Benjamin Cahoon
Mayor

Michael Siers
Mayor Pro Tem

Cliff Ogburn
Town Manager

Town of Nags Head
Post Office Box 99
Nags Head, NC 27959
Telephone 252-441-5508
Fax 252-441-0776
www.nagsheadnc.gov

M. Renée Cahoon
Commissioner

J. Webb Fuller
Commissioner

Kevin Brinkley
Commissioner

MEMORANDUM

Date: June 10, 2020

To: Board of Commissioners

From: David Ryan, P.E., Town Engineer

RE: Proposals for Disaster Debris Management/Removal Services for the Towns of Nags Head, Duck, and Southern Shores and Debris Monitoring and Recovery Services Agreement Renewal

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On May 13, 2020, the Town of Nags Head Department of Administration issued Requests for Proposals (RFP's) to provide disaster debris management and removal services for the initial period of July 2, 2020, through June 30, 2021. Advertisements for RFP's were placed in the Coastland Times, on the Town of Nags Head website, on the North Carolina Department of Administration Interactive Purchasing website, North Carolina Historically Underutilized Business website in addition to being forwarded to North Carolina's Small Business and Technology Development Center. Two (2) addenda were issued for the Debris Removal RFP to clarify proposal requirements.

Proposals for Disaster Debris Management/Removal Services were received from nine firms. The firms submitting proposals for debris removal included Santee Modular Homes. (Santee, SC), Crowder Gulf, (Theodore, AL), Custom Tree Care Disaster Response, (Topeka, KS), DRC Emergency Services, LLC (Mobile, Alabama), Southern Disaster Recovery, (Simpsonville, SC), TFR Enterprises, Inc. (Leander, TX), KDF Enterprises, Springville, AL, Graham County Land Company, (Robbinsville, NC) and Ceres Environmental, (Sarasota, FL).

Once the lowest responsive, responsible bidder is determined, the Town will enter into an initial 1-yr agreement in the form of a pre-positioned contract for the provision of disaster debris removal services as needed. This approach eliminates the need for an emergency procurement and permits an expedited process to commence with debris services immediately after a storm generating event. This contract does not guarantee any amount of work or cost with the contractor and will be activated via a Notice to Proceed with a defined scope of work should the need arise.

Disaster debris clearance and removal services are divided into several categories; Phase 1-initial 70-hour period for roadway clearance which is referred to as the "push and shove" period and Phase 2-which is the long-term debris removal and management services. Phase 1 work is performed to eliminate the immediate threat to lives, public health, and safety. This work usually occurs immediately

after the disaster event. This work is generally done within the public right-of-way and performed on a time and materials basis. Unit prices for hourly wage and equipment rates are requested to project anticipated costs.

Once the roads are open and passable, debris operations shift to Phase II recovery for loading, hauling, reduction, and disposal. These debris removal operations should not be performed by a time-and-materials contract, but instead should be based on unit prices (e.g., per cubic yard, per ton, per leaning tree, per hanging limb, per stump extracted, per unit of white goods, etc.)

The bid form provided in the RFP included a list of all anticipated services, equipment, material, and labor costs that would be necessary for the Phase II portion post-storm disaster recovery work. Estimated quantities provided in the bid form reflect the anticipated amount of debris expected to be generated for the associative storm event category. Debris estimates from a Category Three storm event were calculated utilizing the U.S. Army Corps of Engineers Debris Estimating Model for each of the municipalities. Bidders were required to provide unit pricing for the individual service line items and multiply by the estimated debris estimates to calculate a total price for each item.

According to FEMA procurement guidelines, a cost analysis is required as part of the procurement process to determine a fair and reasonable price for a contract. One of the different methods in accomplishing this is through a comparative analysis of costs proposed by contractors. A copy of the Unit Price Cost Analysis Matrix is attached for your reference which summarizes the unit prices noted in the Bid Form to assist in the evaluation of submitted fees. The Unit Price Cost Analysis Matrix is separated into four separate parts; (1) Schedule 1- removal hauling and reduction unit prices, (2) Schedule 2- equipment hourly rates, (3) Schedule 2-labor hourly rates and (4) an aggregate pricing summary.

To complete the evaluation process, each proposal was reviewed, scored, and ranked according to the four main Evaluation Criteria: Pricing, Qualifications/Resources, Technical, and other weighted criteria. Of the nine proposals submitted, the top two ranked offerors score totals were equal; Santee Modular Homes Inc. (Santee, SC) and Custom Tree Care Inc. (Topeka, KS). Each contractor has recent experience with post-disaster responses in southeastern North Carolina with positive references from those communities/agencies they have provided services for. Each contractor has indicated a mobilization time of 24-48 hrs. from Notice to Proceed.

The main difference between the two proposals is that Santee Modular Homes Inc. provided a lower cost proposal when considering the aggregate of bid proposal items. This is consistent with FEMA guidance which indicates that the contract shall be secured based upon the vendor that provides the most advantageous and reasonable cost proposal.

For post-storm debris monitoring services, the Town has an active agreement with Tetra Tech, Inc. of Maitland, FL. Tetra-Tech, Inc. was the selected vendor for Debris Monitoring and Recovery Services advertised in May 2019. The terms of the agreement indicated an initial (1) year period and may be extended annually under its existing terms, conditions, and rates for up to (3) additional one-year periods. Staff would request to extend Tetra Tech Inc. services under this agreement.

If the Board of Commissioners is in agreement with the staff recommendation, a motion will be in order to authorize the Town Manager to execute in two (2) separate agreements; one (1) with Santee Modular Homes, Inc. for Debris Removal Services and one (1) with Tetra Tech Inc. for FY 20/21.

Attachments: Request for Proposals for Debris Management/Removal Services
Disaster Debris management /Removal Services Bid Tabulation
Santee Modular Homes, Inc. Proposal
Sample Evaluation Form
Nags Head, Southern Shores and Duck Debris Removal Cost & Evaluation Summary
Town of Nags Head Contract Renewal for Debris Monitoring and Recovery Services

Request for Proposals

Disaster Debris Management/Removal Services For the Towns of Nags Head, Southern Shores and Duck, NC

Date: May 13, 2020

Submittal deadline:
June 4, 2020, 2:00 PM, Local Time

If you have received this Request for Proposal from a source other than the Town of Nags Head Department of Administration, it is the responsibility of the Respondent to ensure that all addenda has been received. Respondents should email the Administration Department to ensure that your company is added to the distribution list.

Email: David.Ryan@nagsheadnc.gov ***or***
Carolyn.Morris@nagsheadnc.gov

However, it is still the responsibility of the Respondent to ensure that all addenda have been received prior to submitting a bid/proposal.

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May 13, 2020

RE: **Request for Proposals**
Disaster Debris Management and Removal Services

To Whom It May Concern:

The Towns of Nags Head, Southern Shores and Duck, NC are requesting proposals from qualified contractors to provide disaster debris clearance, removal, reduction, and disposal services in the event of a natural disaster within the area.

The Towns of Nags Head, Southern Shores and Duck, NC are major tourist destinations in Dare County on the Outer Banks of North Carolina. The Towns are located in the northeastern portion of North Carolina, 3-½ hours east of Raleigh and approximately 2 hours south of Norfolk and Virginia Beach, Virginia. Dare County consists of 800 square miles of area with an annual average population of 37,000 year round residents. The Town of Duck, the northernmost Town, is bordered by Currituck County to the north, with Nags Head, the southernmost Town, bordered on the south by the Cape Hatteras National Seashore. All of the Townships are bordered by the Atlantic Ocean to the east and the Currituck, Albemarle and Roanoke Sounds to the west.

Each municipality is served primarily by local streets which are connected to two main thoroughfares, S. Croatan Hwy, (US Hwy 158) and Virginia Dare Trail (NC 12). The Town of Nags Head is served by approximately 15 miles of NCDOT roads in conjunction with 37 miles of locally maintained roadways. Southern Shores has approximately 40 miles of locally maintained roadways and the Town of Duck is primarily served by a combination of NCDOT and private roadways.

This is a multi-jurisdiction solicitation to include the Town of Nags Head and the incorporated towns of Southern Shores and Duck. However, each Town will contract directly with the awarded Contractors should they choose to do so.

The award of a contract under this solicitation will be paid with federal funding. Funding is contingent upon compliance with all terms and conditions of funding award. All prospective contractors shall comply with all applicable federal laws, regulations, executive orders, FEMA requirements and the terms and conditions of the funding award. In addition, contractors providing submittals shall be responsible for complying with state law and local ordinances.

Attached you will find a "Request for Proposals" (RFP) which identifies the services to be undertaken.
In order to be considered, all proposals must be submitted in writing no later than **2:00 PM (EST) on June 4, 2020**. Contractors mailing proposal packages should allow delivery time to ensure timely receipt of their proposal. The responsibility for getting the proposal to the Town of Nags Head Department of Administration on or before the specified time and date is solely and strictly the responsibility of the proposing contractor. The Town of Nags Head will in no way be responsible for delays caused by any occurrence. Proposals may be hand carried or mailed to:

Town of Nags Head Department of Administration
Attention: Carolyn Morris, Town Clerk
5401 S. Croatan Hwy. Nags Head, NC 27959
Hours of Operation: 8:00 a.m. - 5:00 p.m. (EST)
Monday through Friday
Phone: (252) 449-2009
Email: Carolyn.morris@nagsheadnc.gov

The Town of Nags Head, Southern Shores and Duck reserve the right to waive any informalities and to reject any and all proposals.

Thank you,

David M. Ryan, P.E.
Town Engineer

SECTION I - GENERAL INFORMATION FOR OFFERORS

A**. PURPOSE:**

The Town of Nags Head, on behalf of the Town of Nags Head, Southern Shores, and Duck (each a "Town" or "the Town" and collectively the "Towns") is requesting proposals from fully qualified offerors to provide highly skilled technical services to provide disaster management, recovery and consulting services in the event of a natural disaster or man-made event. Each Town desires to have available the assistance of a responsible firm, licensed to do business in the State of North Carolina for the purpose of providing support services to the Town for the planning, management and quality control for the removal of debris pursuant to the Contract, a copy of which accompanies this document and is incorporated by reference. The initial one (1) year period for the agreement to be issued separately by each Town based on this RFP will be from July 2, 2020, through June 30, 2021 and may be renewed as further provided in this RFP.

Each Town is seeking to enter into a contractual agreement separately with a firm to provide the services contained within this Request for Proposals (RFP)(together with all attachments or incorporated documents, as context may require, the "RFP") (each such contractual agreement shall be referred to as a "Contract"). The Contract to be awarded by each Town under this RFP will only be activated upon a declaration of an emergency by the applicable Town's Board of Commissioners or other governing body and then only upon the issuance of a "Notice to Proceed" by the Town to the successful offeror. The Town shall not be obligated to purchase any specific quantity of services. The Town reserves the exclusive right to extend any Contract as result of this solicitation for up to three (3) additional one (1) year periods. This Request for Proposals (RFP) states the instructions for submitting proposals, the procedure and criteria by which a vendor may be selected and the contractual terms by which the Town intends to govern the relationship between it and the selected vendor.

It is the desire of the Town to obtain the services from the successful offeror that has a high level of expertise in FEMA and Federal requirements, procedures and debris removal experience. The successful offeror shall provide all expertise, personnel, tools, materials, equipment, transportation, supervision and all other services and facilities of any nature necessary to execute, complete and deliver the timely removal and lawful disposal of all *FEMA eligible storm- generated debris* under each proposed Work Order issued. The successful offeror will also represent that its services shall be capable of assembling, directing and managing a work force, to include all necessary equipment that can complete the debris management operations. All offerors will provide representations and certifications as to its expertise and experience with FEMA and other federal reimbursement requirements with its proposal response; such expertise and experience is essential to any Contract.

All rights and ownership of the work completed, and debris collected during the performance of a Contract shall become the sole property of the respective Town without future usage restrictions of any kind. Please note that specific references to "the Town" shall apply to The Town of Nags Head, the Town of Southern Shores and the Town of Duck.

B. ISSUING OFFICE: (for bids to provide applicable services to each of the three Towns):
Town of Nags Head
Town Clerk
Town of Nags Head Municipal Complex
5401 S. Croatan Highway
Nags Head, North Carolina 27959
Telephone (252) 449-2009
Fax (252) 441-4680

C. CONTACT FOR INFORMATION: (for bids to provide applicable services to each of the three Towns):
Project Representative- David Ryan, P.E. -Town Engineer
Town of Nags Head Department of Administration
5401 S. Croatan Highway
Nags Head, North Carolina 27959
Telephone (252) 441-6221
FAX (252) 441-0776
Email: david.ryan@nagsheadnc.gov

SECTION 2 – SUBMISSION OF PROPOSALS

A. DEADLINE:

Receipt of Proposals: 2:00 P.M., June 4, 2020

Proposals will not be accepted or considered after 2:00 P.M. on the closing date. Proposals received after the submission deadline will be returned unopened. The original hardcopy submittal and the electronic version must be received by the time and date above.

B. QUESTIONS AND ADDENDA:

Offerors shall carefully examine this RFP and any addenda. Vendors should seek clarification of any ambiguity, conflict, omission or other error in this RFP in writing. Questions should be addressed to the Project Representative for the Town of Nags Head. If the answer materially affects the RFP, the information will be incorporated into an addendum and distributed to vendors of record. Discussions with other Town employees or officials during the solicitation and evaluation period are inappropriate. Therefore, offerors shall not contact any other Town employees or officials regarding this RFP during the period of solicitation and evaluation. Oral comments do not form a part of this RFP.

C. CHANGES IN THE REQUEST FOR PROPOSALS:

Any changes made in this RFP will be posted and distributed to vendors of record. Any and all addenda will be numbered in sequence, dated as of the date of issue, posted and distributed via fax, e-mail or U.S. Mail. Each proposer is responsible for determining that all addenda issued by the Town has been received before submitting a proposal to the Town.

D. PROPOSAL PREPARATION OF RESPONSE:

Proposals should be prepared simply and economically, providing a straightforward, concise delineation of the capabilities of their offering AND provide all the information which it considers pertinent to its proposal and qualifications for the work to be performed. Proposals shall be submitted on the forms included with the bid documents. Any additions, alterations or erasures must be initialized by the signer of the proposal.

E. TIME IS OF THE ESSENCE: Any proposal received after the announced time and date for submittal, whether by mail or otherwise, will be rejected. It is the sole responsibility of the contractor for ensuring that their proposal is received by the Purchasing Department personnel before the deadline indicated above. The Town will in no way be responsible for delays caused by any occurrence.

F. PROPOSAL SUBMISSION:

All proposals must be received in an appropriately marked and sealed envelope or package in the Office of the Town Clerk, Nags Head Town Hall, 5401 S. Croatan Highway, Nags Head, North Carolina 27959 prior to June 4, 2020, 2:00 P.M. local time. Proposals in the form of telegrams, telephone calls, facsimiles or telex messages will not be accepted. Each proposal shall be signed by an official authorized to bind the vendor and shall contain a statement that the proposal is firm for the ninety (90) days immediately following the date of opening of the sealed proposals. At the end of the 90-day period, the proposal may be withdrawn at the written request of the vendor. If the proposal is not withdrawn, it will remain in effect until an award is made by each Town or the solicitation is canceled.

Identification: The outside of the envelope should be marked as follows:

- Bid Enclosed: Disaster Debris Clearance and Removal Services
- The envelope shall be marked on its face with the name of the person, firm or corporation submitting the proposal

Contents of proposal submission: Proposers shall submit and one (1) electronic copy and four (4) original hardcopies of the proposal in a sealed opaque envelope marked as noted above and may be submitted in person or by mail. Each proposal shall also provide the following general information:

1. The name of every company bearing an interest in the proposed services;
2. The name, title, address, and telephone number of individuals with authority to contractually bind the offeror; and
3. A designated person(s) who can be contacted for information during the period of evaluation and for

prompt contract administration upon award of the Contract. This information shall include the person's name, title, address, and telephone number, (additional proposal requirements are listed in Section 4).

The signer of the proposal must declare that all persons, companies or parties interested in the Contract as principals are named therein; that the proposal is made without collusion with any other person, persons, company or parties submitting a proposal; that it is in all respects fair and in good faith without collusion or fraud; and that the signer of the proposal has authority to contractually bind the vendor.

Any proposal submitted on forms other than the Proposed Form contained in this RFP may be considered non-responsive. If it is questionable that the Postal Service can deliver your proposal on time, we suggest that it be hand delivered. TELEPHONE PROPOSALS AND/OR FAXED PROPOSALS WILL NOT BE ACCEPTED. All proposals submitted must be typed or written in ink signed by the Proposer's designated representative.

G. PROPRIETARY INFORMATION: Trade secrets or proprietary information submitted by a proposer, in connection with a procurement transaction shall not be subject to the public disclosure under the Freedom of Information Act. However, the proposer or offeror must invoke the protection of this section prior to or upon submission of the data or other materials and must identify the data on other materials to be protected and state the reasons why protection is necessary. An all-inclusive statement that the entire proposal is proprietary is unacceptable and will be disregarded. A statement that costs are to be protected is unacceptable and will not be honored.

Each individual page shall be identified in boldface at the top as "CONFIDENTIAL" in a font size of 14 or larger. Any section of the proposal that is to remain confidential shall also be so marked in boldface on the title page of that section along with each individual page within that section. Cost information and any other public information may not be deemed confidential; therefore, it is requested that only the necessary confidential pages be marked.

H. BINDING: Submittals must include the proposer's bid certification form (contained within) signed by an authorized representative of the company to legally bind the offer. All proposals submitted without such signature may be deemed non-responsive.

I. MISCELLANEOUS: Nothing herein is intended to exclude any responsibilities or in any way restrain or restrict competition. All contractors are encouraged to submit proposals. The Town reserves the right to waive any informalities and to reject any and/or all proposals. In addition, the Town reserves the right to cancel a solicitation at any time prior to the award of a contract.

~~**J. BONDS**: In accordance with to 2 CFR 200.325, bonding requirements are as follows:~~

~~**Bid Bond**: A bid guarantee equivalent to five percent (5%) of the bid price is required from each Respondent. The "bid guarantee" can be in the form of an ***original* bid bond** or a ***certified* check** payable to the Town of Nags Head. Bid bonds shall be submitted with the proposal in the amount of five (5%) percent of the total proposed bid amount based on Schedule 1. Failure to submit a bid bond in the amount of 5% will deem the bid invalid.~~

~~Failure of the successful proposer to execute a contract and furnish evidence of appropriate insurance coverage, as provided herein, within 15 days after written notice of award has been given, shall be just cause for the annulment of the award and the forfeiture of the bid bond to the Town, which forfeiture shall be considered, not as a penalty, but as liquidation of damages sustained.~~

~~**Performance & Payment Bond:** Awarded Contractor(s) will be required to furnish a performance and payment bond in an amount of 100% of the contract cost within ten (10) days after the contract has been activated and a Notice to Proceed has been issued by the Town. The contract amount will be determined at the time of the event due to the severity of the storm. The amount of the bond shall be increased at such times as the contract amount is increased in order to ensure that the amount of the bond corresponds with the contract amount at all times. The~~

~~performance and payment bond shall continue throughout the Services and for one year after the full scope of work is completed. Bonds shall be submitted to each of the Towns project representative(s).~~

~~The Performance Bond and the Payment Bond shall be executed by one or more surety companies legally authorized to do business in the State of North Carolina and shall become effective upon activation of contract and issuance of a Notice to Proceed by the Town. The surety bonds must be in the form set forth in N.C.G.S. 44A-33 without any variations there from or in any other form authorized by N.C.G.S. The Contractor will be solely responsible for any costs associated with obtaining bonds; bond premiums will not be reimbursed by the Town.~~

~~In addition, the successful proposer(s) will be required to submit a verification letter annually from the surety confirming that the contractor is able to provide a payment and performance bond.~~

K. ACCURACY OF PROPOSAL INFORMATION:
Any proposer, which submits in its proposal to each of the Town(s) any information, which is determined to be substantially inaccurate, misleading, exaggerated, or incorrect, shall be disqualified from consideration. Each Town reserves the right to contact the proposer to verify any information it deems necessary to provide for a fair and equable evaluation of the proposal.

L. DISPOSITION OF PROPOSALS:
All materials submitted in response to this RFP will become the property of each of the Towns. One (1) copy of each proposal shall be retained for official files and will become a public record after the award and open to public inspection. It is understood that the proposal will become a part of the official file on this matter without obligation on the part of the Town except as to the disclosure restrictions contained in Section G, "Proprietary Information."

M. COST INCURRED IN RESPONDING:
This solicitation does not commit any of the Towns to pay any costs incurred in the preparation and submission of proposals or in making necessary studies or designs for the preparation thereof, nor to procure or contract for services.

N. PRIME VENDOR RESPONSIBILITIES:
Offerors may propose services that are provided by others, but any services proposed must meet all of the requirements of this RFP, contract and accompanying information. If the successful offeror's proposal includes services provided by others, the vendor will be required to act as the prime vendor for all such items and must assume full responsibility for the procurement, delivery and quality of such services. The successful offeror will be considered the primary point of contact with regard to issues arising under the Contract, including payment of all charges and the meeting of all requirements of this RFP.

O. LAWS AND REGULATIONS:
This procurement shall be governed by the North Carolina General Statutes and the Code of Ordinances for the applicable Town. Venue shall be in the applicable Town.

P. PROPOSAL WITHDRAWL: Any proposal may be withdrawn without prejudice prior to the official proposal opening time or any publicized postponement thereof by notifying the Town in writing. Proposers may withdraw their proposals in person or through an authorized representative. Proposers and authorized representatives must disclose their identity and provide a signed receipt for the proposal. Proposals may also be withdrawn in accordance with N.C.G.S. 143-129.1

Bidders are required to verify compliance with the requested items noted in this RFP *and include with the bid proposal those items as requested or be prepared to furnish at a later date as specified. Lack of compliance may result in the proposal as being considered non-responsive.*

SECTION 3 – REVIEW AND AWARD OF PROPOSALS

A. EVALUATION OF SUBMISSIONS: Evaluation factors have been identified Section 4. "*Proposal Requirements*." Proposals will only be evaluated on the factors included within this RFP. A committee will evaluate all responses received by scoring them on the weighted system provided.

B. CONTRACT AWARD:
Each Town intends to enter into a contract as soon as practicable after receipt and acceptance of offeror's proposals. The award of a contract shall be at the sole discretion of each Town. The Town intends to enter into two (2) separate agreements: one with a contractor as selected through this RFP and the other via an inter-local Agreement with Dare County to utilize their approved debris removal contractor. It is anticipated that this agreement with Dare County will be maintained and will have available to it one or more of these contractors, and would make a decision regarding which one to utilize based on the severity of the event, and the quantity of debris generated, as deemed appropriate.

The contracts shall be awarded to the lowest responsive responsible bidders possessing the ability to perform successfully under the terms and conditions of the contract.

Award shall be made to the contractors whose qualifications are determined to be the most advantageous to the Town, taking into consideration the contractor's qualifications, experience, mobilization and operational plans, and the rate schedule as described in the evaluation factors set forth in Section 4. Estimated quantities (determined by the Town) will be used in the evaluation of the unit rate price schedule.

Consideration shall also be given to the company's integrity, compliance with public policy, record of past performance, references, and financial and technical resources. Terms of the final contract prevail should the contract be activated.

Each Town reserves the right to accept or reject any or all proposals in whole or in part and to waive informalities. The Town(s) further reserves the right to issue an award of a contract without further discussion of the proposals submitted. Therefore, the proposals should be submitted initially on the most favorable terms which the offeror can propose with respect to both price and technical capability. The contents of the proposal of the selected vendor will become part of the agreement when the award is made. Proposals will be initially evaluated on the basis of the written material provided, with clarification as needed through telephone calls to vendors. Based on this initial evaluation, the Town may select Offerors whose services most closely meet the Town's needs to make an oral presentation. Any agreement proposed for the Town's execution shall be included with the proposal.

C. CONTRACT TERM: The contracts shall be for a base period of one (1) year with an option to renew for up to three additional one-year periods, upon written mutual consent of all parties. This contract shall only be used on an "as needed" basis as determined solely by the Town.

D. CONTRACT FORM: Upon the Town's acceptance of an Offeror's bid, the Town and Offeror shall enter into a Contract evidencing their agreement, which contract shall be substantially in the form, and shall contain such terms and conditions, as shown in the accompanying "Annual Agreement for Debris Removal/Infrastructure Reconstruction Services" (the "Sample Contract"); provided, however, the provisions of the Sample Contract may be revised and/or amended to the extent reasonably necessary to conform to FEMA requirements. The towns of Duck and Southern Shores may use contract templates that differ from the form of the Sample Contract included as part of this RFP.

E. CONTRACTING WITH SMALL AND MINORITY BUSINESSES, WOMEN'S BUSINESS ENTERPRISES, AND LABOR SURPLUS AREA COMPANIES: The Town encourages all businesses, including minority, women-owned businesses to respond to all Request for Proposals. In addition, if subcontracts are let, the awarded contractor must ensure that the necessary affirmative steps are taken:

a. Place qualified small, minority, and woman-owned businesses on solicitations lists;
b. Assure that such businesses are solicited when they are potential sources;

c. Divide total requirement, when economically feasible, into smaller tasks or quantities to permit maximum participation by such businesses;
d. Establish delivery schedules, where requirements permit, which encourage such businesses to respond;
e. Use service and assistance from such organization as SBA, minority business development agency of the Dept. of Commerce;

Contractors shall include these special provisions in all subcontracts for this contract. Failure on the part of the Contractor to carry out the requirements set forth in the special provision may constitute a breach of contract and after proper notification may result in termination of the contract or other appropriate remedy.

