in predictable disaster events. The management team initiates pre-event communication with City representatives up to 96 hours before the anticipated event to plan for mobilization.

This includes but is not limited to identifying and notifying relevant stakeholders and suppliers, establishing government relationships and contacts, and determining whether we have projects nearby that could offer resources or personnel in the event of contract activation.



3.3 Disaster Event

Upon contract activation and issuance of Notice to Proceed (NTP), we will initiate mobilization of key management personnel to the Emergency Operations Center (EOC) within two (2) hours, notify partners and subcontractors of contract activation, submit financial bonding and insurance information to the City, and review contract requirements.

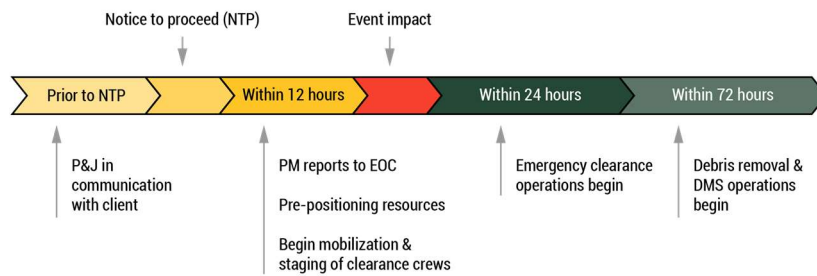


Figure 1: Predictable Event Mobilization Timeline

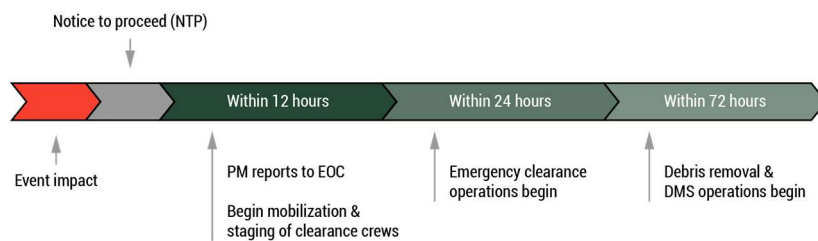


Figure 2: Non-Predictable Event Mobilization Timeline

3.4 Response

The magnitude and predictability of an event affect the timeline of every debris management project. We aim to remove debris within 90 days and reduce and dispose within 120 days. The P&J management team (see section 5) will work closely with City representatives to complete debris management activities within FEMA reimbursement timelines. If additional time is needed, we can assist the City in filing for an extension.

3.4.1 Mobilization

From the EOC, the P&J management team will work with City representatives to coordinate resources based on damage assessments and route prioritization for any First Push efforts. We will modify pre-event sectoring, personnel and equipment, and staging area plans to fit actual site conditions and begin mobilizing subcontractor personnel and equipment.

P&J anticipates the following scale of mobilization of people (management and crews) and equipment (hauling and reduction/grinding) during a small, medium, or large event response.

P&J will work with City representatives to communicate with the public about debris segregation and other project information during debris assessment and mobilization.



Small-Scale Event		0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
	Management Team Members	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman	1 Operations Manager 1 Project Manager 1 Foreman
	Tree Crews	3 Bucket Trucks	5 Bucket Trucks	10 Bucket Trucks	10 Bucket Trucks	10 Bucket Trucks
	Hauling Units	5 Trucks	10 Trucks	15 Trucks	25 Trucks	25 Trucks
	Reduction / TDSRS Equipment with Operators	1 Excavator 1 Loader	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's	2 Excavators 2 Loaders 2 Grinders or ACI's
Medium-Scale Event		0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
	Management Team Members	1 Operations Manager 2 Project Managers 3 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 3 Project Managers 5 Foreman
	Tree Crews	10 Bucket Trucks	15 Bucket Trucks	25 Bucket Trucks	50 Bucket Trucks	50 Bucket Trucks
	Hauling Units	15 Trucks	25 Trucks	50 Trucks	75 Trucks	75 Trucks
	Reduction / TDSRS Equipment with Operators	2 Excavators 2 Loaders	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's	3 Excavators 3 Loaders 3 Grinders or ACI's
Large-Scale Event		0-48 Hrs	48-72 hrs	90 hrs	1 week	2 weeks
	Management Team Members	1 Operations Manager 3 Project Managers 5 Foreman	1 Operations Manager 5 Project Managers 10 Foreman	1 Operations Manager 5 Project Managers 10 Foreman	1 Operations Manager 5 Project Managers 10 Foreman	1 Operations Manager 5 Project Managers 10 Foreman
	Tree Crews	25 Bucket Trucks	35 Bucket Trucks	60 Bucket Trucks	75 Bucket Trucks	75 Bucket Trucks
	Hauling Units	25 Trucks	50 Trucks	125 Trucks	150 Trucks	150 Trucks
	Reduction / TDSRS Equipment with Operators	3 Excavators 3 Loaders	4 Excavators 4 Loaders 4 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's	5 Excavators 5 Loaders 5 Grinders or ACI's



3.4.2 Debris Assessment

We will coordinate with City representatives to assess the debris quantity, which will help determine the amount of personnel and equipment needed, the estimated timeline of debris removal, and whether any additional TDRSs could be necessary to speed up operations.

3.4.3 First Push

Within 24 hours of NTP, P&J will mobilize first-push crews to begin clearance operations. This emergency road clearance will occur in concert with the debris assessment and focus on maximizing public safety while minimizing further damage to utility systems and public infrastructure. A typical first push crew will consist of one (1) Foreman with a truck, one (1) Equipment Operator with loader or skidsteer, and two (2) Laborers equipped with chainsaws and rakes and supported, if necessary, by several transport trucks.

First Push efforts are considered the first 70 hours following NTP, or roughly three (3) days.

