

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

WITNESS: Valerie W. Holder

NAME: Randy Jordan

TITLE: COO/ Exe. Vice-President

DATE: 10-22-12

ACCEPTED: BKW, INCORPORATED

BY: Karen Webb

WITNESS: [Signature]

NAME: Karen Webb

TITLE: President

DATE: 10/15/12

A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

W
SUBCONTRACTOR INITIALS

Subcontract No. DS-BKW-12

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Rev. 06/04/12

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: Bush Construction & Disaster, Incorporated
Address: P.O. Box 1825
Auburndale, FL 33823
Telephone: 863-581-7293
Fax: 863-421-2095
Email: catboob@aol.com
Subcontract Number: DS-/BUS-13
Effective Date: July 15, 2013

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

ES
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

OP Bush
SUBCONTRACTOR INITIALS

Subcontract No. DS-HEN-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: 

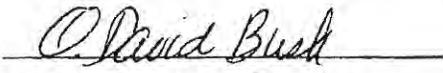
WITNESS: Valerie W. Holder

NAME: Edd Satterfield

TITLE: Vice-President

DATE: 4-19-13

ACCEPTED: BUSH CONSTRUCTION AND DISASTER, INCORPORATED

BY: 

WITNESS: Cathy M. Book

NAME: O. David Bush

TITLE: Owner

DATE: 7-19-13

ES
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER


SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: Cheoah Construction Co., Incorporated
Address: P.O. Box 1248
Robbinsville, NC 28771
Telephone: 828-479-8622
Fax: 828-479-2834
Email: hnichols.cheoah@frontier.com
Subcontract Number: DS-CHE-12
Effective Date: October 12, 2012

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

NOW, THEREFORE, the Contractor and Subcontractor agree to bind themselves, their heirs, successors and assigns as follows:

Article 1 – Work Order. Subcontractor agrees to provide services, equipment and/or material (hereinafter referred to as the "Work") pursuant to the terms of any written Work Order executed

A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

JS
SUBCONTRACTOR INITIALS

Subcontract No. DS-CHE-12

Page 1 of 35

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

WITNESS: Valeria W. Halden

NAME: Randy Jordan

TITLE: COO/Exe. Vice-President

DATE: 11-9-13

ACCEPTED: CHEOAH CONSTRUCTION COMPANY, INCORPORATED

BY: [Signature]

WITNESS: Helen Nichols

NAME: Jo Doris Shuler

TITLE: President

DATE: 10-16-12

A
CONTRACTOR INITIALS

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[Signature]
SUBCONTRACTOR INITIALS

Subcontract No. DS-CHE-12

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Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

WITNESS: Valeria W. Haldy

NAME: Randy Jordan

TITLE: COO/Exe. Vice-President

DATE: 10-22-12

ACCEPTED: DREWERY CONSTRUCTION COMPANY, INCORPORATED

BY: [Signature]

WITNESS: Summer Wheaton

NAME: Keith Dewey

TITLE: President

DATE: 10/22/12

[Signature]
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

[Signature]
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: EE&G Disaster Response, LLC
Address: 5751 Miami Lakes Drive
Miami Lakes, FL 33014
Telephone: 305-374-8300
Fax: _____
Email: tgipe@eeandg.com
Subcontract Number: DS-EEG-13
Effective Date: July 16, 2013

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

NOW, THEREFORE, the Contractor and Subcontractor agree to bind themselves, their heirs, successors and assigns as follows:

Article 1 - Work Order. Subcontractor agrees to provide services, equipment and/or material (hereinafter referred to as the "Work") pursuant to the terms of any written Work Order executed

 EJ
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

 JD
SUBCONTRACTOR INITIALS

Subcontract No. DS-GRA-12

Page 1 of 35

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Rev 06/04/12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

WITNESS: Valerie W. Holder

NAME: Edd Satterfield

TITLE: Vice-President

DATE: 7-19-13

ACCEPTED: EE&G DISASTER RESPONSE, LLC

BY: [Signature]

WITNESS: [Signature]

NAME: Carolyn Bailey

TITLE: VP

DATE: 7/18/13

ES
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

CB
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: Hensley R. Lee Contracting, Incorporated
Address: 311 Acorn Lane
Picayune, MS 39466
Telephone: 601-799-1335
Fax: 601-799-1336
Email: hrlee81@hotmail.com
Subcontract Number: DS-HEN-12
Effective Date: October 15, 2012

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

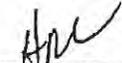
WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

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CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER


SUBCONTRACTOR INITIALS

Subcontract No. DS-HEN-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: 

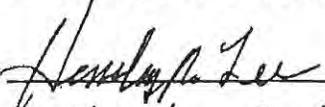
WITNESS: Valerie W. Helder

NAME: John E. West

TITLE: Vice-President

DATE: 7-15-13

ACCEPTED: HENSLEY R. LEE CONTRACTING, INCORPORATED

BY: 

WITNESS: Shelly M. Kehee

NAME: Hensley R. Lee

TITLE: President

DATE: 7/13/13


CONTRACTOR INITIALS

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SUBCONTRACTOR INITIALS

Subcontract No. DS-HEN-12

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MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: H & R of Belle Glade, Inc.
Address: 715 Hatcher Road
Belle Glade, FL 33430
Telephone: 561-996-4127
Fax: 561-992-7403
Email: ~~heath@handrbg.com~~ tommy@handrbg.com
Subcontract Number: DS-HRB-12
Effective Date: October 15, 2012

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

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WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

 A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

 JK
SUBCONTRACTOR INITIALS

Subcontract No. DS-HRB-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]
NAME: Randy Jordan
TITLE: COO/Exe. Vice-President
DATE: 4-19-13

WITNESS: Valerie W. Holden

ACCEPTED: H & R OF BELLE GLADE, INC.

BY: [Signature]
NAME: Thomas J King Jr.
TITLE: Vice President
DATE: 4-15-13

WITNESS: Stacie Runk

[Signature]
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

[Signature]
SUBCONTRACTOR INITIALS

Subcontract No. DS-HRB-12

Page 18 of 36

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Rev. 06/04/12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]
NAME: Randy Jordan
TITLE: COO/Exe. Vice-President
DATE: 4-15-13

WITNESS: Valerie W. Golder

ACCEPTED: KEU, INCORPORATED

BY: [Signature]
NAME: Sally Kasma
TITLE: President
DATE: 10-17-2012

WITNESS: [Signature]

A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

[Signature]
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pjmcmullen@pandi.com (EMAIL)

Subcontractor: Lane Hauling & Excavating, Incorporated
Address: P.O. Box 1
Clarkrange, TN 38553
Telephone: 931-863-8338
Fax: 931-863-5188
Email: dyoung@lanehauling.com
Subcontract Number: DS-LAN-12
Effective Date: October 17, 2012

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

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WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

 A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

 D
SUBCONTRACTOR INITIALS

Subcontract No DS-LAN-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]
NAME: Randy Jordan
TITLE: COO/Exec. Vice-President
DATE: 4-9-13

WITNESS: Valerie W. Holden

ACCEPTED: LANE HAULING & EXCAVATING, INCORPORATED

BY: [Signature]
NAME: Debra Young
TITLE: President
DATE: 4/8/13

WITNESS: [Signature]

A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

[Signature]
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: The Metrolina Landscape Company
Address: 309 Morningside Road
Charlotte, NC 28214
Telephone: 704-392-9501
Fax: 704-394-1405
Email: jsmith@themetrolinalandscape.com
Subcontract Number: DS-MET-12
Effective Date: October 17, 2012

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

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WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

 A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

 JSG
SUBCONTRACTOR INITIALS

Subcontract No. DS-MET-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

WITNESS: Valerie W. Halder

NAME: Randy Jordan

TITLE: COO/Exe. Vice-President

DATE: 11-2-12

ACCEPTED: THE METROLINA LANDSCAPE COMPANY

BY: [Signature]

WITNESS: _____

NAME: Joe Garmon

TITLE: Pres.

DATE: 10-23-12

CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

JSG
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: Metro Service Group
Address: 9641 Old Gentilly Road
New Orleans, LA 70127
Telephone: 504-520-8331
Fax: 504-365-1762
Email: jwoodsmetro@usa.net
Subcontract Number: DS-MET-13
Effective Date: July 15, 2013

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.


CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER


SUBCONTRACTOR INITIALS

Subcontract No. DS-HEN-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: *John E. West*
NAME: John E. West
TITLE: Vice-President
DATE: 7/17/13

WITNESS: *Valerie W. Halder*

ACCEPTED: METRO SERVICE GROUP

BY: *Glenn H. Woods*
NAME: Glenn H. Woods
TITLE: President
DATE: 7/16/13

WITNESS: *Glenn H. Woods*

JW
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

GW
SUBCONTRACTOR INITIALS

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")

**P.O. Box 604
Robbinsville, NC 28771
Phone: 828-479-3371
Fax: 828-479-3010**

CONTINUING SUBCONTRACT AGREEMENT

Subcontractor:	<u>MLU Services, Inc.</u>
Address:	<u>573 Hawthorne Avenue</u> <u>Athens, GA 30606</u>
Telephone:	<u>706-369-7300</u>
Fax:	<u>706-425-0300</u>
E-mail:	<u>mlum@mluservices.com</u>
Effective Date:	<u>10-14-11</u>

THIS CONTINUING SUBCONTRACT (hereafter "Subcontract") is entered between PHILLIPS AND JORDAN, INCORPORATED, (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of services, equipment or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

THE PARTIES AGREE AND BIND THEMSELVES, Their heirs, successors and assigns as follows:

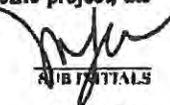
ARTICLE ONE - INTENT OF SUBCONTRACT

Contractor and Subcontractor expressly agree that the purpose of this Subcontract is to provide a mechanism of affording a simple and effective means of awarding multiple projects to the Subcontractor without the need for individual subcontracts for every project. This Subcontract establishes, as a minimum, the terms and conditions that are applicable to all projects with the exception of **SCOPE OF WORK, SCHEDULED COMPLETION TIME, COMPENSATION** and any other special conditions that will be set forth for any individual project in the Work Order issued for that specific project.

This Subcontract is not intended to, and does not, guarantee, that Subcontractor will be the sole provider of the service for its area of discipline provided under this Subcontract. Contractor and Subcontractor further agree that nothing within this Subcontract, expressed or implied, shall prohibit the Contractor from amending the requirements of this Subcontract, either increasing or decreasing the requirements provided within this Subcontract, as may be applicable for each specific project. Whenever there is a conflict between the terms of this Subcontract and the Work Order for the specific project, the


P&J INITIALS

AN EQUAL OPPORTUNITY EMPLOYER


MLU INITIALS

Subcontract No. _____
TPA/10/09/2002

Rev. 02-09-11

Phillips and Jordan, Inc. / MLU Services, Inc.
Continuing Subcontract Agreement
Page 14 of 19

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

Randy Jordan

(printed name)

TITLE: Vice - President

DATE: 10-24-11

Sworn to and subscribed before me this 24 day of October, 2011.

NOTARY PUBLIC: Valerie W. Halden

My Commission Expires: 01-06-15



ACCEPTED: MLU SERVICES, INCORPORATED

BY: [Signature]

MARCIA ULM

(printed name)

TITLE: President

DATE: 10-14-2011

Contractor's License: _____ Business License: _____

(FL only) - QB License: _____

Sworn to and subscribed before me this 14 day of OCTOBER, 2011.

NOTARY PUBLIC: [Signature]

My Commission Expires: 1/18/15



PAJ INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

[Signature]
SIG. INITIALS

Subcontract No. _____
TPA/1809180.3

Revised 02-09-11

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]
NAME: Randy Jordan
TITLE: COO/Exe. Vice-President
DATE: 11-5-12

WITNESS: Valerie W. Holden

ACCEPTED: OPTIMUM SERVICES, INCORPORATED

BY: [Signature]
NAME: Richard Evans
TITLE: Vice President
DATE: October 31, 2012

WITNESS: [Signature]

[Signature]
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

[Signature]
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmemullen@pandj.com (EMAIL)

Subcontractor: Parkman Tree Service, Inc.
Address: P.O. Box 75
Lancaster, SC 29721
Telephone: (803) 286-6339
Fax: (803) 286-6407
Email: jparkman@comporium.net

Subcontract Number: DS-PAR-11
Effective Date: April 18, 2011

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the clean up and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

NOW, THEREFORE, the Contractor and Subcontractor agree to bind themselves, their heirs, successors and assigns as follows:


CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER


SUBCONTRACTOR INITIALS

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

NAME: Randy Jordan

TITLE: Senior Vice Pres.

DATE: 5/2/11

WITNESS: Janet W. Crisp

ACCEPTED: PARKMAN TREE SERVICE, INCORPORATED

BY: J. Scott Parkman

NAME: Parkman Tree Svc, J Scott Parkman

TITLE: Owner

DATE: 04/19/11

WITNESS: [Signature]

[Signature]
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

JSP
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcullen@pandj.com (EMAIL)

Subcontractor: Rio-Bak Corporation
Address: 12773 W. Forest Hill Blvd, #210
Wellington, FL 33414
Telephone: 561-791-9721
Fax: 561-791-9734
Email: tommy@rio-bak.com
Subcontract Number: DS-RIO-12
Effective Date: October 29, 2012

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

NOW, THEREFORE, the Contractor and Subcontractor agree to bind themselves, their heirs, successors and assigns as follows:

1
CONTRACTOR INITIALS

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JK
SUBCONTRACTOR INITIALS

Subcontract No. DS-DRE-12

Page 1 of 35

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Rev. 06/04/12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]
NAME: Randy Jordan
TITLE: COO/Vice-President
DATE: 11-2-12

WITNESS: Valerie W. Hodder

ACCEPTED: RIO-BAK CORPORATION

BY: [Signature]
NAME: Thomas K. Jr
TITLE: Vice President
DATE: 10/31/12

WITNESS: _____

A
CONTRACTOR INITIALS

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TK
SUBCONTRACTOR INITIALS

Subcontract No. DS-DRE-12

Page 17 of 35

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Rev. 06/04/12

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmmcullen@pandj.com (EMAIL)

Subcontractor: Sheen & Shine, Incorporated
Address: 214 West Main St, PO Box 14096
Rochester, NY 14614
Telephone: 585-423-2282
Fax: 585-423-2297
Email: ike@sheenandshine.com
Subcontract Number: DS-SHE-13
Effective Date: July 15, 2013

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.