E. ACTIVATION OF CONTRACT. Prior to the contract(s) being activated, the awarded contractor(s) will meet with the Town representatives to determine the estimated volume of debris. Fees will be estimated based off the assessment of damages occurred.

F. FUNDING SOURCE: Payment for services under contract by this solicitation will be paid with federal funding. Funding is contingent upon compliance with all terms and conditions of funding award. The selected Contractor(s) shall comply with all applicable federal laws, regulations, executive orders, FEMA requirements and the terms and conditions of the funding award.

G. COMPLIANCE BY AWARDED CONTRACTOR: The awarded contractors shall comply with all applicable federal laws, regulations, executive orders, FEMA requirements, specifically 2 CFR, Part 200, and the terms and conditions of the funding award. In addition, contractors providing submittals shall be responsible for complying with state law and local ordinances.

H. Certification of Proposer Regarding Debarment. By submitting a proposal under this solicitation, the Contractor certifies that neither it nor its principals are presently debarred or suspended by any Federal department or agency from participation in this transaction.

I. ANTI-COLLUSION STATEMENT:
Collusion or restraint of free competition, direct or indirect, is prohibited. By executing the Bid Form, attached herein, offerors are certifying that the Bidder has not engaged in corrupt, fraudulent, collusive or coercive practices in competing for the Contract.

J. NONDISCRIMINATION:
The successful offeror agrees that it will not discriminate on any basis prohibited by applicable State or Federal law and shall take the necessary affirmative steps to ensure that applicants do not discriminate based upon these provisions. A statement to this effect will be incorporated into any Contract.

K. INDEMNIFICATION AND INSURANCE REQUIREMENTS

INSURANCE AND INDEMNIFICATION REQUIREMENTS:

1. The Offeror who has been awarded a Contract (the "Contractor"), shall defend, indemnify, and hold harmless the Town, its officers, employees, agents, and representatives from any and all liability or loss of any nature whatsoever arising out of or relating to the Contractor's operations under the Scope of Work and any Contract entered into including, without limiting the generality of the foregoing coverage, any act or omission of the Contractor, its agents, servants, employees, or invitees in the execution of performance of said Contract.

2. The Offeror who has been awarded a Contract shall maintain the minimum insurance policy amounts in accordance with the Sample Contract (defined within this RFP).

L. INSTRUCTIONS TO BIDDERS:
A separate set of instructions to bidders is contained herein.

SECTION 4 –PROPOSAL REQUIREMENTS

In order to evaluate responses efficiently and equitably, responses must be submitted as identified below. Failure to submit this information may render your proposal non-responsive. Each respondent shall provide the following company information:

Section 1: Introduction: Company Information

- Company name and main business address, including telephone, email address, website address.
- The type of company (individual, partnership, corporation, etc.) and list the names of all partners, principals, etc.
- Year established. Include former company name(s) and year(s) established, if applicable.
- The name, title, address, and telephone number of the company's authorized negotiator. The person identified must be empowered to make binding commitments for the company.
- Federal Employer ID Number
- A transmittal letter referencing this solicitation.
- Geographical location of the offeror's key offices, staff, subcontractors or partners and all other related resources for successful completion of the services listed in this RFP.
- General description of work performed by the firm.

~~**Section 2: Bonding**~~

- ~~Original Bid Bond or Certified Check~~

Section 3: Technical experience (*Weighted)

- This section shall include contractor's debris volume estimates with backup documentation as to how the contractor determined its estimates.

Section 4: Qualifications: Training and professional experience (*Weighted)

- List any professional training and experience, especially in relation to the type and magnitude of work required for the particular scope of services. This shall include the offeror's firm and subcontractors key staff qualifications and experience. Staff qualifications should be limited to staff expected to be assigned to work on any future contract for the generation of subcontracts and teaming arrangements.
- Provide a copy of contractor's safety program. This may be provided under separate cover or provide a link to access this information.
- A short qualification statement of the offeror's firm, subcontractor and partner abilities to complete the tasks outlined in the contract and similar experiences.
- List all similar projects, scope and role to include dollar level and amount of debris removed during the last five (5) years performing large scale land/debris clearing or other work similar required by this project (Example: Hurricane Florence). The PROPOSER must identify similar projects that he/she successfully completed, including date and location, nature of work, value of the contract, and the name and telephone number of the customer's point of contact for reference purposes.
- Description of overall experience performing large-scale <u>disaster recovery</u> operations as a prime contractor. This shall identify disaster recovery projects that he/she successfully completed, including date and location, nature of work, value of the contract, and the name and telephone number of the customer's point of contact for reference purposes. Description needs to include any experience in dealing with FEMA, especially regarding debris removal in a declared disaster.
- Provide a description of most recent experience in mobilizing large workforces under routine and emergency conditions.
- Provide a description outlining the services to be performed. Such description should, at minimum, provide understanding of the project; objectives of the project; scope of the project (e.g., parameters of services to be provided by the offerors) and proposed approach to providing the services.

Section 5: Existing Contracts

- Provide a list of all ***existing*** debris removal/hauling contracts

Section 6: References (*Weighted)

- References from existing contracts and/or past clients (must include references from the successful completion of three (3) debris removal projects in excess of 150,000 cu yds. The name, telephone, address, email and cellular number of both the technical point of contact and the procurement point of contact, as applicable.

Section 7: Financial Resources (*Weighted)

- A copy of the most recently audited financial statement or Dun and Bradstreet statement if sole proprietor. **This page should be marked as "Confidential"**

Section 8: Resources (*Weighted)

- Detailed listing of Contractor's equipment and resources
- A debris management and response plan (mobilization and operations plan)

Section 9: Drawings

- Preliminary construction drawings for OSHA compliant temporary inspection towers

Section 10: Forms

- Schedule1 – Unit Rate Price Schedule (on provided forms)
- Schedule 2 – Hourly Equipment and Labor Price Schedule (on provided form)
- Non-Collusion Affidavit (on provided form) MUST BE NOTARIZED
- Proposer's Bid Certification Form (on provided form) MUST BE NOTARIZED
- Certification Regarding Debarment and Suspension (on provided form) MUST BE NOTARIZED
- Certification Regarding Lobbying (on provided form)

Section 11: Exceptions (*Weighted)

- **Exceptions to the *Sample* Service Agreement.** Attached is a sample service agreement that describes the Town(s) contractual terms and conditions. Each successful contractor will be required to enter into a service agreement. Any exceptions to the terms and conditions of the Service Agreement **must be documented** and submitted in this Section.
- **Exceptions to the Scope of Services**. Any and all exceptions/deviations to the required Scope of Services shall be documented on a separate page and submitted in this Section.
- **Litigation**. Information concerning any pending, ongoing, or prior litigation within the last 10 years.

Section 12: Other Requirements (*Weighted)

- A statement of the contractor's familiarity and experience with FEMA's Public Assistance Program including all Alternative Procedures Pilot Program's for Debris Removal and applicable laws, rules, and regulations.
- Shall outline the contractor's willingness and ability to utilize local contractors and their general requirements for doing so. This includes the contractor's use of women and minority owned businesses to provide services.
- Document and submit good faith efforts and reasonable steps for participation of minority businesses, women's business enterprises, and labor surplus area companies.

CRITERIA FOR EVALUATION AND AWARD

The successful Proposer will be selected based upon the best overall proposal offered to the Town(s) taking into consideration price, qualifications, technical experience, and other factors such as, but not limited to, past experience working with FEMA's Public Assistance Program, financial standing, references, and any Exceptions to the Scope of Work and Contract terms. The Town will use the following criteria and weight to determine the best response.

CRITERIA	**WEIGHT**
Price (Schedules1 and 2)	50%
Qualifications/Resources	30%
Technical	10%
Other Weighted	10%

SECTION 5 - STATEMENT OF WORK

PROJECT DESCRIPTION AND REQUIREMENTS:
This document constitutes a Request for Proposals (RFP) for the Town of Nags Head, Town of Duck and Town of Southern Shores, North Carolina, for experienced firms to remove and lawfully dispose of disaster-generated debris (other than hazardous materials and household putrescible garbage from established debris sites) and to setup debris management sites within and outside of each Town immediately after a hurricane or other disaster events requiring such services.

This RFP shall include disaster-generated debris from each Town's public right-of-ways and NCDOT public right-of-ways, as applicable and permitted pursuant to the provisions of the executed NCDOT Local Agreement. It is the intent to utilize the North Carolina Department of Transportation (DOT) for debris removal from US-designated, NC-designated and Secondary road public rights-of-way. In a significant disaster, these resources may be insufficient to perform the clearance activities in a timely manner and the Contractor may be directed to perform them in accordance with the executed NCDOT Local Agreement. However, this portion of the operation will be accomplished with the authorization of each Town.

The objective of the RFP and subsequent contracting activity is to secure the services of an experienced contractor who is capable of efficiently removing large volumes of disaster-generated debris from a large area in a timely and cost-effective manner and lawfully disposing of all debris. The successful Offeror (contractor) must be capable of assembling, directing and managing a work force, to include all necessary equipment that can complete the debris management operations.

The contract will be for a one (1) year term, with an option to extend for up to three (3), additional one (1) year terms with the approval of each Town's Governing Board. While intended to cover debris management needs in any major disaster scenario, the primary focus is on the threat of hurricane damage to each Town.

BACKGROUND:

A. The Towns of Nags Head, Duck and Southern Shores are major tourist destinations in Dare County on the Outer Banks of North Carolina. The Towns are located in the northeastern portion of North Carolina, 3-½ hours east of Raleigh and approximately 2 hours south of Norfolk and Virginia Beach, Virginia. Dare County consists of 800 square miles of area with an annual average population of 35,000 year round residents. The Town of Duck, the northernmost Town, is bordered by Currituck County to the north, with Nags Head, the southernmost Town, bordered on the south by the Cape Hatteras National Seashore. All of the Townships are bordered by the Atlantic Ocean to the east and the Currituck, Albemarle and Roanoke Sounds to the west.

B. The Town of Nags Head's Department of Public Works provided the main oversight through its Sanitation and Public Facilities Maintenance divisions, for clean-up and debris removal of the Town's rights-of- way and public properties in prior storm events. The Town of Southern Shores Department of Public Works oversees right-of-way and facilities maintenance with sanitation services to be provided by Bay Disposal and Recycling. The Town of Duck contracts solid and bulk waste removal services with Waste Management. In preparation for future manmade or natural disasters, the Town is seeking to obtain contract services for assistance in the planning, management, inspection and administration of the clean-up activities.

C. Each Town currently differs in current agreements with debris removal services. The Town of Nags Head and Southern Shores have active agreements with Crowder Gulf, LLC., of Theodore, AL . In addition, each of the Towns has entered into an Inter-local Agreement with Dare County to utilize their approved debris removal contractor. It is anticipated that this agreement with Dare County will be maintained and will have available to it one or more of these contractors, and would make a decision regarding which one to utilize based on the severity of the event, and the quantity of debris generated, as deemed appropriate.

D. Each Town has developed a Disaster Debris Management Plan that describes the general needs and approaches for handling large volumes of debris after a major disaster. It provides general information on debris classifications, local hauling, and disposal capabilities and capacities, and considerations for temporary debris management sites. The plan will provide general guidance for the Contractor and can be provided upon request.

E. The Contractor must have the capacity to manage a major workforce with multiple subcontractors and to cover the expenses associated with a major recovery operation prior to each initial Town payment and between, as well as the capacity to provide the necessary bonds and insurance. The Contractor must also have an established management team, an established network of resources to provide to the necessary equipment and personnel, comprehensive debris removal and volume reduction operations plans, and demonstrate experience in major disaster recovery projects.

F. The Contract to be awarded under this RFP will be a contract that will be activated only upon declaration of an emergency via a "Notice to Proceed". As such, no compensation will be accrued to the Contractor unless and until the contract is activated either in anticipation of a natural disaster or immediately after such disaster.

G. Offerors are solely responsible for their own costs of developing the proposal associated with the RFP. In addition, a Contractor who receives a contract issued under this RFP for the work may be required to participate in certain Town directed disaster recovery training and/or exercises, 1 to 2 days each year, at no cost to the Town.

PLANNING STANDARD FOR DEBRIS REMOVAL AND DISPOSAL:

A. Planning for debris management operation is a function of each Town. Each Town's Project Representative will direct the debris removal and disposal operations.

B. Each Town may have available up to two (2) separate standby agreements, (1) pursuant to this RFP and (1) per the inter-local agreement with Dare County's debris removal contractor for the performance of this work. The standby agreements will be activated as needed. The number of Contracts that are activated will be based on the magnitude and complexity of each Town's post disaster needs.

C. When a major disaster occurs or is imminent, each Town will contract the firm(s) holding debris removal and disposal contracts to advise them of each Town's intent to activate the contract(s). Debris removal will generally be limited to debris in, upon municipal properties, facilities, and other public sites. Public streets and roads right-of-ways, debris removal will be accomplished by this contract. Debris removal from private streets may be included with advance authorization by each Town and FEMA. NCDOT will provide the services for debris removal on NCDOT maintained public streets, roads, and right-of-ways, unless the CONTRACTOR is otherwise directed to do so.

D. The Contractor will be responsible for determining the method and manner of debris removal and lawful disposal operations, consistent with each Town's plan. Disposal of debris will be at a Town approved temporary debris management sites or County landfill sites. The Contractor will be responsible for the lawful disposal of all debris and debris-reduction by-products generated at all debris management sites.

E. When a major disaster occurs or is imminent, each Town will initially send out an Alert to the selected CONTRACTOR (S). This Alert will serve to activate the lines of communication between the CONTRACTOR representative and the Town. Subsequently, each Town will issue the first Task Order which will authorize the CONTRACTOR to send an Operations Manager to each Town within 24 hours of receiving such Task Order to begin planning for the operations and mobilizing the personnel and equipment as necessary to perform the stipulated work. The CONTRACTOR should anticipate receiving this first Task Order 24 to 72 hours before projected landfall of a hurricane.

F. Each Town will identify the debris management site to be established and opened. Additional debris management sites will be identified as needed.

G. The CONTRACTOR will operate the debris management sites and only CONTRACTOR vehicles and others specifically

authorized by each Town will be allowed to use the sites.

TOWN CONSULTANT: The Town(s) may contract with an independent firm to provide professional consulting services in disaster management and recovery. The Consultant will assist the Town(s) in disaster debris monitoring in the event a contract is activated. In addition, the Consultant will oversee the project and ensure that the contractors are using the appropriate forms required by federal agencies

DEBRIS MANAGEMENT SITES: Debris Management Sites (DMS) are based on historical use and available space. At present, no definitive DMS locations are specifically identified in the Town. If no TMDS sites can be identified, the final disposal site will default to the Dare County C&D Landfill Site 1603 Cub Rd., Manns Harbor, NC, 27953.

Any and all alternate final disposal sites proposed must have active, applicable permits from the State of North Carolina, not be under any notices of violation, and must be in full compliance with all State law, Federal law, and all local ordinances, and zoning regulations.

To include an alternate, final disposal site, haulers must specifically demonstrate (and show the math) for the cost benefit to the Town.

In the event the Dare County Landfill is not able accommodate the volume or type of debris, the County Manager has the discretion to identify additional final disposal sites. All disposal sites must be in compliance with all federal, state, and local laws and shall be permitted and in good standing with all local zoning ordinances.

The Town(s) do not warrant or guarantee the availability or use of any dump sites. Contractor must coordinate directly with owners of all final disposal sites. All final disposal sites must be approved, in writing, by the Town Project Representative. The Town will maintain ownership of all reduced and unreduced debris assigned to the Contractor for removal until the debris reaches the final disposal site. The Contractor will, at no time, take ownership of the debris unless approved, in writing, by the Town Project Representative.

TIPPING FEES: Payment for disposal costs such as tipping fees incurred by the Contractor at permitted disposal facilities, or other County approved sites that meet local, state, and federal regulations for disposal, will be made at the cost incurred by the local unit of government. Disposal costs for tipping fees must be submitted to the Town for review and approval prior to the Contractor disposing of debris at such final disposal sites or landfills. The types of debris that may incur disposal costs must also be submitted to the Town for review and approval. Contractor must furnish a copy of the invoice received by the disposal facility, all scale or load tickets issued by the disposal facility, and proof of Contractor payment to the disposal facility. Tipping fees need to be **listed** as a separate item on all tickets/invoices. The contractor and hauler must charge the County's current rate for tipping fees; no markup (profit) is authorized for tipping fees. Tipping Fees may not be waived by the County.

GENERAL REQUIREMENTS:

A. Each Town will utilize the services of the successful offeror to provide support to the Town for the expertise, personnel, tools, materials, equipment, transportation, supervision and all other services and facilities of any nature necessary to execute, complete and deliver the timely removal and lawful disposal of all *FEMA eligible storm-generated debris* under each proposed Work Order issued. The Town will define the level of service and response to be provided for each debris generating event. The successful offeror will be requested to provide cost, volume, resource and staffing estimates to the Town for consideration in making that determination.

B. Project initiation would start immediately after the debris generating event, upon the issuance of a Notice to Proceed pursuant to the terms of this RFP and the resulting Contract and received by the Contractor and/or the on-site Contractor Representative, he/she will make all necessary arrangements to mobilize a minimum of *50%* of the required resources within 24 hours and 100% of the required resources within 48 hours to commence and conduct these contracted services.

C. Specific work authorizations by each Town will be through written Task Order. Task Orders will define the job to be accomplished, location of job, time frame for completion, rates to be used, etc. Any job with requirements or rates

not covered by this Proposal will be negotiated. The Town reserves the right to extend operations on a weekly basis. Each Town may issue additional Task Orders to define more precisely the work to be accomplished or to authorize additional work. The CONTRACTOR shall perform in accordance with each Task Order in all designated areas established by the Town. Each Task Order will be uniquely and sequentially numbered and shall include name of disaster for accountability and record purposes.

D. The CONTRACTOR is authorized to work during daylight hours only, 7 days per week in its collection operations. Any deviations from this schedule will require Town approval. Procession of debris, such as grinding and burning, at management sites and transfer of processed debris to ultimate disposal sites may be done at other times with prior Town approval which will not be unreasonably withheld but subject to any restrictions on these operations by government agencies. Burning operations will be twenty-four (24) hours a day if permitted by appropriate authorities.

E. The CONTRACTOR must be duly licensed, if applicable, to perform the work in accordance with the State of North Carolina statutory requirements. The CONTRACTOR shall obtain all permits necessary to complete the work. The CONTRACTOR shall be responsible for determining what permits are necessary to perform under the contract within seventy-two (72) hours or sooner of issuance of the first Task Order.

F. The CONTRACTOR shall be responsible for correcting any notices of violations issued as a result of the contractor's or any subcontractor's actions or operations during the performance of the contract. Corrections for any such violations shall be at no additional cost to the Town.

G. The CONTRACTOR shall conduct the work so as not to interfere with the disaster response and recovery activities of federal, state or local governments or agencies, or of any public utilities or other private contractor.

H. The selected Offeror will be required to provide the services as described herein and upon such terms as are provided in the Sample Contract.

Estimated Quantities – For Bidding Purposes Only

While intended for debris removal after any disaster, the primary focus for this work is debris generated by tropical weather (storms/hurricanes). To provide a non-committal estimate of potential contract scope, the U. S. Army Corps of Engineers "Hurricane Debris Estimating Model" found in Appendix B to FEMA 325, Public Assistance Debris Management Guide (http://www.fema.gov/pdf/government/grant/pa/demagde.pdf), was used to predict debris amounts for a Category 3 hurricane. The model found 72,500 cubic yards (CY) of debris could be generated. The variables used in the model to solve for "CY of debris generated (Q)" were; 4,950 as the "Number of Households (H)", a "Hurricane Category (C)" factor of 26 CY for a Category 3 storm, a "Vegetative Cover (V)" multiplier of Medium/1.3, a "Commercial Density (B)" multiplier of Light/1.0, and a "Precipitation Characteristic (S)" multiplier of Medium to Heavy/1.3. The Model defines (H) as number of households derived from the total population divided by 3 people per household. Due to the seasonal nature of Dare County's population, the number of "housing units" across all Dare County municipalities and unincorporated areas, as reported by the U.S. Census Bureau in 2013, was used as (H). This approach more accurately reflects the number of households that could be impacted. Debris hurricane category estimates are referenced from recent contracted debris removal services utilized post-Hurricane IRENE a Category 3 storm (2003) and Hurricane ISABEL a Category 2 (2011).

Bid Assumptions: 214,629 c.y. of debris consisting of approximately 150,241 c.y. of C & D debris and approximately 64,389 c.y. of vegetative debris. All Temporary Debris Management Sites are within ten miles of a pickup point. Material densities are assumed to be 333 pounds per cubic yard for vegetation, 500 pounds per cubic yard for mulch, and 700 pounds for mixed debris. Volume reduction assumed to be ~75% for grinding and ~90% for burning.

Additional debris estimates are provided for reference.

Category One Hurricane Estimates: 4,953 c.y. vegetative/ 11,557 c.y. C & D

Category Two Hurricane Estimates: 19,812 c.y. vegetative/ 42,228 c.y. C & D

Category Four Hurricane Estimates: 123,825 c.y. vegetative/ 228,924 c.y. C & D

Category Five Hurricane Estimates: 198,119 c.y. vegetative/462,279 c.y. C & D

Travel Distances from municipality to Final Disposal Site

- Town of Nags Head- 25 miles- (one-way travel distance)
- Town of Southern Shores- 36 miles- (one-way travel distance)
- Town of Duck- 42 miles- (one-way travel distance)

Unit prices, unless otherwise indicated, shall include all labor (operators, laborers, supervisors) and materials including but not limited to: supplies, equipment maintenance, repairs, repair parts, fuels, lubricants, cellular phones, transportation, and housing, if required, necessary to accomplish the project. The quantities and distributions are estimated for the purpose of making an award, locations of sites, debris quantities, destinations, material densities, etc. may differ substantially in an actual disaster.

Schedule 1 – Unit Rate Price Sheet- Page 1 of 6

Disaster Debris Clearance and Removal Services

DO NOT INCLUDE TIPPING FEES IN UNIT COST

Tipping fees should not be included in the unit price on the proposal form; however, the successful contractor will submit invoices indicating the unit cost and the tipping fee. Tipping fees will be paid for by the Town.

The estimated debris quantities below are based on a USACE debris model for the Town.

***For Services rendered after the initial 70-hour period**

The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.

Category	Field Name and Description	Estimated Quantity (a)	Unit (b)	Unit Price (c)	Line Item Price (a) x (c)
Vegetative Collect and Haul	0-15 Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance up to 15 miles*	21,750	CY		
	16-30 Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance between 16 and 30 miles*	21,750	CY		
	31-60 Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance between 31 and 60 miles*	21,750	CY		
	60+ Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance greater than 60 miles*	21,750	CY		
	Single Price Veg from ROW to DMS or final disposal *A single price vegetative collect and removal for any haul distance*	21,750	CY		

*Estimated quantities (as determined by the Town) are only to assist the Town(s) in evaluating price proposals.

Management and Reduction	Grinding *Grinding/chipping vegetative debris*	21,750	CY		
	Grinding *Grinding/chipping C& D debris*	21,315	CY		
	Air Curtain Burning *Air Curtain Burning vegetative debris*	21,750	CY		
	Open Burning *Open Burning vegetative debris*	21,750	CY		
	Debris Management Site Management *Preparation, management, and segregating at debris management site, build tower, return DMS to pre-disaster condition.*	72,500	CY		

*For Services rendered after the initial 70-hour period The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.					
Category	**Field Name and Description**	**Estimated Quantity (a)**	**Unit (b)**	**Unit Price (c)**	**Line Item Price (a) x (c)**
C & D Collect and Haul	0 – 15 Miles C&D from ROW to DMS or final disposal *C&D collect and removal for a haul up to 15 miles*	50,750	CY		
	16 – 30 Mile C&D from ROW to DMS or final disposal *C&D collect and removal for a haul distance between 16 and 30 miles*	50,750	CY		
	31–60 Miles C&D from ROW to DMS or final disposal *C&D collect and removal for a haul distance between 31 and 60 miles*	50,750	CY		
	60+ Miles C&D from ROW to DMS or final disposal *C&D collect and removal for a haul distance greater than 60 miles*	50,750	CY		
	Single Price C&D from ROW to DMS or final disposal *A single price C&D collect and removal for any haul distance*	50,750	CY		

Final Disposal from DMS	0 – 15 Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 0 – 15 miles*	40,202	CY		
	16 - 30 Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 16 – 30 miles*	40,202	CY		
	31 - 60 Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 31 –60 miles*	40,202	CY		
	60+ Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 60+ miles*	40,202	CY		
	Single Price from DMS to Final Disposal *A single price transport of processed debris from* DMS *to final disposal*	40,202	CY		

*For Services rendered after the initial 70-hour period The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.					
Category	**Field Name and Description**	**Estimated Quantity (a)**	**Unit (b)**	**Unit Price (c)**	**Line Item Price (a) x (c)**
Tree Operations	Hazardous Trees 6" – 12.99" *Hazardous tree removal for a 6 – 12.99" inch trunk diameter*	1	TREE		
	Hazardous Trees 13" – 24.99" *Hazardous tree removal for a 13 – 24.99 inch trunk diameter*	1	TREE		
	Hazardous Trees 25" – 36.99" *Hazardous tree removal for a 25 - 36.99 inch trunk diameter*	1	TREE		
	Hazardous Trees 37" – 48.99" *Hazardous tree removal for a 37 – 48.99 inch trunk diameter*	1	TREE		
	Hazardous Trees 49"+ *Hazardous tree removal for a 49+ inch trunk diameter*	1	TREE		
	Trees with Hazardous Limbs 2" in diameter or greater at point of break *Hazardous hanging limb removal*	1	TREE		
	***Hazardous Stumps <24" for Removal only (no extraction allowed) based on a 12" Stump	1	CY		
	Hazardous Stumps >24" – 36.99" *Hazardous stump extraction and removal for a 24 – 36.99 inch stump diameter*	1	STUMP		
	Hazardous Stumps >37" – 48.99" *Hazardous stump extraction and removal for a 37 – 48.99 inch stump diameter*	1	STUMP		
	Hazardous Stumps >49"+ *Hazardous stump extraction and removal for a 49+ inch stump diameter*	1	STUMP		
	Stump Fill Dirt *Fill dirt for stump holes after removal*	100	CY		

All debris generated by these tree operations will be placed on the ROW and removed and paid per unit prices for vegetative debris removal in Schedule 1.