3.4.4 Ancillary Services

We can provide the additional essential services, through our dedicated partners, to support your community during disaster events, including but not limited to the following:

- Ice & Water Delivery
- Mobile and Portable Generators/Light Plants
- Mobile Kitchens & Food Service
- Temporary Housing/Shelter
- Mobile Unit Services (Laundry/Restroom/showers)
- Mobile Office Units
- Emergency Fuel Service
- Temporary Bridges and Barges
- Satellite Telephone Communications
- Community Relations
- Blue Roofing

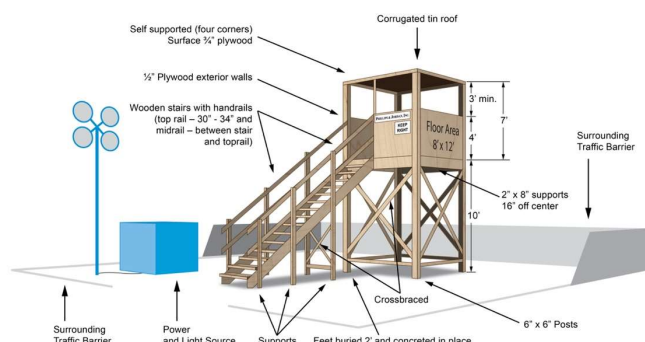
Some of our valued partners that help us deliver ancillary services.



3.5 Recovery

3.5.1 Temporary Debris Storage & Reduction Sites (TDSRSs)

Establishing multiple TDSRSs to accept debris early in the mission schedule significantly improves removal efficiency. At the beginning of each disaster debris management mission, we will work with the City to determine or verify TDSRS locations, along with each site's feasibility, operational limitations, and environmental characteristics. If it is necessary to obtain





additional TDSRSs, City representatives will assist with identification and permitting.

We will verify or establish Debris Zones and prepare TDSRSs based on these plans. Construction of a TDSRS can be accomplished within 2 days and can include:

- Tower Construction
- Site Set-up
- Site Security
- Baseline Environmental Screening

During this time, the P&J management team will engage a third-party monitoring company to begin certification of haul trucks and safety inspections.

3.5.2 Debris Collection & Removal

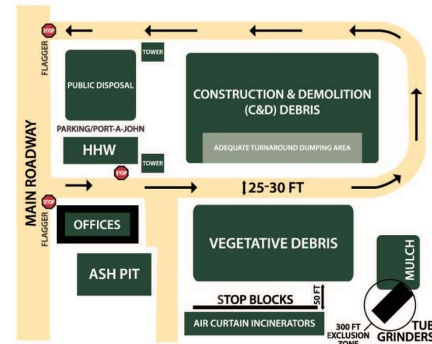
Within 72 hours of NTP, P&J will begin collecting and transporting all eligible storm-related debris from public ROWs to TDSRSs or a landfill, as determined by the City.

We handle the following classifications of debris:

- Vegetative Debris
- C&D Debris
- Hazardous Trees & Limbs
- Hazardous Stump Removal
- Specialty Debris Removal
- White Goods
- Vehicle & Vessel
- Marine Debris Removal
- Sand/Soil Removal, Screening, & Replacement
- Animal Carcass Removal
- Cadaver Recovery & Identification
- Private Property Debris Removal & Demolition
- Asbestos Containing Material
- Structure Demolition & Removal
- HHW Disposal
- Electronic Waste Disposal
- Freon Removal

3.5.3 Debris Reduction

We balance vegetative debris reduction through a combination of grinding, open pit burning, and air curtain incineration to account for current wood chip and mulch markets and landfill capacity. Marketable trees transported to TDSRSs can also be segregated to produce dimensional lumber, firewood, and landscape timbers.



P&J EXPERIENCE

We collected and processed over 1.4 million cubic yards of vegetative and C&D debris during the 2022 Hurricane Ian disaster debris management mission.



P&J EXPERIENCE

We collected and processed over 3,100,000 cubic yards of vegetative and C&D debris during the 2017 Hurricane Irma disaster debris management mission. sed



For C&D debris, we will seek recycling and beneficial reuse opportunities where feasible, including:

- Segregating recyclable building material at curbside for direct transport to recycling locations,
- Loading and transporting mixed C&D to authorized landfills where it is sorted to segregate recyclable building material, and
- Hauling mixed C&D debris to a TDSRS where it can be segregated, reduced, and recycled.

Our preferred approach to C&D reduction is to haul debris to a TDSRS and reduce by compaction, reducing the volume to be hauled to a landfill while still leaving opportunities to beneficially reuse components. This approach reduces disposal fees on average by 50%.



P&J EXPERIENCE

In 2011, we simultaneously operated over 45 TDSRSs during debris operations in response to the tornado super-outbreak that impacted the state of Alabama and Joplin, Missouri. More recently in 2017, we simultaneously operated 21 TDSRSs in Florida following Hurricane Irma.

3.5.4 Debris Final Disposal & Haul-Out

Once reduced or processed, we will haul all debris materials to their final disposal location, as determined by the City.

3.5.5 Project Close-Out

Upon removal of all debris transported to TDSRSs for reduction, we will demobilize equipment; remove inspection towers, fencing, erosion control devices, and signage at each site; and return the site to equal or better condition than before the project start. TDSRS closure is generally accomplished within 30 days of last receipt of vegetative debris.

Our Operations Manager will conduct a final closeout inspection of each site with a City representative, who will formally release P&J from site control after conditions meet approval.

Closeout environmental screening will also be performed for each TDSRS after initial site restoration to assess whether operations significantly impacted the soils and/or groundwater, compared to baseline data. If significant differences are found, additional site restoration will be completed to the greatest extent feasible.

3.5.6 FEMA Reimbursement Assistance

Following project close-out, we will assist the City and its third-party monitoring firm with relevant reporting and communication to ensure timely and comprehensive FEMA reimbursement for work performed. We have successfully managed over 50 FEMA-reimbursed disaster debris management mission contracts, resulting in payments exceeding \$300,000,000.

3.6 Mitigation

3.6.1 Post-Event Debrief

Following the completion of a debris removal mission, our Operations Manager will conduct a final closeout inspection of each TDSRS with a client representative to assess how well the pre-event planning modeled actual conditions, address any lessons learned, and determine areas of success as well as potential improvements for future event response plans.