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IC
SUBCONTRACTOR INITIALS

Subcontract No. DS-SHE-13

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

WITNESS: Valerie W. Holden

NAME: Steve Thompson

TITLE: Vice-President

DATE: July 16, 2013

ACCEPTED: Sheen & Shine Inc

BY: Israel Cuxler

WITNESS: [Signature]

NAME: Israel Cuxler

TITLE: President

DATE: 16 JULY 2013

[Signature]
CONTRACTOR INITIALS

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IC
SUBCONTRACTOR INITIALS

Subcontract No. DS-HEN-12

Page 18 of 36

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Rev. 06/04/12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]
NAME: Randy Jordan
TITLE: COO/Exe. Vice-President
DATE: 4-22-13

WITNESS: Valerie W. Holders

ACCEPTED: ~~FERRY~~ TREE SERVICE-SOUTH, LLC

BY: [Signature]
NAME: Timothy Pope
TITLE: Vice President
DATE: 10-31-12

WITNESS: Sammy O'Rourke

[Signature]
CONTRACTOR INITIALS

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[Signature]
SUBCONTRACTOR INITIALS

Subcontract No. DS-TER-12

Page 18 of 36

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Rev. 06/04/12

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pmcmullen@pandj.com (EMAIL)

Subcontractor: Thunder Disaster Services, Incorporated
Address: 18001 Great Smoky Mt. Expressway
Waynesville, NC 28786
Telephone: 828-452-3335
Fax: 828-452-6993
Email: mail@thunderdisaster.com
Subcontract Number: DS-THU-12
Effective Date: October 30, 2012

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

WHEREAS, Contractor anticipates entering into, or has already entered into, one or more agreements with local, state or federal governmental entities (hereinafter referred to as "Owner") to respond to the cleanup and related needs caused by natural and/or man-made disasters (any such agreement between Owner and Contractor being hereinafter referred to as the "Prime Contract");

WHEREAS, Contractor cannot foresee what services and materials will be required under any particular Prime Contract, or when they will be needed, but it anticipates that such services and materials will be needed in a time frame that will not allow for extensive contract negotiations; and

WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

 A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

 CJF
SUBCONTRACTOR INITIALS

Subcontract No. DS-THU-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: [Signature]

WITNESS: Vernon W. Hodder

NAME: Randy Jordan

TITLE: COO/Exec. Vice-President

DATE: 11-5-12

ACCEPTED: THUNDER DISASTER SERVICES, INCORPORATED

BY: Carmela J Ferguson

WITNESS: [Signature]

NAME: Carmela J Ferguson

TITLE: Sec-Treas.

DATE: 10/30/2012

A
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

[Signature]
SUBCONTRACTOR INITIALS

MASTER SUBCONTRACT
FOR DISASTER RESPONSE SERVICES

PHILLIPS AND JORDAN, INCORPORATED ("CONTRACTOR")
6621 WILBANKS RD.
KNOXVILLE, TN 37912
(865) 688-0503 (FAX)
pjmcmullen@pandj.com (EMAIL)

Subcontractor: Tiger Bayou, Inc.
Address: P.O. Box 685
Port Allen, LA 70767
Telephone: 225-337-1208
Fax: 225-304-6406

Email: ewing9437@hotmail.com
Subcontract Number: DS-TIG-12
Effective Date: July 8, 2013

This MASTER SUBCONTRACT FOR DISASTER RESPONSE SERVICES (hereinafter called "Master Subcontract") is entered into between PHILLIPS AND JORDAN, INCORPORATED (hereinafter called "Contractor"), and the above-named Subcontractor (hereinafter called "Subcontractor"), for the supply by Subcontractor of certain services, equipment and/or material, to the extent ordered by Contractor, in accordance with the terms and conditions set forth herein.

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WHEREAS, Contractor and Subcontractor intend to set up a mechanism for Contractor to issue one or more Work Orders to Subcontractor that will incorporate the terms and conditions herein and thus expedite commencement of the work of Subcontractor.

to
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

CEE
SUBCONTRACTOR INITIALS

Subcontract No. DS-TER-12

Phillips and Jordan, Incorporated
Master Subcontract for Disaster Services

ACCEPTED: PHILLIPS AND JORDAN, INCORPORATED

BY: *John E. West*
NAME: John E. West
TITLE: Vice-President
DATE: 7-15-13

WITNESS: Valerie W. Holder

ACCEPTED: TIGER BAYOU, INCORPORATED

BY: *Clyde E. Ewing*
NAME: Clyde E. Ewing
TITLE: President
DATE: 7/9/13

WITNESS: *Joricka Simons*

JW
CONTRACTOR INITIALS

AN EQUAL OPPORTUNITY EMPLOYER

CEE
SUBCONTRACTOR INITIALS

COUNTY OF SUFFOLK



STEVEN BELLONE
SUFFOLK COUNTY EXECUTIVE

DEPARTMENT OF PUBLIC WORKS

VINCENT FALKOWSKI, P.E.
CHIEF DEPUTY COMMISSIONER

GILBERT ANDERSON, P.E.
COMMISSIONER

PHILIP A. BERDOLT
DEPUTY COMMISSIONER

January 28, 2013

Edd Satterfield, Asst. Vice President
Phillips & Jordan
PO Drawer 604
191 P&J Road
Robbinsville, NC 28771

Sir:

As you know, Suffolk County along with the State of New York suffered so much tremendous destruction due to Super Storm Sandy. In times like these with so much going on people often get overlooked. I did not want that to happen in the case of Rex Wilson. Although there were many people from your company that played a part of our recovery, Rex's efforts were outstanding. His efforts on so many levels to help lessen that burden on Suffolk County were outstanding.

He helped to coordinate the collection of over 1 million yards of vegetative debris. His efforts and dedication to detail, along with the knowledge was pivotal in our debris management efforts. Every day Rex would advise us on details of the operation including checking on all crews, following FEMA and Local Government rules and assisting with checking trucks in, stump removal, brush cleanup and burn box operation. All of this was handled with extreme professionalism.

You can be proud of Rex and his representation of your company. Again our sincere thanks to Rex as well as Phillips & Jordan for a job well done.

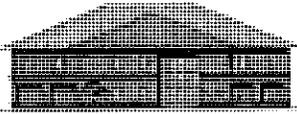
Very truly yours,

Gilbert Anderson, P.E.
Commissioner

GA/bd

cc: Phil Berdolt, Deputy Commissioner, DPW
Bob Polaski, Principal Engineering Aide
Ed Barnes, Maintenance Mechanic IV

SUFFOLK COUNTY IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER



CITY OF MOODY

670 PARK AVENUE • MOODY, ALABAMA 35004
 TELEPHONE (205) 640-5121 • FAX (205) 640-2528

MAYOR
 JOE LEE

COUNCIL MEMBERS
 LINDA CROWE
 LYNN TAYLOR
 PHILLIP DEASON
 BOBBY CLEMENTS
 PAUL JOHNSON

CITY CLERK
 PATSY BEARD
POLICE CHIEF
 BOBBY BREED
FIRE CHIEF
 JOE NOBLES
BUILDING INSPECTOR
 WAYNE TAYLOR
PARK DIRECTOR
 MIKE STAGGS
LIBRARY DIRECTOR
 PATSY SPRADLEY

August 31, 2011

To whom it may concern,

The City of Moody Alabama was seriously impacted by tornados in April 2011. We selected the USACE to manage the debris removal from our public roads and streets. The USACE contracted with Phillips and Jordan (P&J) to manage this program.

P&J did an excellent job, they were on site and operating within 10 days, and executing an outstanding program meeting and exceeding our expectations. All operations met or exceeded OSHA safety standards. Their site manager, Mr. David Everhart, was the link that kept our debris removal program on track and operating smoothly for 13 weeks.

The P&J team has superb customer service skills. They were very sensitive to stress that our citizens were going through and handled each resident with the utmost respect and consideration. The city received numerous calls from residents expressing their appreciation for the professionalism displayed by the P&J team.

P&J helped the city get back to a normal mode of operation faster than we ever thought possible. I highly recommend Phillips and Jordan and their management team should you find your self or city in need of their services.

Sincerely

Joe Lee
 Mayor



CITY OF MOODY

670 PARK AVENUE • MOODY, ALABAMA 35004
 TELEPHONE (205) 640-5121 • FAX (205) 640-2528

MAYOR
 JOE LEE

COUNCIL MEMBERS
 LINDA CROWE
 PAUL JOHNSON
 PHILLIP DEASON
 BOBBY CLEMENTS
 ROBERT VICKERY

CITY CLERK
 PATSY BEARD

POLICE CHIEF
 JOHNNY KILE

FIRE CHIEF
 JAMES ROBINSON

BUILDING INSPECTOR
 WAYNE TAYLOR

PARK DIRECTOR
 MIKE STAGGS

September 1, 2011

To whom it may concern,

I am writing this letter to strongly recommend Mr. David Everhart. I know Mr. Everhart through the work he did for the City of Moody after the tornado that went through our town in April 2011. He is the site supervisor for Phillips and Jordan Emergency Response Group.

During his time in Moody, Mr. Everhart and his crews successfully completed a tremendous amount of work in a short period of time. He has been an effective communicator, serving as a supervisor to crews in different areas of St. Clair County. He has coordinated the clean up of several large residential areas while keeping the project on time and on schedule. This has not been an easy job. Our citizen's lives and homes were devastated after the storms on April 27th. There has been a tremendous amount of conflict and David has come into our community and responded with respect and compassion to our citizens.

David Everhart has distinguished himself as a natural leader and diligent supervisor. He has made an overwhelming job seem uncomplicated. David is a very personable and responsive. I would strongly recommend Mr. Everhart for any task requiring active supervision, attention to detail, following rules and regulations, and dealing with the public.

Sincerely,

Joe Lee
 Mayor

David Treadwell
 Special Project Coordinator



Walker County Commission

Open Meeting 9:30 a.m.
First & Third Mondays
Telephone (205) 384-7230
Fax (205) 384-7003

PO Box 1447
Jasper, AL 35502

Bruce Hamrick
Chairman

Commissioner District One
Dual Tubbs
789 Alexander Tubbs Road
Jasper, AL 35501

Commissioner District Two
Dan Wright
1019 Pleasant Grove Road
Oakman, AL 35579

Commissioner District Three
Ben Huggins
30 Huggins Road
Cordova, AL 35550

Commissioner District Four
James R. Bridges
2826 Piney Woods Sipsey Rd.
Jasper, AL 35504

August 8, 2011

To Whom It May Concern:

On April 27, 2011 numerous tornadoes struck Walker County, Alabama with devastating results. After President Obama declared Walker County a Federal Disaster, Walker County contracted with the U.S. Army Corp of Engineers to provide site management, removal and reduction for all eligible vegetative, construction and demolition debris.

The U.S. Army Corp of Engineers utilized Phillips & Jordon, Inc. as their Prime Contractor to accomplish the cleanup in Walker County. Having worked very closely with Mr. JW Culbreth and other personnel with this corporation for the past three months, I can attest to the outstanding integrity and capabilities of their personnel.

In addition to providing site management and debris cleanup services, Mr. JW Culbreth provided valuable information and guidance concerning FEMA requirements. His thorough knowledge of FEMA rules and regulations enabled Walker County to make decisions during the cleanup process that ensured compliance with the rules.

As a result of the above noted outstanding services performed by Mr. JW Culbreth and other personnel with Phillips & Jordon, Inc. the Walker County Commission does hereby highly recommend this corporation for all of your disaster debris removal needs.

Sincerely,

Bruce Hamrick
Chairman

David C. Edgil
County Engineer

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CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)

NONSYSTEMS

INCOMPLETE-RATED

1. Name/Address of Contractor (Division):

Company Name: PHILLIPS & JORDAN, INCORPORATED

Division Name:

Street Address: 8940 GALL BLVD

City, State, Zip Code: ZEPHYRHILLS FL 33541

Province/Country: US

CAGE Code:

PSC: R799

DUNS+4 Number: 139664932

NAICS Code: 562119

2. Report Type: Final Report**3. Period of Performance Being Assessed:** 05/07/2011 - 09/30/2011**4a. Contract Number:** W912P808D0052 CK03**4b. Business Sector & Sub-Sector:** Prof/Tech/Mng Support**5. Contracting Office:** XU W074 ENDIST MOBILE**6. Location of Contract Performance:**

Tuscaloosa, AL

7a. Contracting Officer: SONYA D RODGERS**7b. Phone Number:** 251-441-5406**8a. Contract Award Date:** 05/07/2011**8b. Contract Effective Date:****9. Contract Completion Date:** 09/30/2011**10. N/A****11. Awarded Dollar Value:** \$21,181,866**12. Current Contract Dollar Value:** \$21,181,866**13. Competitive****14. Contract Type:** FFP**Mixed/Other:****15. Key Subcontractors and Effort Performed:****16. Program Title:**

Right of Way Debris Removal - Emergency Contract to remove eligible debris from public Rights of Way at the request of the local government as a result of the Federal Disaster Declaration for the Disaster Response to Alabama Spring Tornadoes.

17. Contract Effort Description:

The contract required the removal and disposal of eligible debris from public Rights of Way according to the guidelines established by FEMA under the Federal Disaster Assistance program. The Contractor had to segregate, load, haul and dispose of eligible debris from designated streets and roads in the County. This was an Emergency Contract requiring a quick ramp up to begin work and an aggressive schedule to complete the work.