*** Refer to the Federal Emergency Management Agency ("FEMA") Public Assistance Policy and Guidance, latest version

*For Services rendered after the initial 70-hour period The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.					
Category	**Field Name and Description**	**Estimated Quantity (a)**	**Unit (b)**	**Unit Price (c)**	**Line Item Price (a) x (c)**
Specialty Removal	Waterway Debris Removal *Debris Removal from canals, rivers, creeks, streams, and ditches*	1	CY		
	Sand Collection and Screening *Pick up, screen, and return debris laden sand/mud/dirt/rock*	1	CY		
	Vehicle Removal *Removal of eligible vehicle*	1	UNIT		
	Vessel Removal (Land) *Removal of eligible vessel*	1	LF		
	Vessel Removal (Marine) *Removal of eligible vessel from waterway*	1	LF		
	Carcass Removal *Removal of debris that will decompose (animals and organic fleshy matter)*	1	POUND		
	ROW White Goods Removal *Pick up and haul of white goods to disposal site*	1	UNIT		
	Freon Management *Freon management and recycling*	1	UNIT		
	Demolition of Private Structure (C&D)	125	CY		
	Demolition of Private Structure (RACM)	125	TON		
	Electronic Waste *Removal of electronic debris that contain hazardous materials, such as cathode ray tubes. Includes computers monitors and televisions.*	1	POUND		
	Putrescent Removal *Removal of debris that will decompose or rot (animals and organic fleshy matter)*	1	POUND		
	Bio-waste *Removal of waste capable of causing infection to humans (animal waste, human blood, pathological waste).*	1	POUND		
	Household Hazardous Waste (HHW) *HHW removal and disposal*	1	POUND		

Mobilization/De-Mobilization costs may vary depending on the size of the debris work that may be encountered. The estimated quantities noted in the example on page 17 is based upon a Category Three Debris generating storm event. Please provide Mobilization/De-Mobilization Costs in the table provided below;

	***For Services rendered after the initial 70-hour period** **The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.**			
Municipality	**Category 1**	**Category 2**	**Category 4**	**Category 5**
Nags Head				
Southern Shores				
Duck				

****** For services rendered during the first seventy (70) hours. ******

The first seventy (70) hours of service under this contract shall be for emergency road clearance only. The hourly equipment rate provided below **shall include the cost of labor for the operator**.

Equipment Type Description	Amount of equipment available	Hourly Equipment Rate
Off-road dump truck		
Bobcat Loader		
Bucket Truck w/Operator		
Crash Truck w/Impact Attenuator		
Dozer, Tracked, D5 or similar		
Dozer, Tracked, D6 or similar		
Dozer, Tracked, D7 or similar		
Dozer, Tracked, D8 or similar		
Single axle Dump Truck, 5 CY-12 CY		
Tandem axle Dump Truck, 16 CY-20 CY		
Tandem axle Dump Truck, 21 CY-30 CY		
Generator and Lighting		
Grader w/12’ Blade		
Hydraulic Excavator, 1.5 CY		
Hydraulic Excavator, 2.5 CY		
Knuckleboom Loader		
Lowboy Trailer w/Tractor		
Mobile Crane (Adequate for hanging limbs/leaning trees)		
Pickup Truck, .5 Ton		
Truck, Flatbed		
Water Truck		
Wheel Loader, 2.5 CY, 950 or similar		
Wheel Loader, 3.5 – 4.0 CY, 966 or similar		
Wheel Loader, 4.5 CY, 980 or similar		
Wheel Loader-Backhoe, 1.0 – 1.5 CY		
Road sweeper		
Fuel/Service Truck		
Bucket truck		
Power screen		
50 Ton Crane		
Portable light plant		
Temporary office trailer		
Air Curtain incinerator- self-contained		

Mobile generator (50kw or greater)		
Hand fed wood chipper		
Wood tub grinder (575 HP or less)		
Stacking conveyor		
Trailer mounted dewatering pump (1,000 gpm or greater)		
*All equipment descriptions shall be in accordance with FEMA "typed resource definitions"		
** All equipment rates shall include the cost of operator, fuel and maintenance, unless otherwise noted		

PERSONNEL DESCRIPTION	Hourly Rate
Operations Manager	$_____
Superintendent	$_____
Foreman	$_____
Safety Officer/Quality Control Inspector	$_____
Laborer & Traffic Control Flagperson	$_____
Documentation Clerk	$_____
Timekeeper	$_____
HAZMAT Operator	$_____
HAZMAT Technician	$_____
Household HAZMAT Inspection and Removal Crew	$_____
Skilled Sawman	$_____
Crew Foreman with cell phone	$_____
Tree Climber	$_____

MATERIAL DESCRIPTION	/YARD
Fill dirt for stump holes – installed (includes purchase, placement and shaping)	$_____

Comments:

If work must be conducted on the beach, or in areas of concentrated salt spray, please state any increases (% based) to the equipment hourly rates to be used and the rate per hour to be charged:

Please state the maximum period of time required to initiate cleanup (mobilization) following a storm in the Towns of Nags Head, Southern Shores, or Duck.

Please state whether you will agree to stage any equipment prior to an anticipated storm (landfall). If so, please list each piece of equipment you will "pre-locate" and the rate per hour for this service.

TOWN OF NAGS HEAD

Bid- Disaster Debris Management/Removal Services - Bid Opening June 4, 2020 2:00 PM

NO.	VENDOR	ADDRESS	SUBMITTED ON-TIME	BID SEALED	BID FORM COMPLETED	ADDENDA ACKNOWLEDGED	FORMS EXECUTED	GOOD FAITH EFFORTS	CORRECT # COPIES +	RESPONSIVE BID
1	Santee Modular Homes	233 Merri Oaks Ct. Santee, SC 29412	✓	✓	✓	✓	✓	✓	✓	✓
2	Ceres Environmental Services	6968 Professional Parkway East Sarasota, FL 34240	✓	✓	✓	✓	✓	✓	✓	✓
3	Graham Land Company	750 Tallulah Rd. Robinsville, NC 28791	✓	✓	✓	✓	✓	✓	✓	✓
4	KDF Enterprises	3512 Goodwin Ct. Mobile, AL 36603	✓	✓	✓	✓	✓	✓	✓	✓
5	CrowderGulf	5629 Commerce Blvd. East Theodore, AL 36619	✓	✓	✓	✓	✓	✓	✓	✓
6	TFR Enterprises, Inc.	601 Leander Dr. Leander, TX 78641	✓	✓	✓	✓	✓	✓	✓	✓
7	Custom Tree Care	6021 SW 29th St. PMB #130 Topeka, KS 66614	✓	✓	✓	✓	✓	✓	✓	✓
8	Southern Disaster Recovery	109 White Oak Rd. Greenville, SC 29609	✓	✓	✓	✓	✓	✓	✓	✓
9	DRC Emergency Services	408 N. Topsail Sr. Surf City, NC 28445	✓	✓	✓	✓	✓	✓	✓	✓

Request for Proposals
Disaster Debris Management/Removal
Services for the Towns of Nags Head,
Southern Shores and Duck, NC

June 4, 2020
2:00 PM

Presented By

Santee Modular Homes, Inc.
233 Merri Oaks Court
Santee, SC 29142
Tel: 803-897-2144
Fax: 888-538-6488

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Santee Modular Homes, Inc.

233 Merri Oaks Court
Santee, SC 29142

T 803.897.2144
F 888.538.6488
smh@santeedebris.com

June 4, 2020

Town of Nags Head Department of Administration
Attention: Carolyn Morris, Town Clerk
5401 S. Croatan Hwy
Nags Head, NC 27959

Re: RFP-Disaster Debris Management/Removal Services for the Towns of Nags Head, Southern Shores and Duck, NC

Dear Ms. Morris:

It is our pleasure to offer our proposal and services for the above project. Santee has provided debris removal to a number of locations in the eastern part of North Carolina.

Larry W Shuler, Vice President has been authorized to act on Santee's behalf for any matters pertaining to communication, negotiating and legally representing our firm.

He has an excellent background in many areas and Larry's resume will solidify his expertise in relation to storm debris removal projects.

We appreciate the opportunity to share our firms qualifications with your evaluators.

Sincerely yours,

Judy W Shuler
Sec-Treas

Section 1: Introduction

Santee Modular Homes, Inc.
233 Merri Oaks Court
Santee, SC 29142-9124

Main: 803-897-2144
Fax: 888-538-6488
Email: smh@santeedebris.com

Ownership:

L Wayne Shuler	President
Larry W Shuler	Vice President
Judy W Shuler	Sec-Treas

S Corporation organized on May 10, 1993 in South Carolina

Authorized binding party for Santee: Larry W Shuler, Vice President
Cell: 803-533-9971

FEIN: 57-0975690

Santee has only one location, however we have local contacts in North Carolina and have successfully deployed to many of the areas in the eastern part of the state. We have a dedicated number of subcontractors who are highly experienced relating to storm debris removal operations.

Our offices and employees are located in South Carolina. Travel time from our office to Nags Head, NC is between 6 to 7 hours under normal driving conditions. We have a staging area near Smithfield as an option prior to a storm. Any assigned push crews would be ready to begin when the all clear from the authorities is given. Our subcontractors live in other states and would start mobilizing when landfall is imminent and the path of a storm is determined by the National Weather Service.

For a list of the types of work Santee performs please refer to the Corporate Experience document and a partial list of completed contracts. Section 4 includes detailed descriptions of contracts for Debris Load and Haul, Dangerous trees, Grinding, Sand screening, vessel removal and waterway debris removal.

Corporate Experience

Santee Modular Homes, Inc. (hereafter referred to as Santee) is a small business service located in Santee, South Carolina, that has been in the business of providing disaster relief efforts required in the aftermath of various types of natural disasters, such as hurricanes, floods, tornados, and ice storms for over 27 years. While Santee was formally incorporated in 1993, the company's history can be traced back to 1989. In the aftermath of Hurricane Hugo that devastated the South Carolina Low Country, our company's President, L. Wayne Shuler, worked to remove debris from the State Park Systems in various counties in South Carolina and numerous rivers and the surrounding affected areas.

During the course of our existence there have been several periods where our company had concurrent contracts in multiple states on varying types of projects. Our success in these operations were due to reliable key personnel and employees who could effectively manage contracts of varying degrees of difficulty and size without the owners having to be on site for the day-to-day operations. Of all of our assets, key personnel and reliable subcontractors are paramount to the continued success of our company.

Santee has extensive experience with all types of disaster debris removal as well as other areas of expertise noted in other areas of this proposal. Within this proposal is a list of references as well as successfully completed contracts that will demonstrate our experience.

Santee has General Contractors License's in South Carolina (Unlimited license), North Carolina (Unlimited License), Louisiana, Virginia, Tennessee and North Dakota. Santee also holds a "Public Works Contractor Registration Act" certificate that allows us to work in New Jersey. In 2000 Santee became a "Qualified HUBZone Small Business Concern" by the U.S. Small Business Association (SBA). We are also Pre-Qualified contractors for SCDOT and NCDOT.

We have a large bonding capability, and we are covered by general liability, workmen's compensation, pollution liability, and all other required insurance coverage.

Santee has provided many types of relief and recovery services for disasters that have impacted many regions of the United States over the past two decades. The key to our success has been simple-Santee's quick responsiveness to requirements along with significant assets as well as the ability to finance a project. This means that our ability to fund a project along with our attention to the individual laborer allows us to anticipate and cover the unexpected situations that often impede (or even prevent) rapid-response mobilization. As a result, we have developed an infrastructure as well as an extensive inventory of owned equipment and experienced personnel whose loyalty few qualified contractors can match.

Although Santee is a small business concern, we are willing, and have been successful in undertaking jobs of varying magnitudes throughout the southern states and as far west as Texas and as far north as North Dakota and Connecticut. We routinely utilize innovative techniques that allow us to be creative and resourceful in order to successfully complete contracts.

The majority of our earlier debris removal projects were bid and completed as lump sum contracts for Natural Resources Conservation Services in the states of North Carolina, Georgia, Florida, South Carolina, Tennessee and Louisiana. In the course of our operations our personnel have removed and properly disposed of millions of cubic yards of vegetative debris, C&D material, household waste, and etc. in accordance with all applicable laws and ordinances.

Below is a summary list of the hurricanes, storms, etc. Santee has performed debris removal operations in their aftermath:

Alabama: 2018 Tornado Calhoun County
Florida: Hurricane Andrew 1992, Tornado 1998, 2004-2005 Hurricane Charley, Jean, and Ivan (debris haul and temporary roofing mission) 2017 Hurricane Irma
Georgia: Winter Storm, Albany Floods. Okefenokee Canoe Trail tree removal (2012) Hurricane Matthew 2016
South Carolina: Hurricane Hugo 1989, Vessel Removal 2006, Winter Ice Storm 2014 Hurricane Matthew 2016, Hurricane Dorian 2019
North Carolina: Hurricane's Floyd, Bonnie, Fran, Isabel, and Irene
NCDOT: 2011 Tornado Nine (9) counties, Hurricane Florence 2018 (6 contracts)
Texas: 2002 Floods
Louisiana: 2003 Hurricane Lili, 2005 -2009 Hurricane Katrina
Mississippi: 2011 Tornado debris removal
Virginia: 2011 Hurricane Irene debris removal, 2012 debris reduction
Connecticut: 2011 Snow Storm Debris Removal\

North Dakota: 2012 Pre-storm debris removal maintenance
New York: 2012-2013 Hurricane Sandy Debris Haul
New Jersey: 2013 Hurricane Sandy Silt removal for screening
Tennessee: 2008 Tornado three contracts

We have served as a Prime Contractor for the following key agencies. Our detailed listing of completed contracts will include other agencies.

Prime contractors for:

US Army Corps of Engineers
Natural Resources Conservation Service
NC counties: Onslow, Duplin, Pender, and Tyrell
City of Goldsboro, NC

Town of Atlantic Beach, NC
Town of Emerald Isle, NC
Morehead City, NC
Indian Beach, NC
Sumner County, TN
Macon County, TN
Guadalupe-Blanco River Authority, Texas
San Antonio River Authority, Texas
Charleston County, SC Public Works
SC Department of Transportation
Iberville Parish, Plaquemine, LA
Polk County, Florida
SC DHEC
NC Department of Transportation
Lafayette County, MS
Florida Fish & Wildlife Conservation Commission
SC Parks, Recreation and Tourism
Bamberg County, SC
Clarendon County, SC
City of Orangeburg, SC

Santee specializes in all types of debris and silt removal by land, air (helicopters), and water:

- Stream banks Parks Bayous Rivers
- Roadways Canals Tributaries Golf Courses
- Streets Reservoirs

Experience, including both various large and small-scale projects is described below:

a) Debris and Sediment Removal and Management
    - Loading and hauling
    - Dangerous Trees and Hanging Limbs
    - Separation of various debris
    - Recycling
    - Disposal of debris by reduction
    - Aquatic vegetative (tussock) growth removal

b) Placement of
    - Rock rip-rap
    - Vegetation (Trees/Shrubs) to prevent erosion
    - Various other reconstruction measures during and after flood waters have receded

c) Stream and River Debris Removal Equipment
    - Barges
    - Excavator with grapple
    - Winches
    - Underwater hydraulic chainsaws
    - Amphibious Excavator

d) Construct or Service Temporary Buildings
    - Winterize mobile homes/travel trailers
    - Relocate/construct mobile home/travel trailer steps
    - Design/construct emergency facilities
    - Construct trailer parks

e) Other Emergency Work
    - Temporary Roofing Missions
    -

We currently have several FEMA certifications (Incident Command Systems and National Incident Command Systems), and our staff is constantly working on acquiring more FEMA and OSHA certifications that will enhance our ability to provide knowledgeable and confident personnel. Santee's staff continues to hone our skills and increase our ever-growing knowledge of disaster relief. Listed below are eight certifications that our personnel hold:

- Introduction to Incident Command Systems
    - IS-00100.SCa
- ICS for Single Resources and Initial Action Incident
    - ICS-200, IS-00200.b
- Introduction to Debris Operations
    - IS-00632.a
- National Incident Management System (NIMS), An Introduction
    - IS-00700.a
- NIMS Multiagency Coordination Systems (MACS)
    - IS-00701.a
- NIMS Public Information Systems
    - IS-00702.a
- NIMS Communication and Information Management
    - IS-00704
- National Response Framework, An Introduction
    - IS-00800.b

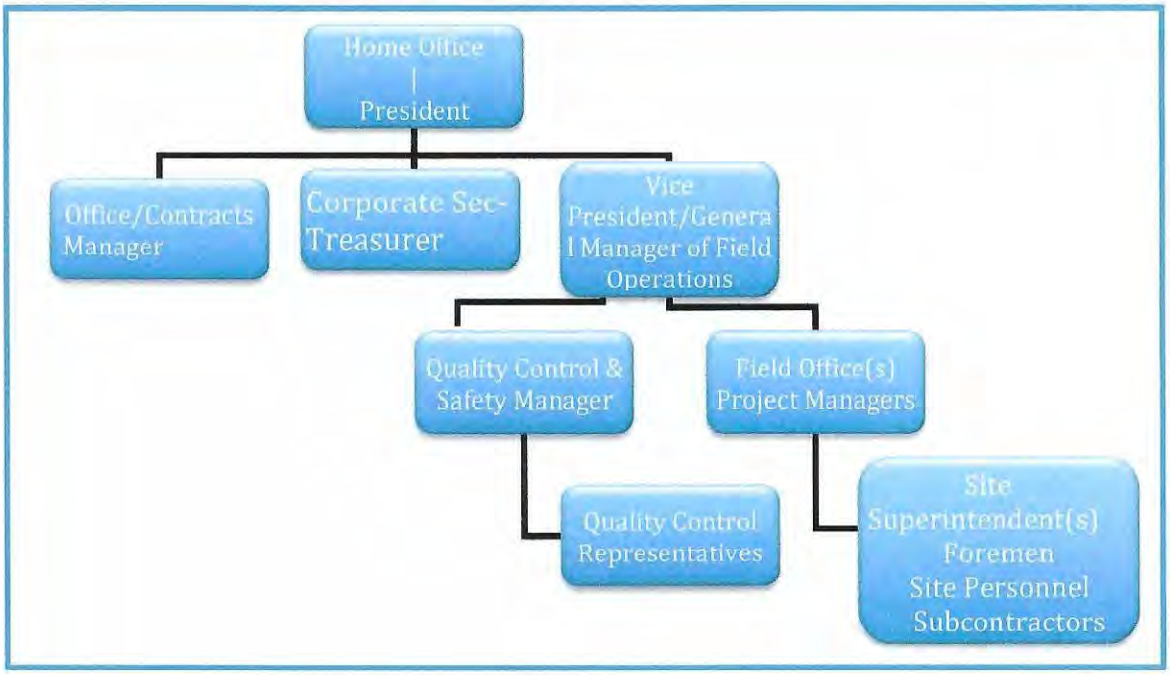
The details, as set forth in various sections of this proposal, will highlight the exceptional capabilities that Santee will apply to this work and will illustrate how we are the contractor of choice to carry out the stated requirements with efficiency and cost effectiveness. Santee strives to maintain the responsiveness of a small company, coupled with the assets of a larger one.

In summary, Santee offers demonstrated expertise, a highly qualified management team, equipment, and subcontractors that can be rapidly deployed to identified disaster sites to begin work within 24 hours of the Notice to Proceed.

Organizational Chart

Santee Modular Homes, Inc. (Santee) is incorporated under the laws of the State of South Carolina, and conducts business from its corporate office in Santee, South Carolina. Santee's principal business activities consist of natural disaster debris removal and disposal, site preparation, levee construction, demolition, excavation.

Santee's organizational structure is as follows:



The Santee organizational structure, as set forth above, was established to allow sufficient, but flexible management of Field Operations. Specific personnel and management responsibilities are as follows:

- Our president, who has proven experience and knowledge in this line of work, is an active participant in the day-to-day management of the company.

- Santee maintains sufficient support at the home office to ensure that administrative functions are handled timely and efficiently. Functions primarily handled from the home office include, but are not limited to, payroll, accounting, accounts receivable and payable, insurance, etc., which are handled by the Office Manager, who is also the Contracts Manager, under the cognizance of the Corporate Secretary-Treasurer. The Contracts Manager is responsible for bid preparation, for monitoring of awarded contracts to ensure performance under the contract is timely and within the scope of work and overall contract administration.

- The operations manager, though primarily based at the home office, travels to all work sites on a regular basis to ensure that performance and task-related support functions are being adequately monitored.

- Santee has also acquired the services of an additional Field Operations and Contracts Coordinator, with many years of experience in handling a wide rage of responsibilities in performing natural disaster type emergency work. This person works closely with the Home Office and the Operations Manager to ensure that adequate support is provided on both sides of corporate operations.

- The General Manager of Field Operations, who answers directly to the president of Santee, primarily stays in the Field at the various job locations, is responsible for the management of all technical aspects of all jobs, which includes monitoring performance and performance schedules in accordance with contract requirements.

- The Quality Control/Safety Manager, who is under the General Manager of Field Operations is responsible for the following:
    - Quality control under each Santee contract to ensure that work performance/products company with any/all applicable quality standards in accordance with the Santee Quality Control Plan, and
    - Santee compliance, under each contract, with applicable safety standards/procedures in accordance with the Santee Safety Plan.
    - Under each contract, a Quality Control Representative is appointed. In the event additional personnel are needed, selection will be made from a maintained pool of qualified personnel and any additional employees hired for performance with these functions will be under the supervision of the Quality Control/Safety Manager.

- Project Managers are selected from either in-house personnel or from an established pool of persons with appropriate qualifications. Typically Santee has in its' current employment, several Project Managers, the number depending on the number, size, and complexity of the various ongoing contracts. Each contract is assigned a Project Manager by the General Manager of Operations, if more than one contract requires similar types of performance in the same geographical area the Project Manager can be assigned to more than one contract. The Project Manager is responsible for ensuring that performance is conducted and completed, through General Superintendents, within the requirements of the contract and is directly under the General Manager of Operations.

- Upon award of a contract, and selection of a Project Manager, a field office is established, with adequate facilities, staffing and equipment, in order to support the field mission.

- General Superintendents are assigned responsibilities to carry out, at the direction of the Project Manager, instructions regarding manpower and other needed resources to accomplish required performance under a specific contract, and are located at assigned job sites on a full time basis. Responsibilities also include supervision of Site Superintendents, for one or more tasks. Upon award of a contract and identification of various jobs/tasks under the contract, personnel for General Superintendents are selected from either in-house personnel or from an established pool of persons with appropriate qualifications.

- Site Superintendents are assigned responsibilities to directly supervise work and related performance, in accordance with instructions of the General Superintendent, at assigned work site. Site Superintendents are assigned for each work site under a contract, are under supervision of the General Superintendent, and provide supervision to the site personnel. Site Superintendents are selected from either in-house personnel or from an established pool of persons with appropriate qualifications. Site Personnel, including persons needed to do required work. Site Personnel are hired primarily from the local area where work is being performed, with additional consideration for disadvantaged persons. Site Personnel are under the supervision of the Site Superintendent.

Of interest to this tasking, is that under the Santee organization plan, field office personnel, namely the General Manager and the Project Manager, have the authority to commit company resources and to make decisions to meet task objectives without having to obtain approval from the home office. This authority gives Santee personnel the flexibility to adapt to the rapidly changing situation that characterizes a disaster recovery operation, which can result in significant savings, both in time and cost.