3.6.2 Infrastructure Rehabilitation & Resiliency Improvements

The enterprise mission of the Phillips family of companies is to modernize, build, and maintain resilient critical infrastructure. The work of our collective companies strengthens communities' ability to withstand disasters by ensuring the power grid and water resources infrastructure facilities are fortified against higher winds and flooding risks. Our disaster debris management services are only a piece of the services offered to help prepare for and weather a disaster event. Our understanding of this work makes us uniquely suited to assess not only damage in the moment but also potential solutions for future events.



4 SUBCONTRACTING PLAN

4.1 Subcontract Procurement

We classify our subcontractor strategy into three categories:

- **Key Pre-Positioned Subcontractors:** with whom we have existing Master Subcontract Agreements (MSAs)
- **Pre-Registered Subcontractors:** who meet our insurance and qualifications requirements and have been documented in our internal subcontractor database for potential subcontracts
- **Small & Disadvantaged Business Concerns:** identified following a disaster event.

4.2 Subcontractor Utilization

We anticipate approximately 60% of the work will be performed by subcontractors while the rest will be performed by P&J-owned equipment. We will perform 100% of the project management.

4.3 Proposed Subcontractors

Company Name	Location	Designation	Type Of Work
Rio-Bak Corporation	Wellington, FL	SBE (FEDERAL)	Hauling
H & R Of Belle Glade, LLC	Belle Glade, FL	SBE	Hauling
Siboney Contracting Co.	West Palm Beach, FL	MBE	Hauling
Optimum Services, Inc.	Okeechobee, FL	HZ, SBE, VO	Hauling
BKW, Inc.	Pensacola, FL	WBE	Hauling
Emerald Coast Site Construction	Panama City, FL	SBE	TDSRS Management
EE&G Disaster Response, LLC	Miami Lakes, FL	None	Env
Drewery Construction Co, Inc.	Nacogdoches, TX	None	Hauling
Grillot Construction, LLC	Belle Chase, LA	None	Hauling
Metrolina Landscape Co, Inc.	Charlotte, NC	None	Hauling
Terry Bucks Contracting, LLC	Gainesville, GA	None	Hauling
Thunder Disaster Services, Inc.	Waynesville, NC	VO, WBE	Hauling

DBE: Disadvantaged Business Enterprise | HZ: HUBZONE | SBA: Small Business Administration-Certified | SBE: SMALL BUSINESS ENTERPRISE | SDB: Small Disadvantaged Business | MBE: Minority-Owned Business Enterprise | VO: Veteran-Owned Business | WBE: Woman-Owned Business Enterprise

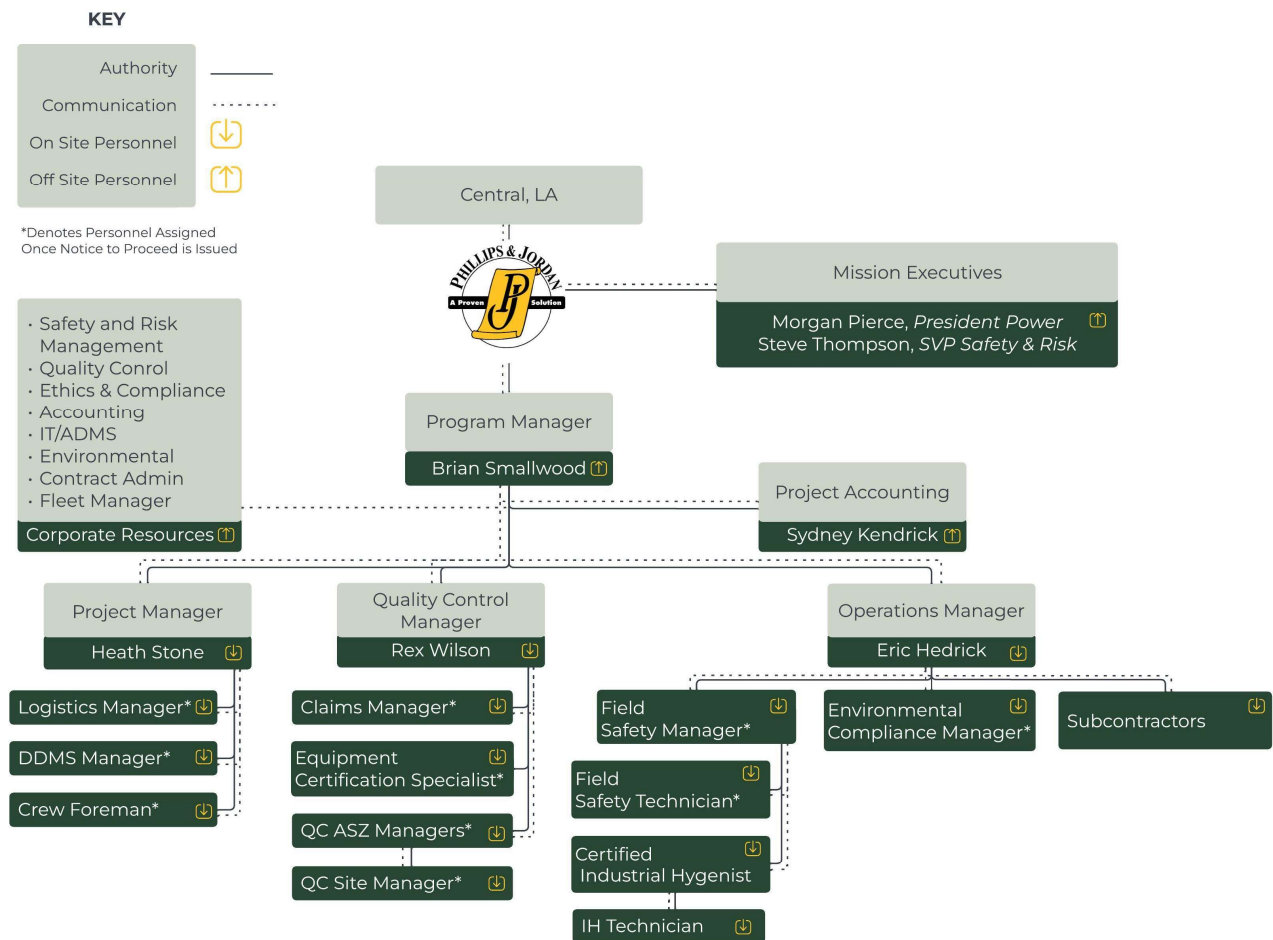


5 STAFFING PLAN & MANAGEMENT STRUCTURE

Our skilled team has successfully managed multiple disaster debris missions and can support the City during future disaster events. Our workforce includes a core response group with demonstrated disaster response experience with FEMA, USACE, and OSHA certifications.