Small Business Utilization

Does this contract include a subcontracting plan? Yes

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): 09/30/2011

18. Evaluate the following Areas:

	Past Rating	Rating	Trend
a. Quality of Product or Service	N/A	Exceptional	N/A
b. Schedule	N/A	Exceptional	N/A
c. Cost Control	N/A	N/A	N/A
d. Business Relations	N/A	Exceptional	N/A
e. Management of Key Personnel	N/A	Exceptional	N/A
f. Utilization of Small Business	N/A	Exceptional	N/A
g. Other Areas:			
(1):		N/A	
(2):		N/A	
(3):		N/A	
(4):		N/A	
(5):		N/A	
(6):		N/A	
(7):		N/A	
(8):		N/A	

19. N/A**20. Assessing Official Narrative:**

QUALITY OF PRODUCT OR SERVICE: Contractor demonstrates quality considerations in all aspects of job performance. The Contractor selected and managed numerous top quality subcontractors to execute the work requirements. Their automated data management system (STORM) provided timely and accurate data to assist in managing all aspects of debris management. The Contractor modified the STORM system to provide additional data at our request numerous times. The Contractors performance for the contract was excellent, they stayed on top of all the issues that would come up. They did a great job dealing with local governments. They went above and beyond to meet our demands to complete the clean-up. They required little technical assistance from the government.

SCHEDULE: The Contractor managed the schedule in an exceptional manner. They faced the challenge of staffing for an unknown completion date for many weeks. During this period, they continued to prosecute the work in a responsive and focused manner. The Contractor effectively managed the relatively high turnover of first and second level subcontractors to ensure no loss of production.

BUSINESS RELATIONS: All personnel demonstrated a high level of professionalism and ability. They were a cooperative partner that faced daily challenges with enthusiasm and problem solving skills. In the final weeks of the debris removal effort, the contractor effectively managed multiple punch lists for city and county work efforts. When the Government reps added or revised listings, the requests were met with enthusiasm and cooperation. The contractor was very helpful in coordinating with the local entities in acceptance/ completion of the project. P&J did an excellent job of Quality Control with their own QC staff. They made an effort to hire local businesses.

MANAGEMENT OF KEY PERSONNEL: The key personnel that were with P&J were all very professional in their jobs and worked well with us.

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Everyone knew their job and were well trained to perform it. There was minimal turnover of key staff during the contract period.

UTILIZATION OF SMALL BUSINESS: Phillips and Jordan did an excellent job of hiring local small businesses for the debris removal work. Many of the first tier subs for debris removal were local small businesses as were the subs that managed the debris sites.

ADDITIONAL/OTHER: Phillips and Jordan provided quality service. They aggressively implemented their contract schedule, while satisfactorily controlling cost. P&J's business management executed a very organized contract. Project Managers for each location were very organized, knowledgeable, and responsive to requests. They were staffed adequately, were responsive to requests and conducted business in a professional manner. They have great personnel with effective skill sets selected for key positions especially when working with local entities. P&J hired multiple small businesses and assisted those small businesses with contract obligations. The Automated Data Management System they employed was an excellent resource for tracking the progress of the work and assisting in reconciling the invoicing requirements.

RECOMMENDATION: Given what I know today about the Contractor's ability to execute what they promised in their proposal, I definitely would award to them today given that I had a choice.

21. Name and Title of Assessing Official:

Name: CECIL JERNIGAN

Title: MISSION MANAGER

Office: CECO-C

Phone Number: 251-690-3558

Fax Number:

Email Address: cecil.l.jernigan@usace.army.mil

Date: 04/25/2012

22. Contractor Comments:**23. Name and Title of Contractor Representative:**

Name:

Title:

Phone Number:

Fax Number:

Email Address:

Date:

24. Review by Reviewing Official:**25. Name and Title of Reviewing Official:**

Name:

Title:

Office:

Phone Number:

Fax Number:

Email Address:

Date:



Public Works Department
602 S. Main Street
Joplin, MO 64801
(417) 624-0820 ext. 530
(417) 625-4738 (Fax)

March 8, 2012

To Whom It May Concern:

On May 22, 2011, The City of Joplin was devastated by a historic EF-5 Tornado that wreaked havoc throughout the community, destroying over 4500 homes and claiming the lives of 161 people. President Obama declared The City of Joplin as well as Duquesne and Jasper County Federal Disaster Areas. We were given 75 days to clean up as much debris as possible. FEMA mission assigned the U.S. Army Corp of Engineers to manage the removal of all eligible vegetative, construction and demolition debris. The U.S. Army Corps of Engineers utilized the services of Weston who used Phillips & Jordan, Inc. as their contractor to manage this program.

As the Assistant Public Works Director, I was placed in charge of the cleanup operations at the direction of the City Manager, Mark Rohr. It was my responsibility to insure that we met the deadline set forth by the President. Thanks to the efforts of Weston and their contractor Phillips and Jordan, we were able to meet the deadline for cleanup.

Weston's contractor, Phillips and Jordan, performed the initial cleanup. Due to a historic tornado and an unprecedented timeframe for cleanup, a historic and unprecedented effort would be needed to meet the deadline. Phillips and Jordan were not only up to the challenge; they set the bar for speed, efficiency, and professionalism. It has been said that to whom much is asked, much is expected, and Phillips and Jordan delivered a cleanup effort worthy of the ages. Their hard work and dedication were greatly appreciated. It was the efforts of the Phillips and Jordan team that enabled The City of Joplin to meet its deadline. Their customer service skills were outstanding as the staff was respectful and sensitive to the concerns and stress of our citizens.

The City of Joplin is very grateful for the exceptional services of Phillips and Jordan and I highly recommend their team for all of your disaster removal needs.

Sincerely,

A handwritten signature in black ink that reads "Jack Schaller". The signature is written in a cursive, flowing style.

Jack Schaller, P.E.
Asst. Director of Public Works

Print

Close

CONTRACTOR PERFORMANCE ASSESSMENT REPORT

For Official Use Only - (Source Selection Sensitive Information, See FAR 2.101 , 3.104, AND 42.1503)

CONSTRUCTION**Contract Number:** W912P805D0022**Order Number:****CEC/DUNS Number:** 139664932**Evaluation Type:** FINAL100% Completed**Termination Type:** NONE**Contractor Type:****Contractor Name and Address**

Company Name: PHILLIPS & JORDAN, INCORPORATED

Division Name:

Street Address: 8940 GALL BLVD

City, State, Zip Code: ZEPHYRHILLS FL 33541

Country: USA

NAICS: 562910

SIC Code:

Procurement Method: NEGOTIATED**Type of Contract:** FIRM FIXED PRICE**Description and Location of Work:**

DEBRIS REMOVAL, SITE MANAGEMENT AND DEBRIS REDUCTION, HURRICANE KATRINA FOR THE STATES OF LOUISIANA AND MISSISSIPPI.

Type and Percent of Subcontracting:

SMALL BUSINESS 73.5% TOTAL SDB 10.6% TOTAL WOSB 11% TOTAL HUBZ 3.2% TOTAL SDV 3%

Amount of Basic Contract	Total Amount of Modifications	Liquid Damages Assessed	Net Amount Paid Contractor
\$1,000,000,000.000			\$448,485,358.000
Award Date	Original Completion Date	Revised Completion Date	Date Work Accepted
2005-09-15	2007-09-30		2007-09-30

A common five level assessment rating system is used to evaluate a contractor's performance. Ratings range from Unsatisfactory to Outstanding. Here's a breakdown of each category:

Rating	Definition
Outstanding	Performance meets contractual requirements and exceeds many to the Government's benefit. The element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.
Above Average	Performance meets contractual requirements and exceeds some to the Government's benefit. The element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.
Satisfactory	Performance meets contractual requirements. The element being assessed contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.
	Performance does not meet some contractual requirements. The element being assessed reflects a serious

Marginal	problem for which the contractor has not yet identified corrective actions.
Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The element being assessed contains a serious problem(s) for which the contractor's corrective actions appear or were ineffective.

Performance Evaluation of Contractor

Overall Rating:OUTSTANDING

Evaluated By:

Organization: U.S.ARMY CORPS OF ENGINEERS, MEMPHIS DISTRICT

Phone: 901-544-3047

FTS: Autovon:

Name: RICHARD T. WISDOM

Title: CONTRACTING OFFICER

Date: 2008-10-06

Reviewed By:

Organization: MEMPHIS DISTRICT COE

Phone: (901)544-3117

FTS: Autovon:

Name: JEAN TODD

Title: CHIEF, DISTRICT CONTRACTING

Date: 2008-12-01

Quality

Quality of Workmanship: OUTSTANDING
 Adequacy of the CQC Plan: OUTSTANDING
 Implementation of the CQC Plan: OUTSTANDING
 Quality of QC Documentation: ABOVE AVERAGE
 Storage of Materials:
 Adequacy of Materials: ABOVE AVERAGE
 Adequacy of Submittals: OUTSTANDING
 Adequacy of QC Testing: OUTSTANDING
 Adequacy of As-Builts: ABOVE AVERAGE
 Use of Specified Materials:
 Identification/Correction of Deficient Work: OUTSTANDING

Effectiveness of Management/Business Relations

Cooperation and Responsiveness: OUTSTANDING
 Management of Resources/Personnel: OUTSTANDING
 Coordination and Control of Subcontractors: ABOVE AVERAGE
 Adequacy of Site Cleanup: OUTSTANDING
 Effectiveness of Job Site Supervision: OUTSTANDING
 Compliance with Laws and Regulations: ABOVE AVERAGE
 Professional Conduct: OUTSTANDING
 Review/Resolution of Subcontractor's Issues: ABOVE AVERAGE

Implementation of Subcontracting Plan:	OUTSTANDING
Timeliness of Performance	
Adequacy of Initial Progress Schedule:	OUTSTANDING
Adherence to Approved Schedule:	OUTSTANDING
Resolution of Delays:	OUTSTANDING
Submission of Required Documentation:	OUTSTANDING
Completion of Punchlist Items:	ABOVE AVERAGE
Submission of Updated and Revised Progress Schedules:	OUTSTANDING
Warranty Response:	ABOVE AVERAGE

Compliance with Labor Standards

Correction of Noted Deficiencies:	OUTSTANDING
Payrolls Properly Completed and Submitted:	OUTSTANDING
Compliance with Labor Laws and Regulations:	ABOVE AVERAGE

Compliance with Safety Standards

Adequacy of Safety Plan:	OUTSTANDING
Implementation of Safety Plan:	OUTSTANDING
Correction of Noted Deficiencies:	OUTSTANDING

Remarks:**Small Business Utilization:**

Does this contract include a subcontracting plan?

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR):

EVALUATOR REMARKS: Phillips and Jordan worked over 3,000,000 manhours without a lost time accident. Considering the working conditions in Louisiana after hurricane Katrina that is a truly amazing accomplishment. Attention to detail and proper training of employees and subcontractors was a paramount consideration in their overall management plan. Their response to change was superb. Differing conditions and unexpected discoveries were everyday occurrences. Their response time on these emergencies left nothing to be desired. After the physical completion of the 47 task orders issued under the basic contract, the Corps had the job of reconciling the differences between P&J ticket data bas and USACE data base. The contractor was extremely cooperative and responsive to requests for clarification or additional data.

CONTRACTOR REMARKS: The report was delivered/received by the contractor on 10/06/2008. The contractor neither signed nor offered comment in response to this evaluation.

REVIEWER REMARKS: Contract exceeded all expectations of this contract. Recording keeping was great and assisted in the close out of approx a \$1B contract. Contract was closed withing 12 months of final action.

NAVFAC/USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)

CONTRACT INFORMATION (Contractor to complete Blocks 1-4)**1. Contractor Information**Firm Name: [Phillips & Jordan, Incorporated](#)CAGE Code: [0GGP5](#)Address: [10201 Parkside Drive, Suite 300, Knoxville, TN 37922](#)DUNs Number: [003845336](#)Phone Number: [865.688.8342](#)Email Address: cpatterson@pandj.comPoint of Contact: [Cecil Patterson](#)Contact Phone Number: [865.392.3081](#)

2. Work Performed as: Prime Contractor Sub Contractor Joint Venture Other
(Explain)

Percent of project work performed: [15%](#)If subcontractor, who was the prime (Name/Phone #): [Not applicable](#)**3. Contract Information (Detailed Questions are located on page 3 of attachment)**Contract Number: [W912P8-05-D-0022](#)Delivery/Task Order Number (if applicable): [0047](#)Contract Type: Firm Fixed Price Cost Reimbursement Other (Please specify):Contract Title: [Hurricane Katrina Structural Demolition and Debris Management](#)Contract Location: [Orleans Parish, Louisiana](#)Award Date (mm/dd/yy): [September 30, 2006](#)Contract Completion Date (mm/dd/yy): [September 29, 2007](#)Actual Completion Date (mm/dd/yy): [September 29, 2007](#)Explain Differences: [Not applicable](#)Original Contract Price (Award Amount): [\\$60,000,000](#)Final Contract Price (to include all modifications, if applicable): [\\$27,662,636](#)

Explain Differences:

[Original quantities included in this task order were substantially reduced by the stakeholders \(FEMA and the City of New Orleans\) due to original over-estimation of structures requiring demolition.](#)

4. Project Description:(1) Complexity of Work High Med Routine

(2) How is this project relevant to project of submission? (Please provide details such as similar equipment, requirements, conditions, etc.)