Larry W. Shuler

233 Merri Oaks Court, Santee, South Carolina 29142
Phone: 803-897-2144 Fax: 888-538-6488 E-Mail: Larry@santeedebris.com

Areas of Knowledge and Experience

- **Projects Manager**
- Quality Control
- Equipment Operator
- Field Services Officer
- OSHA 10 Hour Certification in 2011

Experience

Santee Modular Homes, Inc, Vice President **1999-Present**

- Company liaison with inspectors, contracting officer representatives, subcontractors
- Direct Supervision of all employees for projects
- Coordination of material, supplies and equipment deliveries for projects
- Conduct safety meetings to meet contract requirements
- Inspect work to insure specifications are being met
- Direct correction of deficiencies
- Successfully completed projects:

  2019 Hurricane Dorian in South Carolina

  2018 Hurricane Florence-Six (6) completed debris removal projects in North Carolina

  2017 Hurricane Irma- Five (5) completed debris removal projects in Florida

  2016-17 Hurricane Matthew- Nine (9) completed debris removal projects in SC and GA

  2015-16 Berkeley Charleston, Orangeburg counties SC for SCDOT

  2014 Bamberg County, SC- Winter Storm Debris Removal and Reduction from county roads

  2014 Clarendon County, SC–Winter Storm Debris Removal and Reduction from county roads

  2014 Winter Storm SCDOT state roads Debris Removal, Hangers/Leaners-five counties

  2014 Winter Storm SCDOT state roads Debris Removal, Hangers/Leaners-three counties

  2013 Hurricane Sandy sediment removal in New Jersey

  2013 Florida Aquatic Debris Removal, Lake Istokpoga and Lake Jackson

  2012 Florida Aquatic Debris Removal Lake Istokpoga, Debris haul in New York and New Jersey

  2011 Tornado Debris Removal, Dangerous Trees and Snow Storm Debris Removal in NC, MS, CT

  2011 Florida Fish and Wildlife Commission

  2010 Florida Fish and Wildlife Commission, Boynton Beach

2009 Florida Fish and Wildlife Commission

2008 NRCS projects-Tennessee tornado Debris Removal

2007 NRCS projects-Hurricane Katrina and Hurricane Rita

2006 NRCS projects-Hurricane Katrina and Hurricane Rita

2005 Polk county Florida Debris Removal from Lakes and Creeks

2004 Merchants Millpond State Park, NC Department of Environmental Services

2004 San Antonio River Authority-Medina River Debris Removal Project

2004 Right of Way Clearing for South Carolina Department of Transportation

2004 Debris Removal project in Louisiana for Natural Resources Conservation Services (work was performed as a subcontractor for Phillips and Jordan)

2004 Temporary Roofing in Hardee and Polk Counties Coordinated work schedules of Sub Contractors Distribution of Materials, and resolution of problems

2003 Debris Removal for Guadalupe-Blanco River Authority, Seguin, Texas (two projects)

2001 Tar River, Rocky Mount, NC (two projects) for Natural Resources Conservation Service

2001-2004 debris removal in goose creek reservoir, Charleston, SC for Charleston County Public Works

2000 Right of Way Clearing, South Carolina Department of Transportation

2000 Debris Removal Ahoskie, North Carolina for Natural Resources Conservation Service

1999 Sidewalks, Handicap Ramps for SCDOT (various sites)

Mobile Home set-ups after Hurricane Floyd for the State of North Carolina

Education

Clarendon Hall Academy **1999**

Emergency Management Institute **2012**

- SC Forestry Commission TOPS Certification (Timber Operation Professional 2019
- ICS for Single Resources and Initial Action Incident, ICS-200, IS-00200.b
- Introduction to Debris Operations, IS-00632.a
- National Incident Management System (NIMS), An Introduction, IS-00700.a
- National Response Framework, An Introduction, IS-00800.b

ARTHUR KOSSOW JR

2711 Lakeshore Drive
Escanaba, MI 49829
906-280-4819
art@santeedebris.com

Skills Summary

Project Manager

Equipment Operator

CDL Driver

Experience

Santee Project Manager

2018 Hurricane Puerto Rico (Load & Haul)
Hurricane Florence Project Manager and fill in driver for 6 contracts in NC
2017. Hurricane Irma Project Manager for East and West Coast, Florida

Santee Debris Removal Load & Haul Driver 2011-2016

2011 Mississippi Tornadoes
NCDOT Tornadoes
2012 NCDOT Tornadoes
2014 SC Ice Storm
2016 Hurricane Mathew South Carolina and Georgia

Seasonal Debris Removal Load & Haul 2004-2010

2004 Florida Hurricanes
2005 Florida Hurricane (Pensacola, West Palm Beach)
2005 Louisiana Hurricane Katrina
2009 Texas Hurricane-Houston and Galveston
2010 Kentucky Ice Storm

Project Approach and Performance Differentiators

Project Approach

TECHNICAL APPROACH TO THE SCOPE OF SERVICES/WORK

The Santee experience in providing disaster relief and recovery services to the U.S. Army Corp of Engineers, Natural Resources Conservation Service and other state and local governments span a period of many years. During this time, we have noted something interesting: no two storm or disaster recovery efforts have been alike. This is important because it means that the successful contractor must be experienced and flexible. Disaster relief is no time for "on the job training". Likewise, maintaining flexibility enables the successful contractor to adapt to the ever-changing situations that develop in the field, and to deal with the types of problems that often paralyze larger companies that have more rigid corporate structures.

Santee has much of the equipment that will be required in performance of the services usually required in the aftermath of a natural disaster (i.e. debris removal, reduction and management etc.), but for additional equipment needed, Santee has established accounts with rental companies, in addition to long standing relationships with subcontractors who have the capability of providing additional debris removal equipment. Santee employs on an ongoing basis, many of the personnel needed to mobilize for performance, but also maintains extensive lists of personnel with the required capabilities and experience, many who were prior Santee employees. Santee also utilizes the local employment offices for hiring additional personnel, as discussed herein.

CONTRACT MANAGEMENT

Strategic Management Plan

Santee Modular Homes, Inc. (hereafter referred to as Santee) is a small business service company located in Santee, South Carolina, that has been in the business of providing disaster relief efforts required in the after math of various types of natural disasters, such as hurricanes, floods, tornadoes and ice storms, for over 24 years.

The elements of how Santee will manage the contracted work, depends upon the type and complexity of the required effort. Some general management concepts are set forth below.

The primary approach to providing tasks within the scope of services/work, under the contract is advance preparations, which will enable immediate mobilization. Santee has sufficient management personnel to perform on this contract, who are qualified and experience in this type of work, as discussed herein, along with appropriate equipment, material resources and subcontractors.

Santee Modular Homes, Inc.

Teams consisting of managers, supervisors, and clerical support can be mobilized immediately upon notification. Subcontractors located in our home state of South Carolina, already on standby, will be notified to mobilize first in order to meet the 24hour response time. The next step will be to contact our out of state subcontractor call list and have them mobilize.

Accounting & Document Management

Santee will maintain accurate records of all work performed based upon the bid line items or as directed by the owner. Our staff shall prepare spreadsheets of load tickets or other means of reporting to support invoicing. Our systems are flexible enough to provide as much detail as is desired to properly report work completed in a timely manner.

We have a thorough understanding of FEMA requirements for data collection and the dissemination of completed reports to the owner in a timely manner.

Mobilization-Demobilization Plan

Discussed herein is our approach to the scope of services/work in this section of our proposal. Each requirement of the task will fall under one part of our general technical approach, which is illustrated below; it is of interest to examine the overall method before we discuss specific tasks. Our four-step process for debris removal and disposal ensures rapid response and complete flexibility. The high-level details of which are presented below.

- Step 1: Monitor Conditions
- Step 2: Mobilization
- Step 3: Field Operations
- Step 4: Demobilization

SITE SPECIFIC TECHNICAL APPROACH

Santee Modular Homes, Inc. has familiarized itself with the unique aspects of this project, as well as plans for completion of all work to the satisfaction of the owners. Below is our Technical Approach Plan:

1. After award, but before the Notice to Proceed, Santee's staff will visit all of the Client's approved disposal facilities to confirm the sites are laid out to effectively accommodate the volume of debris generated from a disaster.

2. If a hurricane or other type of natural disaster is forecast Santee's Vice President will meet with owner representatives to put into place a plan for site assessment and mobilization.
3. In the case of a tornado, property damage assessment must wait until all injured people or animals have been moved to safety. All park sites can then be assessed for damage and a plan will be devised for the most critical areas to be addressed first.
4. Study and review maps of the disaster area to determine the best work flow.
5. As per the scope of work, Santee agrees to fully complete each area assigned before moving to another area.

With any type of natural disaster, it is imperative that the owner and contractor work closely together to insure the end result will meet the expectations of the owner.

Advance planning is essential for a project to run smoothly and the contractor's ability to quickly find solutions for any unexpected situations that may occur is crucial.

In our twenty-seven years of debris removal experience there are always obstacles that have to be addressed. Flexibility is key in such instances.

Performance Differentiators

A major difference between Santee and other disaster debris removal firms is our determination to provide the best service possible under adverse conditions. We have an obligation to protect the environment.

Over the years we have seen intense devastation after a natural disaster and it has made us determined to use our skills and tools to become better stewards of the land. Removing debris of any type in a timely fashion will prevent pollutants from leeching into the soil or entering our waterways. Downed trees and limbs can obstruct water flow and thereby lead to flooding at some point in the future.

The three owners of Santee Modular Homes, Inc. and most of our employees have been involved in farming operations at some time in their lives. We understand the importance of protecting the environment.

We have been in the debris removal business since Hurricane Hugo in 1989. For us it is not always about the profit, but doing difficult and strenuous work to provide a service provides us with a sense of accomplishment.

Capacity and Timeline:

Our capacity and timeline have been discussed in other areas of this request for proposal. We have provided substantial proof that Santee has the capacity to perform all work necessary in the event of a disaster.

Timeline

The timeline of response is a positive factor in our favor. Completion time of a project cannot be predicted until the size of the natural disaster has been assessed. In reality, any number of factors can effect the completion of a natural disaster project.

In summary, Santee will use its best resources to perform diligently toward completing the task(s) at hand until our Client determines all work has been completed as per the scope of work.

Santee Modular Homes, Inc.

Reduction and Final Disposal Plan for Vegetative Debris

Purpose:

To provide a policy for the proper disposal of Vegetative Debris after a natural disaster.

Options:

A hurricane or other natural disaster can generate large volumes of vegetative debris that must be reduced and disposed of in a manner that is safe for the environment.

Generally the owner of a disaster debris removal project will make the decision how the vegetative debris should be reduced.

A number of options are acceptable methods:
-Incineration (Uncontrolled or Controlled)
-Air Curtain Pit Incineration
-Refractor Lined Pit Incineration
-Grinding
-Chipping

The type of reduction is dependent upon a number of factors:

-Location of temporary disposal site
-Local governmental restrictions
-Federal or State mandated restrictions

Volume reduction by incineration:

Any of the methods of incineration will significantly reduce the volume of material and the resulting ash is often times given to local farmers for agricultural use.

A negative aspect for incineration is debris would need to go through the checkpoint at the TDS before hauling to the site for incineration, unless the TDS has been chosen for the specific purpose of incineration.

Volume reduction by grinding or chipping:

Grinding or chipping can safely be managed at the temporary disposal site to reduce the vegetative debris.

Many municipalities choose to retain this type of reduced material for citizens to use as mulch or ground cover, for landfill cover or other needs they may have.

If the volume is larger than anticipated, contractors routinely sell the excess to entities for mulch. Another option is to sell the ground or chipped material for use as fuel such as a Biomass plant or utility facility.

Regardless of the manner of reduction and disposal it is crucial to make the right decision in order to protect our environment.

Santee Modular Homes, Inc
Vessel Removal Plan

Purpose: To define the parameters of safe and efficient vessel removal.

Procedure:

1. Install oil containment booms around the work area perimeter when necessary to encapsulate oil spills and confine floating debris.
2. Sixteen (16) inch wide oil mats and oil pompoms will be available to insure any oil spills will be removed without delay.

Equipment:

1. Barge work unit will consist of a 20' wide x 55' long propelled by a 225 horsepower GM diesel with a 22' thrust prop for propulsion.
2. Two 20' long x 7 ½' high open top containers to transport debris form boat removal.
3. Kobelco SK 130 Excavator equipped with grapple or 8 foot wide rake will be mounted on the barge work unit to adapt to the type of materials encountered.
4. A pontoon boat with laborers will also be used to hand remove any small floating debris that may be dislodged by the barge work unit.

Transport:

1. When containers have been filled, the barge work unit will go to the nearest boat landing, where the containers will be transferred to flat bed dump trucks for transport to disposal areas.

Potential Work Methods for Vessel Removal

Oil booms will be installed using two different methods depending on the work location:

- Method One:
  - Booms will be installed around the entire perimeter of the barge, vessel to be removed, as well as the work-boat.
- Method Two:
  - Booms will extend bank to bank around the work area.

The purpose of the oil sweeps and booms are to contain any oil spills or leas that may occur and to prevent floating debris from getting into tidal waters during work.

On mean low water, each work site (where the bottom is visible) will be checked to make certain all debris has been removed.

Trawler Removal:

- Work will begin by cutting excess metal off and placing on a barge unit.
- Wood will be removed beginning at one end of the vessel by tearing the wood apart and placing the debris into containers on the barge units. Work will progress to the other end of the vessel until all wood is removed and containerized.
- Two people will be in small boats gathering any small floating debris that could or would be dislodged during the demolition process.

Sail Boats:

- Outriggers and masts will be removed first
- Any metal will be removed first and placed on the barge unit. This will be to prevent the metal from becoming dislodged and sinking during the demolition.
- Wood will be then removed and placed in the containers on the barge unit.
- Two people will be in small boats gathering any small floating debris that could or would be dislodged during the demolition process.

Hauling and Disposal:

- Barge unit will return to the boat landing and the containers will be off loaded to a flat bed dump truck for transport to a landfill.
- All metal debris will be off loaded and treated in one of two ways:
    - The metal will be off loaded to the ground in an area approved by the governing municipality adjacent to the boat landing. It will later be loaded into dump trucks for disposal.
    - All metal will be transferred directly to a container already in position on a flat bed dump truck and disposed of.

Qualifications, Training and professional experience

A list of FEMA courses taken by the owners of Santee are included in our document identified as Corporate Experience. Additionally, Larry W Shuler's resume contains the courses he has completed.

Santee's safety training meetings prior to and during a natural disaster project are devoted to the inherent dangers to be found in a disaster zone. The Task Specific Safety and Health Plan provides detail of precautions to be taken.

During a project, joint safety meetings take place frequently prior to the start of the workday with Santee staff and the subcontractor staff, drivers and other crew members.

All subcontractors who work with Santee have years of experience working in the aftermath of natural disasters in multiple states. They have dedicated staff trained specifically for disasters.

It is important to note a number of our subcontractors have worked with Santee since 2014 after the Winter Storm.

Completion of tasks outlined in the contract.

Santee nor any of its subcontractors have never abandoned a project. We work diligently from the beginning until the last load is hauled. It is common for truck numbers to be reduced near the final days of a contract. In this situation all parties will be involved in making a decision to maintain status quo or allow reduction in work force.

On the following pages are detailed lists of debris removal contract and other storm related Contracts.

Following those pages topics covering FEMA interactions, mobilization in 2018 for Hurricane Florence in North Carolina. The mobilization for Hurricane Florence would be categorized as emergency conditions due to the rampant flooding of roadways.

Outline of services to be performed:

1. Push operations up to 70 hours
2. Debris load and haul of vegetative and C & D debris
3. Grinding or burning operations to begin in cooperation with local officials.
4. Hazardous Trees, limbs and stump removal shall begin when directed
5. Specialty Removal
   -Waterway debris removal
   -Sand Collection and Screening
   -Vehicle Removal
   -Vessel Removal (Land)

- Vessel Removal (Marine)
-Carcass Removal
-ROW White Goods Removal
-Freon Management
-Demolition of Private Structure (C&D)
-Electronic Waste
-Putrescent Removal

All of the above phases/actions for debris removal are functions normally handled in a disaster contract. We have extensive experience with Waterway debris removal, vehicle removal, Marine vessel removal and demolition of private structures.

The following line items will be hired out to professionals that have the proper licensing and experience.
-RACM
-Bio-Waste
-HHW

Our staff has reviewed the scope of work and expectations for this project and are confident we can meet the needs as written. We have successfully completed numerous contracts under extenuating circumstances.

Santee has every confidence the tasks listed above can be handled by our staff and our subcontracts with the exceptions identified under number five. Even though Santee has a NC General Contractor's license, we don't have the qualifications nor experience with these removals.

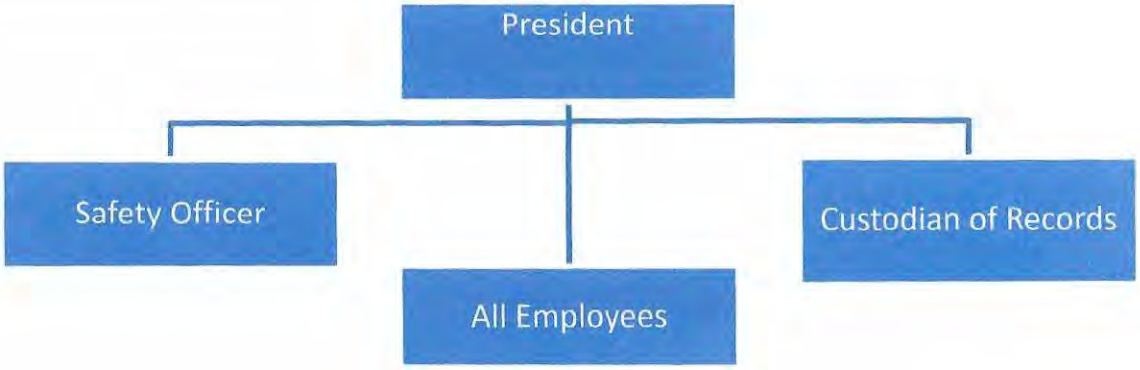
Santee Modular Homes, Inc.
Safety Management Procedure Manual

A. Introduction

Management at Santee Modular Homes, Inc. (Santee) is dedicated to providing a safe working environment for its employees. All management, supervisors and employees are urged to comply with the suggested safety procedures, but more importantly to develop an attitude toward assuring safe operations.

Through a coordinated effort of all, the end results should and must be the preservation of the human assets we each employ by preventing on the job accidents. Therefore, assistance and compliance by all personnel is deemed vital.

B. Organizational Chart for Management Responsibility



C. Management Duties and Responsibilities

President

1. Commitment to providing an operative Safety Program for all employees.
2. Delegation of authority and selection of key management to carry out the program.
3. Monitor actions and results of the program.
4. Enforce the necessary changes when results indicate a need.

Safety Officer

1. Organize and complete staffing assignment delegated by the president.
2. Assign and establish the responsibility of the custodian of records.

3. Hold organizational meetings to discuss the methods and means to be utilized in accomplishing desired results.
4. Assure compliance with established safety rules and guidelines. Receive and review reports of the divisional or field officers to verify proper compliance with these rules and guidelines.
5. Monitor all phases of the Safety Program to assure compliance with those goals established by management. Take corrective actions on problems, if any arise, discovered in the monitoring.
6. Safety officer will prepare reports and recommendations or management as deemed necessary.
7. All safety meetings will include the following criteria:
    a. Initial organizational meeting
    b. Orientation for new employees
    c. Employees will be instructed on new procedures
    d. Safe operating procedures for any new equipment will be explained to each operator.
8. Inform, educate and delegate the responsibility of supervisors, regarding Safety Program requirements in the field
9. Safety Officer will assure proper and timely reporting by supervisors of all required documentation of actions taken.
10. Monitor results of the Safety Program, and make any changes deemed necessary.
11. Recommend new procedures to divisional or field officers
12. Report and submit documentation, which includes, but is not limited to, changes or revisions to the Safety Program, matters requiring corrective actions, required or recommended corrective actions, or results of changes or corrective actions implemented to the divisional or the field officers.
13. Taking immediate action to authorize or require correction of dangerous actions of employees or situations hazardous to the employees' well being.
14. Motivate employees to work safely for their own protection as well as the protection of others.
15. Counsel all new employees in respect to the safety rules and appliances to be used in the performance of their assigned duty. Present safety manual and obtain a signed receipt from the new employee for filing.
16. Review the suggested actions for management which may aid in the reaching of the goal established by management.

Custodian of Records

1. Be familiar with the Safety Program records as required by law.
2. Develop an orderly filing system to house Safety Program records.
3. Follow up with the various parties to assure proper reporting and compliance with the safety plan is being met.

D. Field Responsibilities
(This applies to Emergency Disaster Debris Removal Jobs)

1. Safety Meetings

Daily safety meetings are to be administered and documented by the job superintendent with all personnel prior to beginning work for that day. Areas to be covered as a minimum are as follows:

a. Drug and alcohol abuse

   b. Safety use in vehicle and equipment operations
   c. Prior day problems, accidents, etc
   d. Hazardous areas- potential problems discussed
   e. Ecologically sensitive areas.
2. Reporting requirements for accidents are as follows:
   a. All injuries are to be logged with the superintendent
   b. Lost time form accidents, along with identification of property damage, is to be reported to the Government, on-site supervision in writing and a written acknowledgement of receipt of written notification by the Government on-site representative is required.
   c. Any employee requiring medical attention must have a doctor's certificate of release of fitness prior to return to duty.
3. Sanitation
   a. Bottled water is available in all vehicles or job trailers
   b. Refuse containers are to be maintained by the job supervisor.
4. Medical Facilities
   a. Names, addresses, and telephone numbers for doctor, hospital, ambulance service, fire, and police will be posted on a list and will be displayed, as well as made available in every vehicle and piece of equipment used on the job site. Maps will be provided as well.
5. Personal Protective Equipment
   a. All personnel must wear at a minimum, sleeves that reach over the shoulder, full-length pants, and protective footwear.
   b. Hard hats are to be worn by every employee, including inspectors
   c. Respiratory equipment (dust masks) is to be worn around all sawing or particulate matter blowing areas.
   d. Hearing and eye protection must be worn by personnel using chain saws or power cutters. Protective equipment or apparel will be in accordance with standard safety practices.
6. Fire Prevention and Protection
   a. Fire extinguishers are to bin all vehicles and equipment and have a current certification.
   b. All flammable and combustible liquids are to be stored in safety cans in well-ventilated areas.
   c. Trucks will be required to fuel up at a certified retail/wholesale location. Equipment will be fueled by fuel trucks- generally at a storage site.
7. Mechanical and Electrical
   a. Welding is to be done by a certified licensed welder
   b. All hand tools and power tools must be in good condition and properly maintained.
   c. All ropes are to be checked daily for tears or fraying and replaced. Any kinks in chains require replacement.
8. Clearances
   a. Any lines down or low suspended will be immediately reported to a supervisor and owner's representative along with proper notification to the local utility company.
   b. Proper care should be exercised at all times when working near underground utilities or overhead lines. A supervisor should obtain government approval prior to proceeding with work.
   c. Spotters or flagmen will be assigned to direct vehicular traffic and/or equipment operation hazards, along with observation of electrical lines.

9. Other
    a. Noise control should be continuously monitored to ensure citizen comfort.
    b. Tree work should be cleared through supervisor and meet the requirements of the contract.
    c. Supervisors should monitor dump sites and access routes
    d. Work areas are to be cleaned daily
    e. Activity hazard analysis reports are to be prepared as required
    f. Personnel operating chain saws shall wear full protective clothing, to include, but not limited to
        i. chainsaw chaps
        ii. eye protection and ear protection
        iii. hard hat

See Task Specific Safety Plans for individualized details.

TASK SPECIFIC SAFETY AND HEALTH PLAN

ADDENDUM TO SMH CORPORATE SAFETY

AND HEALTH PLAN

Prepared for

Client

For
Disaster Debris Removal and Clearance Services

Prepared by

Santee Modular Homes, Inc.
Santee, SC 29142-9124

2020 Version

Approved: ___*Judy W Shuler*_____ 3-1-2020
SMH Safety & Health Manager Date

Approved: ___*Larry W Shuler*_____ 3-1-2020
Project Manager Date

Approved: _____ _____
Owner/Client Date

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1.0 GENERAL INFORMATION

The Task-Specific Safety and Health Plan (TSSHP) addresses safety and health issues related to the C & D Debris Removal and Vegetative Debris Removal and Disposal Contract for the Client The TSSHP has been developed in compliance with requirements of 29 CFR 1910.120(b) for a Site Safety and Health Plan.

The TSSHP is issued under controlled distribution. A TSSHP may be revised during the annual review process or at any time it is apparent that there has been a change in site conditions or scope of work. In addition, Santee Modular Homes, Inc., Program Safety and Health Manager and/or the Client reserves the right to require changes to the TSSHP and operations as necessary to ensure the safety and health of persons on or near the site(s). SMH will revise the TSSHP if it does not seem adequate to protect site workers or the general public.

All site safety and health personnel shall be familiar with the information and requirements contained in the TSSHP.

Larry W Shuler shall be responsible for enforcing the safety plan. Site supervisors shall be responsible for the completion of daily safety inspection checks and reports.

1.1 IDENTIFICATION

Site Name: INSERT JOB NAME
Site Location INSERT JOB LOCATION
Client: INSERT OWNER NAME

1.2 DESCRIPTION OF ACTIVITIES

The following general categories of work are covered by this plan:

- Sorting and loading of debris (C&D and Vegetative)
- Hauling and unloading of debris

Table 1-1 shows the activities and their descriptions

Table 1-1
Activity Description

Site	Activity	Description	Anticipated Begin Date
All	1	Mobilization	TBD

2.0 HAZARD ANALYSIS

2.1 TYPES OF HAZARDS

2.1.1 Biological Hazard Listing

- Insects (mosquitoes, spiders, ticks, etc.)

2.1.2 Radiation Hazard Listing

- UV sunlight

2.1.3 Physical Hazards and General Safety Hazard Listing

-Heavy Lifting
-Intense sunlight
-Traffic
-Heat
-Heavy equipment use
-Pinch Points
-Hand Tools (power tools)
-Overhead utilities
-Electrical Connections
-Noise
-Compressed Gas

2.2 KNOWN AND/OR SUPSECTED CHEMICAL HAZARDOUS MATERIALS ONSITE

2.2.1 Chemical Hazards

-Household waste
-Refrigerants
-Electronics

3.0 MEDICAL SURVEILLANCE

Medical Assessment of employees will be based upon working environment prior to commencement of work

4.0 TRAINING

Project training requirements are contained in the Santee Modular Homes, Inc. Construction Safety Plan along with general training requirements.

Prior to starting work, each worker assigned to perform tasks covered under this TSSHP will receive an initial safety and health orientation training from a Safety Training Officer.

5.0 SITE CONTROLS

Site controls will not be limited to the task at hand but shall include traffic control, protection of the property of others, and the general public. The site supervisor will not be expected to police the work area, but shall remain observant to keep all unauthorized persons away from potentially dangerous situations. The use of "Keep Out" signs or caution tape may be necessary to warn onlookers of a potential danger.

Traffic control measures could include but not be limited to flagmen, barricades, etc. to prevent pedestrians and vehicular traffic from entering an area that would be considered unsafe.

WORK ZONE SAFETY-TRAFFIC CONTROL:

Proper signage is essential to maintaining a safe working environment while crews are removing and loading debris from the right of ways.