Our adaptable management structure is led by a program manager who coordinates resources and controls all activities, selecting qualified personnel for each mission. We have experience staffing project management teams for simultaneous activations and primarily use our core response group for typical response scenarios. P&J personnel's specific qualifications that make up our core response group are described below. Resumes are available in Section 5.1.1 of this proposal.

We recognize that any modifications to the listed personnel during an event must be promptly reported to and approved by the City of Central. The City may also request additional personnel as needed.





5.1 Core Response Group



Brian Smallwood – Project Manager: Mr. Smallwood offers 12 years of disaster experience and has participated in the following disaster events: (2022) Hurricane Ian – (2021) Hurricane Ida – (2020-2021) Hurricane Laura – (2020) Tropical Storm Cristobol – (2018-2019) Hurricane Michael – (2018) Hurricane Irma – (2017) Hurricane Harvey – (2016-2017) Hurricane Matthew – (2016) Hurricane Hermine – (2011) Hurricane Irene – (2011) Joplin Tornado.



Sydney Kendrick – Business Manager: Mrs. Kendrick offers 3 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricane and Winter Storm Events. Specific activations include the following significant projects: (2022) Hurricane Ian and (2021) Virginia Winter Ice Storm.



Eric Hedrick – Operations Manager: Mr. Hedrick offers 22 years of disaster experience and has participated in the following disaster events: (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm – (2017) Hurricanes Irma and Harvey – (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Dennis – (2004) Hurricane Ivan – (2001) 9/11 World Trade Center Forensic Recovery Mission.



Morgan Pierce – Mission Executive: Mr. Pierce offers 19 years of disaster experience and has participated in the following disaster events: (2022) Hurricane Ian – (2021) Virginia Winter Ice Storm – (2017) Hurricane Irma – (2015) Calaveras County California Butte Wildfire – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne.



Heath Stone – Project Manager: Mr. Stone offers 9 years of disaster experience and has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm – (2017) Hurricane Irma Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park – (2014) Williamsburg/Florence County South Carolina Ice Storm.



Steve Thompson – Corporate Environmental, Safety & Health Manager: With 22 years of disaster experience, Mr. Thompson oversees our health and safety program, including policy development, accident investigation, and subcontractor program monitoring. He served as the primary safety manager for significant recovery missions, including the World Trade Center Staten Island Landfill (2001) and Hurricanes Katrina (2005), Gustav & Ike (2008), Irene (2011), and the Alabama and Joplin tornadoes (2011). Throughout the past couple of decades, he has supported all our disaster contract activations to varying extents.

5.1.1 Resumes – Key Personnel

Comprehensive resumes for P&J's key personnel listed above are presented on the following pages.



Morgan Pierce
President, Power | Mission Executive
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 19 Years at P&J: 18

Mr. Pierce has been employed by P&J since 2004 and offers 19 years of disaster response and debris management experience. In addition to his duties as a Senior Vice President of P&J, Mr. Pierce coordinates disaster response activities and serves in a leadership role for disaster debris management missions. His responsibilities in the role of Missions Executive have included executive level management of debris collection and reduction operations; interfacing with stakeholder representatives in support of operational goals; and acting as liaison between P&J and federal, state, and local government officials. Mr. Pierce has supported disaster debris management missions related to hurricanes, tornados, and animal carcass incineration.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

Mr. Pierce has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storms. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm -(2017) Hurricane Irma – (2015) Calaveras County California Butte Wildfire – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne.



EDUCATION

- Bachelor of Science, North Carolina Central University



TRAINING / CERTIFICATIONS

- Certified Erosion Control Installer
- CPR / First Aid
- OSHA 10-Hour
- EHAT – Climbing & Chainsaw Training
- Confined Space Entry Competent Person
- USACE QA/QC Training



Eric Hedrick
Sr. Vice President | Operations Manager
Home Office: San Antonio, Florida



DISASTER EXPERIENCE

Years of Relevant Experience: 17 Years at P&J: 41

Mr. Hedrick has been employed by P&J since 1981 and offers over 15 years of disaster response and debris management experience. This experience includes segregation, removal, and disposal activities relating to complex debris streams on both the public right of way and private property. Most of Mr. Hedrick's debris management experience has been on USACE projects pursuant to IDIQ contract structures following disaster events that created some of the most complex debris streams in U.S. history, including the 9/11 Terrorist Attacks and Hurricane Katrina. Hedrick had overall accountability for operations, safety, and quality and has demonstrated qualifications to manage complex contract and subcontract structures in high-profile settings. Since 2015, Mr. Hedrick has been P&J's program manager for the Pacific Gas & Electric Company Hazardous Tree Program. The scope of this work has included managing high-hazard trees on public and private property and has involved removal and disposal, (primarily through beneficial reuse) of large volumes of debris in Northern and Central California. This work began in 2015 following Butte Fire response and has expanded to include 10 additional wildfire response missions (most recently the 2018 Camp Fire in Paradise, CA) in addition to ongoing wildfire fuels reduction work. Mr. Hedrick has directed these high-profile missions under intense public and regulatory scrutiny and is uniquely qualified to manage the statement of work included in this solicitation.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

Mr. Hedrick has participated in the following types of Emergency Response Missions: Emergency Response Missions that include Hurricanes, Flooding, Tornadoes, Wildfires, Winter Storm Events, and Man-made disasters. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm - (2017) Hurricanes Irma and Harvey- (2016) Harris County Texas Flood, Multiple Louisiana Parish Flood – (2015) Calaveras County California Butte Wildfire, Multiple County South Carolina Flood – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2011) Alabama Spring Tornado Outbreak – (2005) Hurricanes Katrina, Rita, and Dennis – (2004) Hurricane Ivan – (2001) 9/11 World Trade Center Forensic Recovery Mission.