(3) [This project involved a time-sensitive response to a natural disaster \(Hurricane Katrina\) in New Orleans, Louisiana in](#)(4) [support of a federal agency \(USACE\) to complete demolition of 1,200 structures damaged by the storm and subsequent](#)(5) [removal and disposal of the demolition debris.](#)

(6)

CLIENT INFORMATION (Client to complete Blocks 5-8)**5. Client Information**Name: [US Army Corp of Engineers, Memphis District, Memphis TN](#)Title: [Jean F. Todd, Contracting Officer](#)Phone Number: [540-665-3717](#)Email Address: jean.f.todd@usace.army.mil**6. Describe the client's role in the project:**[Contracting Chief and Contracting Officer for this Mission](#)**7. Date Questionnaire was completed (mm/dd/yy):** [12/17/2013](#)**8. Client's Signature:**

**ADJECTIVE RATINGS AND DEFINITIONS TO BE USED TO BEST REFLECT YOUR
EVALUATION OF THE CONTRACTOR'S PERFORMANCE**

RATING	DEFINITION	NOTE
(E) Exceptional	Performance meets contractual requirements and exceeds many to the Government/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor was highly effective.	An Exceptional rating is appropriate when the Contractor successfully performed multiple significant events that were of benefit to the Government/Owner. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified.
(VG) Very Good	Performance meets contractual requirements and exceeds some to the Government's/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.	A Very Good rating is appropriate when the Contractor successfully performed a significant event that was a benefit to the Government/Owner. There should have been no significant weaknesses identified.
(S) Satisfactory	Performance meets minimum contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.	A Satisfactory rating is appropriate when there were only minor problems, or major problems that the contractor recovered from without impact to the contract. There should have been NO significant weaknesses identified. Per DOD policy, a fundamental principle of assigning ratings is that contractors will not be assessed a rating lower than Satisfactory solely for not performing beyond the requirements of the contract.
(M) Marginal	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented.	A Marginal is appropriate when a significant event occurred that the contractor had trouble overcoming which impacted the Government/Owner.
(U) Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element or sub-element contains serious problem(s) for which the contractor's corrective actions appear or were ineffective.	An Unsatisfactory rating is appropriate when multiple significant events occurred that the contractor had trouble overcoming and which impacted the Government/Owner. A singular problem, however, could be of such serious magnitude that it alone constitutes an unsatisfactory rating.
(N) Neutral	No information or did not apply to your contract	Rating will be neither positive nor negative.

TO BE COMPLETED BY CLIENT

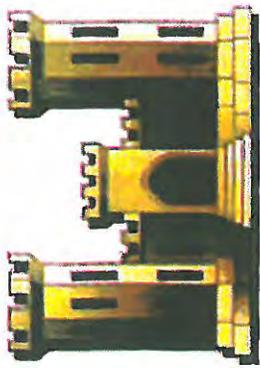
**PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR
EVALUATION OF THE CONTRACTOR'S PERFORMANCE.**

1. QUALITY:						
a) Quality of technical data/report preparation efforts	G N	VG	S	M	U	
b) Ability to meet quality standards specified for technical performance	E N	VG	S	M	U	
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	E N	VG	S	M	U	
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	E N	VG	S	M	U	
2. SCHEDULE/TIMELINESS OF PERFORMANCE:						
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. <i>(If liquidated damages were assessed or the schedule was not met, please address below)</i>	E N	VG	S	M	U	
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	E N	VG	S	M	U	
3. CUSTOMER SATISFACTION:						
a) To what extent were the end users satisfied with the project?	E N	VG	S	M	U	
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	E N	VG	S	M	U	
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	E N	VG	S	M	U	
d) Overall customer satisfaction	E N	VG	S	M	U	
4. MANAGEMENT/ PERSONNEL/LABOR						
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force?	E	VG	S	M	U	N
b) Ability to hire, apply, and retain a qualified workforce to this effort	E	VG	S	M	U	N
c) Government Property Control	E	VG	S	M	U	N
d) Knowledge/expertise demonstrated by contractor personnel	E	VG	S	M	U	N
e) Utilization of Small Business concerns	E	VG	S	M	U	N
f) Ability to simultaneously manage multiple projects with multiple disciplines	E	VG	S	M	U	N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	E	VG	S	M	U	N
h) Effectiveness of overall management (including ability to effectively	E	VG	S	M	U	N

lead, manage and control the program)						
5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)?	E	VG	S	M	U	N
b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client	E	VG	S	M	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns)	E	VG	S	M	U	N
d) Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>	Yes			No		
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>	Yes			No		
f) Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>	Yes			No		
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the users rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	E	VG	S	M	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	E	VG	S	M	U	N
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	E	VG	S	M	U	N
b) Compliance with contractual terms/provisions (<i>explain if specific issues</i>)	E	VG	S	M	U	N
c) Would you hire or work with this firm again? (<i>If no, please explain below</i>)	Yes			No		
d) In summary, provide an overall rating for the work performed by this contractor.	E	VG	S	M	U	N

Please provide responses to the questions above (if applicable) and/or additional remarks. Furthermore, please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk (please attach additional pages if necessary)

This was a firm fixed price contract that was executed in an excellent manner.



U.S. Army Corps of Engineers
Louisiana Recovery Field Office
New Orleans, Louisiana



Certificate of Appreciation

Presented To

Phillips and Jordan, Inc.

For contributions to the safety program during Hurricanes Katrina and Rita recovery operations in south Louisiana by executing the hazardous debris mission for 4,329,000 man-hours without a lost-time accident from September 18, 2005 to January 9, 2006. Your efforts reflect great credit on your commitment to safety and the quality of your management and workforce.



Charles O. Smithers III
Colonel, EN
Commanding

May 9, 2007

Date



Michael F. Park
Director
Louisiana Recovery Field Office

BRENT WARR
Mayor



WILLIAM W. POWELL, P.E.
Director of Engineering

ENGINEERING DEPARTMENT
4050 Hewes Avenue
Gulfport, Mississippi 39507
Telephone (228) 868-5815
Fax (228) 868-5822

CITY of GULFPORT

April 7, 2006

To Whom It May Concern:

On August 29, 2005 our City was hit head-on by Hurricane Katrina, one of the worst natural disasters in U. S. history. The destruction was widespread and catastrophic

Phillips and Jordan was one of the initial contractors retained by the City for street clearing/debris hauling. They mobilized immediately with a large inventory of equipment and trucks, clearing more streets and moving more debris than all other contractors during the initial short-term contract.

When the City-wide debris contract was bid, Phillips and Jordan submitted the low bid. Again, the Company responded immediately with vast resources, including heavy equipment, trucks, manpower, technical support and management expertise to address the emergency situation.

I have found Phillips and Jordan's management to be always accessible, highly credible and very responsive to the numerous and varied problems that have arisen during the debris operations. My entire staff and I have been very please with their commitment and efficiency in moving more than 2,000,000 cubic yards of debris, both vegetative and construction and demolition, from the City of Gulfport.

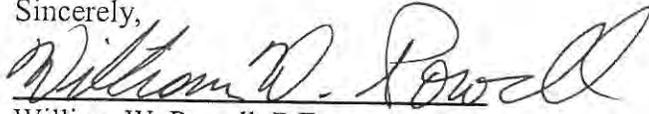
Phillips and Jordan has a detailed working knowledge of FEMA rules, policies and documentation. They are also very experienced in working with all State and Federal agencies having jurisdiction, as well as with elected officials

We in the City of Gulfport have been very pleased with the performance of this Company and can, without reservation, recommend Phillips and Jordan to other municipalities facing similar problems.

I would like to particularly commend Mr. Dudley Orr and Mr. Brian Howle of Phillips and Jordan on this project. Their leadership, commitment and dedication to solving the debris-related problems in the aftermath of this catastrophe has proved invaluable to the recovery of this community, and speaks well of both themselves and Phillips and Jordan.

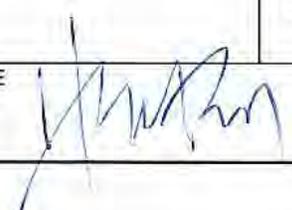
If additional information is needed, please call me at 228-868-5816.

Sincerely,

A handwritten signature in black ink that reads "William W. Powell". The signature is written in a cursive style with a horizontal line underneath the name.

William W. Powell, P.E.
Director of Engineering
City of Gulfport, Mississippi

WP/cb

PERFORMANCE EVALUATION (CONSTRUCTION)		1. CONTRACT NUMBER DACW29-03-D-005	
		2. CEC NUMBER	
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.			
PART I - GENERAL CONTRACT DATA			
3. TYPE OF EVALUATION (<i>X one</i>)		4. TERMINATED FOR DEFAULT	
<input type="checkbox"/> INTERIM (<i>List percentage</i> _____ %)		<input type="checkbox"/> AMENDED	
<input checked="" type="checkbox"/> FINAL		<input type="checkbox"/>	
5. CONTRACTOR (<i>Name, Address, and ZIP Code</i>)		6.a. PROCUREMENT METHOD (<i>X one</i>)	
Phillips & Jordan, INC. 8940 Gall BLVD Zephyrhills, FL 33541		<input type="checkbox"/> SEALED BID <input checked="" type="checkbox"/> NEGOTIATED	
		b. TYPE OF CONTRACT (<i>X one</i>)	
		<input checked="" type="checkbox"/> FIRM FIXED PRICE <input type="checkbox"/> COST REIMBURSEMENT	
		<input type="checkbox"/> OTHER (<i>Specify</i>)	
7. DESCRIPTION AND LOCATION OF WORK			
Hurricane Katrina recovery for the state of Alabama. Load and haul storm generated debris, removal of hazardous limbs and trees, and wet debris removal. Total of 1,803,849.00 CY of debris. Also performed beach sand removal, screening, and replacement. Removed hazardous limbs in trees for approximately 60 parks.			
8. TYPE AND PERCENT OF SUBCONTRACTING			
Small business goal 40%, Actual 93%			
9. FISCAL DATA	a. AMOUNT OF BASIC CONTRACT \$ 44,827,834.00	b. TOTAL AMOUNT OF MODIFICATIONS \$	c. LIQUIDATED DAMAGES ASSESSED \$
			d. NET AMOUNT PAID CONTRACTOR \$ 44,827,834.00
10. SIGNIFICANT DATES	a. DATE OF AWARD 20050830	b. ORIGINAL CONTRACT COMPLETION DATE 20060106	c. REVISED CONTRACT COMPLETION DATE
			d. DATE WORK ACCEPTED 20060106
PART II - PERFORMANCE EVALUATION OF CONTRACTOR			
11. OVERALL RATING (<i>X appropriate block</i>)			
<input checked="" type="checkbox"/> OUTSTANDING	<input type="checkbox"/> ABOVE AVERAGE	<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> MARGINAL <input type="checkbox"/> UNSATISFACTORY (<i>Explain in Item 20 on reverse</i>)
12. EVALUATED BY			
a. ORGANIZATION (<i>Name and Address (Include ZIP Code)</i>) US Army Corps of Engineers. 109 St. Joseph Street, Mobile, AL 36602		b. TELEPHONE NUMBER (<i>Include Area Code</i>) (251) 694-3760	
c. NAME AND TITLE Laura S. Sharpless, EM Specialist		d. SIGNATURE 	e. DATE 20130828
13. EVALUATION REVIEWED BY			
a. ORGANIZATION (<i>Name and Address (Include ZIP Code)</i>) US Army Corps of Engineers. 109 St. Joseph Street, Mobile, AL 36602		b. TELEPHONE NUMBER (<i>Include Area Code</i>) 2516902027	
c. NAME AND TITLE Hubert R. Ansley, Chief, Readiness Branch		d. SIGNATURE 	e. DATE 20130828
14. AGENCY USE (<i>Distribution, etc.</i>)			

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL							16. EFFECTIVENESS OF MANAGEMENT						
N/A	O	A	S	M	U		N/A	O	A	S	M	U	
a. QUALITY OF WORKMANSHIP		X					a. COOPERATION AND RESPONSIVENESS			X			
b. ADEQUACY OF THE CQC PLAN		X					b. MANAGEMENT OF RESOURCES/ PERSONNEL			X			
c. IMPLEMENTATION OF THE CQC PLAN		X					c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)			X			
d. QUALITY OF QC DOCUMENTATION		X					d. ADEQUACY OF SITE CLEAN-UP			X			
e. STORAGE OF MATERIALS	X						e. EFFECTIVENESS OF JOB-SITE SUPERVISION			X			
f. ADEQUACY OF MATERIALS	X						f. COMPLIANCE WITH LAWS AND REGULATIONS			X			
g. ADEQUACY OF SUBMITTALS	X						g. PROFESSIONAL CONDUCT			X			
h. ADEQUACY OF QC TESTING	X						h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES			X			
i. ADEQUACY OF AS-BUILTS	X						i. IMPLEMENTATION OF SUBCONTRACTING PLAN			X			
j. USE OF SPECIFIED MATERIALS	X												
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER			X										
17. TIMELY PERFORMANCE							18. COMPLIANCE WITH LABOR STANDARDS						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE			X				a. CORRECTION OF NOTED DEFICIENCIES			X			
b. ADHERENCE TO APPROVED SCHEDULE			X				b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED			X			
c. RESOLUTION OF DELAYS	X						c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS			X			
d. SUBMISSION OF REQUIRED DOCUMENTATION			X										
e. COMPLETION OF PUNCHLIST ITEMS			X				19. COMPLIANCE WITH SAFETY STANDARDS						
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES			X				a. ADEQUACY OF SAFETY PLAN			X			
g. WARRANTY RESPONSE	X						b. IMPLEMENTATION OF SAFETY PLAN			X			
							c. CORRECTION OF NOTED DEFICIENCIES			X			

20. REMARKS (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

Contractor exceeded all expectations for what proved to be a very challenging debris removal mission. Work expanded through multiple counties in south and west Alabama and included the removal of marine debris. Contractor proved to be timely and reasonable with response. Expectations were managed well. Subcontractors were held to a high standard and problems corrected timely. Negotiations were non-confrontational with reasonable pricing and adequate documentation. Stakeholders (state and local partners) were pleased with work quality and contractor performance. Would recommend utilizing contractor again if given the option.



YOUR PARTNER FOR
SOLID WASTE SOLUTIONS

December 12, 2005

Mr. Dudley Orr
Assistant Vice President
Phillips & Jordan, Inc.
16 Court Street
Robbinsville, NC 28771

Dear Mr. Orr,

For the second consecutive year the Solid Waste Authority (SWA) had to implement its County Wide Debris Management Plan following the landfall of Hurricane Wilma on October 24, 2005.

Within 45 days nearly 3 million cubic yards of hurricane debris had been collected county-wide and delivered to 8 strategically placed temporary disposal sites throughout Palm Beach County. Within the same time frame more than 280,000 cubic yards of mulch and 331,000 cubic yards of mixed and C&D had been removed from the sites.

Mr. Greg McDonald operated the Wallis Road site and his outstanding communication, grinding efforts and overall site management exceeded all expectations. Many times he went beyond the call of duty to provide the highest level of services possible and we are proud to have been a cooperative partner.