Flaggers providing temporary traffic control should wear approved high visibility clothing with reflective material of orange, yellow, white, silver or yellow-green. Such garments should have a performance class 2 or 3. STOP/SLOW paddles should also be used (only use flags in emergencies)

Flaggers should remain vigilant at all times for distracted drivers who could pose a safety risk for other crew members and the public.

OPERATION OF SELF-LOADING TRUCKS

Truck operators should be observant of their location and able to identify unsafe conditions in the immediate area.

Caution should be used when climbing up and down from the loader. While operating the loader, be observant of power lines and other utilities that pose an electrical risk.

When loading debris, remember that underground utilities may have been disturbed and there could be an electrical hazard beneath the debris pile.

CHAIN SAW SAFETY

A skilled person should perform chain saw operation and the following guidelines should always be followed:
-Follow manual instructions
-Wear the appropriate personal protective equipment

-Keep both hands on the handles
-Cut at waist level or below-Take extra care when cutting limbs that are bent, twisted or caught under another object
-Shut off equipment when fueling or carrying it a distance
-Be sure that others are within a proper distance before beginning to cut
-Do not cut with the upper tip of the chain saw to avoid kickback

WEATHER CONDITIONS

Working Outdoors in Warm Climates

SUN
-Wear light colored clothing
-Use sunscreen
-Wear a hat
-Wear sunglasses that block UVA or UVB radiation
-Limit exposure whenever possible
HEAT
-Heat and humidity can become a serious health threat during the summer months and early fall.
-Drink small amounts of water frequently
-Take short breaks in cool shade
-Avoid caffeine, alcohol or large amounts of sugar
-Make certain that any medications do not react negatively with extended periods in the heat
-Cotton clothing is preferred

INSECTS

Ticks or Mosquitos
-Wear light colored clothing
-Wear long sleeves; tuck pant legs into socks or boots
-Wear shoes that cover your feet completely
-Wear a hat
-Use insect repellant
-Be vigilant and examine your body for ticks after work
-Learn the symptoms of Lyme disease and West Nile Virus; seek medical care if symptoms occur

6.0 PERSONAL PROTECTIVE EQUIPMENT (PPE)

Program requirements include the following types of PPE that may be needed to work safely
1. Hard hats
2. Safety goggles or glasses
3. Ear plugs

4. Gloves
5 Face protection
6. Special goggles or face shield for welding or cutting torch
7. Respiratory protection (refer to respiratory protection policy)
8. Body belts, harnesses, and lifelines
9. Safety net
10. Electrical safety equipment
11. Personal flotation devices (contracts performed on water)
12. Long Pants
13. Sleeved shirt
14. Sturdy Work shoes. Employees are expected and required to provide their own safety shoes

Refer to appendix at end of document for current COVID-19 Precautions

7.0 EMERGENCY RESPONSE

Emergency response and notification procedures are specified in the Safety Program for Santee Modular Homes, Inc. Section V. Emergency Contingency Plan

8.0 HURRICANES AND DESTRUCTIVE WEATHER RESPONSE

Hurricane and destructive weather response procedures can be found in the Safety Program for Santee Modular Homes, Inc. under section V Emergency Contingency Plan.

9.0 SPILL PREVENTION AND CONTROL

Spill control procedures are specified in the Safety Program for Santee Modular Homes, Inc. Under section V Emergency Contingency Plan.

10.0 SANITARY FACILITIES

An adequate supply of drinking water shall be available at the work site at all times. Portable drinking water containers shall be constructed to ensure sanitary conditions and shall have a tap for dispensing water. Employees shall use cups when drinking from portable coolers or containers.

Portable toilets shall be made available on site for employees. For 20 or less employees one (1) portable toilet is required.

11.0 FIRE PROTECTION

Fire extinguishers shall be provided for all pieces of equipment utilized on the job and all trucks. Extinguishers should be checked for proper charging.

12.0 EQUIPMENT SAFETY CHECKS

Each operator is responsible for performing daily checks of the equipment being operated and all necessary documentation completed and submitted to the Safety Officer or Superintendent

Appendix for TSSHP- April 2020

Safety Precautions for COVID 19

1. Maintain social distancing suggestions while working
2. If close contact is required, wear a face mask or face covering
3. Wash hands with soap and water
4. Use hand sanitizer if hand washing is not practical or available
5. Avoid touching your eyes, nose or mouth.
6. Cover your mouth before sneezing or coughing
7. Do not share tools or equipment, if necessary wipe down with each use.

If you feel ill, please stay home and seek medical help if necessary.

The safety and wellbeing of our employees and associates is of extreme importance.

Santee Modular Homes, Inc.

ENVIRONMENTAL PROTECTION PLAN

1. All activities at the jobsite will be confined within the construction limits as detailed on the contract drawings or as detailed in the contract documents. Proposed areas of the jobsite to be used for material storage, construction access and vehicle parking will be mutually agreed upon with the Contracting Officer during the Pre-construction Survey. No other areas will be used without written consent from the Contracting Officer. At the end of the construction period, all temporary facilities will be removed and the areas cleaned and restored to their original condition to the satisfaction of the Contracting Officer.

2. Existing water resources will be protected from contamination by hazardous chemicals. All hazardous chemicals will be properly stored and checked at regular intervals to prevent accidental diffusion into public waterways. Faulty or leaking equipment and/or containers will be repaired or removed from the jobsite. Empty containers and waste resulting from the use of hazardous chemicals will be properly disposed of outside the limits of government controlled property and will not be allowed to pollute any water resources. Refer to Hazard Communication Plan.

3. Air pollution will be kept under control at all times. Absolutely no burning of any materials will be permitted within the confines of Government controlled property.

4. Dust pollution will be under strict control at all times.

5. Noise pollution will be under strict surveillance at all times. All equipment will have proper sound control devices. These devices will be kept in proper working order throughout the project.

6. All woody debris and vegetative material removed from the ROW will be placed adjacent to the ROW and positioned in such a manner as to avoid re-entry into the ROW until removed.

7. If at nay time a historical or archeological site is uncovered it shall be preserved and reported to the Contracting Officer immediately.

8. Care shall to be taken to prevent any undo disturbance to fish and wildlife habitats outside of the specified work areas.

Previous Deployment

The most recent largescale deployment was Hurricane Florence in 2018. Prior to the storm Santee had three (3) pre-position prime contracts on the coast of North Carolina.

Before the hurricane made landfall, we had push equipment under rental contract and on standby for delivery to the damaged areas with drivers and equipment operators already in South Carolina for deployment.

After landfall Hurricane Florence inundated the eastern part of North Carolina with flooding rain for several days.

Working under RPF Emergency Services in conjunction with DRC and the town of Pine Knoll Shores, Santee mobilized equipment and personnel rapidly while facing numerous detours due to flooded roads to begin the push efforts. Hurricane Florence made landfall on Sept 14, 2018. Santee had equipment and personnel on site midday on Sept 16, 2018 and ready to begin work on Sept 17,2018 for the push.

At the same time our subcontractors and Santee's debris equipment were in route to our pre-position contracts and Pine Knoll Shores.

Once Pine Knoll Shores push was completed, Santee began the Phase II debris removal as well.

Notice to Proceed date and Santee start date:

Emerald Isle	9/17/18
Atlantic Beach	9/18/18
Morehead City	9/25/18 (delayed due to unavailability of monitors)
Indian Beach	9/24/18

In addition to the above contracts, Santee was awarded a contract with NCDOT-Carteret County on Oct 2, 2018. We brought in more trucks provided by Subcontractors already on standby to immediately start this project. This was the only project that required an end date into January 2019. All start and end dates are recorded on our Debris Removal Completed contracts lists.

There were no delays from Santee's effort to begin any of the projects.

Additionally, Santee reached out to Indian Beach to offer assistance because they did not have a pre-position contract in place. An agreement was made and we assisted the town with removal of all eligible debris.

As a result of our dedicated employees and subcontractors Santee successfully completed six (6) contracts related to Hurricane Florence in North Carolina. The data for these contracts can be found under our completed projects lists.

In 2017 after Hurricane Irma, Santee worked in Collier County, Hardee County, City of North Miami, and City of Miami simultaneously for several prime contractors.
Our company is proud to have loyal subcontractors who follow storm projections and prepare ahead of time to mobilize with a phone call. Many of them have worked with Santee for years and with each storm our reputation of timely payments and fairness bring more dedicated and reliable crews to offer their services to our business.

2016 Hurricane Matthew allowed Santee to work close to home in South Carolina and also work in Georgia.

Although Santee is considered a small company by today's standard in the debris removal industry, we have proven time and again, that we can get the job done. Given the opportunity, we succeed every time.

Santee Moduar Homes, Inc.
Debris Load and Haul Contracts

Owner	Contract #	Description	Contact Info	Start/End Date	Contract $
Charleston County Parks & Recr Commision		Debris Load & Haul Hurricane Dorian 1,785 Cyd 137 Hangers & Leaners	Lanna Wright, Procurement CCPRC 860 Riverland Dr Charleston, SC 29461 Tel: 843-762-8081	9/16/19 9/23/19	$39,820
Town of Emerald Isle, NC	Prime Contracto	Hurricane Florence Storm Debris Load and Haul of vegetative debris and C & D Hangers/Leaners 229,189 Cyd	Laura Rotchford Finance Director 7500 Emerald Drive Emerald Isle, NC 28594 Tel: 252-354-3424 lrotchford@emeraldisle-nc.org	9/21/18 11/30/18	$1,729,398
Morehead City NC	Prime Contracto	Hurricane Florence Storm Debris Load and Haul of vegetative debris and C & D 106,714 Cyd	Daniel Williams Dir of Public Services 706 Arendell Street Morehead City, NC 28557 Tel: 252-726-6848 Daniel.Williams@moreheadcitync.org	9/25/18 11/29/18	$799,519
Town of Atlantic Beach, NC	Prime Contracto	Hurricane Florence Storm Debris Load and Haul of vegetative debris and C & D 24,963 Cyd	David Walker Town Manager 125 W Fort Macon Rd Atlantic Beach, NC 28512 Tel: 252-726-2121 townmanager@atlanticbeach-nc.org	9/25/18 11/7/18	$187,221
NCDOT Carteret County NC	Prime Contracto	Hurricane Florence Storm Debris Load and Haul of vegetative debris and C & D 499,756 Cyd	Jeremy Stroud, PE Division 2 Maint Engineer 2815 Rouse Road Ext Kinston, NC 28504 Tel: 252-775-6103	10/3/18 1/25/19	$3,071,538
Indian Beach NC	Prime Contracto	Hurricane Florence Storm Debris Load and Haul of vegetative debris and C & D 10,954 Cyd	Tim White Town Manager 1400 Salter Path Rd Indian Beach, NC 28512 Tel: 252-247-3344 admin@indianbeach.org	9/24/18 10/13/18	$86,537
Pine Knoll Shores, NC	Subcontracted from RPF Emergency	Phase 1 Push and Phase II Hurricane Florence Debris Load and Haul of	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244	Push 9/17-19/2018 Phase II	$506,825

Santee Moduar Homes, Inc.
Debris Load and Haul Contracts

Owner	Contract #	Description	Contact Info	Start/End Date	Contract $
	Services	vegetative debris and C & D 96,817 Cyd	Hunter Fuzzell Tel:205-637-6949	9/21-11/04/2018	
Puerto Rico	Subcontracted from DRC Emergency Services	Debris Removal Load and Haul 38,824 Cyd	DRC Emergency Services, LLC PO Box 17017 Galveston, TX 77552 Tel:251-343-3581	12/29/17 5/3/18 w/intermittent work shutdowns	$429,421
City of North Miami, Fl Subcontacted from RPF Emergency Services	2017 Hurricane Irma	Hurricane Irma Storm Debris Load and Haul of vegetative debris and Hanger Leaners **79,724 CYD and 4174 H/L** Grinding-see separate report	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	9/16/17 11/12/17	$871,743
Hardee County, FL Crowder Gulf	2017 Hurricane Irma See Dangerous Tree Contracts for addl work	Hurricane Irma Storm Debris Load and Haul of Vegetative Debris **22,703 CYD**	Crowder Gulf LLC 5435 Business Parkway Theodore, AL 36582 Tel:251-402-5566	9/20/17 11/2/17	$124,711
Collier County,FL City of Naples Marco Island	2017 Hurricane Irma	Load and Haul of Vegetative, C&D debris **62,880 CYD**	Ashbritt Inc. 565 E Hillsboro Blvd Deerfield Beach, FL 33441 Tel:954-725-6992	10/12/17 12/20/17	$337,591
City of Miami FL	2017 Hurricane Irma	Load and Haul of Vegetative, C&D debris **6,508 CYD**	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	9/26/17 10/10/17	$58,574
Miami-Dade County Florida	2017 Hurricane Irma	Load and Haul of Vegetative, C&D debris **4,330 CYD**	Cahaba Disaster Recovery 2903 7th Street Tuscaloosa, AL 35401 Hunter Fuzzell Tel:205-637-6949	10/17/17 10/20/17	$36,806
City of Florence Prime: Santee	2016 Hurricane Matthew	Dangerous tree removal, load and haul of vegetative debris clear debris from city parks within Florence City limits 64862 CYD 3222 Trees	Lynwood Givens City of Florence 324 W Evans St Florence, SC 29501 Tel:843-665-3162	12/7/16 2/18/17	$437,361

Santee Moduar Homes, Inc.
Debris Load and Haul Contracts

Owner	Contract #	Description	Contact Info	Start/End Date	Contract $
GDOT- Bulloch Unit Subcontacted from RPF Emergency Services	2016 Hurricane Matthew	Dangerous tree removal, loa and haul of vegetative debris on I 16 5,846 CYD 682 Trees	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	1st Phase 12/04-08/16 2ndPhase 12/19/16 1/15/17	$78,334
GDOT Chatham Unit Subcontacted from RPF Emergency Services	2016 Hurricane Matthew	Dangerous tree removal, loa and haul of vegetative debris Site Management, grinding Primary Roads, I 95, I 16,and Port Authority 14,749 CYD Trees 1,348	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	11/6/16 2/12/17	$255,625
Thunderbolt GA Subcontacted from RPF Emergency Services	2016 Hurricane Matthew	Hurricane Matthew Storm Debris Load and Haul of vegetative debris.and grind debris 7,511 CYD	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	10/19/16 11/20/16	$52,990
Port Wentworth, Ga Subcontacted from RPF Emergency Services	2016 Hurricane Matthew	Hurricane Matthew Storm Debris Load and Haul of vegetative debris.and grind debris 4,593 CYD	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	10/19/16 11/20/16	$22,948
SCDOT Prime: J B Coxwell	2016 Hurricane Matthew	Hurrican Matthew Storm Deb Load and Haul, Dangerous T and Hanger Removal, DMS Site Management and Grinding of Vegetative Debris in Orangeburg County 113,789 CYD	JB Coxwell Contracting Inc 6741 Lloyd Road West Jacksonville, FL 32254 Tel: 904-786-1120	10/21/16 1/24/17	$1,178,610
SCDOT Beaufort County Subcontacted from RPF Emergency Services	2016 Hurricane Matthew	Hurricane Matthew Storm Debris Load and Haul of vegetative debris. 10,864 CYD	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	10/21/16 11/13/16	$54,063
Garden City,GA Subcontacted from RPF Emergency Services	2016 Hurricane Matthew	Hurricane Matthew Storm Debris Load and Haul of vegetative debris.and grind debris 22,944 CYD	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	10/30/16 12/18/16	$166,112

Santee Moduar Homes, Inc.
Debris Load and Haul Contracts

Owner	Contract #	Description	Contact Info	Start/End Date	Contract $
Prime Contractor Owner: Bamberg County, SC	Winter Ice Storm	Loading and Hauling debris debris from county maintainec roads to DMS Hangers/Leaners removal Reduction by Grinding 48,432 cy 17,348 Hangers/Leaners	Bamberg County P O Box 149 Bamberg, SC 29103 Tel:803-245-2377 Thomas M Thomas	7/17/14 8/7/14	$662,143
Prime Town of Turbeville,SC	2014 Winter Ice Storm	Haul Vegetative Debris from stockpile site to Clarendon County Landfill for Grinding by Santee	Rodney Johnson Town of Turbeville P O Box 70 Turbeville, SC 29162 843-659-2781	5/28/14 5/28/14	$8,760
Subcontractor Prime Total Construction NCDOT – Owner	Wniter Ice Storm 2014	Loading and hauling debris frc State Maintained roads to DMS Guilford County, NC 15,548 cy	Total Construction PO Box 2132 Dilley, TX 78017 325-642-2331 Trey Davis	4/27/14 5/14/14	$93,687
Prime for Clarendon County, SC	2014 Winter Ice Storm PO 17788	Debris Removal & Reduction. Trimming & removing, hazardous limbs that overhang on County Maintained Roads 49,144 Cy L & H 5929 Hangers/Leaners	Lyndon Anthony, Controller 411 Sunset Drive Manning, SC 29102 Tel: 803-433-3228	4/22/14 5/26/14	$582,535
Subcontractor Prime Total Construction SCDOT – Owner	Winter Ice Storm 2014	Loading and hauling debris frc State Maintained roads to DMS Two Counties: Georgetown, Horry 14,493 cy	Total Construction PO Box 2132 Dilley, TX 78017 325-642-2331 Trey Davis	4/10/14 5/4/14	$42,968
Subcontractor for DRC	Winter Ice Storm	Debris Haul for Orangeburg, Calhoun, Clarendon, Dorchester counties in SC and Harzrd Tree Removal excess of 59,000 cubic yards 5,240 Hangers/Leaners	DRC Emergency Services, LLC 740 Museum Drive Mobile, AL 36608 Tel:251-343-3581	3/9/14 5/1/14	$557,655

Santee Moduar Homes, Inc.
Debris Load and Haul Contracts

Owner	Contract #	Description	Contact Info	Start/End Date	Contract $
Subcontractor for SDR	Winter Ice Storm 2014	Debris Haul for Lexingotn, Aiken & Barnwell Counties, with Harzardous tree remoal 39,000 cubic yards	Al McClaran Southern Disaster Recovery 419 The Parkway # 214 Greer, SC 29650 Tel:864-640-3190	2/20/14 - 3/12/14	$344,447
Prime Contractor Craven County North Carolina		Prepare final disposal site for vegetative debris reduced much, haul debris mulch, 2 sites	Rusty Cotton Craven County Solid Waste Dept 406 Craven St New Bern, NC 28560 Tel: 252-636-6659	3/2012 8/2012	$269,936
Prime Contractor NCDOT Harnet County	PO3600029451	Debris Removal from ROW after Tornado, load & haul 15,379 cubic yards hauled	Keith Anderson, County Maint Eng NCDOT Harnett County 110 East McNeil Stret Lillington, NC 27546 Telephone: 910-893-4020	5/11/11 6/11/11	$155,325
Prime Contractor Lafayette Cty Mississippi	EB001/05-27-2011	Debris Removal from ROW after 4/27/11 tornado. Vegetative & C&D, loaded and hauled to disposal sites 123,230 cubic yards	Joseph Johnson, Cty Administrator Lafayette County 300 North Lamar Boulevard Oxford, MS 38655 Telephone: 662-234-2717	6/11/11 8/11/11	$1.196,979
Prime Contractor NCDOT Carteret Craven & Pamlico Cty's	PO 3600030273	Load & Haul Tornado Debris 2011 from 3 counties 88,240 Cubic Yards	Reed Smith, PE NCDOT-New Bern District Office 209 south Glenburnie Road New Bern, NC 28560 Telephone: 252-514-2969	9/1/11 11/1/11	$697,136
Dorado Services (sub-contracted)		Load & Haul Snow Storm Vegetative Debris 56,640 Cubic Yards	Jose Rodriguez Dorado Services Inc 195 West Seminole Blvd Sanford, FL 32771 Telephone: 407-688-0600	11/2011 12/2011	$339,839

Santee Moduar Homes, Inc.
Debris Load and Haul Contracts

Owner	Contract #	Description	Contact Info	Start/End Date	Contract $
Prime Contractor					
NCDOT	PO	Remove Hangers & Unsafe	Reed Smith, PE	12/2011	
Carteret,	3600030717	Trees, haul debris	NCDOT-New Bern District Office	02/2012	$16,820
Craven &	3600030716		209 South Glenburnie Road		$269,781
Pamlico Cty's	3600030715		New Bern, NC 28560		$65,899
		7,960 Cubic Yards	Telephone: 252-514-2969		
Prime Contractor					
NCDOT	PO	Remove Hangers & Unsafe	Woody Jarvis, PE	12/2011	
Beaufort	3600030719	Trees, haul debris	1701 W 5th Street	02/2012	
Pitt Counties	3600030718		Washington, NC 27889		$118,722
		13,720 Cubic Yards	Telephone: 252-946-3689		$374,740
Prime Contractor					
Orangeburg County, SC	**FY 08-523**	**Branchville, SC Tornado Debris Removal Lump Sum-Load & Haul** Not Required to record load volume	contact info not available	**7-14-2008 9-2-2008**	$122,250
Prime Contractor					
Town of Summerton SC	**Summerton**	**Collect Brush & haul from Right of way withing the Town of Summerton as a result of 2004 Ice Storm**	contact info not available	**April 2004/ May 2004**	$23,429
Subcontract for Ashbritt, Inc	Orange County FL	Haul Debris from ROW Hurricane Charley 16,332 CY	contact info not available	8/2004	$110,238
			Total		$15,382,057

Santee Modular Homes, Inc.
Dangerous Trees and Hanging Limbs

Owner	Contract #	Description	Contact Information	Start/End Date	Contract $
Calhoun County Alabama		2018 Tornado Damage Hangers, Leaner, Trees 718 Hangers, 541 Leaners	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	4/18/18 5/9/18	$52,604
City of North Miami, Fl Subcontacted from RPF Emergency Services	2017 Hurricane Irma	Hurricane Irma Storm Hangers, Leaner, Tree Stump Removal **4,174 Total count** Grinding-see separate report	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	9/16/17 11/12/17	see Load & Haul List
SCDOT Charleston County SC	4400017069	On Call Charleston DOT Tree Removal-county wide	Nick Evans SCDOT-Charleston 2401 Maintenance Way N Charleston SC 29406 Tel: 843-746-6731	9/8/17 9/7/22 ongoing	$297,447
Hardee County, FL Crowder Gulf	2017 Hurricane Irma See Load & Haul for addl work	Hurricane Irma Storm Debris Hanger/Leaners **5,592 Total count**	Crowder Gulf LLC 5435 Business Parkway Theodore, AL 36582 Tel:251-402-5566	10/17/17 12/1/17	$293,730
SCDOT Dorchester County Sc	4400016406	On Call Dorchester DOT Tree Removal-county wide	Dan Yagman SCDOT Maintenance 5225 East Jim Bilton Blvd St George, SC 29477 Tel:843-563-3451	6/21/17 6/20/22 ongoing	$96,305
SCDOT Richland County	4400016011	On Call Richland DOT Tree Removal-county wide	Nate Rodgriguez SCDOT Maintenance 7201 Fairfield Rd Columbia, SC 29203 Tel: 803-786-0128	5/4/17 5/3/22 ongoing	$340,437
City of Orangeburg	2016 Hurricane Matthew	Removal of Hazsrdous Trees in aftermath of Hurricane Matthew	Durwood Bowden or David Epting Public Works Dept 979 Middleton Street Orangeburg, SC 29115 Tel: 803-533-6010	2/13/17 3/29/17	$70,808
SCDOT Bamberg County	4400014584	Dangerous Tree Removal Bamberg County	SCDOT Maintenance 3783 Main Highway Bamberg, SC 29003 Tel: 803-245-5181	11/7/16 11/1/21	$118,670

Santee Modular Homes, Inc.
Dangerous Trees and Hanging Limbs

Owner	Contract #	Description	Contact Information	Start/End Date	Contract $
SCDOT Berkeley County	Various Purchase Orders 4400013374	Dangerous Tree Removal Berkeley County	Dan Wells SCDOT-Berkeley 436 Hwy 52 North Moncks Corner, SC 29461-3922 Tel:843-761-8481 Fax: 843-761-5100	2015/16 7/5/16-7/5/21	$28,991 $75,230
SCDOT Orangeburg County	4400011222	On Call Orangeburg DOT Tree Removal	David Brandyburg or Jon Kangus 1724 Charleston Hwy Orangeburg,SC29115 Tel: 803-531-6870	9/1/15 ongoing	$515,889
Charleston Housing Authority Charleston SC	130402	Tree Trimming of All CHA Locations Phase II Reduce potential hazardous conditions in trees and improve tree structure.	Keith Brown or Nicolene Martley Charleston Housing Authority 550 Meeting Street Charleston,SC29405 Tel: 843-720-3970 Fax: 843-720-3977	5/8/13 7/25/13	$166,899
Gastonia NC	20130090	Tree Trimming & Removal for the S Myrtle School Rd Widening Project	Gary Saine City of Gastonia P O Box 1748 Gastonia,NC 28053-1748 Tel:704-866-6020	8/5/13 10/30/13	$140,271
SC DOT Charleston County SC	5400003992 Closed	Tree Removal & Disposal at various locations in Charlestons County	Nick Evans SCDOT-Charleston 2401 Maintenance Way N Charleston SC 29406 Tel: 843-746-6731	3/7/12 3/6/17	$58,213
LPA Group	FAA AIP No 3-45-0021-011-2011	Darlington County Jetport Tree Obstruction Removal-Phase 1	Andy Busbee The LPA Group 700 Huger St, Columbia SC Tel 803-254-2211	10/22/12 12/19/12	$66,300
SC PRT	4600192492	Lake Warren State Park, Hampton SC Removal of Beetle & Hazard Tree Removal	James Jackson SC PRT 1201 Pendleton St, Rm 517 Columbia, SC 29201 Tel_ 803-734-3402	8/20/12 8/23/12	$9,072
US Dept of Interior Fish & Wildlife Service	F12PX03320	Wilderness Canoe Trails, Folkston GA Removal of 250 burned, dead or dying trees in the Okefenokee National Forest	Vincent Chua, Contr Office Dept of the Interior Fish & Wildlife Service 1875 Century Blvd Atlanta, GA 30245 Tel: 404-679-4146	10/9/12 11/8/12	$349,500
			Total Projects		$2,680,366