EDUCATION

High School Graduate



TRAINING / CERTIFICATIONS

- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): FEMA 325: Public Assistance Debris Management Guide
- U.S. Army Corps of Engineers (USACE) Construction Quality Management (CQM) Training
- USACE Safety Training
- Occupational Safety & Health Administration (OSHA) 30-Hour
- State of Georgia National Pollutant Discharge Elimination System (NPDES) Qualified
- Jacksonville, Florida Electric City 10-Hour Safety Certification
- Safe Land Training
- First Aid and CPR Training



Brian Smallwood
Program Manager
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 12 Years at P&J: 1

Brian Smallwood has more than 10 years of experience in disaster relief and debris removal services throughout the southeast and Gulf Coast. His expertise across various facets of local government infrastructure, federal government construction, and state government (FDOT/FDEP), including FEMA contract communications and facilitations. Smallwood has a strong foundation in project management, safety, estimating, scheduling, budgeting, quality control, contract compliance, client relations, documentation, and closeout, and he currently acts as the Program Manager for our Disaster group. He works to maintain and facilitate current client relationships while expanding the regional client base and seeking opportunities for business development investments. Upon activation, Smallwood uses his experience to aid on-site management and subcontractor relations as well as conflict resolution.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

Mr. Smallwood has participated in the following types of Emergency Response Missions: Hurricanes, Tropical Storms, and Tornadoes. Specific activations include the following specific projects: (2021) Hurricane Ida [St. John Baptist Parish, LA Audubon Nature Institute], (2020-2021) Hurricane Laura [Calcasieu Parish, Lake Charles, Westlake, Dequincy, Vinton, Iowa, and Alexandria, LA], (2020) Tropical Storm Cristobol [Harrison County, MS], (2018-2019) Hurricane Michael [Bay County, FL], (2018) Hurricane Irma [FDOT, Collier and Lee County, FL], (2017) Hurricane Harvey [Brazoria County, Galveston County, Friendswood, Nassua Bay, League City, Aransas County, Rockport, Corpus Christi, Alvin, Chambers County, Montgomery County, Baytown, Santa Fe, Dickenson, Seabrook, Webster, Lake Jackson, West Columbia, Jones Creek, Clear Lake Springs, La Marque, Liberty County, San Pat Co, Port Arthur, TX], (2016-2017) Hurricane Matthew [FDOT and Duval County, FL, SCDOT, Darlington County, Sumter County, and Florence County, SC], (2016) Hurricane Hermine [Tallahassee and Leon County, FL], (2011) Hurricane Irene [Newport news, VA], (2011) Joplin Tornado [USACE Joplin, MO].



EDUCATION

– Bachelor of Science, Auburn University



TRAINING / CERTIFICATIONS

- Qualified Agent – Florida GC License
- LEED AP
- OSHA 40-Hour HAZWOPER
- OSHA 30-Hour Construction Safety
- USACE- Construction Quality Mngt.
- American Society of Healthcare Eng. (ASHE)
- TWIC Card Holder
- NPDES
- CPR & Blood Pathogen Training



Sydney Kendrick
Business Manager
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 3 Years at P&J: 8

Ms. Kendrick has been employed by P&J since 2015 and offers 3 years of disaster response and debris management experience. She has a strong foundation in project management, budgeting, quality control, contract compliance, client relations, documentation, and closeout, and currently acts as the Business Manager for our Disaster Group. Kendrick works to maintain and facilitate current client relationships and contracts while expanding the regional client base and seeking opportunities for business development investments.

Upon activation, Kendrick uses her experience to aid off and on-site contract management and subcontractor relations as well as conflict resolution. She works directly with the client and the monitoring firm for all billing and project closeout procedures.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

Ms. Kendrick has participated in the following types of Emergency Response Missions: Hurricane and Winter Storm Events. Specific activations include the following significant projects: (2022) Hurricane Ian and (2021) Virginia Winter Ice Storm.



EDUCATION

– Bachelor of Arts, Texas Tech University



TRAINING / CERTIFICATIONS

- CPR / First Aid



Heath Stone
Project Manager
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 8 Years at P&J: 9

Mr. Stone has been employed by P&J since 2013 and offers three years of disaster response and debris management experience. Mr. Stone plays several roles at P&J including logistics chief, lead event coordinator, and marketing representative. His responsibilities in the role of operations manager have included coordination of mission operations, development of mission-specific plans, identification of debris management sites, preparation of mission progress reports, performance of daily planning meetings, compliance with contract requirements and specifications, and mission liaison to stakeholder representatives. Mr. Stone is Federal Emergency Management Agency (FEMA) Incident Command System (ICS)-compliant.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

Mr. Stone has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, and Winter Storm Events. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm - (2017) Hurricane Irma [Hillsborough County, Town of Belleair, Kenneth City, and Pinellas Park – (2014) Williamsburg/Florence County South Carolina Ice Storm.



EDUCATION

Bachelor's Degree, Kinesiology, University of Tennessee



TRAINING / CERTIFICATIONS

- Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI): ICS-100, Introduction to ICS; ICS-200, ICS for Single Resources and Initial Action Incidents; ICS-700 National Incident Management System (NIMS)
- First Aid and CPR Training



Steve Thompson
Corporate Environmental, Safety & Health Manager
Home Office: Knoxville, Tennessee



DISASTER EXPERIENCE

Years of Relevant Experience: 22 Years at P&J: 32

Mr. Thompson has been employed by P&J since 1990 and offers 22 years of disaster response and debris management experience. He is responsible for the overall management of P&J's health and safety program, develops and administers policies and procedures regarding employee safety, investigates project accidents and develops preventative measures, and monitors safety programs implemented by subcontractors. Mr. Thompson has served as the lead environmental, safety & health manager or program manager on nearly every significant natural or man-made disaster since 1994. Mr. Thompson has conducted disaster recovery preparedness training for the U.S. Army Corps of Engineers and was an active participant in the EM 385-1-1 Safety and Health Manual revisions related to emergency recovery. He also served as a peer review expert for the National Institute for Occupational Safety and Health Emergency Responders Health Monitoring and Surveillance Project.