On behalf of SWA and all residents of unincorporated Palm Beach County, please allow me to thank you and members of your team like Greg for an incredible job.

Sincerely,

A handwritten signature in cursive script, appearing to read "John D. Booth".

John D. Booth, P.E., DEE
Executive Director

Cc: Greg McDonald, Classic Transport Inc./McDonald Trucking
Ted Williams, Phillips & Jordan, Inc.

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PERFORMANCE EVALUATION (CONSTRUCTION)		1. CONTRACT NUMBER DACW29-03-D-005			
		2. GEC NUMBER			
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.					
PART I - GENERAL CONTRACT DATA					
3. TYPE OF EVALUATION (X one)		4. TERMINATED FOR DEFAULT			
<input type="checkbox"/> INTERIM (List percentage _____ %)		<input type="checkbox"/> AMENDED			
<input checked="" type="checkbox"/> FINAL		<input type="checkbox"/>			
5. CONTRACTOR (Name, Address, and ZIP Code) Phillips & Jordan, Inc. 8940 Gall Blvd. Zephyrhills, FL 33541		6.a. PROCUREMENT METHOD (X one)			
		<input type="checkbox"/> SEALED BID <input checked="" type="checkbox"/> NEGOTIATED			
		b. TYPE OF CONTRACT (X one)			
<input type="checkbox"/> FIRM FIXED PRICE <input type="checkbox"/> COST REIMBURSEMENT		<input checked="" type="checkbox"/> OTHER (Specify) IDIQ			
7. DESCRIPTION AND LOCATION OF WORK Following Hurricane Ivan's landfall on September 16, 2004, Phillips and Jordan's (P&J) US Army Corps of Engineers contract was activated for disaster response in Alabama. P&J immediately mobilized equipment and personnel to multiple locations throughout Alabama, including Baldwin County, Mobile County, Monroe County, Escambia County, Clark County, Washington County, and Butler County. P&J provided diverse services such as emergency road clearance, sand removal, debris removal (vegetative and C&D), Temporary Debris Storage and Reduction Site setup, operation, management, and closeout, burning, grinding, beach rebuilding, white goods pickup and processing, and health and safety services. Ultimately, P&J loaded, hauled, and disposed of over 3,000,000 cubic yards of debris and met all timetables established by the local municipalities, the State of Alabama, and the US Army Corps of Engineering in partnership with the Federal Emergency Management Agency.					
8. TYPE AND PERCENT OF SUBCONTRACTING Small business goal 40%, Actual 84%					
9. FISCAL DATA		a. AMOUNT OF BASIC CONTRACT \$ 54,837,051.00	b. TOTAL AMOUNT OF MODIFICATIONS \$ 0.00	c. LIQUIDATED DAMAGES ASSESSED \$ 0.00	d. NET AMOUNT PAID CONTRACTOR \$ 54,837,051.00
10. SIGNIFICANT DATES		a. DATE OF AWARD 904	b. ORIGINAL CONTRACT COMPLETION DATE 305	c. REVISED CONTRACT COMPLETION DATE	d. DATE WORK ACCEPTED 505
PART II - PERFORMANCE EVALUATION OF CONTRACTOR					
11. OVERALL RATING (X appropriate block)					
<input checked="" type="checkbox"/> OUTSTANDING		<input type="checkbox"/> ABOVE AVERAGE		<input type="checkbox"/> SATISFACTORY	
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/> MARGINAL	
<input type="checkbox"/>		<input type="checkbox"/> UNSATISFACTORY (Explain in Item 20 on reverse)			
12. EVALUATED BY					
a. ORGANIZATION (Name and Address (Include ZIP Code)) US Army Corps of Engineers, 69 Darlington Ave., Wilmington, NC 28403			b. TELEPHONE NUMBER (Include Area Code) (910) 251-4546		
c. NAME AND TITLE Ben D. Lackey Jr, PE, COR/Assist. Area Engineer		d. SIGNATURE 		e. DATE Aug 28, 2013	
13. EVALUATION REVIEWED BY					
a. ORGANIZATION (Name and Address (Include ZIP Code))			b. TELEPHONE NUMBER (Include Area Code)		
c. NAME AND TITLE		d. SIGNATURE		e. DATE	
14. AGENCY USE (Distribution, etc.)					

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL							16. EFFECTIVENESS OF MANAGEMENT						
N/A	O	A	S	M	U	N/A	O	A	S	M	U		
a. QUALITY OF WORKMANSHIP	X					a. COOPERATION AND RESPONSIVENESS	X						
b. ADEQUACY OF THE CQC PLAN		X				b. MANAGEMENT OF RESOURCES/ PERSONNEL	X						
c. IMPLEMENTATION OF THE CQC PLAN	X					c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)	X						
d. QUALITY OF QC DOCUMENTATION	X					d. ADEQUACY OF SITE CLEAN-UP	X						
e. STORAGE OF MATERIALS	X					e. EFFECTIVENESS OF JOB-SITE SUPERVISION	X						
f. ADEQUACY OF MATERIALS	X					f. COMPLIANCE WITH LAWS AND REGULATIONS	X						
g. ADEQUACY OF SUBMITTALS		X				g. PROFESSIONAL CONDUCT	X						
h. ADEQUACY OF QC TESTING	X					h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES	X						
i. ADEQUACY OF AS-BUILTS	X					i. IMPLEMENTATION OF SUBCONTRACTING PLAN	X						
j. USE OF SPECIFIED MATERIALS		X											
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER		X											
17. TIMELY PERFORMANCE							18. COMPLIANCE WITH LABOR STANDARDS						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE		X				a. CORRECTION OF NOTED DEFICIENCIES	X						
b. ADHERENCE TO APPROVED SCHEDULE		X				b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED	X						
c. RESOLUTION OF DELAYS		X				c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS	X						
d. SUBMISSION OF REQUIRED DOCUMENTATION		X											
e. COMPLETION OF PUNCHLIST ITEMS		X				19. COMPLIANCE WITH SAFETY STANDARDS							
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES			X			a. ADEQUACY OF SAFETY PLAN	X						
g. WARRANTY RESPONSE	X					b. IMPLEMENTATION OF SAFETY PLAN	X						
						c. CORRECTION OF NOTED DEFICIENCIES	X						

20. REMARKS (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

P&J expedited the mobilization of equipment and personnel to multiple locations throughout Alabama, including Baldwin County, Mobile County, Monroe County, Escambia County, Clark County, Washington County, and Butler County to begin removing debris and allow for the safe response of emergency personnel and equipment immediately after Hurricane Ivan made landfall in September 2004. They coordinated and executed all work in a professional manner. The P&J personnel were a pleasure to work with and performed the work very timely and efficiently. They worked diligently to satisfy all the customers with the quality of their work. They set the standard for clean up of the Temporary Debris Storage and Reduction Site. Their work and personnel were outstanding.



Environmental Workplan and Best Management Practices

Prepared By
Phillips & Jordan, Inc.

EMERGENCY REPORTING

Initial Reporting

Phone Numbers

Phillips & Jordan, Inc.....(800) 955-0876
(Project Manager.).....(xxx) xxx-xxxx
(ES&H Officer).....(xxx) xxx-xxxx

In Case of Fire or Explosion

Fire / Police Department..... 911

For Spills Outside of Secondary Containment Area

Fire Department..... 911
(DEHC).....(xxx) xxx-xxxx
National Response Center.....(800) 424-8802
U.S. Region IV EPA(800) 564-7577

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1.0 INTRODUCTION

This Environmental Workplan is developed to address several important environmental matters such as Spill Prevention and Control (SPC), Non- Hazardous Solid Waste Disposal, Recycling and Solid Waste Minimization, Wetland Mitigation Construction, Air Pollution Control, Contaminant Management, and Wastewater Management Phillips & Jordan, Inc. (P&J) is committed to fulfill the requirements of the Clean Water Act that is enforced by the United States Environmental Protection Agency (USEPA). Construction of Wetland Mitigation areas will be in accordance with Local, State, and Federal regulations and Best Management Practices. This plan was developed in accordance with 40 CFR Part 12.7. It has been prepared with good engineering practices, and is submitted for approval.

2.0 SPILL PREVENTION, CONTROL, AND COUNTERMEASURES 40 CFR Part 112.7(a)

This Plan complies with all relevant oil pollution prevention requirements specified in 40 CFR Part 112. A discussion of each requirement and the corresponding manner in which the Project complies with the requirement is provided in the following sections.

2.1 Potential Spill Sources

The areas where a spill could potentially occur are related to equipment fueling, spills resulting from routine maintenance of equipment and vehicles, spills resulting from off-loading of bulk fuels into the fuel truck (it is anticipated this will take place off-site), and spills from five (5) gal or less fuel containers. The different types of products that are expected to be used on site are petroleum products such as diesel, motor oil, hydraulic oil, and transmission oil. Other potential spill sources could be solvents, coolant, and other common maintenance and repair products.

2.2 Spill Prevention During Petroleum Transfers

Refueling is defined on this project as either transfer of fuel from a bulk truck into a 12,000 gal storage tank, transfer of fuel from storage tank to mobile fuel truck or equipment, and/or transfer of fuels from a mobile fuel truck into the tank of heavy equipment. The refueling area may not be within any secondary containment; however, bulk fuel tank on-site will be a double-lined tank. Personnel will observe the refueling as to ensure safe transfer and respond to any potential spill. Visual inspection of fuel transfer operations will be made by maintenance personnel. Personnel involved in the operation will maintain audible communication to prevent overfilling of the tank during refueling or overfilling of the recovery tank during recovery operations.

Refueling of the tanks or vehicles will follow these guidelines:

- Flexible hoses that are attached to the tanks and are used by the petroleum delivery personnel should be stored inside the containment area when not in use.
- Extra precaution and diligence is required for fueling inclement wet weather. Fuel migration potential increases in water-filled ditches and saturated soil; thereby, decreasing the spill response time available to prevent a spill from reaching waterways or sensitive ecological areas.
- The fuel delivery personnel will carry spill kits to contain any small spills until assistance arrives. Delivery personnel will closely watch the rear of the delivery trucks to ensure that leaks or spills do not occur en route to the tanks due to faulty valves and equipment.
- Spill containment equipment (e.g., boom, skimmer, sorbent) shall be readily accessible for deployment during fueling operations.
- All spills should be immediately reported to the P&J Project Superintendent. All used absorbent material will be disposed of in accordance with current environmental regulations. The absorbent should be disposed of promptly and should not be allowed to remain on the ground or pavement where it could contaminate surface water or groundwater.
- Drums containing fuel or oil shall be stored to avoid punctures or ruptures due to falling or from collision with moving vehicles. Where feasible, drums should be placed in a centralized storage area and properly contained. The storage area should be covered to prevent displacement of product from open drums due to intrusion of rain water and should be curbed to prevent escape of any spills or leaks.

2.3 Spill Control

2.3.1 Secondary Containment

Spill control is provided at most locations by the presence of secondary containment structures or by a double-lined fuel storage tank.

2.3.2 Equipment

Equipment for spill control is stored on site in various locations. On-site equipment includes:

- Sorbent material (kitty litter) for minor spills
- Absorbent pads and booms for larger spills – already in place in the water

- Various spill containment kits located throughout the project and with fuel containing units.
- Empty drums to store spilled material
- Hand tools
- Shovels
- First aid station and eye wash
- Protective gloves
- Front end loaders
- Dump trucks

Heavy equipment including dozers, trucks and backhoes are also available at the site for use in constructing temporary ditches and berms for spill containment in the unexpected event of a significant release. In the event of a large spill that can not be managed by P&J's own resources, outside emergency response consultants are in place to respond upon notice.

2.3.3 Containment Procedures

The following text describes the general procedures to be followed by P&J personnel in case of a spill or fire. The employee should always attempt to first stop the source of the spill and then stop the flow of the spill, if possible. At no time should the employee put himself or others in immediate danger attempting to contain a spill.

2.3.3.1 In Case of Spill Within Containment Area

The following procedures should be followed when a spill is within a containment area:

1. Stop the flow of product, if possible.
2. Notify the Plant Manager and the Environmental Specialist whose name and phone number is provided in the front of this Plan. If you are unable to reach the Plant Manager, notify the Environmental Specialist.
3. Make sure that spilled product stays within the containment area. Check containment perimeters for leaks; and, if present, reinforce the leaky area(s) with a sorbent material.
4. If spilled fuel leaks or overflows from the containment, attempt to restrict the flow of fuel. This can be accomplished by berming or trenching around the spill.

2.3.3.2 In Case of Spill in Other Areas

The following procedures should be followed when a spill is not within a containment area:

1. Stop the flow of product, if possible. Disconnect power source to pumps and shut off discharge valves.
2. Make the appropriate notifications per plan documents.
3. Berm or trench around spill, as necessary, to prevent flow / migration of product to natural drainage ways.
4. Utilize booms or soil to contain spills to as small an area as possible.

2.3.3.3 Emergency Procedures in Case of Fire or Explosion

The following procedures should be followed in the event of a fire or explosion:

1. Use fire extinguisher(s) or soil to extinguish the fire, if possible.
2. If the fire is not controllable, call the Fire Department immediately (911), and evacuate the area.
3. Notify the P&J Project Superintendent immediately.

2.4 Spill Countermeasures

In the event that a discharge is discovered, adequate material and equipment is available at the facility to conduct any necessary cleanup and construct containment berms. Proposed countermeasures are described as follows:

2.4.1 Spills Inside the Secondary Containment Structures

For spills located inside the secondary containment structures, employees should respond in the following manner:

1. Contact the managers whose names and numbers are provided in the front of this Plan.
2. Pump spilled fuel into drums or tanks.
3. Clean residual fuel with sorbent material and containerize the material in drums pending disposal.

2.4.2 Spills Outside Containment Areas

For spills that occur outside the secondary containment areas, employees should respond as follows after the spill is contained:

1. Contact the managers whose names and numbers are provided in the front of this Plan.
2. Pump liquids into drums or tanks.
3. Excavate visually impacted soil and store in appropriate contained areas pending disposal.