Santee Moduar Homes, Inc.
Debris Grinding/Chipping Projects

Owner	Contract #	Description		Start/End Date	Contract $
City of North Miami, Fl Subcontacted from RPF Emergency Services	2017 Hurricane Irma	Hurricane Irma Storm Grinding of vegetative debris/haul out/site work L&H and Leaners see other reports	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	9/16/17 11/12/17	$105,161
GADOT Prime DRC Sub: Santee	2016 Hurricane Matthew	Grinding of vegetative debris from Hurricane Matthew at 2 DMS sites in Georgia 107, 970 cy	RPF Emergency Services 520 Mineral Trace-Unit C Hoover, AL 35244 Hunter Fuzzell Tel:205-637-6949	Site 1 Site 2 2/1/17 2/11/17	$188,948
SCDOT- Prime: JB Coxwell Sub: Santee	2016 Hurricane Matthew	Grind and haul vegetative debris from Hurricane Matthew at 3 DMS Sites in Orangeburg County 94,531 cy	JB Coxwell Contracting Ir 6741 Lloyd Road West Jacksonville, FL 32254 Tel: 904-786-1120	12/26/16 1/20/17	$195,918
City of Orangeburg SC	2016 Hurricane Matthew	Grinding of Vegetative Debris from Hurricane Matthew and hauling of chips 2754 tons	David Epting Public Works Dept 979 Middleton Street Orangeburg, SC 29115 Tel: 803-533-6010	11/28/16 12/17/16	$78,238
Clarendon Cty, SC See debris removal for addl data		Grinding of Vegetative Debris from 2014 Ice Storm 52,305 cy	Lyndon Anthony, Controller 411 Sunset Drive Manning, SC 29102 Tel: 803-433-3228	4/22/14 5/26/14	$138,085
Bamberg Cty SC See debris removal for addl data		Grinding of Vegetative Debris from 2014 Ice Storm 49,000 cy	Bamberg County P O Box 149 Bamberg, SC 29103 Tel:803-245-2377 Thomas M Thomas	7/25/14 8/7/14	$188,883
City of Orangeburg SC	none	Grindng of Storm debris material	Durwood Bowden or David Epting Public Works Dept 979 Middleton Street	3/13/14 4/14/14	$33,676

Santee Moduar Homes, Inc.
Debris Grinding/Chipping Projects

Owner	Contract #	Description		Start/End Date	Contract $
		1370 tons	Orangeburg, SC 29115 Tel: 803-533-6010		
City of Lynchburg, VA	13-817	Brush & Tree Reduction from 2 temporary debris storage sites 85,000 cy		2/6/13 4/29/13	$342,720
Council Energy		Grinding of debris at Orangeburg County Landfill		12/3/08 12/19/08	$36,425
Bamberg County SC		Grinding of Debris at landfill		2009	$13,018
Hampton County SC	SW-02-10	Grinding of Debris at Hampton County Landfill		2009	$21,148
			Total Projects		$1,342,220

Santee Modular Homes, Inc.
Sand & Sediment Debris Removal

Owner	Contract #	Description	Contact Info	Start/End Date	Contract $
Midway Plantation Georgetown, SC		Sediment removal from rice fields with Amphibious Excavator	Jamy Marshall Marshall Woodland Mgmg, LLC PO Box 716 Huger, SC 29450 Tel: 843-412-3177	10/15/19 in progress as needed	$57,050
SCDNR	Purch Order 4600741478	Ditch Cleaning with Amphibious Excavator at Bonneau Ferry WMA Cordesville, SC	Will Carlisle SCDHR 1000 Assembly St RM 142 Columbis, SC 29201 Tel:843-825-3382	2/20/20 Hourly contract	$9,500
Subcontractor for Zehender Disaster Relief LLC 1029 S Hughes St Hamilton MO 64644		Mechanically dredge material within the defined dredging limits & barge to offload site for sand screening Post Hurricane Sandy debris removal from waters in NJ The sand screening portion of the operation was performed by Brad Anderson Trucking under the direction of Santee		7/23/13 10/7/13	$355,460
			Total		$422,010

		Santee Modular Homes, Inc.			
		Emergency Watershed Protection Projects 2005 in Louisiana			
Owner	**Job**	**Description**	**Start Date**	**Contract $**	
NRCS	**AG-7217-C-05-005K**	Little Bayou Castain	09/12/2005	$32,000	
		DSR 103-05-001			
NRCS	**AG-7217-C-05-0006K**	Galvez Canal	09/12/2005	$29,000	
		DSR 103-05-002			
NRCS	**AG-7217-C-05-0007K**	Ravine du Conguillon	09/12/2005	$31,500	
		DSR 103-05-003			
NRCS	**AG-7217-C-05-012K**	Miles Branch Reach 1	09/27/2005	$170,400	
	5280 lf	DSR 103-05-0004			
NRCS	**AG-7217-C-05-013K**	Miles Branch, Reach 2	09/27/2005	$128,100	
	4200 lf	DSR 103-05-0005			
NRCS	**AG-7217-C-05-014K**	Miles Branch, Reach 3	09/27/2005	$126,000	
	4970 lf	DSR 103-05-0006			
NRCS	**AG-7217-C-05-016K**	Ponchatoula-Tango,Consolidated	09/27/2005	$137,995	
	12500 lf	Gravity Drainage DSR 105-05-0005			
NRCS	**AG-7217-C-05-017K**	Oakwood Estates(Ponchatoula)	09/27/2005	$97,900	
	3000 lf	Consolidated Gravity Drainage			
		DSR 105-05-0006			
NRCS	**AG-7217-C-06-006K**	Lakewood Ditch, Slidell			
	5500 lf (1 site)	DSR 103-05-024	10/13/2005	$117,500	
NRCS	**AG-7217-C-06-012K**	Channel W3-L6 &* West Hammond			
	1550 lf	Drainage Channel			
		DSR 105-05-010	10/14/2005	$39,900	
NRCS	**AG-7217-C-06-018K**	Pearl River sites in the Town of			
	7520 lf (6 sites)	Pearl River			
		DSR 103-05-038	10/13/2005	$148,800	
NRCS	**AG-7217-C-06-027K**	Coburn Creek, Washington Parish			
	9900 lf	DSR 117-05-002K and 117-05-009K	11/03/2005	$185,625	
NRCS	**AG-7217-C-06-034K**	Bayou Liberty Lateral	11/29/2005	$67,449	
	5000 Lf	DSR 105-05-048K			
NRCS	**AG-7217-C-06-011R**	Bayou North EWP Project in			
	5650 LF	Calcasieu Parish			
		DSR 019-05-039R	12/12/2005	$84,185	
NRCS	**AG-7217-C-06-010R**	Bayou South EQP Project in			
	3500 LF	Calcasieu Parish			
		DSR 019-05-053R	12/12/2005	$52,150	
		Total to Date		$1,448,504	

Santee Modular Homes, Inc.
Emergency Watershed Protection Projects 2007 in Louisiana

Owner	Job	Description	Start Date	Contract $
NRCS	AG7217-C-07-0076	Creole Canal, Cameron Parish, LA Channel Obstruction & Debris Removal-4 sites	08/2007 01/2008	$223,886
NRCS	AG7217-D-07-0074	Vermillion Parish, LA Debris removal from 7 reaches	08/2007 10/2007	$177,162
		Total		$401,048

Section 5. Existing Debris Removal/Hauling Contracts

The contracts below are considered Standby --activation would apply at the time of a Significant Disaster

Town of Morehead City, NC
Public Services Dept
PO Drawer M
Morehead City, NC 28557

Phase II -Vegetative/C&D Debris Removal Contract
Prime Contractor through 6/30/2020

Town of Indian Beach
1400 Salter Path Rd.
Indian Beach, NC 28512

Phase II -Vegetative/C&D Debris Removal Contract
Prime Contractor through 8/31/2020

Town of Emerald Isle
7500 Emerald Drive
Emerald Isle, NC 28594

Phase II -Vegetative/C&D Debris Removal Contract
Secondary Contractor through 6/30/2021

Town of Newport
P O Box 1869
Newport, NC 28570

Phase II -Vegetative/C&D Debris Removal Contract
Secondary Contractor through 6/30/2020

Charleston County Parks and Recreation Commission
861 Riverland Drive
Charleston, SC 29412

Debris Removal and Disposal Service
Contract period: 5/19/2020 – 5/19/2021 with option to renew annually for four years

Sec 6 **References**

Laura Rotchford
Finance Director
7500 Emerald Isle Drive
Emerald Isle, NC 28594

Tel: 252-354-3424
Email: lrotchford@emeraldisle-nc.org

2018 Hurricane Florence-Town of Emerald Isle 9/21/18 – 11/30/18

Jeremy Stroud, PE
Division 2 Maintenance Engineer
NCDOT
2815 Rouse Road Ext
Kinston, NC 28504

Tel: 252-775-6103
Email: jdstroud@ncdot.gov

2018 Hurricane Florence-Carteret County NCDOT 10/03/18 – 01/25/19

Lynwood Givens
City of Florence
324 W Evans St
Florence, SC 29502

Tel: 843-665-3162
Email: lgivens@cityofflorence.com

2016 Hurricane Matthew-City of Florence 12/7/16 – 2/18/17

Nicholas Evans
Engineering Tech II
SCDOT-Charleston Maintenance Office
2401 Maintenance Way
North Charleston, SC 29406

Tel: 843-277-4189 Work Cell: 843-459-6427
Email: evansna@scdot.org

SCDOT On Call Tree Removal Services Charleston County 9/7/2017 – 9/6/2022

Ms Lanna Wright
Charleston County Parks & Recreation Commission
860 Riverland Drive
Charleston, SC 29461

Tel: 843-762-8081
Email: lwright@ccprc.com

2019 Hurricane Dorian Tree Removal, Hangers and Debris Haul 9/16/19 – 9/23/19

SANTEE MODULAR HOMES, INC.

REVIEWED FINANCIAL STATEMENTS

DECEMBER 31, 2019 AND 2018

Bender Sam & Wilk CPAs
6/1/20
Sec Treas
6/1/20

SANTEE MODULAR HOMES, INC.
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Brodie, Summers, and Wilkes, CPA's, LLP

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Heather D Rhinehart, CPA

Associates
Willard O. Brodie III, CPA
Archie E Wilkes, CPA
Taylor M Cooper, CPA

INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To the Board of Directors
Santee Modular Homes, Inc.
Santee, South Carolina

We have reviewed the accompanying financial statements of Santee Modular Homes, Inc. (an S- corporation), which comprise the balance sheets as of December 31, 2019 and 2018, and the related statements of income and retained earnings and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

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

Brodie, Summers & Wilkes

Brodie, Summers, & Wilkes, CPA's LLP
Orangeburg, South Carolina
March 9, 2020

SANTEE MODULAR HOMES, INC.
BALANCE SHEETS

	DECEMBER 31, 2019	DECEMBER 31, 2018
ASSETS		
Current Assets:		
Cash	$ 875,961	$ 1,695,308
Contracts Receivable (Net of Allowance)	227,920	958,582
Advances To Subcontractors	34,125	4,120
Prepaid Expenses	40,163	36,530
Total Current Assets	**1,178,169**	**2,694,540**
Property And Equipment:		
Equipment, Furniture, and Vehicles	2,629,355	2,611,084
Accumulated Depreciation	(1,838,575)	(1,692,946)
Net Property And Equipment	**790,780**	**918,138**
TOTAL ASSETS	**$ 1,968,949**	**$ 3,612,678**
LIABILITIES AND SHAREHOLDERS' EQUITY		
Liabilities:		
Current Liabilities:		
Accounts Payable	$ 19,365	$ 15,623
Payroll Taxes Payable	7,299	1,007
Billings in Excess of Cost on Uncompleted Contracts	-	30,952
Accrued Expenses	8,487	1,105,226
Shareholder Advance	343,730	103,267
Total Current Liabilities	**378,881**	**1,256,075**
Total Liabilities	**378,881**	**1,256,075**
Shareholders' Equity:		
Common Stock (100,000 shares authorized, 52,500 issued, and outstanding; $1 stated value)	52,500	52,500
Additional Paid In Capital	1,157,618	1,157,618
Retained Earnings	379,950	1,146,485
Total Shareholders' Equity	**1,590,068**	**2,356,603**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**$ 1,968,949**	**$ 3,612,678**

SEE ACCOMPANYING NOTES AND INDEPENDENT ACCOUNTANT'S REVIEW REPORT

SANTEE MODULAR HOMES, INC.
STATEMENTS OF INCOME AND RETAINED EARNINGS

	DECEMBER 31,	
	2019	2018
Operating Income:		
Revenue	$ 1,140,131	$ 7,116,211
Cost of Sales	868,505	5,225,700
Gross Profit	271,626	1,890,511
Operating Expenses	483,312	804,057
Operating Income (Loss)	**(211,686)**	**1,086,454**
Non Operating Income (Expense):		
Interest Income	4,618	148
Net Non Operating Income (Expense)	**4,618**	**148**
Net Income (Loss)	**(207,068)**	**1,086,602**
Beginning Retained Earnings	1,146,485	59,883
Less: Shareholder Distributions	(559,467)	-
Ending Retained Earnings	**$ 379,950**	**$ 1,146,485**

SEE ACCOMPANYING NOTES AND INDEPENDENT ACCOUNTANT'S REVIEW REPORT

SANTEE MODULAR HOMES, INC.
STATEMENTS OF CASH FLOWS

	DECEMBER 31,	
	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Income From Operations	$ (207,068)	$ 1,086,602
Adjustments To Arrive At Cash Flow From Operations:		
Depreciation and Amortization	145,630	131,380
(Increase) Decrease In Due From Subcontractors	(30,005)	80,651
(Increase) Decrease In Prepaid Expenses	(3,633)	(8,832)
(Increase) Decrease In Accounts Receivable	730,662	(460,622)
Increase (Decrease) In Accounts Payable	3,741	(22,807)
Increase (Decrease) In Payroll Taxes Payable	6,292	(2,700)
Increase (Decrease) In Accrued Expenses	(1,096,739)	995,244
Increase (Decrease) Billings in Excess of Cost on Uncompleted Contracts	(30,952)	30,952
Net Cash Provided By Operations	**(482,072)**	**1,829,868**
CASH FLOWS FROM INVESTING ACTIVITIES:		
Additions To Property And Equipment	(18,271)	(426,556)
Net Cash Provided (Used) By Investing Activities	**(18,271)**	**(426,556)**
CASH FLOWS FROM FINANCING ACTIVITIES:		
Shareholder Advances	243,463	604,691
Shareholder Repayments	(3,000)	(1,064,833)
Shareholder Distributions	(559,467)	-
Net Cash Provided (Used) By Financing Activities	**(319,004)**	**(460,142)**
Net Increase (Decrease) in Cash	**(819,347)**	**943,170**
Cash - Beginning of Period	1,695,308	752,138
Cash - End of Period	$ **875,961**	$ **1,695,308**
Other Required Disclosure of Cash Flow Information:		
Interest Paid	$ -	$ -
Income Taxes Paid	$ -	$ -

SEE ACCOMPANYING NOTES AND INDEPENDENT ACCOUNTANT'S REVIEW REPORT

SANTEE MODULAR HOMES, INC.
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2019 AND 2018

NOTE A -- SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Business Activity

Santee Modular Homes, Inc. (The Company) was incorporated on May 10, 1993, under the laws of the State of South Carolina as a closely held corporation. The Company is a general commercial contractor specializing in debris removal, dredging, and other specialty commercial contracts. The contracts are carried out in the southeastern United States. The length of contracts varies but is typically less than one year.

Estimates

Management uses estimates and assumptions in preparing these financial statements in accordance with generally accepted accounting principles. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used.

Revenue and Cost Recognition

The Company recognizes revenues from fixed–price, cost-based and time and materials construction contracts on the percentage of completion method. That method is used because management considers total cost to be the best available measure of progress on the contracts. Because of inherent uncertainties in estimating cost, it is at least reasonably possible that the estimates used will change within the near term.

Contract cost includes all direct material and labor costs and those indirect costs related to contract performance, such as indirect labor, supplies, tools, repairs, and depreciation. Selling, general, and administrative costs are charged to expense as incurred. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined. Changes in job performance, job conditions, and estimated profitability may result in revisions to costs and income, which are recognized in the period in which the revisions are determined. Changes in estimated job profitability resulting from job performance, job conditions, contract penalty provisions, claims, change orders, and settlements, are accounted for as changes in estimates in the current period.

The asset, "cost and estimated earnings in excess of billings on uncompleted contracts," represents revenues recognized in excess of amounts billed. The liability, "billings in excess of costs and estimated earnings on uncompleted contracts" represent billings in excess of revenues recognized.

Contracts Receivable

Contract receivables are recorded when invoices are issued and are presented in the balance sheet net of an allowance for doubtful accounts. Contracts receivable are written off when they are determined to be uncollectible. The allowance for doubtful accounts is estimated based on the Company's historical losses, the existing economic conditions in the construction industry, and the financial stability of its customers. At December 31, 2019 the Company believes that all contracts receivable are collectible and therefore there is no allowance recorded. Construction contracts receivable are $227,920 and $958,582 and for the periods ended December 31, 2019 and 2018, respectively.

Property and Equipment

Property and Equipment is recorded at cost. The Company computes depreciation using the straight-line method whereby assets are written off evenly over their estimated useful lives. Expenditures for maintenance and repairs are charged against operations. Renewals and betterments that materially extend the life of an asset are capitalized. The Company recorded depreciation expense of $145,630 and $131,380 for December 31, 2019 and 2018, respectively. The depreciation expense has been allocated between indirect overhead and operating expenses.

NOTE A -- SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Property and Equipment (Continued)

The following details the estimated useful lives used by the Company.

Asset Type:	Range of Estimated Useful Lives (Years)	December 31, 2019	December 31, 2018
Equipment	5 – 10 years	1,681,280	1,668,134
Office Furniture and Equipment	5 – 7 years	32,366	27,241
Transportation Equipment	5 years	915,709	915,709
		2,629,355	2,611,084
Less Accumulated Depreciation		1,838,575	1,692,946
Net, Property and Equipment		$ 790,780	$ 918,138

Income Taxes

The Company, with the consent of its shareholders, has elected under the Internal Revenue Code to be an S-Corporation. In lieu of corporation income taxes, the shareholders of an S- Corporation are taxed on their proportionate share of the Company's taxable income. Therefore, no provision for federal income taxes has been included in the financial statements.

Date of Management's Review

Subsequent events have been evaluated through March 9, 2020, which is the date the financial statements were available to be issued.

Cash and Cash Equivalents

At December 31, 2019 and 2018, cash consists of monies held in checking and savings accounts, certificates of deposit and money market accounts. For purposes of cash flows, the Company considers all investments purchased with a maturity of three months or less to be cash equivalents.

Credit Risk

The Company maintains its cash accounts in bank deposit accounts, which at times may exceed federally insured limits. The Company has not experienced any losses in such accounts. The Company believes they are not exposed to any significant credit risk. At December 31, 2019 and 2018 the Company's uninsured cash balances total $0 and $1,543,083, respectively.

NOTE B -- CONTRACTS RECEIVABLE

Contracts receivable consist of the following:

	December 31, 2019	December 31, 2018
Receivables from Contracts		
Completed Contracts	$ 227,920	$ 376,333
Contracts in Progress	-	582,249
Total from Contracts	227,920	958,582
Less: Allowance for Doubtful Accounts	-	-
Total Contracts Receivable	$ 227,920	$ 958,582

SANTEE MODULAR HOMES, INC.
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2019 AND 2018

NOTE B -- CONTRACTS RECEIVABLE (CONTINUED)

Contracts Receivable Aging Summary

December 31, 2019	Total	Aging in Days 0 – 30	31 - 60	61 – 90	Over 90
Completed Contracts	$ 227,920	193,545	34,375	-	-
Uncompleted Contracts	-	-	-	-	-
Total	$ 227,920	193,545	34,375	-	-

December 31, 2018	Total	Aging in Days 0 – 30	31 - 60	61 – 90	Over 90
Completed Contracts	$ 376,333	$ 163,735	$ -	$ 21,017	$ 191,581
Uncompleted Contracts	582,249	-	-	582,249	-
Total	$ 958,582	$ 163,735	$ -	$ 603,266	$ 191,581

Uncompleted Contracts

Costs, estimated earnings, and billings on uncompleted contracts are summarized as follows:

	2019	2018
Cost Incurred on Uncompleted Contracts	$ -	$ 2,099,735
Estimated Earnings	-	809,231
Subtotal	-	2,908,966
Billings to Date	-	2,939,918
	$ -	$ (30,952)

Included in the accompanying balance sheets under the following captions:

	2019	2018
Cost and Estimated Earnings in Excess of Billings on Uncompleted Contracts	$ -	$ -
Billings in Excess of Costs and Estimated Earnings on Uncompleted Contracts	-	30,952
	$ -	$ 30,952

NOTE C -- CONCENTRATION OF RISK

Major Customers

The Company had two entities that accounted for approximately 72% of the Company's total revenue for the year ended December 31, 2019. The two entities were South Carolina Department of Transportation (58%) and North Carolina Department of Transportation (14%).

NOTE D -- RETIREMENT PLAN

The Company terminated their profit-sharing plan in 2012. The Company currently has no retirement plan for December 31, 2019 and 2018.

NOTE E – REVENUE RECOGNITION

Contract Type	2019	2018
Fixed-Price	$ 818,953	$ 3,207,748
Cost-Based	-	-
Time and Materials	321,178	3,939,412
	$ 1,140,131	$ 7,147,160

Each contract type presents advantages and disadvantages. Typically, fixed-price contracts involve more risk. However, they offer the opportunity for additional profits if we complete the contract for less than estimated. Cost-based reimbursement contracts involve less risk but often are less profitable. Under time and materials arrangements, profit may vary if actual labor-hour costs vary significantly negotiated rates.

NOTE F - PREVIOUSLY ISSUED FINANCIAL STATEMENTS

The Company has not made any reclassifications or changes to previously issued financial statements.

NOTE G - COMPENSATED ABSENCES

Employees of the Company are entitled to a paid vacation, depending on length of service. It is impractical to estimate the amount of compensation for absences, and accordingly, no liability has been recorded in the accompanying financial statements. The Company's policy is to recognize the costs of compensated absences when actually paid to employees.

NOTE H – BACKLOG

Backlog represents the amount of revenue the Company expects to realize from work to be performed on uncompleted contracts in progress at year end and from contractual agreements on which work has not yet begun.

Backlog balance at December 31, 2018	$ 128,448
New contracts during the year	1,011,683
Contract adjustments	-
Less contract revenue earned during the year	(1,140,131)
Backlog balance at December 31, 2019	$ -

The Company has not entered into any new contracts from January 1, 2020 thru March 9, 2020.

NOTE I – PROVISION FOR INCOME TAXES

The Company files income tax returns in the U.S. federal jurisdiction, and various state jurisdictions. The Company is no longer subject to U.S. federal, state and local, or non-U.S. income tax examinations by tax authorities for years before 2017.

The Company follows the provisions of uncertain tax positions as addressed in FASB Accounting Standards Codification 740-10-65-1. The Company recognized no increase in the liability for unrecognized tax benefits. The Company has no tax position at December 31, 2019 for which the ultimate deductibility is highly certain but for which there is uncertainty about the timing of such deductibility. The Company recognizes interest accrued related to unrecognized tax benefits in interest expense and penalties in operating expenses. No such interest or penalties were recognized during the periods presented. The Company had no accruals for interest and penalties at December 31, 2019 and December 31, 2018.

NOTE J – RELATED PARTY TRANSACTION

The Company shareholders incurred expenses on behalf the Company for the periods ended December 31, 2019 and 2018. The table below shows the activity for each shareholder. These advances are to be repaid in the future. There is no note payable recorded or interest accrued on the balances owed to shareholders. These amounts are reported as a shareholder advance on the balance sheet.

	Judy Shuler	Wayne Shuler
Balance owed as of December 31, 2018	$ 17,642	$ 85,625
2019 Advances	9,865	233,398
2019 Repayments	-	(3,000)
Balance owed as of December 31, 2019	$ 27,507	$ 316,023

Mobilization-Demobilization Plan

Discussed herein is our approach to the scope of services/work in this section of our proposal. Each requirement of the task will fall under one part of our general technical approach, which is illustrated below; it is of interest to examine the overall method before we discuss specific tasks. Our four-step process for debris removal and disposal ensures rapid response and complete flexibility. The high-level details of which are presented below.

- Step 1: Monitor Conditions
- Step 2: Mobilization
- Step 3: Field Operations
- Step 4: Demobilization

Step 1: Monitor Conditions

As the weather dictates, we will monitor conditions near a potential disaster area. Most disasters to which we have been asked to respond, such as hurricanes and flooding, evolve relatively slowly, so we are able to closely monitor the developing situation. This allows us to estimate the probable area that will be most affected by the event. In the case of hurricanes, for instance, we can predict probable landfall, at least to the state level, by monitoring weather broadcasts. Admittedly, this is inexact, but it does allow us to begin to focus our attention on the logistics of assembling equipment and laborers for immediate mobilization once the notice to proceed is received from the owner. In fact, if a hurricane or other predictable disaster is imminent, we mobilize our team into the field. Typically, we will locate to a site that is out of harm's way, but still close enough to allow us to move into the disaster area and get our employees and subcontractors into the field long immediately after the notice to proceed is received. Of course, if it turns out that the storm changes course or does not do the type of damage that has been predicted, we absorb the cost of early mobilization ourselves and return to our normal, day-to-day operations. It's a risk inherent in this type of business, and, with our financial resources and corporate stability, it is a risk we can, and are willing to take.