NOTABLE DISASTER DEBRIS MANAGEMENT MISSIONS

Mr. Thompson has participated in the following types of Emergency Response Missions: Hurricanes, Flooding, Tornadoes, Wildfires, Winter Storms, and Terrorist Attacks. Specific activations include the following significant projects: (2021) Virginia Winter Ice Storm – (2018) Hurricane Florence—(2017) Hurricanes Irma and Harvey – (2016) Hurricane Matthew – (2015) Calaveras County California Butte Wildfire, Hurricane Joaquin Flood Debris Management – (2014) Williamsburg/Florence County South Carolina Ice Storm – (2013) Multiple County Colorado Flood – (2012) Hurricane Sandy– (2011) Alabama Spring Tornado Outbreak, Joplin Tornado, Hurricane Irene – (2010) BP Deepwater Horizon Oil Spill – (2008) Hurricanes Ike and Gustav – (2005) Hurricanes Katrina, Rita, and Wilma – (2004) Hurricanes Charley, Frances, and Jeanne – (2004) Hurricane Ivan – (2003) Southern California Bark Beetle Infestation – (2001) 9/11 World Trade Center Forensic Recovery Mission – (1996) Hurricane Fran.



EDUCATION

Bachelor of History, University of Tennessee



TRAINING / CERTIFICATIONS

- Certified Work Zone Traffic Control Supervisor
- Excavation Competent Person Training - Trainer/Instructor
- Permit Required Confined Space Training - Trainer/Instructor
- Fall Protection Training - Trainer/Instructor
- Line Clearance, Tree Trimming, Electrical Hazard Awareness Program Training - Trainer/Instructor
- Hazard Communication "Right to Know" Instructor
- Lockout/Tagout Training/Instructor
- Occupational Safety and Health Administration (OSHA): 40-hour Hazardous Waste Operations and Emergency Response, and 1926 10-hour Construction Safety Training
- Site Sense Behavioral Safety
- Department of Energy Safety Health and Radiological Protection
- First Aid/CPR/Blood Borne Pathogens



6 SAFETY PROGRAM



Our enterprise is committed to having a world-class safety program driven by our desire to put the safety and health of our people first on every project we undertake and every decision the company makes. The following key principles guide our program:

- Strong, committed leadership
- Individual accountability
- Employee involvement and feedback
- Continuous improvement

6.1 EH&S Program Overview

Safety – A Core Value

As a People First enterprise guided by a commitment to actively care, we believe a safe workplace and workforce are the only acceptable way to do business - and the only way to take care of the people, the environment, and the communities where we work. This commitment is a fundamental cornerstone of our business and is shared by all our enterprise employees, from executive to craft, as we pursue challenging projects. We embrace individual accountability at all levels, starting with our leadership and extending to our people and subcontract employees. Our Environmental, Health, & Safety (EH&S) Program aims to protect the safety and health of our employees, subcontractors, clients, and the public.

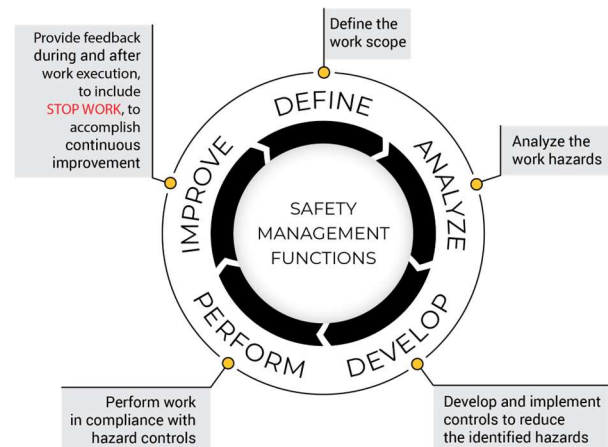
Our program is based on our core values. It is implemented by personal accountability to our policies, protocols, and processes developed from best practices and lessons learned over decades of experience. As we strive for a world-class safety program, we pride ourselves on exceeding regulatory requirements and always calibrating our efforts.

A Systematic Approach to Safety

We systematically integrate safety into management and work practices at all levels, inclusive of all subcontractors. The backbone of our safety approach is comprised of five core safety management functions:

1. Define
2. Analyze
3. Develop
4. Perform
5. Improve

This systematic approach is accomplished by instituting multiple dynamic controls that have proven to be effective over numerous construction projects in the past, while encouraging employee feedback, and routinely engaging our employees in safety education, job planning and preparation. Ongoing programmatic monitoring is conducted to ensure the implementation of all program elements.





7 QUALITY CONTROL

Quality is a core value ingrained in our operations, permeating all aspects of our disaster management response, including employee selection, training, emergency protocols, and service delivery to affected communities. Our unwavering commitment to quality ensures preparedness to respond with professionalism, expertise, and compassion, tailored to meet the unique needs of each community with care and efficiency.

We obtain this quality through the following:

- Managing and delivering defect-free services performed safely, on time, and within budget.
- Maintaining personal contact with client representatives and engineers to address project issues and recommendations.
- Developing relationships and partnering agreements with subcontractors and suppliers.
- Promoting local labor, subcontractors, and suppliers while monitoring their quality programs and performance.
- Continually monitoring and analyzing performance to identify and implement process improvements.
- Ensuring the competence, development, professionalism, and safety of our employees.
- Recognizing the achievements of our staff and maximizing their potential.
- Documenting lessons learned and applying them to future work.

7.1 Documentation Management

7.1.1 Resource Controls

Orientation is given to all personnel and subcontractors, each receiving a unique ID number and possibly a photo ID card for high-security projects. Equipment is inspected and photographed, and trucks used for hauling debris are assigned a cubic yard capacity and a unique ID number, with ownership documented.

7.1.2 Daily Timecards

Daily timecards will be completed when performing T&M work with information including employee details, equipment ID, date and hours worked, work location, supervisor signatures, and City representative signature.

7.1.3 Client Invoicing

We have created controls for disaster debris management that work seamlessly with monitoring company data management systems. We prepare and submit invoices to the City and/or the monitoring company for each billing cycle. We then reconcile all project data, audits (if any), and project closeout with the City administrative personnel and monitoring firm.