2.5 Spill Material Disposal

Recovered liquids from a spill will be recorded and transported for recycling or disposal.

In the event that excavated petroleum-impacted soils can not be recycled on-site, it will be temporarily stored in contained areas and covered with plastic, pending special waste approval by the Virginia Department of Environmental Quality (VDEQ) for disposal at an authorized solid waste landfill or incineration facility.

2.6 Spill Contact List

In the event of a spill, employees will contact the managers identified on the contact list in the front of this Plan. The manager will be responsible for contacting additional contractors and regulatory authorities, as necessary. In the event that on-site employees cannot contact the appropriate managers, employees should proceed with contacting any required clean-up contractors and emergency personnel identified in the front of this Plan.

2.7 Notification and Reporting Requirements for an Oil Spill

A Spill Record or Report Form will be completed according to USEPA and VDEQ regulations.

2.8 Contingency Planning - 40 CFR Part 112.7(d)

P&J has committed to provide sufficient onsite and offsite manpower, equipment, and materials to expeditiously control and remove any quantity of spill discharged that may be harmful.

2.9 Personnel, Training, And Spill Prevention Procedures - 40 CFR Part 112.7(f)

The Project Manager, or his designated representative, is responsible for instructing workers in the operation and maintenance of equipment to prevent discharges of product. Spill prevention briefings will be conducted at the beginning of the project and on a regular basis to ensure understanding of the SPC Plan. The following items will, at a minimum, be discussed at each meeting:

- Known spill events or failures
- Malfunctioning components
- SPC Plan requirements
- Response procedures
- Recently developed precautionary measures

3.0 NON-HAZARDOUS SOLID WASTE DISPOSAL

This section addresses the ultimate disposal of material generated during the project, including:

- Vegetative debris;
- Construction & Demolition (C&D) Debris
- Presumed/Suspect Category I and II Non-friable and Friable Asbestos
- Municipal solid waste (MSW)

These materials will be disposed of in a manner consistent with local, state, and federal regulations. It is expected that vegetative debris will be reduced using approved practices such as incineration or grinding/chipping. C&D debris will be staged in an approved manner and disposed of in an appropriately classified landfill. Removal and disposal of Asbestos Containing Materials (ACM) will be addressed in the structure demolition and abatement plan. MSW will be stored in approved containers in selected areas throughout the site and removed on a regular basis to ensure proper sanitation. It may also be necessary to use the resources of an MSW provider to supply MSW storage bins for bulk containment.

4.0 RECYCLING AND SOLID WASTE MINIMIZATION

Waste disposal will be conducted in accordance with a hierarchy of waste management as follows:

- Recycle
- Reduction
- Disposal

As much of the debris stream will be recycled as is economically feasible. If the waste is not recyclable, methods for reducing its volume will be conducted per the SOW. Finally, where recycling and reduction are not possible, landfill disposal will be utilized. The assessment of applicable disposal options takes into account a variety of parameters including worker health and safety, positive and negative environmental impacts, speed and execution to allow return of residents, cost of operations and availability of recycling markets and disposal facilities. Disposal options can be discussed when applicable.

5.0 AIR POLLUTION AND CONTROL

Dust and other fugitive emissions will be controlled as to avoid worker exposure and migration from the project site. The most common method of reducing visible emissions will be the use of water provided by a water truck or a similar machine. Water will be placed as needed on high traffic areas on site such as haul roads, project entrances, and/or traffic areas near the residences or public roadways. Consideration will also be given to material such as soils, mulch, or other stored materials

as to ensure emission control. In such cases the use of vegetative cover will be used. In the event water is not sufficient to control dust or if weather is not favorable for placement of water (freezing hazard) alternatives will be used to ensure control of fugitive emissions. Air pollution control as it relates to structure demolition will be specifically addressed in the demolition and abatement plans.

6.0 CONTAMINANT PREVENTION

Please refer to Section 2.0 of the SPC as it refers to potential contaminants on the project and measures that will be taken to prevent release. In addition, the APP addresses worker exposures related to contaminant releases.

7.0 TEMPORARY SEDIMENT CONTROL

7.1 Silt Fence and Silt Barriers

Silt fence and silt barriers must be installed per the SWPPP and in compliance with local, state, and federal regulations. Silt fence and silt barriers must be installed properly in order to capture sediment by ponding and filtering runoff and to allow sediment to settle out of the runoff water. There are many different kinds of silt fencing and barriers. For activities in and around wetland areas, floating silt fence/barriers or aqua dams can be used. Remember, just because the project specifications may leave out sensitive or prone areas is no excuse for not using your training and knowledge to install silt protection devices.

The following BMP's should be followed in relation to silt fence use:

- Install on a relatively level contour. Install the barrier as close as possible to a level horizontal plane near the toe of the slope or embankment. Turn the end of the barrier up to prevent ponding of water from escaping.
- Silt fence should be placed with a setback of at least 3 ft.
- Key in the bottom of the silt fence in order to prevent water from flowing underneath.
- Do not install silt fence across intermittent or permanent streams, channels, or any location where concentrated flow is anticipated.

7.1.1 Inspection and Maintenance

Perform inspections before and after rain events, every 24 hours during extended rain events, and weekly throughout the rainy season. Should silt fence fabric tear or decompose, replace immediately. Remove sediment deposits when the sediment accumulation reaches 1/3 of the barrier height.

8.0 WORK IN WETLANDS

Silt and sediment from excavation and fill activities may not enter wetlands outside the project footprint. Where practicable, fill material must be free from fine material that is subject to erosion and suspension. Site preparation, excavation, fill placement, vegetation planting, and construction activities must be conducted to prevent, minimize and contain the erosion and suspension of fine material that could be carried off-site by surface runoff. If suspended material is evident in standing or flowing water outside the project footprint, appropriate control and containment measures must be applied. These measures may include slope stabilization, revegetation, filter fabric fences, straw bales, other effective filters or barriers, fiber matting, settling ponds, drainage control, trenches and water bars, waterproof covers over material piles and exposed soils, avoiding work during heavy precipitation, and other appropriate measures. The following BMP's should be followed:

- Clearly identify project limits in the field prior to clearing and construction to ensure avoidance of environmental impacts.
- Proper installation of silt fences/barriers to include floating silt fence and turbidity barriers. These should be installed per project specifications, permit authorization, and BMP's listed in this document.
- Construction equipment should be limited to the minimum size necessary to complete the work.
- The load of heavy equipment shall be dispersed so that the bearing strength of the soil is not exceeded.
- Spoil material, debris, and other construction materials used during construction shall be removed upon project completion.
- Temporary fill in wetlands shall be placed on geotextile fabric which is laid on the existing

wetland grade.

- Store topsoil and organic surface material such as root mats separately from overburden and returned to the surface of the restored site.
- Restoration and revegetation these areas should utilize the most up-to-date bioengineering techniques available.

APPENDIX 1

Spill Event Records

Spill Event Record / Report

Date and time of discharge: _____

Source of discharge: _____

Contents of tank or drum: _____

Estimated total volume of spill: _____

Estimated volume reaching navigable or other waters : _____

Description of affected media(s): _____

Description and cause of spill: _____

Damages and injuries resulting from the spill: _____

Corrective actions taken to stop, remove, and mitigate the effects of the discharge: _____

Plans for evacuation of affected areas: _____

Names of individuals / organizations contacted: _____

APPENDIX 3

INSPECTION REPORTS

Oil Storage Tank Inspection Checklist

Instructions: This inspection record should be completed for each oil storage tank every month. Visually inspect the tank, placing a check or an X in the appropriate box for each item. If any item needs elaboration, do so in the Descriptions and Comments space provided. This sheet should be placed in Appendix 3 of the SPC Plan once completed.

DATE: _____ **INSPECTOR:** _____ **TANK NUMBER:** _____

LOCATION: _____ **TANK CONTENTS:** _____

	<u>Yes</u>	<u>No</u>	<u>Descriptions and Comments</u>
Exterior surfaces show signs of leakage.	<input type="checkbox"/>	<input type="checkbox"/>	_____
External coatings are bubbled, cracked, or damaged.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Tanks are rusted, pitted, or deteriorated.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Bolts, rivets, or seams are damaged, cracked, or rusted.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Welds are cracked or non-uniform.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Tank supports are deteriorated or buckled.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Valves are leaking or deteriorated.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Vents and pressure release devices are obstructed.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Tank bottoms have accumulated rust, scale microorganisms or foreign material.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Cracked or broken concrete is present within the Facility floors or sumps.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Aboveground hoses and piping is cracked, deteriorated, or damaged.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Tank is contacting water.	<input type="checkbox"/>	<input type="checkbox"/>	_____

General comments: _____

Spill Containment and Drainage System Inspection Checklist

Instructions: Complete this record for each monthly inspection. Place an X in the appropriate box for each item. If any item needs elaboration, do so in the Descriptions and Comments space provided. This sheet should be placed in SPC Plan once completed.

DATE: _____ **INSPECTOR:** _____ **TANK NUMBER:** _____

LOCATION: _____ **TANK CONTENTS:** _____

Further descriptions and comments should be attached on a separate sheet of paper.

	<u>Yes</u>	<u>No</u>	<u>Descriptions and Comments</u>
Containment area has accumulated water.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Ramps or other structures associated with spill control are damaged or cracked.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Dikes have holes, cracks, vegetative growth, or other breaches that could result in leaks.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Spill response equipment is not available or not in working order.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Personnel protective equipment is not available for use during emergencies.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Communication equipment is inoperable.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Drainage valves and controls have been left in the open position.	<input type="checkbox"/>	<input type="checkbox"/>	_____
Secondary containment valve is leaking or open.	<input type="checkbox"/>	<input type="checkbox"/>	_____

APPENDIX 4

TRAINING MEETING REPORTS



Eric Hedrick

Operations Manager

Mr. Hedrick has been employed by Phillips & Jordan since 1981 and offers 6 years of disaster response and debris management experience. He has worked as a field mechanic, foreman, superintendent, and Project Manager. Mr. Hedrick's background with Phillips & Jordan is in land clearing operations and civil earth moving. He has worked with major water resource and environmental departments for the states of Alabama, Florida, Georgia, Louisiana, and Mississippi as well as Federal agencies which provided him with experience in all aspects of performing environmentally sensitive projects. Mr. Hedrick worked with the USACE on numerous levee projects in and around New Orleans (2009-2011) rebuilding and upgrading the levee system which was damaged by Hurricane Katrina. He has also worked on various disaster recovery projects including as a member of Phillips & Jordan's management team that managed the World Trade Center Forensic Recovery/Debris Disposal Operation (2001), Hurricane Ivan recovery (2004), and Hurricane Katrina recovery (2005-2007). Mr. Hedrick is FEMA ICS Compliant.

Education

- High School Graduate

Training/Certifications

- FEMA 325: Public Assistance Debris Management Guide
- State of Georgia NPDES (National Pollutant Discharge Elimination System) Qualified
- Jacksonville, FL Electric Authority 10-Hour Safety Certification
- Safe Land Training
- USACE Safety Training
- OSHA 30-Hour First Aid and CPR Training

Notable Projects

Year	Project	Position
2011	Alabama Tornados	Operations Manager
2005-2007	Hurricane Katrina	Operations Manager
2005	Hurricane Dennis	Operations Manager
2004	Hurricane Ivan	Operations Manager



Edd Satterfield

Operations Manager

Mr. Satterfield has been employed by Phillips & Jordan since 1994 and offers 17 years of disaster response and debris management experience. In addition to managing highway, land slide, reclamation and land clearing projects, he has worked as a supervisor, project manager, and Operations Manager on numerous disaster recovery projects including Midwest Ice Storms (2001) and efforts following Hurricanes: Fran (1996), Bonnie (1998), Floyd (1999), Isabel (2003) Charlie (2004), Francis (2004), Ivan (2004-2005), Katrina (2005-2006), and Irene (2011) as well as the debris removal and clean-up for Joplin, Missouri tornado (2011). Mr. Satterfield is FEMA ICS Compliant.

Education

- High School Graduate

Training/Certifications

- FEMA/ICS 100: Introduction to Incident Command System
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- FEMA 325: Public Assistance Debris Management Guide
- Federal Contracting Basics, Operating Practices in Contract Administration, and Associate's Certificate in Project Management (ESI International / George Washington University)
- Estimating Earthwork Construction, Construction Estimating Institute
- USACE Construction Quality Management Training
- USACE Safety Training

Notable Projects

Year	Project	Position
2011	Joplin, MO Tornado	Operations Manager
2011	Hurricane Irene	Operations Manager
2010	North Carolina Ice Storm	Operations Manager
2009	Swain County, NC Slide Repair	Operations Manager
2005-2006	Hurricane Katrina	Area Manager
2004	Hurricane Ivan	Project Manager
2004	Hurricanes Charley & Frances	Project Manager
2003	Hurricane Isabel	Project Manager



Dudley Orr

Operations Manager

Mr. Orr has been employed by Phillips & Jordan since 1995 and offers 17 years of disaster response and debris management experience. In addition to his duties as a Vice President of Phillips & Jordan, Mr. Orr coordinates the Disaster Division and serves as an Operations Manager for disaster recovery projects. Duties may include leading team efforts during disaster recovery operations, interfacing with clients in support of marketing and operational goals, and acting as liaison with government officials. Notable disaster recovery projects supported by Mr. Orr have included Hurricanes Fran (1996), Lili (2002), Isabel (2003), Francis (2004), Jeanne (2004), Katrina (2005), and Wilma (2005). Mr. Orr is FEMA ICS Compliant.