Other specific home-office monitoring activities that are accomplished in preparation for disaster relief effort, prior to actual mobilization are as follows:

- Set up 24/7 phone monitoring schedule for office personnel.
- Update subcontractor database, as needed, in response to in coming calls or emails and verify total number of units available.
- Alert equipment vendors about anticipated field needs.
- Prepare personnel administrative procedures for subcontractors (contracts, certificates of insurance, W 9's, etc.). Administrative staff coordinates with accounting staff to ensure accurate personnel record-keeping.
- Test office Internet connectivity and email systems to verify ability to transmit information to home office.

- Assess in-house administrative staffing level and augment with temporary personnel, as needed.
- Prepare field vehicles and field office equipment and supplies for mobilization.
- Mobilize initial field staff to staging area or temporary location to monitor storm and coordinate early field activities.

Step 2: Mobilization

If a storm or other disaster does strike, immediately upon receiving the notice to proceed from the owner, we will mobilize full force. The management team will typically be at the disaster site within 24 hours after receiving the notice to proceed from the owner, as will many of our subcontractors. Simultaneously, we will mobilize additional subcontractors, laborers, equipment suppliers, and others. The magnitude and characteristics of which are determined after consultation with County of Barnwell personnel. Instructions and the logistics to the disaster site are provided to personnel at this time. Our home and field office staffs, by this time, will have arranged for lodging for as many of our people as possible, which is an important early step in ensuring responsiveness to the contract requirements. Importantly, Santee can fund all of the expenses, which permits timely (i.e. weekly) payment for salaries, subcontractor payments and the other business expenses.

Based on our previous experience in disaster relief efforts, we estimate that Santee will be at 25% capacity within 24 hours of receiving the notice to proceed from the Client and at 100% within four days. Our ability to carry out these tasks is based on our depth of experience in the same types of relief efforts that are anticipated under this contract.

A summary of Santee's disaster mobilization is as follows:

- Prepare and distribute cash advances to subcontractors, as needed to mobilize.
- Mobilize remaining field office staff to disaster site.
- Coordinate lodging for field personnel.
- Alert subcontractors to mobilize to disaster staging area or field office.
- Field office Operations Manager meets with owner's representative and emergency personnel to survey damage prior to arrival of full field crew.

Step 3 Field Operations

Santee Modular Homes, Inc. is a safety-oriented company, one of the first actions, at the onset of field operations, is to conduct a "tailgate" safety meeting at each location. During this all-hands meeting, our supervisors will analyze the job for potential hazards, using our Job Hazard Analysis form, and will advise personnel of the potential dangers present at the site(s) and the necessity of following all safety procedures, such as the mandatory use of hard hats, safety glasses, saw chaps, safety

toe shoes, and reflective vests. Santee has a Safety Management Procedure Manual that can be furnished upon request.

Santee will provide all equipment, operators, and laborers necessary for debris removal, hauling, and disposal to identified and approved disposal facilities, as specified in the above referenced RFP. Our Experience Modification Rating is 0.93.

Santee shall provide all labor and materials necessary to fully operate and maintain (including fuel, oil, grease, and repairs) all equipment required in performance of the scope of work in the above referenced RFP.

Santee can provide as many crews as required to meet the contract requirements. A typical crew consists of the following:

- Foreman with a cell phone and pickup truck
- Self-loaders trucks and trailers with 48-165 Cubic Yard Capacities and Bucket trucks
- Traffic control personnel
- Ground labor
- Saw men
- Quality Control Site Superintendent
- Additional Ground personnel as needed

If awarded the contract, Santee will have at a minimum of five (5) crews ready to begin work within twenty-four (24) hours or less of notification.

Work shall be conducted so as not to interfere with the disaster response and recovery activities of federal, state, and local governments or agencies, or of any public utilities. Furthermore, we will offer our assistance whenever needed, under the direction of the owner.

In the event that Santee is required to locate and operate a dumpsite, depending on the magnitude of the disaster, we will do so in a timely manner under the direction of the owner.

Step 4: Demobilization

Only when all sites have been approved by the owner and are neat, clean, and free of disaster debris will Santee begin demobilization.

Santee Modular Homes, Inc
Equipment List

Year	Make	Brand/Model
	DEBRIS REMOVAL & DANGEROUS TREE EQUIPMENT	
2014	Debris Hauler Peterbilt w/8500 Serco self-loader (150 CY capacity)	Peterbilt
1993	Debris Hauler Peterbilt Semi-Truck w/ 8500 Serco self loader (156 CY capacity)	Kenworth
2002	Debris Hauler Peterbilt w/8500 Serco self-loader (145 CY capacity)	Peterbilt

1990	Bucket Truck	Intl
2000	Bucket Truck	Freightliner
1991	Bucket Truck F80	Ford
2001	Bucket Truck	Freightliner
2001	Bucket Truck	Intl
2001	Bucket Truck 4000	Intl
1997	Snorkel Lift TBA 60 (Telescopic man lift)	Snorkel

	Timbco Forwarder 815 Ultra Low Ground Pressure Machine	Timbco
2006	Vermeer Brush Chipper 18" Diesel	Vermeer
	Woodsman Brush Chipper 18"	Woodsman
2006	Vermeer Brush Chipper	Vermeer
	Ashland Grinder (Stump Master SC-21)	

2003	Bandit Beast Recyler Grinder Model 3680

2006	36 CY Debris Trailer for Dodge Pickup	Hawke
2004	22 CY Debris Trailer for Dodge Pickup	Big Tex
2006	30 CY Debris Trailer for Dodge Pickup	Hawke
2016	30 CY Debris Trailer for Dodge Pickup	Big Tex
2017	50 CY Debris Trailers (Qty 6)	Big Tex
2004	CAT Skid Steer w/rake/grapple/tracks	252B
2003	CAT Skid Steer w/rake/grapple/tracks	252B
2004	CAT Skid Steer w/rake/grapple/tracks	252B
2017	CAT Skid Steer w/rake/grapple/tracks	289DXPS

January 2020
ALL EQUIPMENT IS OWNED BY SANTEE MODULAR HOMES, INC.

Santee Modular Homes, Inc
Equipment List

2016	Dodge Ram	Pickup		
2011	Dodge Mega Cab			
2006	Dodge	Truck/Dually		
2005	Dodge	Truck/Dually		
2001	Dodge	4X4		
2006	Dodge	Truck		
2017	GMC Sierra	Truck		

Other Support Equipment

2005	INTL	Road Truck		
1996	KW	Road Truck		
2018	Excavator, Hydraulic w/grapple/rake			Hyundia HXL140
2003	Excavator, Hydraulic w/grapple/rake			Kobelco SK 120
2017	Farm Tractor w/rake/loader			John Deere
1989	Farm Tractor MDL#2910			Ford
1997	Kobelco Excavator			Kobelco
1997	Kobelco Excavator			Kobelco
	Steiger Tractor			Steiger
1990	Farm Tractor MDL# 2355			John Deere

Traffic Control Safety Equipment

Arrow Board
Message Board
High visibility/ Roll-up signs-Metal Signs-Stands-Barrels
Channeling Devices

Santee Modular Homes, Inc
Equipment List

Water Based Equipment
Barge 20' x 55' (2 sets)
Barge 20' x 45' (1 set)
Barge 20' x 20' (for add on to either set of barges)
Pusher Unit for Barges BP124 2000
Pusher Unit for Barges BP126 2002
Amphibious Aquatic Excavator with bucket, gathering rake, and/or grapple
Inland Marine Harvester
Aquatic Harvester 12' cutter head 60' lon
Diamond Back Air Boat 454 GM
2006 Go Devil Boat 35 HP
Air Boat - Lycoming Engine
1993 McKee Craft Boat with 175hp Evinrude
2004 33' Hydra Sport Boat with three (3) 300 Yamaha motors

Year	Make	Length	Brand/Model
2006	Motor	3.5	Go Devil
2006	Boat	18.06	Go Devil
	Barge	20' x 55'	Santee
	Barge	20' x 45'	Santee
	Barge	20' x 20'	Santee

Santee Debris
Disaster-Response-Relief and Recovery Equipment List
Volume of Equipment for a Major Disaster
2020

Qty	Debris Removal Equipment	Desc
40 +	Debris Hauler w/self loader -Doubles	Range 100-165 cubic yards
8	Skid Steer w/rake/grapple/tracks	
6	30-50 yard End Dump pulled by (1) ton	
1	Ashland Grinder (Stump Master SC-21)	
6	Crew Cab Pickups	Transport Small Equip-Personnel
1	24 ft Self-contained Service Trailer	Equipment-Parts
2	End Dumps	Range: 18-25 ton capacity-Gravel-Sand
10	Tandem-Tri-Axle Dump Trucks	
2	Dozers	
2	Excavator, Hydraulic w/grapple-rake	
1	Extec Turbo 1300 Sand Screen	

Qty	Debris Reduction Equipment	Desc
1	Bandit Beast Horizontal Grinder	
1	Mobark Tub Grinder	
3	Brush-Wood Chipper	(2) 18" & 20"
1	Lowboy & Tractor	
20	Bucket Trucks	Range: 55ft to 75ft
1	Snorkel Lift TBA 60	Telescopic man lift
1	Timbco Forwarder	815 Ultra Low Ground Pressure Machine

Qty	Marine Equipment	Desc
1	Amphibious Aquatic Excavator	bucket-gathering rake-grapple
1	Inland Marine Harvester	
2	Sectional Barges	2 sets 20' x 55'
1	Sectional Barges	1 sets 20' x 45'
1	Sectional Barges	1 20 x 20 (for add on for either set)
3	Hydraulic driven propelled pushers for Barges	Detriot power plant
6	Support Boats	Air Boats, Go Devil Boat, Hydra Sport

Qty	Traffic Control Safety Equipment	Desc
2	Arrow Boards	
1	Message Board	
	High visibility-Roll-up signs-Metal Signs-Stands-Barrells-Channeling Devices	

Santee Debris
dba: Santee Modular Homes, Inc.

Section 4. Sample Temporary Inspection Towers

Santee is unable to provide drawings of wooden inspection tower, the OSHA and FEMA immediately follow the photos.

Portable Lift

640 × 426

(Appendix A continued)

Independent Wood Pole Scaffolds

	Light Duty up to 20 feet High	Light Duty up to 60 feet High	Medium Duty up to 60 feet High	Heavy Duty up to 60 feet High
Maximum intended load	25 lbs/ft²	25 lbs/ft²	50 lbs/ft²	75 lbs/ft²
Poles or uprights	2 x 4 in.	4 x 4 in.	4 x 4 in.	4 x 4 in.
Maximum pole spacing (longitudinal)	6 feet	10 feet	8 feet	6 feet
Maximum (transverse)	6 feet	10 feet	8 feet	8 feet
Runners	1-1/4 x 4 in.	1-1/4 x 9 in.	2 x 10 in.	2 x 10 in.
Bearers and maximum spacing of bearers:				
3 feet	2 x 4 in	2 x 4 in.	2 x 10 in.	2 x 10 in. (rough)
6 feet	2 x 6 in. or 3 x 4 in.	2 x 10 in. (rough) or 3 x 8 in.	2 X 10 in.	2 x 10 in. or (rough)
8 feet	2 x 6 in. or 3 x 4 in.	2 x 10 in. (rough) or 3 x 8 in.	2 x 10 in.	—
10 feet	2 x 6 in. or 3 x 4 in.	2 x 10 in. (rough) or 3 x 3 in.	—	—
Planking	1-1/4 x 9 in.	2 x 10 in.	2 x 10 in.	2 x 10 in.
Maximum vertical spacing of horizontal members	7 feet	7 feet	6 feet	6 feet
Bracing horizontal	1 x 4 in.	1 x 4 in.	1 x 6 in. or 1-1/4 x 4 in.	2 x 4 in.
Bracing diagonal	1 x 4 in.	1 x 4 in.	1 x 4 in.	2 x 4 in.
Tie-ins	1 x 4 in.	1 x 4 in.	1 x 4 in.	1 x 4 in.

NOTE: All members except planking are used on edge. All wood bearers shall be reinforced with 3/16 x 2 inch steel strip, or the equivalent, secured to the lower edges for the entire length of the bearer.

(Appendix A continued)

(b) Tube and coupler scaffolds.

Minimum Size of Members

	Light Duty	Medium Duty	Heavy Duty
Maximum intended load	25 lbs/ft²	50 lbs/ft²	75 lbs/ft²
Posts, runners, and braces	Nominal 2 in. (1.90 inches) OD steel tube or pipe	Nominal 2 in. (1.90 inches) OD steel tube or pipe	Nominal 2 in. (1.90 inches) OD steel tube or pipe
Bearers	Nominal 2 in. (1.90 inches) OD steel tube or pipe and a maximum post spacing of 4 ft. x 10 ft.*	Nominal 2 in. (1.90 inches) OD steel tube or pipe and a maximum post spacing of 4 ft. x 7 ft. or Nominal 2-1/2 in. (2.375 in.) OD steel tube or pipe and a maximum post spacing of 6 ft. x 8 ft.*	Nominal 2-1/2 in. (2.375 in.) OD steel tube or pipe and a maximum post spacing of 6 ft. x 6 ft.
Maximum runner spacing vertically	6 ft. 6 in.	6 ft. 6 in.	6 ft. 6 in.

**Bearers shall be installed in the direction of the shorter dimension.*

NOTE: Longitudinal diagonal bracing shall be installed at an angle of 45° (± 5°).

SECTION 6 – BID FORM

Estimated Quantities – For Bidding Purposes Only

While intended for debris removal after any disaster, the primary focus for this work is debris generated by tropical weather (storms/hurricanes). To provide a non-committal estimate of potential contract scope, the U. S. Army Corps of Engineers "Hurricane Debris Estimating Model" found in Appendix B to FEMA 325, Public Assistance Debris Management Guide (http://www.fema.gov/pdf/government/grant/pa/demagde.pdf), was used to predict debris amounts for a Category 3 hurricane. The model found 72,500 cubic yards (CY) of debris could be generated. The variables used in the model to solve for "CY of debris generated (Q)" were; 4,950 as the "Number of Households (H)", a "Hurricane Category (C)" factor of 26 CY for a Category 3 storm, a "Vegetative Cover (V)" multiplier of Medium/1.3, a "Commercial Density (B)" multiplier of Light/1.0, and a "Precipitation Characteristic (S)" multiplier of Medium to Heavy/1.3. The Model defines (H) as number of households derived from the total population divided by 3 people per household. Due to the seasonal nature of Dare County's population, the number of "housing units" across all Dare County municipalities and unincorporated areas, as reported by the U.S. Census Bureau in 2013, was used as (H). This approach more accurately reflects the number of households that could be impacted. Debris hurricane category estimates are referenced from recent contracted debris removal services utilized post-Hurricane IRENE a Category 3 storm (2003) and Hurricane ISABEL a Category 2 (2011).

Bid Assumptions: 214,629 c.y. of debris consisting of approximately 150,241 c.y. of C & D debris and approximately 64,389 c.y. of vegetative debris. All Temporary Debris Management Sites are within ten miles of a pickup point. Material densities are assumed to be 333 pounds per cubic yard for vegetation, 500 pounds per cubic yard for mulch, and 700 pounds for mixed debris. Volume reduction assumed to be ~75% for grinding and ~90% for burning.

Additional debris estimates are provided for reference.

Category One Hurricane Estimates: 4,953 c.y. vegetative/ 11,557 c.y. C & D

Category Two Hurricane Estimates: 19,812 c.y. vegetative/ 42,228 c.y. C & D

Category Four Hurricane Estimates: 123,825 c.y. vegetative/ 228,924 c.y. C & D

Category Five Hurricane Estimates: 198,119 c.y. vegetative/462,279 c.y. C & D

Travel Distances from municipality to Final Disposal Site

- Town of Nags Head-25 miles-(one- way travel distance)
- Town of Southern Shores-36 miles-(one- way travel distance)
- Town of Duck-42 miles-(one- way travel distance)

Unit prices, unless otherwise indicated, shall include all labor (operators, laborers, supervisors) and materials including but not limited to: supplies, equipment maintenance, repairs, repair parts, fuels, lubricants, cellular phones, transportation, and housing, if required, necessary to accomplish the project. The quantities and distributions are estimated for the purpose of making an award, locations of sites, debris quantities, destinations, material densities, etc. may differ substantially in an actual disaster.

Addendum No 1 6/02/2020
Addendum No 2 6/02/2020

Received and acknowledged

(Appendix A continued)
2. Specific guidelines and tables.
(a) Pole Scaffolds.

Single Pole Wood Pole Scaffolds

	Light Duty up to 20 feet High	Light Duty up to 60 feet High	Medium Duty up to 60 feet High	Heavy Duty up to 60 feet High
Maximum intended load	25 lbs/ft²	25 lbs/ft²	50 lbs/ft²	75 lbs/ft²
Poles or uprights	2 x 4 in.	4 x 4 in.	4 x 4 in.	4 x 6 in.
Maximum pole spacing (longitudinal)	6 feet	10 feet	8 feet	6 feet
Maximum pole spacing (transverse)	5 feet	5 feet	5 feet	5 feet
Runners	1 x 4 in.	1-1/4 x 9 in.	2 x 10 in.	2 x 10 in.
Bearers and maximum spacing of bearers: 3 feet	2 x 4 in.	2 x 4 in.	2 x 10 in. or 3 x 4 in.	2 x 10 in. or 3 x 5 in.
5 feet	2 x 6 in. or 3 x 4 in.	2 x 6 in. or 3 x 4 in. (rough)	2 x 10 in. or 3 x 4 in.	2 x 10 in. or 3 x 5 in.
6 feet	—	—	2 x 10 in. or 3 x 4 in.	2 x 10 in. or 3 x 5 in.
8 feet	—	—	2 x 10 in. or 3 x 4 in.	—
Planking	1-1/4 x 9 in.	2 x 10 in.	2 x 10 in.	2 x 10 in.
Maximum vertical spacing of horizontal members	7 feet	9 feet	7 feet	6 ft. 6 in.
Bracing horizontal	1 x 4 in.	1 x 4 in.	1 x 6 in. or 1-1/4 x 4 in.	2 x 4 in.
Bracing diagonal	1 x 4 in.	1 x 4 in.	1 x 4 in.	2 x 4 in.
Tie-ins	1 x 4 in.	1 x 4 in.	1 x 4 in.	1 x 4 in.

NOTE: All members except planking are used on edge. All wood bearers shall be reinforced with 3/16 x 2 inch steel strip, or the equivalent, secured to the lower edges for the entire length of the bearer.

Scissor Lift with cover

HAZARD 14: Debris towers

Risks: Traumatic, serious, or fatal injuries or illnesses can occur due to falls from elevated surfaces.

- **General Recommendations:**
  - Inspect scaffolds and scaffold components for defects before each work shift and after any incident which could affect structural integrity.
  - Provide adequate buffer zones around the tower.
  - Anchor the scaffold to prevent displacement from wind with guide wires
  - Do not exceed load capacity of the scaffold.
  - Footing of the tower must be level, sound, rigid, and capable of supporting the load without settling or displacement.
  - A standard guardrail (top, mid, toe) and handrail system must be installed along all open sides.
  - Provide appropriate ventilation if a heating system is present.
  - No smoking.
  - Use established construction guidance (e.g. – US Army Corps of Engineers).

HAZARD 15: Aerial lifts and scissor lifts

Risks: Traumatic, serious, or fatal injuries or illnesses can occur due to falls, tip-overs, and pinch points.

- **General Recommendations:**
  - Only trained and authorized people may operate the lift.
  - Check for overhead objects before use.
  - Stay far from debris piles, drop-offs, and floor openings.
  - Never use equipment near electric lines unless the lines are de-energized or adequate clearance is maintained.
  - Refuel tanks only when the machine is off.
  - Elevate the lift only when it is on a firm and level surface.
  - Never drive the lift when in the extended position.

HAZARD 16: Severe weather

Risks: Traumatic, serious, or fatal injuries or illnesses can occur due to hypothermia, hyperthermia, and lightning strikes.

- **General Recommendations:**
  - Monitor local weather conditions regularly.
  - Recognize the signs of an oncoming thunder and lighting storm and seek shelter.
  - Avoid small sheds, wooded areas, metal fences and open areas.

You can help prevent workplace injuries and illnesses by looking at your workplace operations, establishing proper job procedures, and ensuring that all employees are trained properly. One of the best ways to determine and establish proper work procedures is to conduct a job hazard analysis. A job hazard analysis is a technique that focuses on job tasks as a way to identify hazards before they occur. It focuses on the relationship between the worker, the task, the tools, and the work environment. Ideally, after you identify uncontrolled hazards, you will take steps to eliminate or reduce them to an acceptable risk level.

A job hazard analysis can be conducted on many jobs in your workplace. Priority should go to the following types of jobs:

- Jobs with the highest injury or illness rates;
- Jobs with the potential to cause severe or disabling injuries or illness, even if there is no history of previous accidents;
- Jobs in which one simple human error could lead to a severe accident or injury;
- Jobs that are new to your operation or have undergone changes in processes and procedures;
- Jobs that are complex enough to require written instructions.

Schedule 1 – Unit Rate Price Sheet- Page 1 of 6

Disaster Debris Clearance and Removal Services

DO NOT INCLUDE TIPPING FEES IN UNIT COST

Tipping fees should not be included in the unit price on the proposal form; however, the successful contractor will submit invoices indicating the unit cost and the tipping fee. Tipping fees will be paid for by the Town.

The estimated debris quantities below are based on a USACE debris model for the Town.

*For Services rendered after the initial 70-hour period

The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.

Category	Field Name and Description	Estimated Quantity (a)	Unit (b)	Unit Price (c)	Line Item Price (a) x (c)
Vegetative Collect and Haul	0-15 Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance up to 15 miles*	21,750	CY	$6.50	$141,375.00
	16-30 Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance between 16 and 30 miles*	21,750	CY	$6.75	$146,812.50
	31-60 Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance between 31 and 60 miles*	21,750	CY	$7.00	$152,250.00
	60+ Miles Veg from ROW to DMS or final disposal *Vegetative collect and removal for a haul distance greater than 60 miles*	21,750	CY	$7.00	$152,250.00
	Single Price Veg from ROW to DMS or final disposal *A single price vegetative collect and removal for any haul distance*	21,750	CY	$6.80	$147,900.00

*Estimated quantities (as determined by the Town) are only to assist the Town(s) in evaluating price proposals.

Management and Reduction	Grinding *Grinding/chipping vegetative debris*	21,750	CY	$2.50	$54,375.00
	Grinding *Grinding/chipping C& D debris*	21,315	CY	$2.75	$58,616.25
	Air Curtain Burning *Air Curtain Burning vegetative debris*	21,750	CY	$1.10	$23,925.00
	Open Burning *Open Burning vegetative debris*	21,750	CY	$.90	$19,575.00
	Debris Management Site Management *Preparation, management, and segregating at debris management site, build tower, return DMS to pre-disaster condition.*	72,500	CY	$.90	$65,250.00

***For Services rendered after the initial 70-hour period**

The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.

Category	Field Name and Description	Estimated Quantity (a)	Unit (b)	Unit Price (c)	Line Item Price (a) x (c)
C & D Collect and Haul	0 – 15 Miles C&D from ROW to DMS or final disposal *C&D collect and removal for a haul up to 15 miles*	50,750	CY	$6.50	$329,875.00
	16 – 30 Mile C&D from ROW to DMS or final disposal *C&D collect and removal for a haul distance between 16 and 30 miles*	50,750	CY	$6.75	$342,542.60
	31–60 Miles C&D from ROW to DMS or final disposal *C&D collect and removal for a haul distance between 31 and 60 miles*	50,750	CY	$7.00	$355,250.00
	60+ Miles C&D from ROW to DMS or final disposal *C&D collect and removal for a haul distance greater than 60 miles*	50,750	CY	$7.00	$355,250.00
	Single Price C&D from ROW to DMS or final disposal *A single price C&D collect and removal for any haul distance*	50,750	CY	$6.80	$345,100.00

Final Disposal from DMS	0 – 15 Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 0 – 15 miles*	40,202	CY	$2,50	$100,505.00
	16 - 30 Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 16 – 30 miles*	40,202	CY	$2.75	$110,555.50
	31 - 60 Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 31 –60 miles*	40,202	CY	$2.75	$110,555.00
	60+ Miles from DMS to Final Disposal *Transport processed debris from* DMS *to final disposal 60+ miles*	40,202	CY	$3.00	$120,606.00
	Single Price from DMS to Final Disposal *A single price transport of processed debris from* DMS *to final disposal*	40,202	CY	$2.90	$116,585.80

***For Services rendered after the initial 70-hour period**

The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.