7.1.4 Claims Management

We assign a Claims Manager to each debris management mission. The Claims Manager inspects damages and negotiates resolutions with property owners within 48 hours of receiving a damage claim report. After resolution, property owners will sign a damage release and we will provide the City with documentation of all claims, including photos.




8 COMMUNITY RELATIONS

We offer community relations support upon request from the City. Timely and cost-effective disaster debris management depends on educating citizens about their role. Effective dissemination of information reduces client workload and delays/costs. Social media-based public relations campaigns are essential for reaching a large audience inexpensively. Developing a tailored community relations program facilitates efficient communication and recovery efforts before the disaster. With our in-house graphics and video team, we can assist with creating PSAs, using TV, radio, newspapers, billboards, signs, handbills, websites, and social media. We can also develop graphics, audio/visual presentations, print media inserts, and educational programs for community meetings. Real-time updates can be provided through social media posts.

The following are examples of information that could be communicated to the public through a PSA before and after an event.


Atlantic Hurricane Season: June 1 – November 30

 Phillips & Jordan, Inc.
March 25 at 5:12 PM · 🌐

In order to reduce the amount of hazardous debris in your community, once a storm has been named:

- Do not cut down trees or do major yard work.
- Do not begin construction projects that produce debris.
- Do not take materials to the curb, transfer stations, or landfill during a watch or warning period.
- Once a watch or warning had been issued, do not trim vegetation of any kind.
- Mass cutting places a tremendous burden on the normal collection process and there may not be enough equipment or manpower to collect the additional material before the storm makes landfall.


NOTE: Waste removal services may be suspended and facilities closed early to prepare for the storm.



👍 23 2 Shares


👍 Like 💬 Comment ➦ Share

Atlantic Pre-Hurricane Season Maintenance: December 1 – May 31

 Phillips & Jordan, Inc.
March 25 at 5:12 PM · 🌐

All major cutting of vegetation and tree removal should be completed before June 1st, the beginning of hurricane season. In order to reduce the amount of hazardous debris in your community:


- Cut back all trees and weak branches that could come in contact with buildings.
- Thin foliage so that wind can flow freely through branches, decreasing the chance that trees/plants will be uprooted.
- Place tree trimmings at the curb on your regularly scheduled collection day and follow the 6/50 rule: each piece cannot exceed 6 feet in length or 50 pounds in weight.
- Containerize small pieces of vegetation such as pine needles, leaves, twigs, etc. in bags or cans that weigh less than 50 pounds when full and place at the curb on your scheduled yard waste day.
- Clean your yard of any items that could become projectiles in a storm such as old lumber, broken lawn furniture, etc. and place curbside on your normal bulk waste collection day.



👍 23 2 Shares

👍 Like 💬 Comment ➦ Share

After the Storm has Passed

 Phillips & Jordan, Inc.
March 25 at 5:12 PM · 🌐

Please be patient! We ask all residents to be our partners in restoring the community to its pre-storm state. Your cooperation and support enable us to complete the entire process in the quickest, safest, and most efficient manner possible. We will provide regular updates on the progress of debris collection.

- A major priority for [municipality], is the regularly scheduled collection of household garbage.
- Keep household garbage, recycling, and vegetative and/or construction storm debris in separate piles.
- Securely containerize all household garbage in plastic bags or cans to be placed curbside on your scheduled day.
- Don't place any debris near or on a fence, mailbox, fire hydrant, power line equipment, poles, transformers, downed electrical wiring, water meters, or storm drain inlets.
- Be prepared to repair possible damage to swale areas from the specialized equipment used to collect storm debris. Contact the [municipality]'s information services at [phone number] or visit [website] for updates on your collection services.
- Please do not call and ask that trucks be pulled from scheduled routes to pick up your own debris first. Deviation from carefully planned routes causes delay in the overall process.

IMPORTANT! There is no reimbursement provided to any individual resident or homeowner association who hires a private contractor to remove and dispose of storm related debris.

Separating Your Debris

Don't waste time and money by putting debris in the wrong place. Follow these guidelines to ensure your debris is collected quickly and efficiently.

DO NOT STACK OR LEAN
Piling debris in one place can block access, or other vehicles could be damaged. This can cause delays and safety issues.

ENSURE WHERE TO PLACE DEBRIS?
Place debris in a designated area or on the side of your property. Do not place debris on the street or in the middle of your property.

DEBRIS SEPARATION:
Separate debris into the categories shown below.

NO PICKUP ZONE:
Any debris placed in this zone will not be picked up.


Household Debris:
Household appliances, furniture, electronics, etc.

Construction Debris:
Siding, shingles, roof tiles, etc.

Vegetative Debris:
Branches, leaves, etc.

Other Debris:
Tires, appliances, etc.

For more information contact your local government.



👍 23 2 Shares

👍 Like 💬 Comment ➦ Share



9 FINANCIAL & BONDING CAPACITY

9.1 Financial Strength

P&J's financial stability ensures that the City can rely on us to handle all financial aspects of the Storm Debris Removal Proposal. We maintain a strong financial position, allowing us to pay our employees and subcontractors promptly, even if the client hasn't paid us yet.

Our annual revenue has consistently grown to \$707MM in 2022, along with an expansion in our workforce and infrastructure. We have excellent financial ratios, including approximately \$150MM in equity, a debt-to-equity ratio of about 35%, and over \$90MM in working capital. We also have a working capital line of credit of \$20MM with JPMorgan Chase Bank and a surety bond capacity line of over \$1.75B.

In previous disaster debris management missions, such as the 2011 tornado super-outbreak in Alabama, we successfully self-financed the early stages of the mission using our line of credit and a project-specific credit facility. We managed withdrawals and repayments of over \$108M on the credit facility, which was fully paid down before the completion of the mission.

Our bonding capacity demonstrates our ability to fulfill contractual commitments of any scale. For instance, our largest surety bond outstanding is \$175MM, and we have successfully handled projects like Hurricane Katrina, where the initial bond was \$500MM but exceeded \$730MM in the end.