Education

- Bachelor's Degree, Civil Engineering, University of Tennessee
- Masters of Business Administration, University of Tennessee

Training/Certifications

- FEMA/ICS 100: Introduction to Incident Command System
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- OSHA 10-Hour First Aid and CPR Training

Notable Projects

Year	Project	Position
2013	U.S. Highway 441 Slope Repair	Project Executive
2010	Interstate 40 Rock Slide Repair	Operations Manager
2005	Hurricane Katrina	Operations Manager
2005	Hurricane Wilma	Operations Manager
2004	Hurricane Charley	Operations Manager
2004	Hurricane Frances	Operations Manager
2004	Hurricane Jeanne	Operations Manager
2003	Hurricane Isabel	Operations Manager



Wayne Floyd

Director of Disaster Services

Mr. Floyd has worked with Phillips & Jordan since 2008 and became the Director of Disaster Services in 2014. He offers over 33 years of hands-on experience in emergency management planning, disaster response and recovery, and environmental health hazards associated with natural disasters. Mr. Floyd has served as a Debris Management and Public Assistance Program Manager for FEMA sub grantees in response to Federally Declared Disasters since Hurricane Katrina in 2005. Prior to that he served city, county, and state sub grantees in various roles associated with disaster response and recovery efforts, as well as planning for debris removal operations, and training in disaster damage assessment and FEMA Public Assistance Grant documentation and policy. He has more than 20 years of experience in all phases of disaster management with extensive expertise in debris management and environmental health hazards associated with natural disasters. He also has extensive experience with NRCS and FHWA grant programs and the policy, rules and regulations associated with debris removal activities.

Education

- Bachelors of Science, Environmental Health, East Carolina University

Training/Certifications

- Public Assistance Operations and Debris Management: Emergency Management Institute/Federal Emergency Management Agency
- Grade "A" Groundwater Water Treatment Operator
- Grade "A" Surface Water Treatment Plant Operator
- Solid Waste and Vector Control: Center for Disease Control, Atlanta, Georgia
- Occupational Safety and Health Agency Training
 - 40-Hour Hazardous Waste
 - 8-Hour Hazardous Waste Site Supervisor
 - 24-Hour Emergency Response
 - 8-Hour Confined Space
 - CPR/First Aid

Professional Affiliations

- Carolinas Recycling Association
- Solid Waste Association of North America (SWANA)

Notable Projects

Year	Project	Position
2014	South Carolina Ice Storm	Group Manager

Wayne Floyd

2013	Colorado Flood	Group Manager
2011	Hurricane Irene	Applicant's Authorized Debris Manager and Public Assistance Officer
2011	Wake County, NC Tornado	Applicant's Authorized Debris Manager and Public Assistance Officer
2009	Tropical Depression Ida	Applicant's Public Assistance Officer
2008	Hurricane Gustav	Project Manager
2018	Hurricane Ike	Program Manager
2006	New Mexico Flood	State Public Assistance Coordinator
2005	Hurricane Dennis	Program Manager
2005	Hurricane Katrina	State Deputy Public Assistance Officer
2005	Hurricane Wilma	Program Manager
2004	Hurricanes Charley & Frances	Program Manager
2004	Hurricane Ivan	Program Manager
2004	Hurricane Jeanne	Program Manager



Joe Ledford

Superintendent

Mr. Ledford has been employed with Phillips & Jordan since 2010 and offers 3 years of disaster response and debris management experience. He has served in a number of different positions during his employment with Phillips & Jordan including estimator, Superintendent, Sector Manager, Project Superintendent, and Project Manager. Notable projects supported by Mr. Ledford have included an emergency rock slide response for the Tennessee Department of Transportation, the disaster response effort following the 2011 Alabama tornadoes, and the response effort in Chesapeake, Virginia following Hurricane Irene in 2012. Mr. Ledford also served as Project Superintendent on the Saluda Lake Restoration Project, which included the mechanical dredging of over 300,000 cubic yards of sediment and transport to an off-site disposal area. Prior to joining Phillips & Jordan, Mr. Ledford was a project manager with Ledford and Parker, Inc., a heavy civil construction company.

Education

- Bachelor's Degree, Construction Management, Western Carolina, University

Training/Certifications

- 10-Hour OSHA Training
- Competent Person Training in Excavation
- Competent Person Training in Trenching
- 7-Hour Course in Erosion Prevention & Sediment Control
- USACE Construction Quality Management Training
- First Aid/CPR Instructor Certified

Notable Projects

Year	Project	Position
2012	Interstate 40 Rock Slide Repair	Superintendent
2011	Alabama Tornadoes	Sector Manager
2011	Hurricane Irene	Sector Manager
2011	Saluda Lake Restoration Project	Superintendent



Rex Wilson

Superintendent

Mr. Wilson has been employed by Phillips & Jordan since 2006 and offers 6 years of disaster response and debris management experience. He has worked in a variety of positions, including Quality Control Manager, on disaster and debris removal projects including Hurricanes Gustav, Ike (West Feliciana Parish, Louisiana), and Irene (Martin County, North Carolina and the town of Granby, Connecticut), ice storm recovery in Oklahoma City and the Commonwealth of Kentucky, flood recovery (Minot, North Dakota), tornado recovery in Joplin, Missouri and West Liberty, Kentucky, as well as beach restoration following the British Petroleum Deepwater Horizon oil spill. Mr. Wilson has received training in CPR and First Aid, and has training certificates for 40 hour HAZWOPER training, 30 hour General Industry Safety training, and the USACE Construction Quality Management for Contractors.

Education

- High School Graduate

Training/Certifications

- Electrical Hazard Awareness Training
- Hazard Communication
- Viper Fire Safety Training
- Chainsaw/Tree Felling
- Logging Training
- OSHA 30-Hour Training
- 40-Hour HazMat Training
- USACE Construction Quality Management Training
- First Aid/CPR

Notable Projects

Year	Project	Position
2012	Hurricane Sandy	Superintendent
2012	West Liberty, KY Tornado	Superintendent
2011	Hurricane Irene	Superintendent
2011	Alabama Tornadoes	Superintendent
2011	Joplin, MO Tornado	Superintendent
2010	BP Deepwater Horizon Oil Spill	Superintendent
2008	Hurricanes Gustav & Ike	Superintendent
2007	Oklahoma City, OK Ice Storm	Project Manager

Rex Wilson

2007	Muskogee, OK Ice Storm	Superintendent
2006	Buffalo, NY Snow Storm	Superintendent
2004	Hurricane Ivan	Zone Manager



Ritchie Trammell

Superintendent

Mr. Trammell has been employed by Phillips & Jordan since 2002 and offers 4 years of disaster response and debris management experience. He works closely with the company's Oil & Gas Group, Power & Energy Group, and Heavy Civil Group to ensure that all clearing procedures are conducted in a safe, efficient, and cost effective manner. Mr. Trammell has played a key role in improving Phillips & Jordan's land clearing expertise, especially in the debris reduction arena, and offers substantial experience related to the burning and grinding of vegetative debris. During his tenure with Phillips & Jordan, Mr. Trammell has served as an Area Manager and a Division Manager. While Mr. Trammell has extensive experience in both land clearing and disaster response, some of his more notable projects have involved the clearing and/or removal of marine debris. He has worked on a number of marine projects which required the use of barges to mobilize equipment, serve as water-based work platforms, and transport vegetative debris for final disposal.

Education

- Bachelor's Degree, Secondary Education, Western Carolina University

Training/Certifications

- USACE Construction Quality Management Training
- First Aid/CPR

Notable Projects

Year	Project	Position
2011	Hurricane Irene	Site Manager
2011	Alabama Tornadoes	Site Manager
2005	Hurricane Wilma	Project Manager
2005	Hurricane Katrina	Project Manager
2004	Hurricane Frances	Project Manager
2004	Hurricane Charley	Project Manager
2003	Hurricane Isabel	Project Manager



Ken Graham

Superintendent

Mr. Graham has been employed by Phillips & Jordan since 2000 and offers 9 years of disaster response and debris management experience. He has fulfilled key roles in both project management and administration throughout his career. Mr. Graham has over 25 years of administration management and leadership experience in the U. S. Marine Corps, 10 years heavy construction experience, and 9 years of disaster recovery experience. During his tenure with Phillips & Jordan, Mr. Graham has served as Project Manager, Zone Manager, and Superintendent. Notable projects supported by Mr. Graham have included the New Orleans levee repair and debris mission following Hurricane Katrina, the disaster response effort following the multiple tornado outbreaks in Alabama, Hurricane Irene, and Hurricane Sandy. He is also responsible for maintenance and mobilization of the Phillips & Jordan Mobile Command Units based in North Carolina.

Education

- High School Graduate

Training/Certifications

- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 300: Intermediate Incident Command System Course
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- FEMA/ICS 800: National Response Framework, An Introduction
- FEMA 325: Public Assistance Debris Management Guide
- California Line Clearance Tree Trimming Safety
- Southern California Edison Electrical Safety Training
- 40-Hour Hazardous Material Training
- Electrical Hazard Awareness Training
- OSHA 30 Hour Training

Notable Projects

Year	Project	Position
2012	Hurricane Sandy	Superintendent
2011	Hurricane Irene	Superintendent
2011	Alabama Tornadoes	Superintendent
2010	BP Deepwater Horizon Oil Spill	Superintendent
2009	State of Kentucky Ice Storm	Superintendent
2008	Hurricane Gustav	Superintendent

Ken Graham

2007	Oklahoma City, OK Ice Storm	Superintendent
2007	Muskogee, OK Ice Storm	Superintendent
2006	Buffalo, NY Snow Storm	Superintendent
2005	Hurricane Katrina	Zone Manager
2004	Hurricane Ivan	Superintendent



Tommy Webster

Project Manager

Mr. Webster has been employed by Phillips & Jordan since 2014 and has over 30 years of construction experience, 15 years of that being in the Disaster Recovery field. He was the General Contractor in charge of the first FEMA Hazard Mitigation program in the US. He also managed over 300 employees, as well as the following projects: 2002 Ice Storm Recovery in North Carolina, 2003 Hurricane Isabel recovery in Virginia, 2003 California Wildfire Recovery in San Diego and San Bernardino counties, 2009 Hurricane Ike recovery in Texas, 2010 Deepwater Horizon Oil Spill in Florida and the 2013 Flood Recovery in Colorado. He worked in direct correlation with FEMA, local and state governments, volunteer organizations and the Departments of Transportation for North Carolina, Virginia, Florida, Texas, California, South Carolina and Colorado in order to achieve reclamation from these disasters and to develop preparedness plans as well as administering trainings for future potential events in these municipalities.

Education

- High School Graduate

Training/Certifications

- NC General Contractor's License
- FEMA 325: Public Assistance Debris Management Guide
- Sandy Recovery Improvement Act
- ANDT Certified Level 1 Thermographer
- ANDT Certified Mold Inspector
- OSHA 40-Hour HazMat Training
- OSHA 30-Hour First Aid and CPR Training

Notable Projects

Year	Project	Position
2013	Colorado Flood	Operations Manager
2010	BP Deepwater Horizon Oil Spill	Operations Manager
2009	Hurricane Ike	Operations Manager
2005	Horry Co. Disaster Preparation	Project Manager
2004	San Bernardino, Wild Fire	Project Manager



Heath Stone

Logistics Chief/Lead Event Coordinator

Mr. Stone has been employed by Phillips & Jordan since 2013 and offers 1 year of disaster response and debris management experience. Mr. Stone plays several roles at Phillips & Jordan including Logistics Chief, Lead Event Coordinator, and Marketing Representative. Notable disaster recovery projects supported by Mr. Stone include the South Carolina Ice Storm recovery (2014). Mr. Stone is FEMA ICS Compliant.

Education

- Bachelor's Degree, Kinesiology, University of Tennessee

Training/Certifications

- FEMA/ICS 100: Introduction to Incident Command System
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- First Aid and CPR Training

Notable Projects

Year	Project	Position
2014	South Carolina Ice Storm	Project Manager



John West

Field Quality Control Manager

Mr. West has been employed by Phillips & Jordan since 2003 and offers 5 years of disaster response and debris management experience. He currently manages two divisions within the Phillips & Jordan Oil & Gas Group responsible for well site construction within various oil and gas fields, providing support services to oil and gas operations, and clearing of pipeline right-of-ways. Prior to assuming his role as a division manager, Mr. West served as a Project Manager/ Quality Control Manager (QCM) – for smaller projects the Project Manager and QCM is a dual hat position – or Project Coordinator/ QCM for several disaster debris cleanup projects including responses to Hurricanes Isabel and Rita, a landslide in West Virginia, and a straight line wind event in Missouri. In this role Mr. West was responsible for managing quality control monitors and for ensuring the quality of debris removal and disposal operations in multiple work zones.

Education

- Bachelor's Degree, Construction Management, University of Tennessee
- Associate Certificate in Project Management (ESI International / George Washington University)

Training/Certifications

- West Virginia Division of Highways Portland Cement Concrete Technician
- West Virginia Division of Highways Compaction Technician
- Virginia Department of Transportation Hydraulic Cement Concrete Technician
- Radiation Safety Officer Training (Troxler Electronic Laboratories)
- Radiological Safety & Gauge Operation – Certificate #060269 (Troxler Electronic Laboratories)
- Radiation Safety Training for Nuclear Density Gauges (Contractors Assoc. of WV)
- Construction Safety Leader (West Virginia University)
- Associate's Certificate in Project Management (ESI International / George Washington University)
- OSHA Subpart P – Excavation (Competent Trench Person)
- OSHA 10-Hour Training
- USACE Construction Quality Management Training
- First Aid/CPR

Notable Projects

Year	Project	Position
2008	Hurricane Gustav	Project Coordinator/ QCM
2005-2006	Hurricane Rita	Project Manager/ QCM

John West

2004	Missouri Straight Line Winds	Project Manager/ QCM
2003-2004	Hurricane Isabel	Project Manager/ QCM



Ryan Manning

Field Quality Control Manager

Mr. Manning has been employed by Phillips & Jordan since 2006 and offers 4 years of disaster response and debris management experience. His responsibilities as a Quality Control Supervisor include preparation of daily reports, invoice preparation and submittal, tracking of approved and pending change orders, tracking of field material quantities and billing information, coordination of material delivery, maintenance of project logs and updating project schedules, quality control site inspections, coordination of facility startup activities, monitoring of conformance to project plans and standards, and supporting Project Managers to ensure strict adherence to project specifications and quality control plans. Mr. Manning served as an Assistant Quality Control Manager for the Alabama tornado recovery project in 2011, a Project Administrator/Quality Control Field Supervisor for a 2008 ice storm debris removal project in Oklahoma City, and a Quality Control Field Supervisor for the Hurricane Katrina debris management mission. For each of these projects, Mr. Manning was responsible for preparing daily reports, assisting in the completion of submittals, coordinating facility startup activities, supervising various subcontractor personnel, tracking debris quantities and quality of work, and maintaining communication on a daily basis with various federal, state, and local representatives.