Category	Field Name and Description	Estimated Quantity (a)	Unit (b)	Unit Price (c)	Line Item Price (a) x (c)
Tree Operations	Hazardous Trees 6" – 12.99" *Hazardous tree removal for a 6 – 12.99" inch trunk diameter*	1	TREE	$60.00	$60.00
	Hazardous Trees 13" – 24.99" *Hazardous tree removal for a 13 – 24.99 inch trunk diameter*	1	TREE	$65.00	$65.00
	Hazardous Trees 25" – 36.99" *Hazardous tree removal for a 25 - 36.99 inch trunk diameter*	1	TREE	$70.00	$70.00
	Hazardous Trees 37" – 48.99" *Hazardous tree removal for a 37 – 48.99 inch trunk diameter*	1	TREE	$100.00	$100.00
	Hazardous Trees 49"+ *Hazardous tree removal for a 49+ inch trunk diameter*	1	TREE	$150.00	$150.00
	Trees with Hazardous Limbs 2" in diameter or greater at point of break *Hazardous hanging limb removal*	1	TREE	$60.00	$60.00
	***Hazardous Stumps <24" for Removal only (no extraction allowed) based on a 12" Stump	1	CY	$100.00	$100.00
	Hazardous Stumps >24" – 36.99" *Hazardous stump extraction and removal for a 24 – 36.99 inch stump diameter*	1	STUMP	$200.00	$200.00
	Hazardous Stumps >37" – 48.99" *Hazardous stump extraction and removal for a 37 – 48.99 inch stump diameter*	1	STUMP	$250.00	$250.00
	Hazardous Stumps >49"+ *Hazardous stump extraction and removal for a 49+ inch stump diameter*	1	STUMP	$300.00	$300.00
	Stump Fill Dirt *Fill dirt for stump holes after removal*	100	CY	$1.00	$100.00

All debris generated by these tree operations will be placed on the ROW and removed and paid per unit prices for vegetative debris removal in Schedule 1.

*** Refer to the Federal Emergency Management Agency ("FEMA") Public Assistance Policy and Guidance, latest version

***For Services rendered after the initial 70-hour period**
The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.

Category	Field Name and Description	Estimated Quantity (a)	Unit (b)	Unit Price (c)	Line Item Price (a) x (c)
Specialty Removal	Waterway Debris Removal *Debris Removal from canals, rivers, creeks, streams, and ditches*	1	CY	$25.00	$25.00
	Sand Collection and Screening *Pick up, screen, and return debris laden sand/mud/dirt/rock*	1	CY	$27.00	$27.00
	Vehicle Removal *Removal of eligible vehicle*	1	UNIT	$350.00	$350.00
	Vessel Removal (Land) *Removal of eligible vessel*	1	LF	$45.00	$45.00
	Vessel Removal (Marine) *Removal of eligible vessel from waterway*	1	LF	$50.00	$50.00
	Carcass Removal *Removal of debris that will decompose (animals and organic fleshy matter)*	1	POUND	$7.00	$7.00
	ROW White Goods Removal *Pick up and haul of white goods to disposal site*	1	UNIT	$10.00	$10.00
	Freon Management *Freon management and recycling*	1	UNIT	$20.00	$20.00
	Demolition of Private Structure (C&D)	125	CY	$10.00	$1,250.00
	Demolition of Private Structure (RACM)	125	TON	$180.00	$22,500.00
	Electronic Waste *Removal of electronic debris that contain hazardous materials, such as cathode ray tubes. Includes computers monitors and televisions.*	1	POUND	$10.00	$10.00
	Putrescent Removal *Removal of debris that will decompose or rot (animals and organic fleshy matter)*	1	POUND	$10.00	$10.00
	Bio-waste *Removal of waste capable of causing infection to humans (animal waste, human blood, pathological waste).*	1	POUND	$12.00	$12.00
	Household Hazardous Waste (HHW) *HHW removal and disposal*	1	POUND	$12.00	$12.00

Mobilization/De-Mobilization costs may vary depending on the size of the debris work that may be encountered. The estimated quantities noted in the example on page 17 is based upon a Category Three Debris generating storm event. Please provide Mobilization/De-Mobilization Costs in the table provided below;

	*For Services rendered after the initial 70-hour period The Town may NOT allow the usage for all methods listed below; however, pricing is requested in the event it is needed.			
Municipality	**Category 1**	**Category 2**	**Category 4**	**Category 5**
Nags Head	$1.00	$1.00	$1.00	$1.00
Southern Shores	$1.00	$1.00	$1.00	$1.00
Duck	$1.00	$1.00	$1.00	$1.00

Schedule 2 – Hourly Equipment and Labor Price Schedule - Page 6 of 6

****** For services rendered during the first seventy (70) hours. ******

The first seventy (70) hours of service under this contract shall be for emergency road clearance only. The hourly equipment rate provided below **shall include the cost of labor for the operator**.

Equipment Type Description	Amount of equipment available	Hourly Equipment Rate
Off-road dump truck		$160.00
Bobcat Loader		$120.00
Bucket Truck w/Operator		$165.00
Crash Truck w/Impact Attenuator		$145.00
Dozer, Tracked, D5 or similar		$95.00
Dozer, Tracked, D6 or similar		$135.00
Dozer, Tracked, D7 or similar		$145.00
Dozer, Tracked, D8 or similar		$150.00
Single axle Dump Truck, 5 CY-12 CY		$75.00
Tandem axle Dump Truck, 16 CY-20 CY		$95.00
Tandem axle Dump Truck, 21 CY-30 CY		$105.00
Generator and Lighting		$50.00
Grader w/12' Blade		$130.00
Hydraulic Excavator, 1.5 CY		$140.00
Hydraulic Excavator, 2.5 CY		$175,00
Knuckleboom Loader		$150.00
Lowboy Trailer w/Tractor		$110.00
Mobile Crane (Adequate for hanging limbs/leaning trees)		$250.00
Pickup Truck, .5 Ton		$45.00
Truck, Flatbed		$80.00
Water Truck		$80.00
Wheel Loader, 2.5 CY, 950 or similar		$175.00
Wheel Loader, 3.5 – 4.0 CY, 966 or similar		$200.00
Wheel Loader, 4.5 CY, 980 or similar		$225.00
Wheel Loader-Backhoe, 1.0 – 1.5 CY		$140.00
Road sweeper		$122.00
Fuel/Service Truck		$75.00
Bucket truck		$175.00
Power screen		$145.00
50 Ton Crane		$270.00
Portable light plant		$20.00
Temporary office trailer		$50.00
Air Curtain incinerator- self-contained		$45.00

Mobile generator (50kw or greater)		$65.00
Hand fed wood chipper		$55.00
Wood tub grinder (575 HP or less)		$400.00
Stacking conveyor		$115.00
Trailer mounted dewatering pump (1,000 gpm or greater)		$85.00
*All equipment descriptions shall be in accordance with FEMA "typed resource definitions"		
** All equipment rates shall include the cost of operator, fuel and maintenance, unless otherwise noted		

PERSONNEL DESCRIPTION	Hourly Rate
Operations Manager	$ 60.00
Superintendent	$ 50.00
Foreman	$ 40.00
Safety Officer/Quality Control Inspector	$ 35.00
Laborer & Traffic Control Flagperson	$ 30.00
Documentation Clerk	$ 25.00
Timekeeper	$ 20.00
HAZMAT Operator	$ 80.00
HAZMAT Technician	$120.00
Household HAZMAT Inspection and Removal Crew	$ 130.00
Skilled Sawman	$ 40.00
Crew Foreman with cell phone	$ 75.00
Tree Climber	$ 85.00

MATERIAL DESCRIPTION	/YARD
Fill dirt for stump holes – installed (includes purchase, placement and shaping)	$ 14.00

Comments:

If work must be conducted on the beach, or in areas of concentrated salt spray, please state any increases (% based) to the equipment hourly rates to be used and the rate per hour to be charged:

Please state the maximum period of time required to initiate cleanup (mobilization) following a storm in the Towns of Nags Head, Southern Shores, or Duck.

Please state whether you will agree to stage any equipment prior to an anticipated storm (landfall). If so, please list each piece of equipment you will "pre-locate" and the rate per hour for this service.

PROPOSER'S BID CERTIFICATION FORM

To Whom It May Concern:

I have carefully examined the Request for Proposal and any other documents accompanying or make a part of this Request for Proposal.

I hereby propose to perform the following Services as specified in this Request for Proposal at the rates described on **SCHEDULE 1 – UNIT RATE PRICE SCHEDULE and SCHEDULE 2 – HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE.**

I certify that all information contained in this proposal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the company as its act and deed and that the company is ready, willing and able to perform if awarded the contract.

I further certify, under oath, that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a proposal for the same product or service; no officer employee or agent of the Town of Nags Head, Town of Southern Shores and Town of Duck or any other proposer is interested in said proposal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

This is an acknowledgement that FEMA financial assistance will be used to fund the contract only. The Contractor will comply with all applicable federal laws regulations, executive orders, and the latest version of FEMA policies, procedures, and directives.

It is distinctly understood that the Town reserves the right to reject any or all proposals.

Santee Modular Homes, Inc.
Company Name

Authorized Signature

Larry W Shuler Vice President
Printed or Typed Name and Title

233 Merri Oaks Court
Mailing Address

Santee, SC 29142-9124
City/State/Zip Code

Federal Tax ID: 57-0975690

Phone: 803-897-2144

Fax: 888-538-6488

Email: smh@santeedebris.com

NOTARIZE

Subscribed and sworn to before me this 1 day of June, 2020

Notary Public

My Commission expires: 7/8/2028

(SEAL, if Corporation)

NON-COLLUSION AFFIDAVIT

State of North Carolina

County of Dare

Larry W Shuler (name of individual), being first duly sworn, deposes and says that:

1. He/She is the Vice President (title) of Santee Modular Homes, Inc. (company name), the proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
3. Such proposal is genuine and is not a collusive proposal;
4. Neither the said proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other proposer firm or Person to submit a collusive proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such contract, or has in any manner, directly or indirectly sought by agreement or collusion of communication or conference with any other proposer, firm or person to fix the price or prices in the attached proposal or of any other proposers, or to fix any overhead, profit or cost element of the proposal price of the proposal of any other proposer or to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the Town of Nags Head, Town of Southern Shores an Town of Duck or any person interested in the proposed contract; and
5. The price or prices quoted in the attached proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

Signature

Vice President

Title

Date: 6/04/2020

Seal if Corporation

This form must be notarized

SUBSCRIBED AND SWORN TO BEFORE ME,

This 1 day of June, 2020

Notary Public

My Commission Expires: 7/8/2028

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS
(To be submitted with each bid or offer exceeding $100,000)

The undersigned Santee Modular Homes, Inc. [insert name of Contractor] certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

The Contractor, Santee Modular Homes, Inc. [insert name], certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

Santee Modular Homes, Inc. [Insert name of Contractor]

By: Larry W Shuler

Name: Larry W Shuler

Title: Vice President

Date: 6/04/2020

DEBARMENT AND SUSPENSION CERTIFICATION

The Use of any Contractor that has been declared debarred by the office of Federal Contract Compliance Programs (OFCCP) is prohibited. Further the use of subcontractor(s) that has been declared debarred by OFCCP is prohibited. A complete list of federally disbarred contractors can be found at www.sam.gov. It is the sole responsibility of the Contractor to ensure that subcontractor(s) are in good standing with the OFCCP and not on the disbarment list.

The undersigned applicant certifies to the best of his or her knowledge and belief, that he applicant and its principals:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal Department or agency;

(b) have not within a 3-year period preceding this proposal been convicted of or had a valid judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) are not presently indicted or otherwise criminally or civilly charged by a governmental entitle (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and

(d) have not within a 3-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

Should the applicant not be able to provide this certification, an explanation as to why should be placed after the assurances page in the application package.

The applicant agrees by submitting the proposal that it will include, without modification, the clause titled "Certification Regarding Debarment, Suspension, in eligibility, and Voluntary Exclusion-Lower Tier Covered Transactions" in all lower tier covered transactions (i.e., transactions with sub-grantees and/or contractors) and in all solicitations for lower tier covered transactions.

_____ (Seal if Corporation)
Signature
Vice President
Title
Date: 6/04/2020

NOTARIZE

SUBSCRIBED AND SWORN TO BEFORE ME,

This 1 day of June, 2020

NOTARY PUBLIC _____

Certification for Contracts, Grants, Loans, and Cooperative Agreements
(To be submitted with each bid or offer exceeding $100,000)

The undersigned Santee Modular Homes, Inc. [insert name of Contractor] certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

The Contractor, Santee Modular Homes, Inc. [Insert name], certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Santee Modular Homes, Inc. [Insert name of Contractor]

By: [signature]
Name: Larry W Shuler
Title: Vice President
Date: 6/02/2020

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 05/19/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER 843-873-9202 843-873-9256
WINNINGHAM INS AGENCY
1672 North Main Street Ste 2
Summerville, S C 29483

CONTACT NAME: Wendy W Lucarelli
PHONE (A/C, No, Ext): 843-873-9202 FAX (A/C, No): 843-873-9256
E-MAIL ADDRESS: wlucarelli@winninghaminsagency.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: BERKLEY NATIONAL	24759
INSURER B: MESA UNDERWRITERS	
INSURER C: NAUTILUS INS CO	
INSURER D: PROGRESSIVE	
INSURER E: STARSTONE INS CO	
INSURER F: LMI INS CORP	

INSURED
SANTEE MODULAR HOMES INC
233 MERRI OAKS CT
SANTEE, SC 29142-9124

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	✓ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ✓ OCCUR ✓ Primary/Non Contribtory GEN'L AGGREGATE LIMIT APPLIES PER: ✓ POLICY ☐ PRO-JECT ☐ LOC OTHER:	✓	✓	MP0032001001646	03/12/2020	03/12/2021	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG BI & PD Ded	$ 1,000,000 $ 100,000 $ EXCLUDED $ 1,000,000 $ 2,000,000 $ 1,000,000 $ 2,500
D	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ✓ SCHEDULED AUTOS ✓ HIRED AUTOS ONLY ✓ NON-OWNED AUTOS ONLY	✓	✓	04635568-8	04/01/2020	04/01/2021	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $ $
C	☐ UMBRELLA LIAB ✓ OCCUR ✓ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION $	✓	✓	ANO49306 FORM FOLLOWING	03/12/2020	03/12/2021	EACH OCCURRENCE AGGREGATE	$ 4,000,000 $ 4,000,000 $
F	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N: Y (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WC5-39S-713230-018	12/16/2019	12/16/2020	✓ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
E	Pollution Liability	✓	✓	E77648191AEM	04/24/2020	04/24/2021	Occurrence Aggregate	$1,000,000 $2,000,000
A	CONTRACTORS EQUIPMENT	✓		MIM1004226-54	04/24/2020	04/24/2021	RENTED/LEASED	$300,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Desc: Debris Removal and Disposal Services
RFP Disaster Debris Management/Removal Services

CERTIFICATE HOLDER

Town of Nags Head Dept of Administration
Attn: Carolyn Morris, Town Clerk
5401 S Croatan Hwy
Nags Head, NC 27959

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Wendy W. Lucarelli

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Exceptions

Exceptions to the Sample Service Agreement

We have reviewed the sample agreement and have no exceptions to the terms outlined.

Exceptions to the Scope of Services

We have reviewed the scope of services and have no exceptions to the information provided.

Litigation

Santee Modular Homes, Inc nor its principals have not been involved in any litigation, judgements or arbitration in the last ten (10) years regarding any work performance or other circumstances. There are no pending proceedings against the firm or owners.

FEMA Overview

Applicant Process Overview

- Preliminary Damage Assessment (PDA) is performed and Immediate Needs Funding (INF) and the need for Expedited Payments are identified.
- Applicants' Briefing is held.
- Applicants submit the *Request for Public Assistance*
- Public Assistance Coordinator (PAC) is assigned to each applicant
- PAC Crew Leader holds a Kickoff Meeting with the applicant
- Applicant's specific needs are identified and cost estimates are developed through the project formulation process
- FEMA approves and processes funding for the application's projects.

Standard Operating Procedures- Documents that must be filled out

- 9570.2 Public Assistance Coordinator
- 9570.4 Kickoff Meeting
- 9570.5 Project Formulation
- 9570.6 Validation of Small Projects
- 9570.7 Immediate Needs Funding
- 9570.8 Cost Estimating Format for Large Projects
- 9570.9 Historic Review

FEMA states that the "Preliminary Damage Assessment (PDA) is performed to document the impact and magnitude of the disaster on individuals, families, businesses, and public property and to gather information for disaster management purposes" (FEMA 322 Public Assistance Guide).

Cost Estimate

Time and materials, unit cost, and contracts are the three main methods that FEMA use to determine costs. The Cost Estimating Format (CEF) is the cost estimating methodology that FEMA utilizes to estimate costs of large projects.

Grant Processing

While the State and FEMA share the responsibility of making Public Assistance funds available to the applicant, FEMA is responsible for determining said applicant's eligibility and approving the projects.

Project Management

The moment that a disaster strikes is when project management will begin, and it will not end until the applicant has received final payment for any, and all, projects.

Record Keeping

The record keeping process should be begun before the President declares a disaster. Maintaining accurate, and complete, records of events and expenditures cannot be emphasized enough. It is quite critical to make sure that everything has been documented, and that the documentation describes the "who, what, when, where, why, and how much." The applicant should be sure to have a record keeping system that will enable the applicant to track the following elements:

- Completed project worksheet (PW)
- Completed Special Considerations Questions form
- Estimated and actual costs
- Force account labor
- Force account equipment
- Materials
- Purchases
- Photographs of damage
- Work underway and work that has been completed
- Insurance information
- Environmental and/or historic alternatives and hazard mitigation opportunities considered
- Environmental review documents
- Receipt and disbursement documents
- Records of donated goods and services

The records for a project become a permanent record and they are the basis for verification of the reconciliation of costs for large projects.

Records must be kept for at least three years from the date of the final Financial Status Report (FSR).

Sub-Contractor Participation

Santee is committed to helping local communities recover economically from a disaster event. The Santee participation model has proven to be very effective in keeping the maximum amount of recovery dollars within the local community. Santee will work with local contractors, businesses, and labor pools within the Clients area to maximize local participation.

For debris missions of almost any size, locating and identifying qualified subcontractors is an indispensable component to mission success. While Santee has the capacity and the capability to self-perform most debris management contracts, part of our overall plan to assist the Client with recovery is to aggressively locate, identify, and retain local subcontractors (and residents) to become a part of the recovery team.

Santee is constantly seeking qualified, socio-economically disadvantaged safety conscious subcontractors to add to our nationwide subcontractor base, as well as to identify those that would be available for a more localized event. To this end, we have placed a link on our website (www.santeedebrisremoval.com) that allows subcontractors from any locale to enter contact information, specialties, and disadvantaged status. Using the information registered on our website, we update our database of subcontractors, suppliers, and vendors who have pre-registered and expressed an interest in working with Santee on future recovery missions.

It is in the interest of Santee, as well as the Client, to use local subcontractors in various capacities associated with the current disaster debris mission. Locals know the impacted area and available resources; generally do not require housing, food, and laundry services, and are dedicated to restoring their hometown. We regularly employ local subcontractors to assist with:

- Gathering, loading, and hauling of debris
- Sorting, decommissioning, packaging, and transportation of White Goods
- Sorting, packaging, and transportation of electronic waste
- Performing debris site management and operational functions
- DMS security
- Assisting with traffic control, personal safety, and overall job safety oversight
- Environmental services including asbestos and hazard assessment
- Other functions as necessitated by the size of the event.

Santee will utilize local subcontractors where available, qualified, and appropriate. After assessing the size and scope of the debris mission, Santee will recruit and hire local residents to assist in contract performance.

Santee subcontracts for services in contract performance where Santee requires additional resources, manpower or with firms that possess specific capabilities, or if it is more cost effective to do so. Santee, a small business concern, has successfully

subcontracted in the past, and will continue to do so, to award meaningful contracts to small business, small woman-owned business, and/or disadvantaged business concerns, located within the local geographic area of the disaster work, whenever possible. Specific concepts in Santee's approach to contracting are as follows:

1. **Subcontracting to Firms Located in the Identified Disaster Geographic Area**
   - It is often quite difficult to hire subcontractors who are local to a disaster site, since they are often victims of the natural disaster itself, and are trying to care for their own property and families in the aftermath. However, Santee will make a determined effort to hire as many local subcontractors as possible to assist with debris removal and processing, and has previously been successful in doing so. When mobilizing to work in a specific geographic area, Santee begins to research for potential subcontractors. Santee's maintained master list is first checked for firms in the affected geographic area. Then other search approaches are used (advertisements, Internet, references, etc.), prior to soliciting other firms. Firms, local to the specified area and having participated in other related competitions/contracts, will be initially contacted for potential work
   - If awarded this contract, we will provide a listing of local subcontractors.
     - Our Subcontractor's plan can be found at the end of this section.

2. **Subcontracting to Small, Small Disadvantaged, and Small Woman-Owned Business Concerns**
   - Santee will make every effort to subcontract small, small disadvantaged, and small woman-owned business concerns to obtain assistance with the work expected under the anticipated contract/order, when needed. When developing the company's master list with potential subcontractors for debris reduction and removal services, key information includes the size and other related information on each firm. In general, during previous contract efforts, at least *50%* of the subcontractors and other personnel we use in our disaster related work are affiliated with a small disadvantaged business. In addition, we are fully cognizant of the Stafford Act and the guidance it provides in hiring of personnel in disaster areas. Santee has a record of providing work opportunities to the workforce targeted under the anticipated contract/order.
     - Prior to a disaster event we will research local DBE/WBE/MBE's in and around the Client's location. If awarded this contract, the firms researched will be given the first opportunity to subcontract for us.

Vendor: _____

EVALUATION FORM: TOWN OF NAGS HEAD REQUEST FOR PROPOSAL RESPONDENT SUBMISSIONS FOR DEBRIS REMOVAL

Proposals will be independently evaluated according to the following criteria

Evaluation Criteria	Value	Assigned Value	Notes
I. Pricing Fee structure and cost elements for personnel and equipment to be utilized	**50 pts**		
II. Qualifications/Resources Training & professional experience - 10 pts References from ex. contracts/past clients- 5 pts Financial resources - 5 pts Available resources - 10 pts	**30 pts**		
III. Technical The offeror's approach to the scope of services and responsiveness with mobilization	**10 pts**		
IV. Other weighted Exception to service agreement/scope of services - 2 pts Litigation in past 10 years - 2 pts Contractors willingness to use local contractors - 2 pts Documentation of good faith efforts - 2 pts Familiarity with FEMA guidelines - 2 pts	**10 pts**		

Evaluated by: _____

	Graham CLC	TFR Enterprises	Custom Tree	KDF Enterprises	Southern DR	CrowderGulf	Santee MH	DRC Emergency	Ceres
Category									
Schedule 2 - Hourly Equipment Cost Schedule Totals	$583,590.00	$400,890.00	$330,050.00	$529,550.00	$276,010.00	$330,050.00	$347,340.00	$353,710.00	$322,296.10
Schedule 2 - Hourly Labor Cost Schedule Totals	$106,060.00	$66,890.00	$54,268.00	$64,420.00	$62,031.00	$57,970.00	$55,314.00	$56,925.00	$73,657.50
Schedule 1 - Debris Clearance & Removal Unit Price Totals & Removal	$899,285.60	$857,305.75	$893,085.03	$1,265,595.50	$1,272,618.95	$1,125,148.20	$842,017.25	$1,086,817.88	$1,221,077.01
	$1,044,939.60	$977,918.75	$970,361.53	$1,404,626.40	$1,378,400.75	$1,227,370.40	$865,579.75	$1,215,225.94	$1,386,604.51
	$1,044,939.60	$977,918.75	$970,361.53	$1,404,626.40	$1,378,400.75	$1,227,370.40	$865,579.75	$1,215,225.94	$1,386,604.51
Mobilization	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1.00	$0.00	$0.00
Town of Nags Head-Total	$1,588,935.60	$1,325,085.75	$1,277,403.03	$1,859,565.50	$1,610,659.95	$1,513,168.20	$1,244,672.25	$1,497,452.88	$1,617,030.61
Town of Southern Shores-Total	$1,734,589.60	$1,445,698.75	$1,354,679.53	$1,998,596.40	$1,716,441.75	$1,615,390.40	$1,268,234.75	$1,625,860.94	$1,782,558.11
Town of Duck-Total	$1,734,589.60	$1,445,698.75	$1,354,679.53	$1,998,596.40	$1,716,441.75	$1,615,390.40	$1,268,234.75	$1,625,860.94	$1,782,558.11

Town of Nags Head-Ranked	6	3	2	9	7	5	1	4	8
Town of Southern Shores- Ranked	7	3	2	9	6	4	1	5	8
Town of Duck-Ranked	7	3	2	9	6	4	1	5	8

SUMMARY OF VENDOR SUBMISSION EVALUATION SCORES

Town of Nags Head-Final Scoring	63	85	87	48	59	77	87	78	63

Benjamin Cahoon
Mayor

Michael Siers
Mayor Pro Tem

Cliff Ogburn
Town Manager

Town of Nags Head
Post Office Box 99
Nags Head, NC 27959
Telephone 252-441-5508
Fax 252-441-0776
www.nagsheadnc.gov

M. Renée Cahoon
Commissioner

J. Webb Fuller
Commissioner

Kevin Brinkley
Commissioner

AGREEMENT RENEWAL

TO: Tetra Tech Inc.

FROM: The Town of Nags Head, North Carolina

DATE: May 14, 2020

SUBJECT: **Town of Nags Head Contract Renewal for Debris Monitoring and Recovery Services**

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Tetra Tech Inc. is currently providing Debris Monitoring and Recovery Services to the Town of Nags Head per the annual agreement which became effective on August 1, 2020. The terms of the agreement indicated an initial one (1) year period and may be extended annually under its existing terms, conditions, and rates, in the Town's sole discretion, for up to three (3) additional one (1) year periods. The Town would like to extend your firm's services under this agreement.

If your firm is interested in continuing services under the existing agreement, please sign and date the renewal acceptance below and return three (3) original copies to the Town of Nags Head promptly. Upon execution of this acknowledgement, the agreement will continue under the terms, conditions and rates for approximately one (1) year in duration from July 1, 2020 to June 30, 2021. An original copy of the executed agreement will be forwarded to you for your records.

Agreement Renewal Acceptance

Tetra Tech Inc.

Signature

Jonathan Burgiel, Business Unit President
Name/Title

May 15, 2020
Date

Town of Nags Head

Signature

Name/Title

Date