With our current financial strength, we can quickly mobilize management teams, equipment, personnel, and subcontractors to efficiently execute disaster debris management missions. We can pay subcontractors weekly without relying on payment from the Authority, thanks to our working capital line of credit. Additionally, for larger missions, we can secure a project-specific line of credit to supplement our working capital line.

In summary, P&J's financial stability, growth, excellent financial ratios, and bonding capacity demonstrate our ability to handle financial requirements and execute contractual commitments, regardless of the scale of the project.



June 6, 2023

Mrs. Avis Phillips
Phillips and Jordan, Inc.
10201 Parkside Dr. Suite 300
Knoxville, TN 37922

Dear Avis:

The purpose of this letter is to confirm that Phillips and Jordan, Inc. has been a customer of JPMorgan Chase Bank, N.A. (the "Bank") for 20 years. The Bank has provided project financing to Phillips and Jordan in the past for its disaster recovery efforts relating to ice storms, hurricanes, tornadoes and the World Trade Center disaster. Specifically, the Bank provided financing to Phillips and Jordan in the amount of \$100,000,000 with respect to the Hurricane Katrina disaster, as well as \$65,000,000 with respect to the tornadoes that occurred in Alabama. As of the date of this letter, Phillips and Jordan has \$20,000,000 available through its working capital line with the Bank and is utilizing other project related financings in the mid-eight figures. Phillips and Jordan has maintained depository accounts with the Bank for 20 years. During the 20 year period of the Bank's depository and financing relationship with Phillips and Jordan, it has operated its depository accounts and financing relationships in a satisfactory manner.

The information in this letter is provided as an accommodation to you. This letter and any information provided in connection herewith are furnished on the condition that: (a) they are strictly confidential (provided that this letter and any information provided in connection herewith may be shared in connection with bids on business Phillips and Jordan is pursuing), (b) no liability or responsibility whatsoever in connection herewith shall attach to the Bank or any of its officers, employees, or agents, (c) this letter makes no representations regarding the general condition of the company named herein, its management, or its future ability to meet its obligations, and (d) information provided in this letter or in connection herewith is subject to change without notice.

Please be advised that this letter refers only to facts as they exist as of the date of this letter and the Bank shall have no duty or obligation to inform the addressee hereof, or any other permitted recipient of this letter and any information provided in connection herewith, of any future changes in such facts. This letter is solely for the benefit of the addressee, and may not be relied on by any other person or for any other purpose.



Do not hesitate to contact me at (865) 719-4611 if you have any further questions.

Very truly yours,

JPMORGAN CHASE BANK, N.A.

Sincerely,

A handwritten signature in black ink, appearing to read 'Suzanne T. Schriver', with a long horizontal line extending to the right.

Name: Suzanne T. Schriver
Title: Executive Director
JP Morgan Chase Bank, N.A.
1111 N. Northshore Drive Suite N-560
Knoxville, TN 37919
Phone: (865)719-4611
Fax: (865)-444-8524



Marsh & McLennan Agency LLC
413 Northshore Dr., SW, Suite E
Knoxville, TN 37919
865-588-7200
www.marshmma.com

January 4, 2023

Re: Phillips and Jordan, Incorporated

To Whom It May Concern:

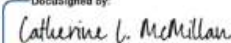
MMA - J. Smith Lanier & Co. and the Liberty Mutual Insurance Company, Boston, MA (Phone 617-357-9500) are proud to have handled the bonding needs of Phillips and Jordan, Incorporated the past 11 years. The Liberty Mutual Insurance Company is an A "Excellent" AM Best Rated Company and are US. Treasury Listed, licensed in all states.

We constantly monitor the manner in which Phillips and Jordan, Incorporated meets their construction and financial obligations to owners, subcontractors, suppliers and the credit community. We are pleased to report that Phillips and Jordan, Incorporated is an extremely strong and stable company in financial terms and handle these obligations in an exemplary manner.

While we would certainly give consideration to higher limits should specific conditions require doing so, we currently have in place for Phillips and Jordan, Incorporated a single program exceeding \$500,000,000 with an aggregate exceeding \$1,750,000,000 bonding line, with approximately \$1,000,000,000 available capacity. We anticipate no problems in issuing 100% Performance and Payment Bonds for any project Phillips and Jordan, Incorporated chooses to pursue. Naturally, the execution of any final bonds will be subject to a mutually satisfactory review of the bonds, final contract terms, conditions and financing by our client and us.

Should you have questions or if we may be of assistance, please feel free to contact us.

Sincerely,

DocuSigned by:

AADD04F6CA1C541C...

Catherine L. McMillan
Attorney-In-Fact

WORLD CLASS. LOCAL TOUCH.



10 LICENSES

P&J is a national contractor that is licensed in all 50 states.

We do not have an office located within Louisiana; however, P&J will obtain all required licenses and/or permits prior to the start of any work within the City of Central.

No industry-specific licenses or certifications are required to perform disaster debris removal services.

Please find a copy of our State of Louisiana Contractors License below, and a copy of our current Certificate of Good Standing on the following page.





R. Kyle Ardoin
SECRETARY OF STATE

As Secretary of State of the State of Louisiana I do hereby Certify that

PHILLIPS AND JORDAN, INCORPORATED

A corporation domiciled in ROBBINSVILLE, NORTH CAROLINA,

Filed charter and qualified to do business in this State on November 07, 1977,

I further certify that the records of this Office indicate the corporation has paid all fees due the Secretary of State, and so far as the Office of the Secretary of State is concerned is in good standing and is authorized to do business in this State.

I further certify that this Certificate is not intended to reflect the financial condition of this corporation since this information is not available from the records of this Office.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

July 31, 2023

Secretary of State

Web 32014540F



Certificate ID: 11762836#GTL73

To validate this certificate, visit the following web site, go to **Business Services, Search for Louisiana Business Filings, Validate a Certificate**, then follow the instructions displayed.
www.sos.la.gov



THANK YOU

disasterservices@pandj.com
P: 800.955.0876
F: 865.688.8369

10142 Parkside Drive
Suite 500
Knoxville, TN 37922
pandj.com