Education

- Bachelor's Degree, Finance and Marketing, Florida State University
- Federal Contracting Basics, Operating Practices in Contract Administration, and Associate's Certificate in Project Management (ESI International / George Washington University)

Training/Certifications

- Disaster Recovery Contractor Training
- USACE Construction Quality Management Training
- First Aid/CPR

Notable Projects

Year	Project	Position
2011	Alabama Tornadoes	Asst. QC Manager
2007	Oklahoma City, OK Ice Storm	QC Field Supervisor
2005-2006	Hurricane Katrina	QC Field Supervisor



Dale Joiner

Field Quality Control Manager

Mr. Joiner has been employed by Phillips & Jordan since 1987 and offers 15 years of disaster response and debris management experience. He has worked in Phillips & Jordan's heavy construction and land clearing groups and offers extensive experience in right-of-way clearing and maintenance projects. Mr. Joiner served as a Quality Control Manager (QCM) or Project Manager with QCM responsibilities for several disaster debris cleanup projects including responses to Hurricanes Charley, Francis, Jeanne, Ivan, Katrina, and Wilma. In this role Mr. Joiner was responsible for the quality aspects of debris removal and disposal operations, structural demolition, subcontractor management, review of load tickets and management of quality control monitors, and Temporary Debris Storage and Reduction Site management. He also oversaw the installation of temporary housing (Hurricane Charley) and ensured that all aspects of construction complied with local, county, state, and federal codes.

Education

- Course Work, Engineering & Accounting, Polk County Community College

Training/Certifications

- FEMA/ICS 100: Introduction to Incident Command System
- Associated General Contractors of America
 - Supervisory Training Program
 - Construction Law
 - Productivity Improvement
 - Planning & Scheduling
- General Contractor (Florida)
- USACE Construction Quality Management Training
- First Aid/CPR

Notable Projects

Year	Project	Position
2005	Hurricane Wilma	QCM
2005	Hurricane Katrina	Sector/QC Manager
2004	Hurricane Ivan	QCM
2004	Hurricane Jeanne	QCM
2004	Hurricane Francis	QCM
2004	Hurricane Charley	QCM



Gene Taylor

Field Safety Manager

Mr. Taylor has been employed by Phillips & Jordan since 2007 and offers 8 years of disaster response and debris management experience. He was hired as a field safety manager responsible for oversight of construction, highway, landfill, and pipeline projects. Following Hurricanes Gustav and Ivan, Mr. Taylor served as the Site Safety and Health Officer (SSHO) for Phillips & Jordan recovery projects in Jonesville, Louisiana, Cameron Parish, Louisiana, and Plaquemines Parish, Louisiana. He was appointed as the Incident Command Center Safety Officer for recovery efforts in Pascagoula, Mississippi related to the British Petroleum Deepwater Horizon oil spill, and served as the SSHO for tornado recovery efforts in Alabama where he supervised 56 field safety personnel (including 10 Area Safety Managers). Mr. Taylor was appointed as the Senior Safety Manager for Phillips & Jordan in August 2011 and is responsible for all aspects of field safety associated with operations. Mr. Taylor is certified by the National Association of Safety Professionals as a Certified Hazardous Material Technician, Certified Emergency Management Specialist, and Certified Excavation/Trenching Technician.

Education

- Master's Degree, Occupational Safety and Health Management, Columbia Southern University

Training/Certifications

- Certificate in Safety Management - American Society of Safety Engineers
- Certified Safety and Health Manager - Institute for Safety and Health Management (Certificate #1695)

Notable Projects

Year	Project	Position
2011	Alabama Tornadoes	Safety Officer
2010	BP Deepwater Horizon Oil Spill	Safety Officer
2008	Hurricanes Gustav & Ike	Safety Officer



Dustin Haunhorst

Field Safety Manager

Mr. Haunhorst has been employed by Phillips & Jordan since 2004 and offers 5 years of disaster response and debris management experience. Serving as a Field Safety Manager for Phillips & Jordan, Mr. Haunhorst has performed site safety inspections and monitored site operations to ensure compliance with employee safety requirements and environmental regulations for various projects located throughout the Southeast and Mid-Atlantic regions of the United States. Mr. Haunhorst served as the Lead Safety Manager for a large tree removal project in California and was responsible for the daily monitoring of operations including subcontractor employee safety and equipment operations, conducting weekly subcontractor safety meetings, incident and injury/illness reporting, and monitoring of damage claims. Mr. Haunhorst also served as the Lead Safety Manager for debris cleanup missions implemented in response to Hurricanes Ivan, Dennis, Katrina, and Wilma. His responsibilities for these projects included daily safety monitoring of operations and personnel; interface with USACE, OSHA, and FEMA inspectors; and new employee safety orientation and job specific training.

Education

- Bachelor's Degree, Environmental and Hazardous Materials Management, The University of Findlay

Training/Certifications

- Permit – Required Confined Space Entry
- 16-Hour MSHA (Mine Safety and Health Administration) Training
- General Employee Training for DOE Sites
- Confined Space Monitor/Instrumentation Training
- AHERA (Asbestos Hazard Emergency Response Act) Asbestos Supervisor
- Underground Storage Tank Decommissioning
- NIOSH 582: National Institute for Occupational Safety and Health, Sampling and Evaluating Airborne Asbestos Dust
- EPA Model Lead Risk Assessor Initial Course
- EPA Model Lead Inspector
- Traffic Control Supervisor
- OSHA Supervisor Hazardous Waste/Response Certification
- OSHA 40-Hour Hazardous Waste/Response Certification [29 CFR 1910.120(e) & (g)]
- 30-Hour OSHA
- 8-Hour Supervisory Training, OSHA 29 CFR 1910.120(e)(3)
- 8-Hour Annual OSHA Refresher Courses in Hazardous Waste Operations
- Standard First Aid and CPR Training

Dustin Haunhorst

Notable Projects

Year	Project	Position
2011	Alabama Tornados	Safety Manager
2011	Joplin, MO Tornado	Safety Manager
2007	Oklahoma City, OK Ice Storm	Safety Manager
2006	Buffalo, NY Snow Storm	Safety Manager
2005	Hurricane Wilma	Safety Manager
2005	Hurricane Katrina	Safety Manager
2004	Hurricane Ivan	Safety Manager



J.W. Culbreth

Field Safety Manager

Mr. Culbreth has been employed by Phillips & Jordan since 2003 and offers 7 years of disaster response and debris management experience. He serves as a Safety and Quality Assurance Manager for Phillips & Jordan with responsibilities that include identifying and evaluating operational hazards, developing administrative and engineering controls to eliminate or minimize risks posed by project hazards, developing Accident Prevention Plans and Activity Hazard Analyses, on-site safety inspections and enforcement, maintaining applicable safety reference material at job sites, and ensuring subcontractor compliance with safety and health requirements. Mr. Culbreth has served as a Site Safety and Health Officer for numerous projects including debris removal associated with Hurricanes Katrina and Rita, debris removal associated with ice storms that occurred in Oklahoma, levee work in Louisiana and North Dakota, and mobile home group site development in North Dakota required to relocate displaced residents impacted by flooding.

Education

- High School Graduate

Training/Certifications

- FEMA/ICS 100: Introduction to Incident Command System
- FEMA/ICS 200: ICS for Single Resources and Initial Action Incidents
- FEMA/ICS 700: National Incident Management System (NIMS), An Introduction
- FEMA/ICS 800: National Response Framework, An Introduction
- Disaster Recovery Contractor Training
- North Carolina EMT (Basic)
- OSHA Mine and Safety Trained
- OSHA 30-Hour Construction Certified
- USACE Construction Quality Management Training
- First Aid/CPR Instructor Certified

Notable Projects

Year	Project	Position
2011	Alabama Tornadoes	Area Manager
2009	Hurricane Rita PGDD Removal	Project Safety Manager
2007-2008	Oklahoma City, OK Ice Storm	Claims/Records Manager
2007	Muskogee, OK Ice Storm	Safety/QA Manager
2005-2006	Hurricane Katrina	Safety/QA Manager

J.W. Culbreth

2006	Hurricane Rita	Safety/QA Manager
2004	Hurricane Ivan	QA Manager



David Haney

Field Safety Manager

Mr. Haney has been employed by Phillips & Jordan since 2007 and offers 2 years of disaster response and debris management experience. Serving as a Field Safety Manager for Phillips & Jordan, Mr. Haney has performed site safety inspections and monitored site operations to ensure compliance with employee safety requirements and environmental regulations for various projects located throughout the Eastern United States. Mr. Haney has provided field safety support for storm related debris management projects including Hurricane Irene cleanup in Chesapeake, Virginia; tornado cleanup in Raleigh, North Carolina; and ice storm cleanup in Paducah, Kentucky. Mr. Haney has also provided safety support for various Phillips & Jordan projects associated with oil and gas pipeline construction.

Education

- Bachelor's Degree, Education, Western Carolina University
- Master's Degree, Education in Human Resources, Western Carolina University

Training/Certifications

- Instructor OSHA Logger Training
- OSHA 10-Hour Construction Training
- OSHA 30-Hour Training
- Instructor Electrical Hazard Awareness Training
- Confined Space Entry Competent Person Training
- Competent Person Trenching and Excavation Training
- Competent Person Fall Protection Training
- National Safety Council's Flagger Training
- State of Virginia DOT Flagging Certification
- Instructor First Aid, CPR and Blood Borne Pathogens

Notable Projects

Year	Project	Position
2011	Hurricane Irene	Field Safety Manager
2011	Raleigh, NC Tornado	Field Safety Manager
2009	Paducah, KY Ice Storm	Field Safety Manager



Clint Stephens

Contract Administration Specialist

Mr. Stephens has been employed by Phillips & Jordan since 2005 and offers 7 years of disaster response and debris management experience. He is responsible for the financial side of contract administration. Relative to disaster recovery projects, Mr. Stephens manages all administrative aspects including contract compliance, data processing, reporting, audit response, billing, and subcontractor payments. Notable disaster recovery projects supported by Mr. Stephens included Hurricanes Katrina (2005), Rita (2005), Ike (2008), Gustav (2008), and the 2011 Tornadoes (Alabama and Joplin).

Education

- Bachelor's Degree, Accounting, University of Tennessee
- Master's Degree, Corporate Income Taxation, University of Tennessee

Training/Certifications

- FEMA 325: Public Assistance Debris Management Guide
- Disaster Administration
- Dispute Resolution
- USACE Safety Training

Notable Projects

Year	Project	Position
2012	Hurricane Sandy	Contract Administrator
2011	Alabama Tornadoes	Contract Specialist
2009	TVA Fly Ash Disposal	Contract Specialist
2008	Hurricanes Gustav & Ike	Contract Administrator
2007	Oklahoma City, OK Ice Storm	Contract Administrator
2005	Hurricanes Katrina & Rita	Contract Specialist



Steve Thompson

Corporate Environmental, Safety and Health Manager

Mr. Thompson has been employed by Phillips & Jordan since 1990 and offers 17 years of disaster response and debris management experience. He is responsible for the overall management of Phillips & Jordan'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 ES&H Manager or Program Manager on nearly every significant natural and man-made disaster since 1994 including the World Trade Center Staten Island Landfill Forensic Recovery Mission; recovery efforts associated with Hurricanes Ivan, Katrina, Gustav & Ike, Irene, and Sandy; recovery efforts associated with the tornadoes that occurred in Alabama and Joplin, Missouri; and cleanup of the British Petroleum Deepwater Horizon oil spill. 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.

Education

- Bachelor's Degree, 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
- 40-hours OSHA HAZWOPER
- OSHA 1926 Construction Safety Training
- First Aid/CPR/Blood Borne Pathogens

Notable Projects

Year	Project	Position
2012	Hurricane Sandy	ES&H Manager
2011	Alabama Tornadoes	ES&H Manager

Steve Thompson

2011	Joplin, MO Tornado	ES&H Manager
2011	Hurricane Irene	Program Manager
2010	BP Deepwater Horizon Oil Spill	ES&H Manager
2008	Hurricanes Gustav & Ike	Program Manager
2005 - 2006	Hurricane Katrina	ES&H Manager
2004	Hurricane Ivan	ES&H Manager
2004	Hurricane Charley	ES&H Manager
2004	Hurricane Jeanne	ES&H Manager
2004	Hurricane Frances	ES&H Manager



Mike Teem

Corporate Quality Control Manager

Mr. Teem has been employed by Phillips & Jordan since 1997 and offers 8 years of disaster response and debris management experience. He was the Quality Control Manager (QCM) for 2011 tornado debris removal associated with all task orders issued by the USACE within the State of Alabama. In addition, he was the QCM for debris removal within Sector 1 - New Orleans following Hurricane Katrina from September 2005 to September 2007. Other notable projects supported by Mr. Teem included the Southern California Edison Bark Beetle Tree Removal Project; Hurricanes Isabella, Lily, Floyd, and Bonnie recovery projects; and tornado and ice storm debris removal projects at numerous locations. Mr. Teem has training certificates for 40 hour Hazardous Waste Operations and Emergency Response (HAZWOPER) training, 30 hour General Industry Safety training, and the USACE Construction Quality Management for Contractors.

Education

- High School Graduate

Training/Certifications

- USACE Construction Quality Management Training
- Asbestos Awareness
- Survey and Computation
- Respirator Fitness
- Fire Rescue
- First Aid/CPR

Notable Projects

Year	Project	Position
2011	Alabama Tornadoes	Quality Control Manager
2005	Hurricane Katrina	Quality Control Manager
2003-2005	CA Bark Beetle Infestation	Quality Control Manager
2003	Missouri Tornado	Quality Control Manager
2002	Hurricane Lily	Quality Control Manager